

M.I.R.P.M.

Prospectus No.2012157

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SANT GADGE BABA AMRAVATI UNIVERSITY

वाणिज्य विद्याशाखा
(FACULTY OF COMMERCE)

अभ्यासक्रमिका
औद्योगिक संबंध व कार्मिक प्रबंधन पारंगत

PROSPECTUS
OF
Master of Industrial Relations & Personnel Management
(Semester Pattern Two Year Degree Course)
Semester-I & III Exam. W/2012
Semester-II & IV Exam. S/2013



2012

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SANT GADGE BABA AMRAVATI UNIVERSITY AMRAVATI
SPECIAL NOTE FOR INFORMATION OF THE STUDENTS

- (1) Notwithstanding anything to the contrary, it is notified for general information and guidance of all concerned that a person, who has passed the qualifying examination and is eligible for admission only to the corresponding next higher examination as an ex-student or an external candidate, shall be examined in accordance with the syllabus of such next higher examination in force at the time of such examination in such subjects papers or combination of papers in which students from University Departments or Colleges are to be examined by the University.
- (2) Be it known to all the students desirous to take examination/s for which this prospectus has been prescribed should, if found necessary for any other information regarding examinations etc., refer the University Ordinances Booklet the various conditions/provisions pertaining to examination as prescribed in the following Ordinances.

| | | |
|-----------------------|---|--|
| Ordinance No. 1 | : | Enrolment of Students. |
| Ordinance No. 2 | : | Admission of Students |
| Ordinance No. 4 | : | National cadet corps |
| Ordinance No. 6 | : | Examinations in General (relevant extracts) |
| Ordinance No. 18/2001 | : | An Ordinance to provide grace marks for passing in a Head of passing and Improvement of Division (Higher Class) and getting Distinction in the subject and condonation of deficiency of marks in a subject in all the faculties prescribed by the Statute NO.18, Ordinance 2001. |
| Ordinance No. 9 | : | Conduct of Examinations (relevant extracts) |
| Ordinance No. 10 | : | Providing for Exemptions and Compartments |
| Ordinance No. 19 | : | Admission of Candidates to Degrees. |

| | | |
|----------------------|---|--|
| Ordinance No. 109 | : | Recording of a change of name of a University student in the records of the University. |
| Ordinance No. 6/2008 | : | For improvement of Division/Grade. |
| Ordinance No.19/2001 | : | An Ordinance for Central Assessment Programme, Scheme of Evaluation and Moderation of answerbooks and preparation of results of the examinations, conducted by the University, Ordinance 2001. |

Dineshkumar Joshi
 Registrar
 Sant Gadge Baba Amravati University

PATTERN OF QUESTION PAPER ON THE UNIT SYSTEM

The pattern of question paper as per unit system will be broadly based on the following pattern.

- (1) Syllabus has been divided into units equal to the number of question to be answered in the paper. On each unit there will be a question either a long answer type or a short answer type.
- (2) Number of question will be in accordance with the unit prescribed in the syllabi for each paper i.e. there will be one question on each unit.
- (3) For every question long answer type or short answer type there will be an alternative choice from the same unit. However, there will be no internal choice in a question.
- (4) Division of marks between long answer and short answer type question will be in the ratio of 40 and 60.
- (5) Each short answer type question shall contain 4 to 8 short sub question with no internal choice.

SANT GADGE BABA AMRAVATI UNIVERSITY

***Ordinance No. 11 of 2001.**

Examinations leading to the Degree of (औद्योगिक संबंध व कार्मीक प्रबंधन पारंगत)Master of Industrial Relations & Personnel Management (Semester Pattern-Two Years Degree Course) Ordinance, 2001.

Where as it is expedient to frame an Ordinance leading to the Degree of Master of Industrial Relations and Personnel Management (Semester Pattern..Two Year Degree Course) the Management Council is hereby pleased to make the following Ordinance.

1. This Ordinance may be called Examinations leading to the Degree of Master of (औद्योगिक संबंध व कार्मीक प्रबंधन पारंगत) Industrial Relations and Personnel Management (Semester Pattern...Two year Degree Course)Ordinance, 2001.
2. This Ordinance shall come into force from the date of its approval by the Management Council.
3. I. The Examinations leading to the Master of Industrial Relations and Personnel Management Course shall be held at such places and on such dates as may be appointed by the Board of Examinations.
II. Subject to the compliance with the provisions of this Ordinance and of any other Ordinance in force from time to time, an applicant for admission to the M.I.R.P.M. Semester-I. Examination shall have-
i) Passed the Bachellor's Degree of this University or any other Satutory University.
ii) Prosecuted a regular course of study for not less than one academic year in a college or department recognised for this purpose by the University.
III. The applicant for M.I.R.P.M. Semester-II course shall have been the regular students of M.I.R.P.M. Semester-I course.
IV. The applicant for M.I.R.P.M. Semester-III course shall have been the regular students of M.I.R.P.M. Semester-II course.
V. The applicant for M.I.R.P.M. Semester-IV course shall have been the regular students of M.I.R.P.M. Semester-III course.

* Approved by Management Council dt. 20.9.2001 & As amended by Ord. No.11 of 2010.

- 4 Without prejudice to the other provisions of Ordinance No.6 relating to examinations in general, the provisions of Paragraphs 5,8,10,27 and 32 of the said Ordinance shall apply to every candidate.
5. I. The fees for each semester examinations shall be Rs.140.
II. The fees for desertation shall be Rs.150
III. Fees are subject to change by the Management Council from time to time.
6. An applicant for the examination prosecuting a regular course of study to the Degree of Master of Industrial Relations and Personnel Management shall not seek admission to any other academic course in this or any other University.
7. Eligibility for admission's to consequent Semesters of M.I.R.P.M. is as follows.

| For Admission to | Eligibility. |
|-------------------------|--|
| M.I.R.P.M. Semester II | Appeared for M.I.R.P.M. Semester-I. |
| M.I.R.P.M. Semester III | Appeared for M.I.R.P.M. Semester II. (Cleared all papers of Semester-I) |
| M.I.R.P.M. IV- | Appeared for M.I.R.P.M. Semester III (cleared all papers of Semester II.) |
8. I. The Scope of the Subjects shall be as indicated in the Syllabus.
II. Schemes for the Examinations shall be as indicated in Appendices appended with the Ordinance.
III. Medium of Instructions and examination shall be English.
9. In order to pass at the Semester I,II,III & IV Examinations, an Examinee shall obtain not less than 40% Marks in each paper, that is to say, separately in the Written Examination and in sessional and not less than 50% of the aggregate Marks in the Examination as a whole. The Examinee shall have to obtain not less than 50% Marks separately in Dissertation and Viva-Voce.
10. An Examinee who is unsuccessful at the examination shall be eligible for admission to the Examination on payment of a fresh Fee prescribed for the Examination together with an Ex-Student Fee.

11. An Examinee who has failed at the sessional Examination, Dissertation or Viva-Voce only shall be required to register himself afresh for the same in the Department/college in the subject or subjects in which he so failed on payment of a fresh annual sessional Fee of Rs.25/- for each head of passing. Such registration shall be done on or before the 16th August, of the Academic Year. The Head of the Department/College shall, on being satisfied about the completion of the sessional work of such a candidate, send the fresh sessional Marks to the University.
12. i) There shall be no classification of successful examinees at the Semester-II Examination.
- ii) Successful examinees obtaining 60% or more Marks in the aggregate of Semester I,II,III & IV Examinations taken together shall be placed in the First Division,those who have obtaining less than 60% but not less than 55% marks in Higher Second Division and those obtaining less than 55% marks in the Second Division.
13. Provisions of Ordinance No.7-A, relating to the Condonation of Deficiency of Marks for passing an Examination.
14. Notwithstanding anything to the contrary in this Ordinance, no person shall be admitted to this Examination, if he has already passed the same Examination or an equivalent Examination of any other statutory University.
15. Examinees successful at the M.I.R.P.M. Semester IV Examination, shall on payment of the prescribed fee, receive Degree in the prescribed form signed by the Vice-Chancellor.

APPENDIX-A**M.I.R.P.M.Semester-I Examination.**

| Sr. No. | Paper No. | Subject | Theory/ Sessional | Maximum Marks. | Minimum Marks. |
|--------------|-----------|--|-------------------|----------------|----------------|
| 1. | 101 | Principles and Practice of Management. | Theory/ Sessional | 80 20 | 32 10 |
| 2. | 102 | Personnel Management | Theory/ Sessional | 80 20 | 32 10 |
| 3. | 103 | Human Resource Development-.I | Theory/ Sessional | 80 20 | 32 10 |
| 4. | 104 | Organisational Behaviour | Theory/ Sessional | 80 20 | 32 10 |
| 5. | 105 | Managerial Communication | Theory/ Sessional | 80 20 | 32 10 |
| Total | | | | 500 | 250 |

INTERNAL ASSESSMENT

| | | |
|----|-----|----------------------|
| 6. | 106 | Managerial Economics |
|----|-----|----------------------|

- NOTE:** I Minimum marks for passing & exemption in paper including theory & sessional shall be 50%.
- II. Sessional marks shall be awarded by the Head of the Department in consultation with the subject teacher & shall be based on

| | Max. Marks | Min. Marks |
|---|------------|------------|
| (i) Terminal Examination & Class Room Test. | 08 | 4 |
| (ii) Home Assignment & Field Visits. | 08 | 4 |
| (iii) Attendance | 04 | 2 |
| Total | 20 | 10 |

- III Marks for attendance shall be calculated as follows.
- | | | | |
|-------------------------------|-------|---|-----|
| Attendance less than 75% | marks | - | NIL |
| Attendance between 75% to 80% | marks | - | 02 |

| | | |
|--|---|----|
| Attendance between 81% to 90% marks | - | 03 |
| Attendance above 90% | - | 04 |
| IV To pass in internal assessment paper candidate must obtain minimum C grade. | | |

APPENDIX-B
M.I.R.P.M.Semester-II Examination.

| Sr. No. | Paper No. | Subject | Theory/ Sessional | Maximum Marks. | Minimum Marks. |
|--------------|-----------|---|-------------------|----------------|----------------|
| 1. | 201 | Work Study & Job Evaluation | Theory/ Sessional | 80 20 | 32 10 |
| 2. | 202 | Human Resource Development II (Training Devpt.) | Theory/ Sessional | 80 20 | 32 10 |
| 3. | 203 | Social Security & Labour Welfare | Theory/ Sessional | 80 20 | 32 10 |
| 4. | 204 | Industrial Psychology & Sociology | Theory/ Sessional | 80 20 | 32 10 |
| TOTAL | | | | 400 | 200 |

INTERNAL ASSESSMENT

| | | |
|----|-----|--------------------------------------|
| 5. | 205 | Strategic Management |
| 6. | 206 | Computer Applications in Management. |

- NOTE:**
- I Minimum marks for passing & exemption in paper including theory & sessional shall be 50%.
 - II. Sessional marks shall be awarded by the Head of the Department in consultation with the subject teacher & shall be based on

| | | Max. Marks | Min. Marks |
|--------------|---|------------|------------|
| (i) | Terminal Examination & Class Room Test. | 08 | 4 |
| (ii) | Home Assignment & Field Visits. | 08 | 4 |
| (iii) | Attendance | 04 | 2 |
| Total | | 20 | 10 |

- III Marks for attendance shall be calculated as follows.
- | | | |
|-------------------------------------|---|-----|
| Attendance less than 75% marks | - | NIL |
| Attendance between 75% to 80% marks | - | 02 |
| Attendance between 81% to 90% marks | - | 03 |
| Attendance above 90% marks | - | 04 |
- IV To pass in internal assessment paper candidate must obtain minimum C grade.

APPENDIX-C
M.I.R.P.M. Semester-III Examination.

| Sr. No. | Paper No. | Subject | Theory/ Sessional | Maximum Marks. | Minimum Marks. |
|--------------|-----------|--------------------------------|---------------------|----------------|----------------|
| 1. | 301 | Industrial Relations | Theory Sessional | 80 20 | 32 10 |
| 2. | 302 | Functional Areas of Management | Theory Sessional | 80 20 | 32 10 |
| 3. | 303 | Labour Legislation-I | Theory Sessional | 80 20 | 32 10 |
| 4. | 304 | Economics of labour | Theory Sessional | 80 20 | 32 10 |
| Total | | | | 400 | 200 |

INTERNAL ASSESSMENT

| | | |
|----|-----|----------------------|
| 5. | 305 | Research Methodology |
| 6. | 306 | Dissertation |

- NOTE:** I. Minimum marks for passing & exemption in paper including theory & sessional shall be 50%.
 II. Sessional marks shall be awarded by the Head of the Department in consultation with the subject teacher & shall be based on

| | | Max. Marks | Min. Marks |
|--------------|---|---------------|---------------|
| (i) | Terminal Examination & Class Room Test. | 08 | 4 |
| (ii) | Home Assignment & Field Visits. | 08 | 4 |
| (iii) | Attendance | 04 | 2 |
| Total | | 20 | 10 |

- III Marks for attendance shall be calculated as follows.
 Attendance less than 75% marks - NIL
 Attendance between 75% to 80% marks - 02
 Attendance between 81% to 90% marks - 03
 Attendance above 90% marks - 04
 IV To pass in internal assessment paper candidate must obtain minimum C grade.

APPENDIX-D**M.I.R.P.M. Semester-IV Examination.**

| Sr. No. | Paper No. | Subject | Theory/ Sessional | Maximum Marks. | Minimum Marks. |
|--------------|-----------|---|----------------------|-------------------|-------------------|
| 1. | 401 | Trade Unionism & Collective Bargaining. | Theory Sessional | 80 20 | 32 10 |
| 2. | 402 | Regulation of Industrial Disputes | Theory Sessional | 80 20 | 32 10 |
| 3. | 403 | Wage and Salary Administration | Theory Sessional | 80 20 | 32 10 |
| 4. | 404 | Labour Legislation -2 | Theory Sessional | 80 20 | 32 10 |
| Total | | | | 400 | 200 |

INTERNAL ASSESSMENT

| | | |
|----|-----|--------------------|
| 5. | 405 | Corporate Planning |
| 6. | 406 | Dissertation |

- NOTE :** I Minimum marks for passing & exemption in paper including theory & sessional shall be 50%.
 II Sessional marks shall be awarded by the Head of the Department in consultation with the subject teacher & shall be based on

| | | Max. Marks | Min. Marks |
|--------------|---|---------------|---------------|
| (i) | Terminal Examination & Class Room Test. | 08 | 4 |
| (ii) | Home Assignment & Field Visits. | 08 | 4 |
| (iii) | Attendance | 04 | 2 |
| Total | | 20 | 10 |

- III Marks for attendance shall be calculated as follows.
- | | | | |
|-------------------------------|-------|---|-----|
| Attendance less than 75% | marks | - | NIL |
| Attendance between 75% to 80% | marks | - | 02 |
| Attendance between 81% to 90% | marks | - | 03 |
| Attendance above 90% | marks | - | 04 |
- IV To pass in internal assessment paper candidate must obtain minimum C grade.

APPENDIX-'E'**M.I.R.P.M.Semester Examination**

* Internally assessed papers shall be assessed on the basis of 10 assignments at least 4 of which should be classroom Tests.

Grading for internal assessment paper shall be as follows.

| Marks | Grade. |
|-----------------------------|--------|
| 80% and above | O |
| 70% and above but below 80% | A |
| 60% and above but below 70% | B |
| 50% and above but below 60% | C |
| 40% and above but below 50% | D |

NOTE: I Sessional marks shall be awarded by the Head of the Department in consultation with the subject teacher & shall be based on

| Marks | Max. Marks | Min. Marks |
|---|------------|------------|
| (i) Terminal Examination & Class Room Test. | 08 | 04 |
| (ii) Home Assignment & Field Visits. | 08 | 04 |
| (iii) Attendance | 04 | 02 |
| Total | 20 | 10 |

- II Marks for attendance shall be calculated as follows.
- | | | | |
|-------------------------------|-------|---|-----|
| Attendance less than 75% | marks | - | NIL |
| Attendance between 75% to 80% | marks | - | 02 |
| Attendance between 81% to 90% | marks | - | 03 |
| Attendance above 90% | marks | - | 04 |
- III To pass in internal assessment paper candidate must obtain minimum C grade.

**M.I.R.P.M.
FIRST SEMESTER**

101 PRINCIPLES AND PRACTICE OF MANAGEMENT

- Unit-I : BASIC CONCEPTS : *1 Basic Concepts of Management
*2 Role and Importance of Management in Modern Society *3 Management as a Social System *4 The Operational Concept of Management' Other Approaches to Management.
- Unit-II : MANAGEMENT DEVELOPMENT : *5 The Development of Management *6 Management in Antiquity *7 Industrial Revolution and its impact *8 Emergence of Scientific Management Movement *9 Contribution of Taylor, Fayol and Bernard to Management Science, Emergence of Modern Management Thoughts and Contribution of Behavioural Science.
- Unit-III : THE PROCESS OF MANAGEMENT : *10 The Process of Management, Planning, Organizing Staffing, Directing, Controlling *11 Nature, Purpose and Principles of Management *12 Decision-making, Managerial Development Leading, Control Techniques.
- Unit-IV : MANAGEMENT CONCEPTS : *13 Important Concepts in Management, 14*Co-Operation and co-Ordination. *15 Managerial Authority and Responsibility *16 Delegation and Decentralization *17 Line and Staff concepts. *18 Committees, policies and Strategies *19 Performance Appraisal.
- Unit-V : PROFESSIONAL MANAGEMENT : *20 Management as Profession Practice and Need *21 Social Responsibility of Business *22 Management by objectives *23 Top Management Functions.

REFERENCE BOOKS :

- | | |
|--|---|
| Tripathy, Reddy. Mrityanjay Banerjee Koontz & O;Donnel | Principles of Management. Business Administration. Management A contingency and Systems analysis. Management. |
| James A.F.Stoner Monday, Sharplin, Holmes & Filippo | Management Concept & practices. |

102 PERSONNEL MANAGEMENT.

- Unit-I : Personnel Management-
Definition, Nature, Scope & Functions, Qualities of Personnel Manager, Status of personnel Manager & his functions, Organizational Structure of Personnel Department
- Unit-II : Employment Functions-
Manpower Planning, Meaning & definition, Objectives of Manpower Plan, Need for Human Resource planning, Manpower planning process, job analysis, job description, job specifications, performance standards.
- Unit-III : Operative functions.
Recruitment, selection, training, development, Promotion & transfer.
- Unit-IV : Computer Applications in Human Resources Management, Computer applications in personnel training & EDP - Types of applications— Some specific applications— Managing data- Personnel and Systems management.
- Unit-V : Personnel Research & Audit.
Personnel Research, Purpose & Need, Approaches to Personnel Research. Process of Personnel Research. Personnel Audit.
Concept & Need, Process of Personnel Audit & Reporting Recent trends in Personnel function.

REFERENCE BOOKS :

- | | |
|---------------------|---|
| Dale, Yoder | Personnel Management & Industrial Relations. |
| Northcott | Personnel Management Principles & Practices. |
| Filippo | Personnel Management. |
| Sen-Gupta & others | Personnel Management & Industrial relations. |
| Strauss & Sayle | Personnel Management & Industrial Relations. |
| Indian Institute of | Personnel Management in India. Personnel Management. |
| Charles Myer | Industrial Relations in India. |
| Rudra Basavraj | Personnel Administration practices in India. |

| | |
|----------------|--|
| R.S.Davar | Personnel Management & Industrial Relations. |
| C.B.Mamoria | Personnel Management & Industrial Relations. |
| P.C.Shejwalkar | Personnel Management & Industrial Relations. |

103. HUMAN RESOURCE DEVELOPMENT-I

- Unit-I : Recruitment-
Meaning & Definition, Recruitment Policy, Sources of Recruitment, Methods of Recruitment, recruitment Practices in Private & Public Sector of India.
- Unit-II : Selection-I
Scientific Selection- Rightman on Right job, Selection Policy, Determining nature of job to be filled nature of personnel required, nature & sources of recruitment, Selection Process. Essentials of Selection Procedures, Steps in Selection Procedure, Application Blank-Bio-data.
- Unit-III : Selection-II:
Psychological tests-Purposes, Characteristics, Types, Advantages, Interviews- Objectives & types,interview techniques or procedures, Qualities of good Interview, limitation of Interview techniques. * Placement and Induction.
- Unit-IV : Performance Appraisal-I
Meaning, Importance & Purpose, Methods of Performance Appraisal, Essentials of Appraisal system Limitations and Problems in Appraisal Techniques, Appraisal Interview, Appraisal in M.B.O.
- Unit-V : Internal Mobility.
(a) Promotion-Meaning, Objectives, Bases of Promotion, Promotion Policy.
(b) Transfer-Meaning, Reasons of Personnel transfer, Reasons of company initiated transfer, Transfer Policy, Procedure for transfer.
(c) Demotion- Meaning, Causes, Demotion Policy.

REFERENCE BOOKS :

| | |
|--------------------|--|
| Dale, Yoder | Personnel Management & Industrial Relation. |
| Northcott | Personnel Management Principles & Practices. |
| Filippo | Personnel Management. |
| Sen-Gupta & others | Personnel Management & Industrial Relations. |

| | |
|------------------------------------|--|
| Strauss & Style | Personnel Management & Industrial Relations. |
| Indian Institute of Personnel Mgt. | Personnel Management in India. |
| Charles Myer | Industrial Relations in India. |
| Rudra Basavraj | Personnel Administration practices in India. |
| R.S.Davar | Personnel Management & Industrial Relations. |
| C.B.mamoria | Personnel Management & Industrial Relations. |
| P.G.Shejwalkar | Personnel Management & Industrial Relations. |

104. ORGANIZATIONAL BEHAVIOUR

- Unit-I : Understanding Organisation, Significance of Scientific study of Human Behaviour, Hawthorn Studies it's importance & implication, Approaches-cognitive, Behaviourstic & Social learning framework Human Need, theory, Maslows & Herzberg Motivation Process.
- Unit-II : Perspectives of Organisation, Perception & Impression, Personality & Attitudes, Learning Values.
- Unit-III : Group Dynamics, Group formation, Group interaction, Conflict Management, Team Management "Morale"
- Unit-IV : Leadership-What is leadership? Managerial styles Managerial effectiveness, Indian Manager & His effectiveness, Delegation, Decision Making.
- Unit-V : Organisation Change & Development, Process of Organisation change, Approaches to planned change. Lewis three step model, O.D. Values & Interventions.

REFERENCE BOOKS :

| | |
|-------------------------|---|
| Keith Devis | Human Behaviour at Work. |
| Kundson & Fleeror | Management of Organizational Behaviour. |
| Korman A.K. | Organizational Behaviour. |
| Prasad | Organisation Theory & Behaviour. |
| Uma Sekharan | Organizational Behaviour. |
| K.Aswhathappa, Himalaya | Organizational. |

105. MANAGERIAL COMMUNICATION

- Unit-I : Nature, Scope, Functions & Limitations. Communication Process, Principles of Communication. Objectives.
- Unit-II : Organizational communication, Informal communication oral & Written communication, Transmission of Informal Massages, Systems of Direction of communication Vertical, Downward, Upward, Horizontal, Lateral,

- Extra-organisational Communication, Media of Communication.
- Unit-III : Personal Communication. Inter-Personal Communication Telephonic & net communication and group communication, Board and union meetings. Leadership Qualities. Body language, Kinesics and clothes.
- Unit-IV : Mass Communication Public speaking, Effective Presentation, Art of listening, Barriers in communication.
- Unit-V : Written communication - Preparation Analysis & Interpretation of reports, Business letter writing.

REFERENCE BOOKS :

- A.C.Leyton The art of communication
 M.Balsubramanyam Business Communication
 R.C.Sharma Business Correspondence & Report Writing.
 R.Pal & Korlahalli Essentials of business communication.

106. MANAGERIAL ECONOMICS

- Unit-I : Introduction to Managerial Economics, Nature, Scope, Definition of Managerial Economics, Relationship of Managerial Economics with applied Economics and Sciences, Significance of Managerial Economics Fundamentals Concepts-Demand, Supply, Price, Competition Monopoly, Production, Cost, Distribution, Consumption, Profit-Total, Average & Marginal.
- Unit-II : Demand Define, characteristics of Demand, schedule, Law of Demand, Exceptions, Elasticity of Demand Forecasting the Demand.
- Unit-III : Price Theory: Price Determination Under Perfect competition, Pricing under monopoly, pricing under monopolistic Competition & Oligopoly.
- Unit-IV : Cost Analysis & B.E.P. Fixed cost & variable cost, Direct cost indirect cost, Past & future cost, short run & long run cost, book & cash cost, controllable & sunk cost Urgent & postponable cost Explicit & implicit cost, Private & social cost, Break even Analysis-
- Unit-V : Economic Fluctuations and Pricing Policies- Trade cycle, Meaning, features, implications. National Income , Concepts & Importance, Industrial Policies Since, 1991.

REFERENCE BOOKS:

- Joel Dean Managerial Economics.
 William Hynes Managerial Economics.
 & other
 P.L.Mehta Managerial Economics.
 V.M.Sultanchan Managerial Economics.
 Publication
 New Delhi.

SECOND SEMESTER**201. WORK STUDY AND JOB EVALUATION**

- Unit-I : Concept of Ergonomics, Work design, Work Study, Motion Studies, time study, Fatigue study, Work simplification, Principles & Rules of motion study.
- Unit-II : Job Evaluation-Definition, Objectives, Principles, Advantage, Limitation, Different Methods of job evaluation.
- Unit-III : The Indian Worker-Background of Industrial workers Rural-or-Urban Caste structure, education & skills. Commitment & Adjustment to industrial life, Privatised worker, Absenteeism, work organisation, Unionization.
- Unit-IV : Computer Application in Human Resource Management.
- Unit-V : Working Condition, Meaning & Scope of working condition, Provisions of the factory Act, Hours of work. Need for controlling Hours of work.

REFERENCE BOOKS :

- Dale, Yoder Personnel Management & Industrial Relations.
 Northcott- Personnel Management Principles & Practices.
 Filippo Personnel Management.
 Sen-Gupta & Others. Personnel Management & Industrial Relations.
 Strauss & Sayle Personnel Management & Industrial Relations.
 Indian Institute of Personnel Management in India.
 Mgt.
 Govt. of India. Report of the National Commission on Labour.

202. HUMAN RESOURCE DEVELOPMENT-II (TRAINING DEVELOPMENT)

- Unit-I : Training-Definition, Need, Objectives, Advantages Assessment of Training needs, Setting of training objectives.
- Unit-II : Training Programme-Training for Special Groups, Supervisors, Middle Managers, Senior Executives and workers, Design of training Programmes. Training of trainers.
- Unit-III : Training Aids & Methods-Simulation, Apprenticship on the job training, Lectures, Case studies. Role Playing, T- Group training, seminar, conference, vestibule training, training by supervisor & experienced persons.
- Unit-IV : Executive Development- Managerial function, knowledge & Skills of Manager, Management Development Need & Importance, Aims, Pedagogical Approaches and techniques of Management Development on the job and off the job training.
- Unit-V : Administration of Management Development Programme. career planning, Need, Objectives, Courses for management development, administration of management development programme, Organizational Development- Concept, Characteristics, goals, Process of Organisational Development Programme.

REFERENCE BOOKS :

- | | |
|--|--|
| Dale, Yoder | Personnel Management & Industrial Relations. |
| Northcott | Personnel Management Principles & Practices. |
| Filippo | Personnel Management. |
| Sen-Gupta & Others. | Personnel Management & Industrial. |
| Strauss & Sayle | Personnel Management & Industrial Relations. |
| Indian Institute of Personnel Mgt. Govt. of India. | Personnel Management in India. Report of the National Commission on Labour. |

203. SOCIAL SECURITY & LABOUR WELFARE

- Unit-I : Labour Welfare-Concept, Definition, Scope, Aims and objectives, Necessity, principles of labour Welfare Histry of Labour Welfare in India, Effects of Welfare work on Industrial Relations, Welfare Officer.
- Unit-II : Social Security- Definition, Social Assistance, Social Insurance, I.L.O. and Social Security in Different countries. Brief Introduction to maternity Benefit Act-1961. Employees state Insurance Act- Provident Fund Act-& Payment of Gratuity Act.
- Unit-III : Welfare Provision. Statutory Provisions, Voluntary Provisions, Labour Welfare funds.
- Unit-IV : Industrial Safety Health & Hygiene- Accidents, Trends causes, Prevention of accidents, Safety officer Recommendation of National Commission on Labour for safety. I.L.O. Deliberation. Statutory Health Provisions & Industrial Medical Officer. Mental health in Industry Importance of Industrial Hygien, Occupational Hazards , Occupational Desseases, Recommendations of National Commission on labour. Statutory provisions Related to Hygiene.
- Unit-V : International labour : Organisation & Labour Welfare-Membership of I.L.O. Structure, Function, Workers Education Scheme. Objectives, training programme Welfare for Special Categories of labour child labour, Women labour, Contract labour, handicapped & disabled labour. Agricultural & rural labour.

REFERENCE BOOK :

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|---|--|
| Dale, Yoder | Personnel Management & Industrial Relations. |
| Northcott | Personnel Management Principles & Practices. |
| Filippo | Personnel Management. |
| Sen-Gupta & Others | Personnel Management & Industrial Relations. |
| Strauss & Sayle | Personnel Management & Industrial Relations. |
| Indian Institute of Personnel Management. | Personnel Management in India. |
| Charles Myer | Industrial Relations in India. |
| Rudra Basavraj | Personnel Administration Practices in India. |
| R.S.Davar | Personnel Management & Industrial Relations. |
| C.B.Memoria | Personnel Management & Industrial Relations. |
| P.G. Shejwalkar | Personnel Management & Industrial Relations. |

204. INDUSTRIAL PSYCHOLOGY & SOCIOLOGY

- Unit-I : Introduction : Definition, Nature Scope, Hurdles, Concepts. Group phenomena in Industry- Organisation Moral & Leadership Industrial Psychology in India.
- Unit-II : Business Ethics :Principles, ethics in Practice, Unethical practices, Indian Manager's attitude towards Business ethics good ethics is good business. code of business ethics. Business codes of conduct.
- Unit-III : Social Responsibility of Business :Doctrine/Concept. Rational, changing trends in social Responsibilities of Business, Area/Dimenssion, Assumption Tools of social Responsibility of business
- Unit-IV : Social Audit:Concept features, Benefits, Approaches.
- Unit-V : Social Responsibilities of Indian Businessmen.

205. STRATEGIC MANAGEMENT

- Unit-I : Strategic Management-Concept, Feature, Need Corporate Strategy- Components, Functions & Significance, Basic Foundation of strategic Management. Different Phases in formulation of corporate strategy.
- Unit-II : External Environment-features of business external environmental, scanning of external environment. Features of environmental search and analysis. Appraising corporates compitency of a firm. Setting corporate objectives. Choice of Corporate strategy.
- Unit-III : Types of strategic Decision: Stability Strategy, growth strategy, Diversification strategy, International Business strategy Retrenchment strategy.
- Unit-IV : Functional Strategies - Marketing, Manufacturing, Financial, R & D Strategies.
- Unit-V : Implementation of strategy and corporate organisation structure corporate strategy and social responsibility. Relationship between corporate strategy and corporate culture, Impact of personal values on corporate strategy.Role and responsibility of leader in designing and implementing strategy.

REFERENCE BOOK:

Corporate Strategic Management by R.M. Srivastava, Pragati Prakashan, Meerut.
Business Policy and Strategic Management by Lawrence R. Jauch by McGraw-Hill.

Business environment for strategic Management by Dr.K.Aswathappa, Himalaya Publishing House.
Strategic Analysis and Action by J.N. Fry, Prentice- Hall.

206. COMPUTER APPLICATIONS IN MANAGEMENT

- Unit-I : Computers in Management, Role of computers in Management. Introduction to computers. Personal Computer and its Uses. Spreadsheet Software, lan application, Managerial Applications.
- Unit-II : Managerial Application of Computers,Computer and Management Functions, Computer Based Financial Systems. Computer Based Inventory Systems. Computersin Human Resource Management, Role of Computer in Marketing & Sale (Maruti Udyog.)
- Unit-III : Computers and Decisional Techniques. Operations Research and Management Decision making. Linear Programming- Problem Formulation and Graphical method.
- Unit-IV : Managing Corporate Data Resources. Organising Data. Relational data base Management Sddystems. Query language. DBS- Implementation and Future Trends.
- Unit-V : Systems Analysis and Computer languages. System Analysis and Design. Computer Programming. Unix-C. FOXPRO/DBASE-RDBMS.

THIRD SEMESTER**301. INDUSTRIAL RELATIONS**

- Unit-I : Definition, Nature, Scope Objectives Importance. Functions, Limitations of I.R. in India.
- Unit-II : Historical Perspective : Industrial Relation in India. Three Actors in Industrial relation. Approaches to Industrial Relations. Role of Government in Industrial Relations. Role of Management & trade unions.
- Unit-III : Recommendation of national commission on labour. Employee discipline, Indiscipline, suspention dismissal & retrenchment. Disciplinary Procedure. Domestic enquiry.

- Unit-IV : Industrial Relations, Public sector. Public Sector-Objectives, working of public sector, workers in public sector, Industrial Disputes & their causes in public sector. Trade unionism in Public Sector. Labour Problems in Public sector.
- Unit-V : Industrial Relations in India, Industrial unrest-before, Independence, After Independence, State and Industrial relations policy.

REFERENCE BOOKS :

| | |
|------------------------------------|--|
| Dale ,Yoder | Personnel Management & Industrial Relations. |
| Northcott | Personnel Management Principles & Practices. |
| Filippo | Personnel Management. |
| Sen-Gupta & Other | Personnel Management & Industrial Relations. |
| Strauss & Sayle | Personnel Management & Industrial Relations. |
| Indian Institute of Personnel Mgt. | Personnel Management in India. |
| Charles Myer | Industrial Relations in India. |
| Rudra Basavraj | Personnel Administration Practices in India. |
| R.S.Davar | Personnel Management & Industrial Relations. |
| C.B.Memoria | Personnel Management & Industrial Relations. |
| P.G.Shejwalkar | Personnel Management & Industrial Relations. |

302. FUNCTIONAL AREAS OF MANAGEMENT

- Unit-I : Introduction to Marketing. Approaches to Marketing. Marketing Planning & Mix. Marketing Research. Channels of Distribution, Consumer Behaviour.
- Unit-II : Product Management, Product Management Process Branding & Packaging decisions. Advertising Planning & Execution.
- Unit-III : Fundamentals of financial Accounting, Goals & Functions. Financial Analysis & Profit Planning (a) Ratio Analysis (b) Fund flow Statement. Financial Planning.
- Unit-IV : Capital Structure Theory & planning of capital structure. Types & Characteristics of corporate scripts. leverages.
- Unit-V : Production/Operation Management Introduction. Demand Forecasting. PERT/CPM Materials Management Maintenance Management.

303. LABOUR LEGISLATIONS-I

- Unit-I : Trade Union Act 1926. The trade union bill-1950.
- Unit-II : Industrial Disputes Act-1997. with Amendments of 1976, 1984 .
- Unit-III : Payment of Wages Act-1936 Minimum wages Act-1948, Industrial Employment (Standing orders) Act-1957.
- Unit-IV : Factories Act-1984 with Amendments of 1987.
- Unit-V : Contract Labour (Regulations & Abolition) Act 1970. Mines Act-1952. Plantation labour Act-1951.

REFERENCE BOOKS :

| | |
|-------------------------|-----------------------------|
| 18. Deivasigamani Road. | Labour Law journal. |
| Madras | |
| N.D.Kapoor | Handbook of Industrial Law. |
| P.L. Malik | Industrial Law. |

304. ECONOMICS OF LABOUR

- Unit-I : Nature and Scope: *1 Nature and Scope of Labour Economics *2 Peculiarities of Labour. *3 Labour as a Factor of Production *4 Labour Force. *5 Labour Supply. *6 Labour Demand. *7 Labour Supply Overtime.
- Unit-II : Labour Market : *8 Concept of Labour Market *9 Commodity Market and Labour Market. *10 Imperfection in Labour Market *11 Labour Market Equilibrium. *12 Labour Discrimination.
- Unit-III : Labour and Change : *13 Labour and Technological Change *14 Impact of Rationalisation, Automation, Modernization and Computerisation. *15 Labour Mobility. *16 Human Capital Education and earning *16 On the job Training and the Wages.
- Unit-IV : Labour in India. *17 Labour and Trade Union *18 Labour Market Contract and work Incentives. *19 Unemployment.
- Unit-V : Labour in India : *20 Labour in Indian context *21 Organised labour *22 Unorganized Labour *23 Labour from Agriculture Industry and Service Sector.

REFERENCE BOOKS :

| | |
|---------------------------|---|
| Dr.R.Singh & I.C. Singhal | Labour Problems. |
| A.N.Agrawal | Labour Problems. |
| R.A.Lester | Economics of Labours. |
| T.N.Rastogi | Indian Industrial Labour. |
| Bhagoliwal | Industrial Relations & Economics of Labour. |
| R.C.Saxena | Labour Problems. |

305. RESEARCH METHODOLOGY

- Unit-I : Introduction to Research Methodology. Meaning and purpose of Research. Importance of Research. Types of Research, Research Problem Selection & Formulation. Hypothesis.
- Unit-II : Data Collection-Review of literature, Methods and techniques of Data collection, Sampling and sampling Designs. Attitude Measurement and scales.
- Unit-III : Presentation and Analysis of Data. Data Processing, Statistical Analysis and Interpretation of data. Model Building and Decision Making.
- Unit-IV : Presentation of Report, formats of reports, report writing substance of report.
- Unit-V : Research Paper-Concept, Importance, Preparation and Presentation of Research paper.

REFERENCE BOOKS:

| | |
|------------------------|--|
| M.R.Cohen & E.Nagar | An Introduction to Logic & Scientific Methods. |
| A.K.Das Gupta | Methodology of Economic Research. |
| Yong Pauline | Scientific Social Surveys and Research. |
| W.J.Good | Methods in Social Research. |
| Wilkinson & Bhandarkar | Methodology & Techniques of Social Research. |

306 DISSERTATION

The paper No. MIRPM-306 shall be assessed at the end of 4th semester Internally and Externally as it is part of Paper No. 406.

FOURTH SEMESTER**401. TRADE UNIONISM & COLLECTIVE BARGAINING**

- Unit-I : Trade Unionism - Meaning & concept Emergence of trade unionism, History of trade union movement in India, Functions of trade unions.
- Unit-II : Principles of trade Unions. Registration of trade union. Rights of Registered trade unions. Cancellation of Registration. Recognition of trade unions.
- Unit-III : Problems of trade unions, Types & structure of trade unions.
- Unit-IV : Collective Bargaining, Meaning & Concept, Need, Importance, Principles of collective Bargaining, Collective Bargaining Agreement at plant level, Industry level & national level.
- Unit-V : Methodology for Bargaining Developing a Bargaining relationship. Process of Negotiation during Bargaining, Economic, Psychological & other factors, influencing collective Bargaining. Collective Bargaining in India. Prerequisites of successful collective Bargaining.

REFERENCE BOOKS :

| | |
|------------------------------------|--|
| Dale, Yoder | Personnel Management & Industrial Relations. |
| Northcott | Personnel Management Principles & Practices. |
| Filippo | Personnel Management. |
| Sen Gupta & Others | Personnel Management & Industrial Relations. |
| Strauss & Sayle | Personnel Management & Industrial Relations. |
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| Charles Myer | Industrial Relations in India. |
| Rudra Basavraj | Personnel Administration Practices in India. |
| R.S.Davar | Personnel Management & Industrial Relations. |
| C.B.Mamoria | Personnel Management * Industrial Relations. |
| P.G.Shejwalkar | Personnel Management & Industrial Relations. |

402. REGULATION OF INDUSTRIAL DISPUTES

- Unit-I : Industrial Disputes-Definition, forms of disputes, causes of disputes, Labour Welfare Officer, Need, functions and duties.
- Unit-II : Preventive Measures. Works Committee, Joint Management Councils Standing orders, Grievance, Grievance Procedure. Misconduct, Disciplinary action.

- Unit-III : Preventive Measures-Code of Discipline, workers participation in Management-concept, meaning, aims and objectives. Forms and levels of participation. Wage Poly & wage boards.
- Unit-IV : Settlements Machinery-Conciliation- functions and process of Mediation, conciliation Machinery, conciliation officer, Arbitration- concept, Advantages, Limitations, type, Arbitrator, Adjudication, importance, Types, labour court, Industrial tribunal. National Tribunal. Procedure for settlement of Disputes.
- Unit-V : Tripartite bodies for prevention of Disputes, Indian labour conference and standing labour committee. National commission on labour.

REFERENCE BOOKS :

| | |
|------------------------------------|--|
| Dale, Yoder | Personnel Management & Industrial Relations. |
| Northcott | Personnel Management Principles & Practice. |
| Filippo | Personnel Management. |
| Sen-Gupta & others | Personnel Management & Industrial Relations. |
| Strauss & Sayle | Personnel Management & Industrial Relations. |
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| R.S.Davar | Personnel Management & Industrial Relations. |
| C.B.Mamoria | Personnel Management & Industrial Relations. |
| P.G.Shejwalkar | Personnel Management & Industrial Relations. |

403. WAGE AND SALARY ADMINISTRATION

- Unit-I : Concepts and Theories *1 Terminology and Concepts *2 Need, Objective and Principles of Wage Salary Administration. *3 Mechanism *4 Wage Theories *5 Types of Wages *6 Wage Fixation institutions in India.
- Unit-II : Wage Differentials : *7 Wage Differentials as Corollary of Factor Differentials *8 Basic for Differentials-Occupation, Industry Region *9 Causes of Wage Inequality *10 Organisational Wage Structure. *11 Wage Differential *12 Social Programming of Wages.
- Unit-III : Wage Determination : *13 Need for Rational Wage Structure *14 Prerequisite for wage Standardisation *15 Wage Board-Constitution, Function and Critical Study *16 Wage Determination. *17 Determining the Wage Rate *18 Role of Trade Union.

- Unit-IV : Wage Incentives : *19 Incentives *20 Incentive Wage System *21 Individual and Group incentives *22 Financial and Nonfinancial Incentives *23 Profit Sharing. *24 Participation in Management. *25 Performance Appraisal. *26 Merit rating. *27 Attitudes of Workers Union.
- Unit-V : Bonus and fringe benefits : *28 Bonus *29 Provisions Under Bonus Act *30 Fringe Benefits- Meaning and Need. *31 Objectives of Fringe Benefit. *32 Types of Fringe Benefit. *33 Utilization of Staff and Productivity.

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|------------------------------------|--|
| Dale, Yoder | Personnel Management & Industrial Relations. |
| Northcott | Personnel Management Principles & Practices. |
| Filippo | Personnel Management. |
| Sen Gupta & Others | Personnel Management & Industrial Relations. |
| Strauss & Sayle | Personnel Management & Industrial Relations. |
| Indian Institute of Personnel Mgt. | Personnel Management in India. |
| Charles Myer | Industrial Relations in India. |
| Rudra Basavraj | Personnel Administration Practices in India. |
| R.S.Davar | Personnel Management & Industrial Relations. |
| C.B.Mamoria | Personnel Management & Industrial Relations. |
| P.G.Shejwalkar | Personnel Management & Industrial Relations. |

404. LABOUR LEGISLATION-2

- Unit-I : Employees State Insurance Act-1948.
- Unit-II : Workmen Compensation Act-1923 with amendments of 1984
- Unit-III : Payment of gratuity Act-1972 with Amendment- 1984 Maternity Benefit Act-1961.
- Unit-IV : Employees Provident fund & Miscellaneous Provisions Act-1952. Provident fund Act-1925.
- Unit-V : Payment of Bonus Act 1965, Employees family Pension Scheme 1971. Employees Deposit linked Insurance Scheme 1976.

REFERENCE BOOKS :

| | |
|------------------------------|-----------------------------|
| 18.Deivasigamani Road Madras | Labour Law Journal. |
| N.D.Kapoor | Handbook of Industrial Law. |
| P.L.Malik | Industrial Law. |

405. CORPORATE PLANNING

- Unit-I : Scope of strategic planning-Definition & Examples
Environmental Scanning & Scenario development-
corporate planning-system & Practices.
- Unit-II : Corporate planning in public sector enterprises,
preparation of corporate plan contents & focus,
identification of action choices, Distribution of the
corporate plan & constraints.
- Unit-III : Syndicate exercise in preparation of corporate plan
Managerial Approaches to corporate planning.
- Unit-IV : Dissemination of corporate plan for its Implementation.
Role clarity & Implementation.
- Unit-V : Conference in public sector enterprises. Review of
progress- Annual activities plan. Changing role of
corporate planning Department.

406. DISSERTATION

Assessment of Paper at Sr. No. MIRPM 306/406 Dissertation
shall be done by Internal and External Examiners, Out of 100 Marks
to be distributed as follows:

65 Marks for Dissertation and

35 Marks for Viva-voce.
