

Appendix -A

COURSE AND EXAMINATION SCHEME MASTER OF INDUSTRIAL RELATIONS AND PERSONAL MANAGEMENT (M.I.R.P.M.)

Semester - I

Sr. No.	Subject	Course Scheme			No.of Credits	Examination Scheme							
		L	T	P		Maximum Marks				Minimum Passing Marks			
						ESE	P	IA	Total	ESE	P	IA	Total
1	Principles and practice of management	04			04	80		20	100	32		08	40
2	Personnel management	04			04	80		20	100	32		08	40
3	Human resource development-I	04			03	80		20	100	32		08	40
4	Organizational behaviour.	04			03	80		20	100	32		08	40
5	Managerial communication	04			03	80		20	100	32		08	40
6	Managerial economics	04			03	80		20	100	32		08	40

T=Theory, I=Internal assessment

Semester - II

Sr. No.	Subject	Course Scheme			No.of Credits	Examination Scheme							
		L	T	P		Maximum Marks				Minimum Passing Marks			
						ESE	P	IA	Total	ESE	P	IA	Total
1.	Work study and job evaluate on	04			04	80		20	100	32		08	40
2.	Human resource development-II (Training & Development)	04			04	80		20	100	32		08	40
3.	Social Security and Labour Welfare	04			04	80		20	100	32		08	40
4.	Industrial psychology & sociology .	04			04	80		20	100	32		08	40
5.	Strategic management	04			04	80		20	100	32		08	40
6.	Computer applications in management	04			04	80		20	100	32		08	40

T=Theory, I=Internal assessment ,

A) Pattern of Questions Paper for M.I.R.P.M.

1. Question paper will consist of ten questions and the examinee will attempt any five questions.
2. Ten questions will be on entire syllabus.
3. Each paper will be of 3 hours duration.
4. Minimum passing marks in each head (Theory, Practical, and Internal assessment) will be 40%.

PROPOSED SYLLABUS FOR

M.I.R.P.M.

FIRST SEMESTER

Paper I

PRINCIPLES AND PRACTICE OF MANAGEMENT

Unit-I : BASIC CONCEPTS : Basic Concepts of Management, Role and Importance of Management in Modern Society , Management as a Social System The Operational Concept, of Management' Other Approaches to Management.

Unit-II : MANAGEMENT DEVELOPMENT : The Development of, Management Management in Antiquity Industrial, Revolution and its impact Emergence of Scientific, Management Movement Contribution of Taylor, Fayol and, Bernard to Management Science, Emergence of Modern, Management Thoughts and Contribution of Behavioral Science.

Unit-III :- THE PROCESS OF MANAGEMENT : The Process of Management, Planning, Organizing Staffing, Directing Controlling Nature, Purpose and Principles of Management Decision-making, Managerial Development Leading, Control Techniques.

Unit-IV :- MANAGEMENT CONCEPTS : Important Concepts in Management, Co-Operation and co-Ordination. Managerial Authority and Responsibility Delegation and Decentralization Line and Staff concepts. * Committees policies and Strategies Performance Appraisal.

Unit-V :- PROFESSIONAL MANAGEMENT : Management as Profession Practice and Need Social Responsibility of Business Management by objectives Top Management Functions.

REFERENCE BOOKS :

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

Paper II

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 relation
C.B.Mamoria Personnel Management & Industrial Relations
P.C.Shejwalkar Personnel Management & Industrial Relations

Paper III

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 :

- | | |
|---|--|
| 1. Dale, Yoder | Personnel Management & Industrial Relations. |
| 2. Northcott | Personnel Management Principles & Practices. |
| 3. Filippo | Personnel Management. |
| 4. Sen-Gupta & others | Personnel Management & Industrial relations. |
| 5. Strauss & Sayle | Personnel Management & Industrial Relations. |
| 6. Indian Institute of
Personnel Management. | Personnel Management in India. |
| 7. Charles Myer | Industrial Relations in India. |
| 8. Rudra Basavraj | Personnel Administration practices in India |
| 9. R.S. Davar | Personnel Management & Industrial relation |
| 10. C.B. Mamoria | Personnel Management & Industrial Relations |
| 11. P.C. Shejwalkar | Personnel Management & Industrial Relations |

Paper IV

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 :

1. Keith Devis Human Behaviour at Work.
2. Kundson & Fleeror Management of Organizational Behaviour.
3. Korman A.K. Organizational Behaviour.
4. Prasad Organisation Theory & Behaviour.
5. Uma Sekharan Organizational Behaviour.
6. K.Aswathappa,Himalaya Organizational.

Paper V

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 Messages, 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 :

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

Paper VI

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:

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|--|-----------------------|
| 1. Joel Dean | Managerial Economics. |
| 2. William Hyness & other | Managerial Economics. |
| 3. P.L.Mehta | Managerial Economics. |
| 4. V.M.Sultan Chand Publication New Delhi. | Managerial Economics. |

SECOND SEMESTER
Paper I
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 :

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|---|--|
| 1. Dale, Yoder | Personnel Management & Industrial Relations. |
| 2. Northcott- | Personnel Management Principles & Practices. |
| 3. Filippo | Personnel Management |
| 4. Sen-Gupta & Others. | Personnel Management & Industrial Relations. |
| 5. Strauss & Sayle | Personnel Management & Industrial Relations. |
| 6. Indian Institute of Personnel Mgt.. | |
| Govt. of India Report of the National
Commission on Labour | Personnel Management in India. |

Paper II

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, Apprenticeship 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 :

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

Paper III

SOCIAL SECURITY & LABOUR WELFARE

Unit-I

Labour Welfare-Concept, Definition, Scope, Aims and objectives, Necessity, principles of labour Welfare History 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 Hygiene, Occupational Hazards, Occupational Diseases, 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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|---|--|
| 1. Dale, Yoder | Personnel Management & Industrial Relations. |
| 2. Northcott- | Personnel Management Principles & Practices. |
| 3. Filippo | Personnel Management |
| 4. Sen-Gupta & Others. | Personnel Management & Industrial Relations. |
| 5. Strauss & Sayle | Personnel Management & Industrial |
| 6. Relations Indian Institute of
Personnel Management. | Personnel Management in India. |
| 7. Charles Myer | Industrial Relations in India. |
| 8. Rudra Basavraj | Personnel Administration Practices in India. |
| 9. R.S. Davar | Personnel Management & Industrial Relations. |
| 10. C.B. Memoria | Personnel Management & Industrial Relations. |
| 11. P.G. Shejwalkar | Personnel Management & Industrial Relations |

Paper IV

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/ Dimension, Assumption Tools of social Responsibility of business

Unit-IV

Social Audit:Concept features, Benefits, Approaches.

Unit-V

Social Responsibilities of Indian Businessmen.

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Paper V
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 corporate competency 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 organization 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:

1. Corporate Strategic Management by R.M. Srivastava, Pragati Prakashan, Meerut.
2. Business Policy and Strategic Management by Lawrence R. Jauch by McGraw-Hill.
3. Business environment for strategic Management by Dr.K.Aswathappa, Himalaya Publishing House.
4. Strategic Analysis and Action by J.N. Fry, Prentice- Hall.

Paper VI

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. Computers in 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.