

2011



# North Maharashtra University, Jalgaon

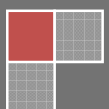
FACULTY OF COMMERCE & MANAGEMENT

Structure of  
Master in Business Management  
(Personnel Management)

*MBM(PM)-II*

*(Semester III and IV)*

*(w.e.f.: June-2011)*





# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

## STRUCTURE OF MASTER IN BUSINESS MANAGEMENT (PERSONNEL MANAGEMENT)

MBM (PM)

<b>Semester-I and II (w.e.f.-June 2011)</b>			
Paper	Semester-I A : Credit Courses	Paper	Semester-II A : Credit Courses
1.1	Principles & Practices of Management	2.1	Organisation Behaviour
1.2	Industrial Psychology & Sociology	2.2	Social Issues & Responsibilities
1.3	Industrial Economics	2.3	Labour Economics
1.4	Personnel Administration & Management	2.4	Industrial Relations & Trade Union
1.5	Laws for Wages & Working Conditions	2.5	Laws relating to Industrial Relations
1.6	Computer Fundamentals & Office Automation	2.6	Introduction to Internet & Web Technologies
1.7	Field Work & Viva-Voce	2.7	Research Methodology & Statistical tools

<b>Semester-III and IV (w.e.f.-June 2011)</b>			
Paper	Semester-III Credit Courses	Paper	Semester-IV Credit Courses
3.1	Labour Welfare & Administration	4.1*	A -Competitive Business Skills Or B -Training & Development
3.2	Industrial Safety Management	4.2	Human Resource Information Systems & ERP
3.3	Labour Costing & Compensation Management	4.3	Industrial Counseling
3.4	Principles of Human Resource Management	4.4	HRM Practices
3.5	Social Security & Welfare Regulations	4.5	Industrial Compliance Framework
3.6	Public Relations	4.6	Case Study in IR
3.7	Case Study in Personnel Management	4.7	Project Report & Viva-Voce

\* Note: For Year 2011-12 the students shall Select B-Training & Development, From year 2012-13 students can opt. any one of 4.1 A or B.



**North Maharashtra University, Jalgaon**

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.M. (Personnel Management)

**SEMESTER: III**

**Paper: 3.1 Labour Welfare & Administration**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

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- 1. Labour Welfare (10)**
- a) Concept, Responsibility of Labour Welfare,
  - b) History of Labour Welfare, Patterns of Labour Welfare Services,
- 2. Workers Participation in Management & Profit Sharing (10)**
- a) Meaning , Objectives, Forms , Merits, Obstacles in Workers Participation in India.
  - b) Workers Participation in Management
  - c) Suggestions to make participation successful.
  - d) Characteristics & objectives of Profit Sharing , Advantages, Limitations, Types of Profit Sharing, Forms of Profit Sharing, Requisites for Profit Sharin
- 3. Labour Administration (10)**
- a) Concept of Labour Administration
  - a) Scope or Fields of Labour Administration
  - b) Importance of Labour Administration
  - c) Evolution and Growth of Labour Administration in India
- 4. Labour Administration Machinery of the Central Government (10)**
- a) The Main Ministry (Secretariat)
  - b) Attached Offices
  - c) Subordinate Offices
  - d) Autonomous Organisations
  - e) Adjudication Bodies
  - f) Labour Administration Machinery of State Governments
  - g) Department of Labour and Employment (Secretariat)
  - h) Office of the Labour Commissioner
  - i) Chief Inspectorate of Factories
  - j) Chief Inspectorate of Boilers
  - k) Office of Chief Inspector, Shops and Establishments
  - l) Directorate, Employment and Training
  - m) Directorate, Medical Services (ESI Scheme)
  - n) Social Security Directorate
  - o) Adjudication Authorities
  - p) Evaluation and Suggestions
  - q) Role of ILO in Labour Administration
  - r) Recommendations of the Second NCL (2002)
- 5. International Labour Organisation (10)**
- a) Early International Efforts to Regulate Conditions of Labour
  - b) Preamble to the Constitution
  - c) Fundamental Principles and the Philadelphia Charter
  - d) Organisational Structure
  - e) Conventions and Recommendations
  - f) Major Activities of ILO
  - g) International Standards of Labour and Their Influence on Indian Labour Legislation

- h)* Conditions of Work
- i)* Employment of Children and Young Persons
- j)* Employment of Women
- k)* Health, Safety, and Welfare
- l)* Social Security
- m)* Industrial Relations
- n)* Employment and Unemployment
- o)* Other Special Categories
- p)* Influence on Indian Labour Legislation

#### Reference Books

1. Industrial Relations, Trade Unions, & Labour Legislation :P.R.N. Sinha, Indu Bala Sinha: Pearson Education
2. Personnel Management -Theory and Practice :Arun Kumar ,Rachana kumar: Atlantic Publication.
3. Personnel Management :Sudhir Daura :Mohit Publication
4. Strategic Management : N.K.Sharma,Kpil Sharma: RBSA Publication,Jaipur



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.M. (Personnel Management)

**SEMESTER: III**

**Paper: 3.2 Industrial Safety Management**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

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- 1. Techniques of Safety Management (7)**
- a) Introduction Safety Management
  - b) Organisation & Personnel -
  - c) The Hygienic Environment at Industry - their effect on the job performance.
  - d) Factors of Hygienic work environment.
  - e) Safety Planning
  - f) Safety Management system
  - g) Safety Committees
  - h) Elements of Safety Programming Safety Management
  - i) Safety Procedures,
  - j) Training and Development in Safety
- 2. Safety Performance (6)**
- a) An Overview of an Accident
  - b) Fundamentals of Top Safety Performer Role of Supervisor in Accident Prevention;
  - c) The Safety Professional
  - d) Occupational Health and Industrial Hygiene
  - e) Emergency Preparedness and Response
  - f) Prevention of Accidents involving Hazardous Substances
  - g) establishment of Safety Objectives & Control Framework by Public Authorities
  - h) Establishment of an Industrial Safety Policy
- 3 Investigation and Prevention: (7)**  
Accidents of Reasons, Results, Repair
- a) Investigative Procedures
  - b) Fact – finding
  - c) Sample Questionnaire for Investigation
  - d) Problem Solving Techniques
  - e) Report of Investigation
- 4 Safety Policy (6)**
- a) Objectives of a Company
  - b) Objective for Safety , Health, Environment Protection
  - c) Safety , Loss Prevention & Control Responsibilities- for the implementation
  - d) Daily Do's & Don'ts with regard to Safety in the Factories Act
- 5. Role Of Govt., Management, Workers And Trade Unions In Safety (6)**
- a) Introduction
  - b) Government's Role
  - c) Management's Role
  - d) Worker's Role
  - e) Trade Union's Role
- 6. FIRE MANAGEMENT (6)**
- a) FIRE PREVENTION AND FIRE FIGHTING
  - b) Introduction - Basic Chemistry of Fire - Spread of Fire
  - c) Classification - Causes of Fire
  - d) Fire Extinguishers - Fire Prevention - Fire Fighting
- 7. DISASTER MANAGEMENT (5)**
- a) Introduction
  - b) Objectives of Disaster Management

- c) Key Elements of Disaster Plan
- d) On-Site Emergency Plan . . .
- e) Off-Site Emergency Plan . .

**8. NATIONAL SAFETY COUNCIL :**

**(6)**

Introduction : OBJECTIVES, FORMATION, FUNCTIONS  
Key Activities of NSC

**Reference Books**

1. Essentials of Safety Management : H.L.Kaila , A.Singh, S.Ravishankar, S.V.Kamat: Himalaya
2. Labour Welfare , Trade Union , & Industrial Relations : Puneekar, Deokar, Sankaran: Himalaya
3. Safety & Service Management : L C Jhamb, Savitri Jammb : Nirali Publi.
4. Industrial Safety Management : L.M. Deshmukh : Tata McGRAW
5. Personnel Management -Theory and Practice : Arun Kumar , Rachana kumar: Atlantic Publication.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.M. (Personnel Management)

SEMESTER: III

**Paper: 3.3 LABOUR COSTING & COMPENSATION MANAGEMENT**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

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- |  |           |
|--|-----------|
| <b>1. Labour Costing &amp; Labour cost computation &amp; control</b> | <b>10</b> |
| a. What is cost? Types of cost, elements of cost                     |           |
| b. What is Labour cost?  |           |
| c. various departments to control labour cost                        |           |
| d. Time study & motion study   |           |
| <b>2 Labour turnover</b>   | <b>15</b> |
| <b>a. Labour Turnover</b>  |           |
| i. What is Labour turnover?  |           |
| ii. Measurement of Labour turnover                                   |           |
| iii. Causes of Labour turnover                                       |           |
| iv. Measures of Labour turnover                                      |           |
| v. Cost of Labour turnover   |           |
| <b>b. Labour Productivity</b>  |           |
| i. What is Productivity?   |           |
| ii. What is Labour Productivity?                                     |           |
| iii. Causes of Low Labour Productivity                               |           |
| iv. Effects of Low Labour Productivity                               |           |
| v. Measures to improve Labour Productivity                           |           |
| <b>c. Methods of recording attendance time</b>                       |           |
| i. Hand written register   |           |
| ii. Disc/ token method   |           |
| iii. Time recording clock  |           |
| <b>d. Methods of Job time booking</b>                                |           |
| i. Job card or ticket  |           |
| ii. Combine time & Job card  |           |
| iii. Piece work card record  |           |
| <b>e. Piece workers, casual workers &amp; out workers</b>            |           |
| <b>f. Payroll Department</b>   |           |
| i. Functions of Payroll Department                                   |           |
| ii. Preparation of payroll   |           |
| iii. Components of Gross Earnings                                    |           |
| iv. Components of Deductions   |           |
| v. Pay slip  |           |
| vi. Payment of Wages   |           |
| vii. Checks for prevention of fraud in payroll                       |           |
| <b>g. Over Time</b>  |           |
| i. Meaning of overtime   |           |
| ii. Treatment of overtime  |           |
| iii. Reasons for discouraging of overtime                            |           |
| iv. How to control overtime  |           |
| <b>h. Idle Time</b>  |           |

- i. Meaning of Idle time
- ii. Causes of Idle time
- iii. How to control Idle time
- iv. Treatment to Idle time
- v. Leave pay & wages

**3 : E-Performance Management & Compensation Design 5**

- i. E- Performance
- ii. Link to other Systems

**iii. E-Compensation**

**4 : Strategic Compensation Management 10**

- i. Introduction
- ii. The Strategic Component of the Wage Package
- iii. Design of New Wage Policy
- iv. Overtime Culture
- v. Pragmatic Concept of Productivity
- vi. Strategic Wage Negotiations
- vii. Strategic Aspects of the Post-Retirement Wage Cost
- viii. Voluntary Retirement Scheme (VRS)
- ix. Strategies for Implementation of VRS
- x. Strategic Wage Control

**5: Incentives in Compensation Package 10**

- i. Introduction
- ii. Definition
- iii. Objectives of Bonus Schemes
- iv. Types of Schemes
- v. Conditions Necessary for a Bonus Scheme
- vi. Salient Features of the Incentive Compensation System
- vii. Characteristics of Incentive Compensation Package
- viii. Short-term Incentive Plans
- ix. Long-term Incentive Plans
- x. Incentive for Corporate Officers

**Reference Books :**

1. Labour Costing & Compensation Mgt. : Dr Pradeep Sinha : Nirali Publi.
2. Strategic Human Resource Management : Rajib Dhar :Excel Books
3. Strategic Human Resource Management & Development : Richard Regis: Excel Books
4. Compensation Management :Dr Kanchan Bhatia : Himalaya Publi.





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FACULTY OF COMMERCE & MANAGEMENT  
New Syllabus: M.B.M. (Personnel Management)  
SEMESTER: III

**Paper: 3.4 Principles of Human Resource Management**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

<b>1: Introduction to HRM</b>	<b>8</b>
a) What is HRM? Importance of HRM, System Approach to HRM, b) The changing role of HRM, Growth of HR function in India. c) Organizing the HR Department - The Structure -Line & Staff Aspect d) Staff Role of HR Department,	
<b>2 : Introduction to HRD</b>	<b>8</b>
a) The concept of HRD, b) Evolution - HRD & PM c) HRD at Macro and Micro level d) HRD Matrix - HRD Mechanisms (subsystems) e) HRD - Practices in Indian Government & Indian Industry	
<b>3: HR Planning</b>	<b>6</b>
a) Introduction & Process of HR Planning, b) Responsibility for HR Planning c) Guidelines for Making HR Planning effective.	
<b>4: Job Study</b>	<b>8</b>
a) Job Analysis, Uses of Job Analysis, b) Methods of collecting Job Analysis Data c) Role Analysis d) Job Analysis in a 'Jobless' World e) Job Description & Specification f) Methods of Job Design g) Recent Trends in Job Redesign	
<b>5: Recruitment, Selection, Placement, Induction</b>	<b>10</b>
a) Recruitment Policy, b) Situational Audit for Recruitment, c) Recent trends in Recruitment, E- Recruitment d) Selection of Employee e) Steps in Selection Procedure & Practice, E- Selection Placement a) Practical Problems of placement b) Induction or Orientation of Employee c) Objectives, Procedure, Types of Induction Programme. d) Employee Induction Programme in Indian Companies	
<b>6: Personnel Development Programme</b>	<b>10</b>
<b>Training -</b>	
a) Differences between Training and Development, Training & Education b) The Philosophy of Training (Learning Principles), Identify Training Objectives, Areas of Training, Types of Training Programmes, Selection of a suitable Method	
<b>Executive or Management Development –</b>	
a) Steps in the Management Development Programme b) Methods or Techniques of Developing Managers	

## Reference Books

1. Human Resource Management: Snell / Bohlander: Cengage Learning
2. Human Resource Management: K Aswathappa : McGraw-Hill
3. Essential Human Resource Management: Michael Armstrong: Kogan page
4. Personnel & Human Resource Management: Mamoria & Mamoria: Himalaya Publication



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.M. (Personnel Management)

**SEMESTER: III**

**Paper: 3.5 Social Security & Welfare Regulations**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

**I. Evolution and Growth of Social Security Legislation in India (5)**

- i. Evolution and Growth of Social Security in Selected Countries
- ii. ILO on Social Security
- iii. Evolution and Growth of Social Security Legislation in India
- iv. Further Developments
- v. Employees' State Insurance Act,
- vi. Provisions for Old Age
- vii. Provision against Unemployment
- viii. Gratuity
- ix. Existing Social Security Laws
- x. Sexual Harassment - A Legal Perspective
- xi. Need for a Comprehensive Social Security Scheme

**2. The Workmen's Compensation Act 1923, (Amendments) Act 2000 (6)**

- i. Workmen's Compensation Legislation in India
- ii. Workmen's Compensation Act, 1923 (Main Provisions)
- iii. Important Definitions
- iv. Employer's Liability for Compensation
- v. Arising 'Out of and 'In the Course of Employment
- vi. Occupational Diseases
- vii. Amount of Compensation
- viii. Medical Examination
- ix. Claims before a Commissioner
- x. Other Provisions
- xi. Working
- xii. An Assessment

**3. The Maternity Benefits Act, 1961, Paternity Leave Provision for various sectors (6)**

- i. Growth of Maternity Benefit Legislation in India
- ii. Central Maternity Benefit Act, 1961 (Main Provisions)
- iii. Paternity Leave Provision for various sectors

**4. The Employees' State Insurance Act 1948 (5)**

- i. Definitions Scope Benefits
- ii. Contributions
- iii. Miscellaneous Provisions Pertaining to Benefits
- iv. Administration
- v. Adjudication of Disputes and Claims
- vi. Penalties
- vii. Other Provisions
- viii. Recommendations of the First NCL (1969)

**5. The Employees' Provident Fund & Miscellaneous Provisions Act 1952,(Amendments) Act 1996 (5)**

- i. The Background
- ii. Proposals for Model Provident Fund Rules

- iii. Employees' Provident Funds and Miscellaneous Provisions Act, 1952  
(Main Provisions)
- iv. Employees' Provident Funds Scheme
- v. Employees' Deposit-linked Insurance Scheme
- vi. Employees' Pension Scheme
- vii. Miscellaneous Provisions
- viii. Employees' Provident Funds Scheme, 1952

**6. The Payment of Gratuity Act 1972, the Payment of Gratuity Rules. ( 5)**

- i. Enactment of Payment of Gratuity Act, 1972
- ii. Payment of Gratuity Act, 1972 (Main Provisions)
- iii. An Assessment

**7. Child Labour (Prohibition and Regulation) Act, 1986 (5)**

- i. ILO's Conventions and Recommendations
- ii. Provisions of Constitution
- iii. Observations and Recommendations of Commissions and Committees
- iv. National Policy for Children, 1974
- v. Child Labour (Prohibition and Regulation) Act, 1986 (Main Provisions)
- vi. An Assessment
- vii. Certain Subsequent Developments

**8. Sexual Harassment – A Legal Perspective (4)**

- i. International Bodies on Sexual Harassment
- ii. Anti Sexual Harassment Laws /Guidelines in India
- Constitutional Provision
- Legal Provisions for Working women
- i. Legislative Measures
- ii. The Sexual Harassment of women at their work place (prevention) bill, 2000.
- iii. The Prevention of Sexual Abuse of women at their work place bill, 2001.
- iv. Prevention of Sexual Abuse & Harassment of women & girls at work place bill, 2002.
- v. The of Sexual Harassment at their work place (Prevention) bill,

**9. Recommendations of the Second National Commission on Labour (2002). ( 10)**

- i. Workers' Participation in Management
- ii. Small Establishments , Wages and Bonus
- iii. Hours of Work, Working Conditions, Leave, Safety, and Others
- iv. Social Security , Women and Child Labour
- v. Skill Development , Labour Administration
- vi. Workers' Participation in Management
- vii. Review of Wages and Wage Policy
- viii. Recommendations Relating to Unorganised Sector
- ix. Hours of Work, Leave and Other Working Conditions at the Workplace Act
- x. Small Enterprises (Employment Relations) Act
- xi. Indicative Law on Child Labour, Model Standing Orders
- xii. Unorganised Sector Workers (Employment and Welfare) Bill

**Reference Book**

- i. *Labour Law :A Practical Guide to Manage Day to Day Labour Problem: S.R. Samant :Labour Law Agency : Mumbai*
- ii. *Labour & Industrial Law : Prof Dr Rega Surya Rao: Andhra Law House: Visakhapatnam*
- iii. *Labour Laws for Managers: B. D. Singh: Excel Books*



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FACULTY OF COMMERCE & MANAGEMENT  
New Syllabus: M.B.M. (Personnel Management)  
SEMESTER: III

**Paper: 3.6 Public Relation**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

<b>1 Public Relation :</b>	<b>6</b>
a) Scope , Role ,Benefits of PR,	
b) Myths & Facts about PR,	
c) Target Public of PR,	
d) Parameters of PR.	
<b>2 Corporate Image &amp; Public Relations</b>	<b>4</b>
a) Building Corporate Image,	
b) Factors in Corporate Image,	
c) Managing Corporate Identity,	
d) Corporate Advertising & Image	
<b>3 The Public Relations Department-</b>	<b>6</b>
a) functions of PR Departments	
b) Role of PR officer or Manager	
c) PRO, an emerging Professional,	
d) PR- A Strategic Discipline, Technology in PR.	
<b>4 Internal &amp; External PR,</b>	<b>8</b>
a) Public Relation in Employee Relation & industrial Relation.	
b) Public Relations & Media Relation	
c) Public Relations & The Government	
d) Public Relations in Shareholder & Investor Relations	
e) Public Relations in Crisis Management	
f) Ethics in Public Relations	
<b>5. Impact of E - Public Relations</b>	<b>4</b>
Technological Development Related to Public Communications	
<b>6. The practice of Public Relations</b>	<b>6</b>
<b>a)</b> Public Relations Planning	
b) Public Relations Tools	
c) Effectiveness & PR Excellence	
<b>7.Event Management</b>	<b>6</b>
a) What are Event ? Why Event ?	
b) Key Element of Events – Event Infrastructure	
c) Preparing the Company's Staff for the Event	
d) Pre –event Activities	
e) During Event Activities	
f) Post Event Activities-Post event follow – up	
<b>8. Public Speaking</b>	<b>8</b>
a) Planning the Presentation strategy	
b) Define Purpose	
c) Analyzing the Audience	
d) Symptoms of stage fear	

- e) Rehearse
- f) Strategies when program begins
- g) Non verbal Behaviour
- h) Effective use of Audio Visual Aids
- i) Interview Phases – Conduct at interview – Media Interview

#### Reference Books

1. Making PR Work : Sushil Bahl :Wheeler Publi.
2. Advertising Principles & Practice: Wells ,Moriarty, Burnett: Pearson
3. Advertising : S A Chunawala : Himalaya Publi.



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New Syllabus: M.B.M. (Personnel Management)

**SEMESTER: III**

**Paper: 3.7 Case Study in PM**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

**Required Lectures: 50 hours**

**The student has to Select and discuss the case studies related to Personnel Management**

# **SEM IV**





**North Maharashtra University, Jalgaon**

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.M. (Personnel Management)

**SEMESTER: IV**

**Paper: 4.1 A Competitive Business Skills**

60 + 40 Pattern: External Marks 60 +Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

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<b>1: Personality development</b>	<b>8</b>
a. Team Building , Goal setting	
b. Time Management, Work Life Balance	
c. Analytical Skills, Multitask Ability	
d. Transactional Analysis (I am OK you are OK)-Positive thinking	
<b>2: Interview Techniques</b>	<b>8</b>
a. Do's & don'ts.	
b. G.D. & Meetings.	
c. Power point presentation Techniques.	
d. Meditation.	
e. Body Language.	
f. Non Verbal Communication Skills.	
g. Pre & post Preparation of the interview.	
<b>Unit 3 :Concept of Communication</b>	<b>8</b>
a. Meaning	
b. Process of Communication	
c. Objectives of communication	
d. Techniques of effective communication	
<b>Unit 4 :Types &amp; Patterns of communication</b>	<b>8</b>
a. Upward Communication	
b. Downward Communication	
c. Consensus	
d. Formal & Informal Communication	
<b>Unit 5 : Methods of Communication</b>	<b>8</b>
a. Verbal	
b. Non Verbal	
<b>Unit 6: Written Communication</b>	<b>8</b>
a. Qualities of good letter	
b. Layouts of business letters	
c. Writing different types of letters:-	
i. Enquiries & Replies	
ii. Orders & Replies	
iii. Complaints & Claims	
iv. Sales Letters	
v. Application Letters	
vi. Reference letters / Testimonials	
vii. Reports writing	
d) Resume writing	

## Reference Books

1. Business communication for managers- Penrose, Rasberry, Myers, cenage Learning
2. Business communication – Raman & Singh, oxford Publication
3. Communication Today – Ruben Roy, Himalaya Publication
4. Business communication- C. S. Raydu, Himalaya Publication
5. Communication for Business- Taylor, Pearson Education
6. Communication Skills- Dr. Rao & Dr. Das, Himalaya Publication
7. Contemporary Business Communication- Scot Ober, Biztantra, Dreamtech
8. Business communication Today- Bovee, Thill, Schatzman- Pearson
9. Basics of Business communication- Lesikar & Flately, Tata Mc Graw Hills
10. Business communication- R. K. Madhukar, Vikas Publication



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.M. (Personnel Management)

**SEMESTER: IV**

**Paper: 4.1 B Training & Development**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

**1 : Employee Socialization**

- a. Socialization: A Learning Process
- b. Theories of Socialization

**2 : Learning & Human Resource Development**

- a. Learning as a Tool for Behaviour Modification
- b. The of Learning Process – Design consideration in the Learning Process
- c. Instructional psychology for maximizing learning
- d. Learning styles & Strategies

**3 : Training & Development**

- a. Identification of training need
- b. Designing Of the Training & Development Programme
- c. Implementation of Training & Development Programme

**4 : Innovations in Training Techniques**

- a. importance of Innovations in Training Techniques
- b. Innovative methods in Training Techniques

**5 : Evaluation of Training & Development Programmes**

- a. Purpose of Training Evaluation-How often are training Programme Evaluated?
- b. Models for Evaluating Training
- c. Role of Research Design in Evaluation
- d. Outcomes Used in the Evaluation of Training Programmes
- e. Overview of the Evaluation Process

**6 : Transfer of Training**

- a. Factors influence transfer of Training
- b. Organizational Environments that Encourage Transfer

**7 : Coaching & Mentoring**

- a. Coaching & Mentoring as a tool for development
- b. Types of Coaching – Process of Coaching
- c. Forms of Mentoring – Assumptions in Mentoring
- d. Qualities of a Mentor

**Reference Books**

1. Training & Development: Rolf P. Lynton : Udai Pareek
2. Work Psychology: John Ar Mold, Ivan T Robertson : Macmillan
3. Essential Human Resource Management Practice: Michael Armstrong : KoganPage
4. Human Resource Management : Snell/ Bohlander : cengage learning
5. Counselling Growth :H.L.Kaila , Reeta Sonawat :S Ravishankar :Himalaya Publi.



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**SEMESTER: IV**

**Paper: 4.2 Human Resource Information Systems & ERP**  
60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100  
Required Lectures: 50 hours

**A. Human Resource Information Systems:**

**(3)**

- i. Concept, Applications, Necessary Capabilities of HRIS, Steps in implementing HRIS,
- ii. Effectiveness & Limitations of HRIS
- iii. Computer & HRIS Uses in HRM

**B. ERP**

**1. Enterprise – An Overview**

**(3)**

- i. Business Functions and Business Processes
- ii. Integrated Management Information
- iii. Role of Enterprise in Implementing the ERP System
- iv. Business Modeling
- v. Integrated Data Model

**2. Introduction to ERP**

**(6)**

- i. A Brief History of ERP
- ii. The Advantages of ERP
- iii. Over Expectations in ERP
- iv. Roadmap for Successful ERP Implementation
- v. How does ERP Create Value
- vi. Risks of ERP
- vii. Risk Factors of ERP Implementation
- viii. People Issues

**3. ERP – Functional Modules**

**(3)**

1. Introduction
2. Human resource module
3. Payroll System

**4. ERP Implementation Life Cycle**

**(3)**

1. Introduction
2. Objectives of ERP Implementation
3. Different Phases of ERP Implementation
4. Why do Many ERP Implementations Fail

**5. ERP Package Selection**

**(2)**

1. Introduction
2. Why Many ERP Package Implementations Fail
3. ERP package Evaluation and Selection
4. ERP Packages : Make or Buy

**6. ERP Project Teams**

**(2)**

1. ERP Package Implementation
2. People Involved in the ERP Implementation
3. ERP Implementation Team
4. Composition of the Implementation Team

**7. Success & Failure Factors of an ERP Implementation**

**(2)**

1. Introduction

- 2. Success Factors
- 3. Failure Factors
- 8. ERP Package selection (1)**
- 9. ERP Project Teams (5)**
  - 1. People involved in the ERP package implementation
  - 2. ERP implementation teams
  - 3. Composition of the implementation team
  - 4. Organization of the implementation team
- 10. Success and failures of an ERP implementation (2)**

#### Recommended Books

- 1. Enterprise Resource Planning – Alexis Leon –First & Second Edition
- 2. Personnel & HEM : A.M.Sharma- Himalaya Publi.



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**Paper: 4.3 Industrial Counseling**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

<b>Unit 1 : Counseling for Effective HR Development</b>	<b>10</b>
i. Basics of Counseling.	
ii. Causes of Counseling.	
iii. Needs for Counseling	
iv. Functions of Counseling	
v. Counseling Process	
vi. Case study	
<b>Unit 2 : Guidance and Discipline in counseling</b>	<b>10</b>
i. Guidance Differentiated from Counseling	
ii. Implication of Counseling in Information Age	
iii. Implication of Counseling in Emerging	
<b>Unit 3 : Work Ethics</b>	<b>10</b>
i. Counseling as a Helping Relationship	
ii. Counseling, a Solution to Human Problem	
<b>Unit 4 : Components of Counseling Programme</b>	<b>5</b>
i. Stages in the Counseling Process	
<b>Unit 5 :Counseling Skills</b>	<b>10</b>
i. Skill & Attitudes in Counseling	
ii. Role of HR in Counseling	
iii. Effectiveness of Counseling	
iv. Challenges in Counseling	
<b>Unit 6 :Practical &amp; Case Studies</b>	<b>5</b>
Real life case studies	
Outdoor practical: HR Department, Hospitals, Academic Institutions, Trade Union, old-age houses & Remand Home.	
(5 practical mandatory)	

#### Reference Books

1. Tiffin,J and McCormic E.J.: Industrial Psychology, (Prentice Hall), 6th Edn., 1975
2. Gilmer: Industrial Psychology
3. Corsini, R.J. ( 2001) : "Handbook of Innovative Therapy , 2nd ed. N.Y. John Wiley
4. Ghiselli & Brown: Personnel and Industrial Psychology
5. Presricha: Guidance and Counseling in Indian Education, New Delhi, N.C.E.R.T.,1976
6. Adams,J.F.: Problems in Counseling
7. Fruster,J.M.: Psychological Counseling in India Mumbai McMillion
8. John W. Newstrom and Keith Davis – Organizational Behaviour – Human
9. Behaviour at Work. 10th ed. Tata McGraw Hill, 2002.
10. Fred Luthans – Organisational Behaviour, McGraw Hill- Irwin, 9th Ed.2002.
11. Stephen P. Robbins - Organisational Behaviour, Prentice Hall of India, 2003.



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**SEMESTER: IV**

**Paper: 4.4 HRM Practices**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

**Required Lectures: 50 hours**

**Unit 1: Strategic & E- HRM**

- i. Evolving Role of HR Man in India, Administrative Roles, Operative Roles, Strategic roles
- ii. HRM in the New Millennium
- iii. Strategic HRD Management - Change Mgt & Strategic HRM
- iv. The focus of the next generation HR Organisation
- v. Strategic Approach to Industrial Relations
- vi. HRD as a Profession

**Unit 2 : HRD Assessment & Audit**

- i. Objectives – Need for HRD Assessment
- ii. Measures of HRD Performance
- iii. Strategic Capability
- iv. Benchmarking & SHRD System
- v. HRD Audit

**Unit 3 : Cross –Cultural HRM**

- i. Domestic Vs International HRM
- ii. Cross Culture Educational & Training Programmes
- iii. Current Challenges in Outsourcing

**Unit 4: Job Compensation**

**A. Job Evaluation**

- i. Concept, Job Evaluation vs. Performance Appraisal
- ii. Process , Essentials for success of Job Evaluation programmes,
- iii. Benefits of Job Evaluation.

**B. Wage & Salary Administration**

- i. Methods of Wage Payment, Incentive Wage Plan,
- ii. Successes and Failures of Incentive Plan,
- iii. Salary Administration,
- iv. Fringe Benefits, Types of Fringe Benefits.
- v. Managerial Compensation-Indian Practices
- vi. E-Performance Management & Compensation Design

**Unit 5 Career & Competency Development**

**Career Planning – Concept, Important Terms,**

- i. How do people choose careers?
- ii. Strategic Knowledge Management
- iii. Competencies & Career Mgt

**Succession Planning – Succession Management**

- i. The Indian Scenario

**Unit 6 : Employee Development**

- i. Employee Health & Welfare Programmer
- ii. Self Management & Emotional Intelligence

### Recommended Books

1. Human Resource Management : Text & Cases : K. Aswathapa : The McGraw-Hill
2. Human Resource Management : Text & Cases :V.S.Rao : Excel Books
3. Armstrong's Essential Human Resource Management : Michael Armstrong
4. Human Resource Management :Snell / Bohlander :Cengege Learning
5. Personnel & Human Resource Management :: A.M. Sharma: Himalaya Publ





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**Paper: 4.5 Industrial Compliance Framework**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 50 hours

**1. MODEL PRO-FORMA FOR HUMAN RESOURCE DEPARTMENTS**

**10**

A. For Induction

Interview assessment form Induction of a new employee

B. SELECTION OF EMPLOYEES

MODEL PRO-FORMA FOR... Application of employment

C. APPOINTMENT LETTERS...

Guidelines for drafting of an appointment letter

D. MODEL PRO-FORMA FOR Appointment letter...

Appointment letter to a promotion employee as provided under Sales Promotion Employee (Conditions of Services) Rules, 1976

E. Acceptance of appointment by an employee Joining report by an employee

F. MODEL PRO-FORMA FOR...

TRAINING OF EMPLOYEES, Agreement with bond

G. LEAVE AND HOLIDAYS

MODEL PRO-FORMA FOR...

Leave application, Leave pass, Notice to an employee absenting for a specific period without sanction of leave, Letter to an employee when his application is not supported with medical certificate, Letter to an employee when his leave has not been sanctioned, Letter to an employee who applies for grant of leave due to sickness but did not attach medical certificate or ESI slip

H. PERFORMANCE APPRAISAL WITH PRO-FORM AS

Supervisor appraisal form

I. MODEL PRO-FORMA FOR...

Transfer order

J. PROMOTION OF EMPLOYEES

MODEL PRO-FORMA FOR...

Merit rating, Promotion of an employee, Letter to an employee intimating the worker about his ineligibility for a higher post

**2. AGREEMENTS BETWEEN...**

**5**

Employer and an employee when the latter is engaged for a fixed period, Employer and employee when rent free accommodation is provided to the employee, Principal employer and the contractor, Employer and the security contractor, Employer and canteen contractor for running a canteen in factory, Agreement for support services

**3 OFFICE ORDERS & NOTICES FOR MAINTENANCE OF REGULARITY, PUNCTUALITY AND OTHER DAY-TO-DAY ADMINISTRATIVE FUNCTIONS**

**10**

MODEL PRO-FORMA FOR...-Notice for the absentee without leave (First notice), Notice for the absentee without leave (Second notice), Notice for the absentee without leave (Third notice), Notice for habitually overstaying of leave by sending medical certificate on or after the expiry, of sanctioned leave, Letter for enforcing punctuality in attendance, Notice remaining the factory workers not to interfere with safety guards

#### **4. MOTIVATING EMPLOYEES TO BE HAPPY & HARD WORKINGS**

##### **A. DEALING WITH THE TRADE UNIONS**

- Intimation to be sent to the labour authorities when the workers have resorted to strike or have sent a notice of strike
- Notice to be published in the newspaper calling upon the strikers to call off the strike and resume their duties
- Intimating the police for protection when strike is contemplated and violence is apprehended

##### **B. MAINTAINING OF DISCIPLINE IN THE ORGANISATION**

Guidelines for Initiation of Disciplinary Action

##### **C. CHARGE SHEET FOR...**

- General charge-sheet, Habitual absence, Obtaining leave on false grounds, Negligence of duty, Using abusive language towards superior, Theft, Strike and instigating/abetting others to resort to strike, slowing down work
- Sexual harassment

#### **5. A. DOMESTIC ENQUIRY**

15

- Guidelines for holding an enquiry, Recording of enquiry proceedings, -Procedure for recording evidence
- Enquiry report, -Letter to the enquiry officer for conducting enquiry and conveying his acceptance, -Notice to the charge-sheeted employee for holding enquiry, -Appointment letter to an enquiry officer for holding enquiry
- Notice of enquiry when the employee fails to send his explanation to charge-sheet, -Reminder by the enquiry officer to be sent to the charge-sheeted employee to participate in the enquiry, -Intimation by enquiry officer to the employer for allowing the representative of the charge, sheeted employee, -Suspension pending disciplinary proceedings before issuing formal charge-sheet, -Notice by the enquiry officer to the employer for requisition of documents in the enquiry, -Order for dispensation of holding of an enquiry due to exceptional circumstances

##### **B. PUNISHMENT**

Show cause notice to employee alongwith enquiry report calling upon him as to why appropriate punishment should not be awarded, Withholding annual increment/increments, Order imposing fine as a punishment, Discharge to employee after enquiry is held, Order of dismissal after giving an opportunity to the charge-sheeted employee  
Notice of termination of service awarded but held in abeyance pending the competent authority's, permission

##### **C. WARNING LETTER**

For Irregular attendance, For Late coming., To an employee found drunk while on duty, When charges as levied have been proved against a workman in an enquiry, To an employee admitting the charges and tenders his apology  
For Insubordination, To a worker when he neglects his duties, To a charge-sheeted employee when he admits the charges as contained in the charge-sheet, For habitual absence when the sanction of leave has been refused  
For driving the vehicle rashly and negligently, Breach of safety rules of the factory, First warning for bad time keeping by an employee, Second warning for bad time keeping by an employee, Final warning for bad time keeping by an employee

##### **D. NOTICES, OFFICE ORDERS & OTHER DRAFT FOR**

Notice of starting new shift in a factory when there are no certified standing orders, Notice for change under section 9-A of the Industrial Disputes Act, Notice when rationalization e.g. new technique is adopted and the workmen who have become surplus are sought to be retrenched, Notice/order of retrenchment of worker, Notice for discharge to a temporary employee, Notices for declaring lay off and lifting of lay off, Full and final settlement of legal dues and the receipt, Notice to be displayed on the notice board of frame work of the complaint committee for  
Sexual harassment at workplace, Office order for a covering letter when an employee refuses to accept the communication, Office order for confirmation of a probationer, Office order for intimation of refusal of earned/privilege leave when applied by an employee, Office order for an apprentice on completion of apprenticeship period stating that there is no, Vacancy and he cannot be employed as an employee, Office order

introducing payment of wages by cheque instead of cash, Office order when a company car is provided to an employee, Clearance form by an officer/employee on his cessation of employment

#### **6. Quick References**

**5**

General obligations of employers, Obligations of directors of companies and other officers under labour laws

General obligation of employees, Obligation of employers under Contract Labour (R&A) Act & the Rules

Engaging contract labour under Contract Labour (R&A) Act & the Rules, Undertaking by a contractor to have complied with the provisions of laws as applicable, Obligations of employers under the Payment of Gratuity Act, 1972

### **Reference Books**

Industrial Relations: conceptual & Legal Framework : A.M. Sharma: Himalaya

Publi.

[www.citehr.com](http://www.citehr.com)



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**Paper: 4.6 Case Study in I.R.**

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

**Required Lectures: 50 hours**

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**The student has to Select and discuss the case studies related to Industrial Relations**



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**SEMESTER: IV**

**Paper: 4.7 Project Report & Viva-voce**

60 + 40 Pattern: External Marks 60 +Internal Marks 40 = Maximum Total Marks: 100

**Required Lectures: 50 hours**

Project Report Based on Industrial Training followed by Viva Voce