2015

North Maharashtra University, Jalgaon

FACULTY OF COMMERCE & MANAGEMENT

Structure of

Master in Business Management

(Personnel Management)

MBM(PM)

(w.e.f.: June-2015)

North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

STRUCTURE OF MASTER IN BUSINESS MANAGEMENT (PERSONNEL MANAGEMENT)

MBM (PM)

Semester-I and II (w.e.f.-June 2014)			
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

Semester-III and IV (w.e.f.-June 2015)			
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 2014-15 the students shall Select B-Training & Development,
From year 2015-16 students can opt. any one of 4.1 A or B.

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FACULTY OF COMMERCE & MANAGEMENT

NEW STRUCTURE OF

MASTER IN BUSINESS MANAGEMENT (PERSONNEL MANAGEMENT)

MBM (PM)

Semester-I and II (w.e.f.-June 2014)			
Paper	**Semester-I**	**Paper**	**Semester-II**
1.1	Principles & Practices of Management	2.1	Organisation Behaviour
1.2	Industrial Psychology & Sociology	2.2	Corporate Social Responsibility
1.3	Industrial Economics	2.3	Labour Economics
1.4	Personnel Administration & Management	2.4	Industrial Relations & Trade Union
1.5	Labour Legislations - I	2.5	Labour Legislations - II
1.6	Computer Application - I	2.6	Computer Application - II
1.7	Professionals communication Skills	2.7	Field Work & Viva-Voce

Semester-III and IV (w.e.f.-June 2015)			
Paper	**Semester-III**	**Paper**	**Semester-IV**
3.1	Research Methodology	4.1	Industrial Safety Management
3.2	Labour Welfare & Administration	4.2	Management Information Systems & ERP
3.3	Labour Costing & Compensation Management	4.3	Industrial Counseling
3.4	Human Resource Management - I	4.4	Human Resource Management - II
3.5	Social Security & Welfare Legislations	4.5	Industrial Compliance Framework
3.6	Public Relations	4.6	Case Study in Industrial Relations
3.7	Case Study in Personnel Management	4.7	Project Report & Viva-Voce

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FACULTY OF COMMERCE & MANAGEMENT

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

SEMESTER: III

Paper: 3.1 RESEARCH METHODOLOGY

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

Required Lectures: 50 hours

Objectives:

After completing this unit, you will be able to:

- Assess the need for research in the current situation.
- Explain the actual process of research and its role in managerial decision making.
- Explain the different in various types of research.

1. Research Methodology **(08)**

1.1. Meaning, nature and practical importance of research in commerce& management

1.2. Scope of research

1.3. The research process

1.4. The research problems &research proposal

1.5. Ethics in research

1.6. Literature Survey

2. Research Design **(08)**

2.1. Meaning & Need for Research Design

2.2. Feature of Good Research Design

2.3. Types of Research Design : Exploratory/ Formulative, Descriptive/ Diagnostic & Hypothesis Testing/Experimental Research design

3. Sampling Design **(08)**

3.1. Sampling Terminology, Steps in Sampling Design

3.2. Sampling Methods

3.2.1.Probability Sampling: Simple random, Systematic, Stratified, Cluster, Area, Multi-stage, Proportional, Sequential sampling.

3.2.2.Non-probability Sampling: Convenience, Quota, Snowball, Judgment

4. Data Management **(08)**

4.1. Data Collection

4.1.1.Types & Sources of Data: Primary & Secondary

4.1.2.Methods of Data Collection: Observation, Interview, Questionnaire, Schedule

4.1.3.Guidelines for Constructing Questionnaire/ Schedule, Choice of Questions

4.2. Measurement & Scaling Technique *

4.2.1.Tests of Sound Measurement: Validity, Reliability, Practicality

4.2.2.Scaling: Meaning, Classification bases.

4.2.3.Scaling Techniques: Rating Scales, Ranking Scales.

5. Testing of Hypotheses **(04)**

5.1. Hypothesis: Meaning, Importance & Types of Hypothesis

5.2. Criterion of Good Hypothesis

5.3. Procedure for Hypotheses Testing

5.4. Flow Diagram for Hypotheses Testing

6. Statistical Tools-I **(10)**

6.1. **Statistics** –

6.1.1. Meaning , Utility In Business Management
6.1.2.Mean, Mode, Median and Their Relationship.
6.1.3.Standard Deviation

7. Statistical Tools-II

7.1 Correlation
7.2 Meaning & Types Of Correlation
7.3 Scatter Diagram
7.4 Karl Pearson's Coefficient Of Correlation
7.5 Test of Significance
7.6 **χ2 –test (Chi-Square test)**
7.6.1 Chi-square distribution,
7.6.2. Properties of Chi-square distribution,
7.6.3. Conditions for Chi-square distribution
7.6.4. Application of Chi-square distribution,
7.6.5. Tests of goodness-of-fit

8. Interpretation & Report Writing (04)

8.1 Interpretation: Meaning, Techniques, Precautions
8.2 Organisation Report Writing
8.3 Writing a good report, Critical element s of a report,
8.4 Steps, Layout of the Research Report
8.5 Types of Research Reports

REFERENCE BOOKS

1. Business Research Methodology – Shrivastav- TMH
2. Research Methodology (Methods & Techniques) – C.R.Kothari - Wiley Eastern Ltd
3. Business Research Methodology – J.K. Sachdeva- Himalaya Publishing House
4. Business Research Method – cooper - TMH
5. Business Research Methods- 7 ed. – William G. Zikmund – Cengage Learning
6. Research Methodology – A.B. Rao - Excel Books
7. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan – Pearson Education
8. Methodology And Techniques Of Social Research- Wilkinson & Bhandarkar- Himalaya Publishing House
9. Business Research Methods- Murthy, Bhojanna- Excel Books
10. A Research Methodology – Smarth & Siriya – S. Chand & Company Ltd.

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FACULTY OF COMMERCE & MANAGEMENT

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

SEMESTER: III

Paper: 3.2 Labour Welfare & Administration

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

Required Lectures: 50 hours

Objectives:

Understand the features and function of Labour Welfare and administration.

- Pinpoint the important of Industrial Democracy and Workers' Participation
- To Understand the structure of Workers Participation in Management & Profit Sharing.
- To Understand the role of Labour Administration in an Organization.
- The evolving role of Labour Administration Machinery of the Government in India.

Unit 1. Labour Welfare **(4)**

a) Concept, Responsibility of Labour Welfare,

b) History of Labour Welfare, Patterns of Labour Welfare Services,

Unit 2.Industrial Democracy and Workers' Participation **(8)**

a) Industrial Democracy-concept, Purpose of Industrial Democracy,

b) Growing Importance

c) Prerequisites for Industrial Democracy

d) Possible Gains of Industrial Democracy

e) Workers Participation – Definition, Characteristic features, Forms

f) Objective, Levels of participations

g) Connotations and in Different Countries.

Unit 3. Workers Participation in Management & Profit Sharing **(6)**

a) 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,

e) Types of Profit Sharing, Forms of Profit Sharing, Requisites for Profit Sharing

Unit 4. Labour Administration **(6)**

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

Unit 5. Labour Administration Machinery of the Central Government **(6)**

a) The Main Ministry (Secretariat)

b) Attached Offices

c) Subordinate Offices

d) Autonomous Organisations

e) Adjudication Bodies

Unit 6. Labour Administration Machinery of State Governments (8)

a) Department of Labour and Employment (Secretariat)

a) Office of the Labour Commissioner

b) Chief Inspectorate of Factories

c) Chief Inspectorate of Boilers

d) Office of Chief Inspector, Shops and Establishments

e) Directorate, Employment and Training

f) Directorate, Medical Services (ESI Scheme)

g) Social Security Directorate

h) Adjudication Authorities

i) Evaluation and Suggestions

Unit 7. International Labour Organisation (6)

a) Role of ILO in Labour Administration

b) Recommendations of the Second NCL (2002)

c) Early International Efforts to Regulate Conditions of Labour

d) Preamble to the Constitution

e) Fundamental Principles and the Philadelphia Charter

f) Organisational Structure

g) Conventions and Recommendations

h) Major Activities of ILO

Unit 8. International Standards of Labour and Their Influence on Indian Labour Legislation (6)

a) Conditions of Work

b) Employment of Children and Young Persons

c) Employment of Women

d) Health, Safety, and Welfare

e) Social Security

f) Industrial Relations

g) Employment and Unemployment

h) Other Special Categories

i) 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: 3.3 LABOUR COSTING & COMPENSATION MANAGEMENT

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

Required Lectures: 50 hours

Objectives:

After going through this Subject you will able to:

- Introduction to Labour Costing.
- Understand the need of Labour cost computation & control .
- Know the objective and scope of Payroll Department.
- Know the scope of Strategic Compensation Management.

Unit 1 .Labour Costing & Labour cost computation & control (6)

What is cost? Types of cost, elements of cost

a. What is Labour cost?
b. various departments to control labour cost
c. Time study & motion study

Unit 2 Labour turnover (6)

i. What is Labour turnover?
ii. Measurement ,Causes ,Cost of Labour turnover

Unit 3 Labour Productivity

i. What is Productivity?
ii. What is Labour Productivity?
iii. Causes ,Effects of Low Labour Productivity
iv. Measures to improve Labour Productivity

Unit 4. Attendance Record (6)

a. Methods of recording attendance time

i. Hand written register
ii. Disc/ token method
iii. Time recording clock
iv. Thumb Record

b. Methods of Job time booking

i. Job card or ticket
ii. Combine time & Job card
iii. Piece work card record
iv. Piece workers, casual workers & out workers

Unit 5. Payroll Department (6)

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
viii. Over Time- How to control overtime
ix. **Idle Time**- Meaning ,Causes of Idle time

i. How to control Idle time
ii. Leave pay & wages

Unit 6 : E-Performance Management & Compensation Design (6)

E- Performance

i. Link to other Systems
ii. E-Compensation

Unit 7 : Strategic Compensation Management (6)

Introduction

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

Unit 8: Incentives in Compensation Package (8)

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 Human Resource Management - I

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

Required Lectures: 50 hours

Objectives:

After completing this unit, you will be able to:

- Explain the concept of HRD, HRM and HRP.
- Know the importance of HRD and HRP in an organization.
- Understand the problems affecting HRD in India.
- Know measure to improve HRD in India.

Unit 1: Introduction to HRM **(6)**

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,

Unit 2: Introduction to HRD **(6)**

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

Unit 3: HR Planning **(6)**

a) Introduction & Process of HR Planning,
b) Responsibility for HR Planning
c) Guidelines for Making HR Planning effective.

Unit 4: Job Study **(6)**

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

Unit 5: Recruitment, Selection, Placement, Induction **(6)**

Recruitment Policy,

a) Situational Audit for Recruitment,
b) Recent trends in Recruitment, E- Recruitment
c) **Selection** of Employee, Role of HR Executive in selection of Employees.
d) Steps in Selection Procedure & Practice, E- Selection
e) **Placement** ,Practical Problems of placement
f) **Induction** or Orientation of Employee
g) Objectives, Procedure, Types of Induction Programme.
h) Employee Induction Programme in Indian Companies

Unit 6: Personnel Development Programme **(8)**

A. Training -

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, E-Learning.

B. Executive or Management Development –

a) Steps in the Management Development Programme
b) Methods or Techniques of Developing Managers

C. Employee Development

i. Employee Communication – Interpersonal Process.
ii. Self Management & Emotional Intelligence

Unit 7: Cross –Cultural HRM (6)

a) Domestic Vs International HRM
b) Cross Culture Educational & Training Programmes
c) Current Challenges in Outsourcing

Unit 8: Job Compensation (6)

A. Job Evaluation

a) Concept, Job Evaluation vs. Performance Appraisal
b) Process, Essentials for success of Job Evaluation programmes,
c) Benefits of Job Evaluation.

B. Wage & Salary Administration

a) Methods of Wage Payment, Incentive Wage Plan,
b) Successes and Failures of Incentive Plan,
c) Salary Administration,
d) Fringe Benefits, Types of Fringe Benefits.
e) Managerial Compensation-Indian Practices
f) E-Performance Management & Compensation Design

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

Objectives:

After completing this unit, you will be able to:

- Explain the concept of Social Security Legislation.
- Introduction to Welfare Regulations.
- Understand the need of Social Security and principles of Social Welfare.
- Know the objective and scope of wages and working conditions related Laws.
- Know the provisions of Recommendations of the Second National Commission on Labour related acts.

Unit I. Evolution and Growth of Social Security Legislation in India (6)

a) Evolution and Growth of Social Security in Selected Countries
b) ILO on Social Security
c) Evolution and Growth of Social Security Legislation in India
d) Further Developments
e) Employees' State Insurance Act,
f) Provisions for Old Age
g) Provision against Unemployment
h) Gratuity
i) Existing Social Security Laws
j) Sexual Harassment - A Legal Perspective
k) Need for a Comprehensive Social Security Scheme

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

a) Workmen's Compensation Legislation in India
b) Workmen's Compensation Act, 1923 (Main Provisions)
c) Important Definitions
d) Employer's Liability for Compensation
e) Arising 'Out of and 'In the Course of Employment
f) Occupational Diseases
g) Amount of Compensation
h) Medical Examination
i) Claims before a Commissioner
k) Other Provisions
l) Working
m) An Assessment

Unit 3. The Fetal Accident Act. 1855 (6)

a) Introduction
b) Important Definitions
c) Main Provisions of the Act
d) Summary

Unit 4. The Environment (Protection) Act, 1986. (6)

a) Introduction
b) Important Definitions

c) Administrative authority
d) Main Provisions of the Act
e) Summary

Unit 5. I) The Water (Prevention and Control of Pollution) Act, 1974. (6)

a) Introduction
b) Important Definitions
c) Main Provisions of the Act
d) Summary

II) The Air (Prevention and Control of Pollution) Act, 1981.

a) Introduction
b) Important Definitions
c) Administrative authority
d) Prevention and Control of Air Pollution.
e) Summary

Unit 6. Child Labour (Prohibition and Regulation) Act, 1986 (6)

a) ILO's Conventions and Recommendations
b) Provisions of Constitution
c) Observations and Recommendations of Commissions and Committees
d) National Policy for Children, 1974
e) Child Labour (Prohibition and Regulation) Act, 1986 (Main Provisions)
f) An Assessment
g) Certain Subsequent Developments

Unit 7. Sexual Harassment – A Legal Perspective (6)

a) International Bodies on Sexual Harassment
b) Anti Sexual Harassment Laws /Guidelines in India
- Constitutional Provision
-Legal Provisions for working women
c) Legislative Measures
d) The Sexual Harassment of women at their work place (prevention)bill, 2000.
e) The Prevention of Sexual Abuse of women at their work place bill, 2001.
f) Prevention of Sexual Abuse & Harassment of women & girls at work place bill, 2002.
g) The of Sexual Harassment at their work place (Prevention) bill,

Unit 8. Recommendations of the Second National Commission on Labour (2002). 8

a) Workers' Participation in Management
b) Small Establishments, Wages and Bonus
c) Hours of Work, Working Conditions, Leave, Safety, and Others
d) Social Security, Women and Child Labour
e) Skill Development, Labour Administration
f) Workers' Participation in Management
g) Review of Wages and Wage Policy
h) Recommendations Relating to Unorganised Sector
i) Hours of Work, Leave and Other Working Conditions at the Workplace Act
j) Small Enterprises (Employment Relations) Act
k) Indicative Law on Child Labour, Model Standing Orders
L) Unorganised Sector Workers (Employment and Welfare) Bill

Reference Book

i. *Labour Law :A Practical Guide to ManageDay 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 Relations

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

Required Lectures: 50 hours

To understand basic concepts of Public Relations

- To understand concepts of Corporate Image, Internal & External PR
- To familiarize students with different basic applications and the practice of Public Relations.
- Know measure to improve Public Relations Department.

Unit 1: Public Relation 6

a) Scope , Role ,Benefits of PR,
b) Myths & Facts about PR,
c) Target Public of PR,
d) Parameters of PR.

Unit 2: Corporate Image & Public Relations 6

a) Building Corporate Image,
b) Factors in Corporate Image,
c) Managing Corporate Identity,
d) Corporate Advertising & Image

Unit 3: The Public Relations Department 6

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.

Unit 4: Internal & External PR 6

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

Unit 5: Impact of E - Public Relations 6

Technological Development Related to Public Communications

Unit 6: The practice of Public Relations 6

a) Public Relations Planning
b) Public Relations Tools
c) Effectiveness & PR Excellence

Unit 7: Event Management **6**

a) What is 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

Unit 8: Public Speaking **8**

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.

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

SEM IV

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FACULTY OF COMMERCE & MANAGEMENT

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

SEMESTER: IV

Paper: 4.1 Industrial Safety Management

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

Required Lectures: 50 hours

Objectives:

After completing this unit, you will be able to:

- Assess the need for study in the current industrial situation
- Application areas of safety management.
- Pinpoint the unsafe Actions & conditions at workplace.
- Need of motivation & training for an Industrial safety operation
- Importance of Disaster control action plan.

1. Techniques of Safety Management (8)

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 (8)

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 Investigations and Prevention: (6)

a) Accidents of Reasons, Results, Repair
a) Investigative Procedures
b) Fact – finding
c) Sample Questionnaire for Invistigation
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 **(6)**

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: **(4)**

a) Introduction, OBJECTIVES, FORMATION, FUNCTIONS
b) 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 : Punekar, 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: IV

Paper: 4.2 Management Information Systems & ERP

60 + 40 Pattern: External Marks 60 +Internal Marks 40 = Maximum Total Marks: 100
Required Lectures: 50 hours

Objective- To prepare students in understanding important MIS and ERP concepts.

Unit 1. A Human Resource Information Systems: **(3)**

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

Unit 2. ERP

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

Unit 3. A. 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

B. ERP – Functional Modules **(3)**

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

Unit 4. RP Implementation Life Cycle **(3)**

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

Unit 5. ERP Package Selection **(3)**

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

Unit 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

Unit 7 Success & Failure Factors of an ERP Implementation (2)

1. Introduction
2. Success Factors
3. Failure Factors

Unit 8. ERP Project Teams (7)

1. People involved in the ERP package implementation
2. ERP implementation teams
3. Composition of the implementation team
4. Organization of the implementation team
5. **Success and failures of an ERP implementation**

Recommended Books

1. Enterprise Resource Planning – Alexis Leon –First & Second Edition
2. Personnel & HEM : A.M.Sharma- Himalaya Publi.
3. Business Process Reengineering by K Sridhar Bhat – Himalaya Publishing House
4. Management Information System by C S V Murthy – Himalaya Publishing House
5. Enterprise Resource Planning by Alex Leon - Tata McGraw Hill
6. Enterprise Resource Planning (Concept & Practices) by Garg, Venkitrkrishnan – PHI

North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

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

SEMESTER: IV

Paper: 4.3 Industrial Counseling

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

Required Lectures: 50 hours

Objectives:

After completing this unit, you will be able to:

- Understand the characteristics of counseling
- Know the need and types of counseling.
- Understand the functions and scope of counseling.

Unit 1: Counseling for Effective HR Development **6**

i. Basics of Counseling.
ii. Causes of Counseling.
iii. Needs for Counseling
iv. Functions of Counseling
v. Counseling Process
vi. Case study

Unit 2: Guidance and Discipline in counseling **6**

i. Guidance Differentiated from Counseling
ii. Implication of Counseling in Information Age
iii. Implication of Counseling in Emerging Work Ethics

Unit 3: Coaching – Mentoring - Counseling styles **6**

i. Coaching – Mentoring - Counseling styles
ii. Coaching – Mentoring –effectiveness.

Unit 4: Components of Counseling Programme **4**

i. Stages in the Counseling Process
ii. Counseling as a Helping Relationship
iii. Counseling, a Solution to Human Problem.

Unit 5: HR - Counseling Skills **6**

i. Skill & Attitudes in Counseling
ii. Non directive counseling nature
iii. Safe Skills selection-Active listening
iv. Role of HR in Counseling
v. Improving Job Contacts
vi. Effectiveness of Counseling
vii. Challenges in Counseling

Unit 6: Performance Review, feedback and counseling **6**

i. Performance counseling
ii. Using the Performance review to motivate employee
iii. Addressing unsatisfactory Performance
iv. Benefits of Performance counseling
v. Steps to improve Performance counseling.
vi. Planning for and conducting the Performance review.

Unit 7: Career Counseling strategies and Techniques for the 21 st century **6**

i How Career Counseling actually work
ii Positive outcome in Career Counseling
Iii Career Counseling and mental health Counseling

Unit 8: Practical & Case Studies **10**

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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FACULTY OF COMMERCE & MANAGEMENT

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

SEMESTER: IV

Paper: 4.4 HRM Practices

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

Required Lectures: 50 hours

Objectives:

After completing this unit, you will be able to:

- Understand the Strategic & E- HRM and the place of HRD in INDIA.
- Know the role of Human Resource manager in the changed times
- Understand the need of continuous improvement in Human Resource Mgt.
- Pointout the elements of good HRD.
- Enumerate the recent techniques in HRM.

Unit 1: Strategic & E- HRM **(6)**

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: The place of HRD in INDIA **(6)**

I. Learning HRD concepts and reinforcement
II. A behavioral HRD excellence
III. HRD process briefs result making process and control
IV. Power, authority & ethics in HRD- personnel functions
V. Personnel touch in HRD
VI. Training in essential to make real profits
VII. HRD in critical situation –the right solution through HRD
VIII. Negotiation skill of HRD manager.

Unit 3: HRD Assessment & Audit **(6)**

i. Objectives – Need for HRD Assessment
ii. Measures of HRD Performance
iii. Strategic Capability
iv. Benchmarking & SHRD System
v. HRD Audit : Role of HRD Audit in Business Improvement
vi. Methodology of HRD Audit, Limitations of HRD Audit.

Unit 4: Managing Change through Continuous Improvement **(6)**

i. HR Mgt Challenges.
ii.Challenges before the Human Resource Manager
ii. Responding to change
iii. Effect of competition on Human Resource Management
iv. Techniques of continuous improvement

Unit 5: Career & Competency Development **(6)**

Career Planning – Concept, Important Terms,

i. How do people choose careers?
ii. Strategic Knowledge Management

iii. Competencies & Career Mgt
iv. Career placement with Right objective

Succession Planning – Succession Management

i. The Indian Scenario

Unit 6 : Good HR Practices **(6)**

i. Components of good HR Practices.
ii. Research Evidence.
iii. Impact of good HR practices.
iv. HRD and organizational effectiveness.
v. Approaches to evaluate HR functions.

Unit7: Recent techniques in HRM **(8)**

i. Recent techniques.
ii. Economic and technological changes.
iii. Recruitment on the Internet.
iv. HR Manager –Strength area- Excellent Public Relations.
v. Employees for lease- Buying Talents.
vi. Moon lightning by employees.
vii. Dual career groups.
viii. Work/family balancing.
ix. Flexi time and flexi work.
x. Training and development.
xi. Management participation in employee's organization.
xii. Consumer participation in collective bargaining.
xiii. Collaborative management-multi dimensional approaches.
xiv. Employee's proxy.
xv. Human resource accounting.
xvi. Organizational policies.
xvii. Voluntary retirement scheme.
xviii. Future of HRM.

Unit:7 HR practices in IT industry **(6)**

i. Best practices in industries
ii. Compensation structure.
iii. Knowledge management.
iv. 60HR practices for 2008.

Unit 8 : Global Dimensions of HRM **(6)**

i. Globalization of Business and HR
ii. Factors Affecting Global HR Mgt.
iii Staffing Global Assignments
iv. Pre-Departure Orientation and Training.
v. International Compensation
vi. Global Labour-mgt Relations

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

Paper: 4.5 Industrial Compliance Frameworks

60 + 40 Pattern: External Marks 60 +Internal Marks 40 = Maximum Total Marks: 100
Required Lectures: 50 hours

Objectives:

After completing this unit, you will be able to:

- Understand the Pre-Employment compliance and Post-Selection Documents.
- Know the importance of Industrial Compliance Frameworks.
- Preparations skills needed to make discipline, Agreements, Charge-Sheets, Notice, etc.)
- Know the provisions of Domestic Enquiry, Procedure for Recording Evidence.

1. Pre-Employment completion **(4)**

a) Job Satisfaction Form
b) Letter to Acknowledgement Application for Employment
C) Letter When a Candidate Makes Direct Enquiry for the Job
d) Polite Letter to an Applicant Regretting to Shortlist
e) Interview Evaluation Form
f) Reference Check Form

2. Post-Selection Documents **(6)**

a) Letter of Intent or Offer Letter
b) Sample Induction Booklet
c) Welcome Note for a New Joinee
d) Drafting Appointment Letter: Things to Remember
e) Appointment Letter to a Trainee
f) Appointment Letter to an Employee on Probation
g) Letter for a Fixed-Term Appointment
h) Letter for an AD HOC Appointment
i) Letter for Engaging a Substitute
j) Letter for a Temporary Appointment
k) Appointment Letter to a Sales Promotion Employee
[As Provided Under Sales Promotion Employees (Condition of Services) Rules, 1976]
l) Engaging an Employee under a Particular Scheme
m) Appointment Letter to General Manager
n) Appointment Letter to a Manager / Executive
o) Appointment Letter to a Physician / Surgeon / Doctor
p) Appointment Letter to a Staff Nurse
q) Appointment Letter to a Driver

3. On the Job fulfillment **(6)**

a) Confirmation Letter
b) Confirmation Advice Form
c) Transfer Order
d) Letter to Extend Probation Period
e) Transfer Order

f) Self Appraisal Form
g) Performance Appraisal Form-I
h) Performance Appraisal Form-II
i) Format For Request, Issue & Receipt of Company Property

4. For Discipline (sample warning Letters) (6)

a) Warning Letter for Smoking While On Duty
b) Warning Letter for Unsafe Working Practice
c) Warning Letter for Sexual Harassment
d) Warning Letter for to an Employee Canvassing / Promotion Sales of Commodities in Office
e) Warning Letter for Carrying on Union Activities inside the Premises of the Establishment
f) Warning Letter for Insubordination
g) Warning Letter for Leaving Duty Point Early
h) Warning Letter for Misuse of Social Media
i) Warning Letter for Negligence of Duties
j) Warning Letter for Non-Punctuality
k) Warning Letter for Violation Instruction of the Supervisor
l) Warning Letter for Habitual Absence
m) Warning to an Employee for Assaulting Co-Worker
n) Warning Letter for Being Drunk on Duty
o) Warning Letter for Rash Driving
p) Warning Letter for Breach of Safety Rules

5. Agreements (points to Drafts) (6)

a) Training cum Employment Agreement for a Specific Period
b) Non-Disclosure, Non-Solicitation and Confidentiality Agreement
c) Indemnity cum Surety Bond
d) Agreement with a Contractor: Points to Remember
e) Agreement between Principle Employer and Contractor
f) Agreement with a Security Contractor
g) Agreement with a Canteen Contractor
h) Agreement for Contract of Annual Maintenance

6. Essentials of Charge-Sheets (6)

a) 31 Things to Remember While Drafting a Charge-Sheet
b) General Charge-Sheet
c) Charge-Sheet for Habitual Absence
d) Charge-Sheet for Obtaining Leave on False Ground
e) Charge-Sheet for Negligence of Duty
f) Charge-Sheet for Sexual Harassment
g) Charge-Sheet for Theft of Employer's Property
h) Charge-Sheet for Using Abusive Language
i) Charge-Sheet for Strike for Indulging in Picketing and Staging Demonstration
j) Charge-Sheet for Slowing Down Work
k) Charge-Sheet for Strike or Instigating Others to Resort to Strike

7. Domestic Enquiry: Procedure for Recording Evidence. (6)

a) How to hold an Employee?
b) Who can be an Enquiry Officer?
c) Procedure for Recording Evidence
d) How to Write Report of Findings
e) Format for Reporting Evidence

f) Appointment Letter to an Enquiry Officer for Holding Enquiry
g) Sample Enquiry Report
h) Notice to the Charge-Sheeted Employer for Holding Enquiry
i) Notice of Enquiry When the Employee Fails to Send His Explanation to Charge-Sheet
j) Reminder by the Enquiry Officer to the Charge-Sheeted Employee to Participate in the Enquiry
k) Intimation by Enquiry Officer to the Employer for Allowing
Representative of the Charge-Sheeted Employee
l) Notice of Discharge to an Employee after Enquiry is Held
m) Suspension, Pending Disciplinary Proceeding, Before Issuing Formal Charge-Sheet
n) Show Cause Notice with Enquiry Report
o) To an Employee Calling Upon him as to Why Appropriate Punishment Should Not Be Awarded

7. Notices: (6)

a) Notice for Change under Sec. 9-A of the Industrial Disputes Act
b) Notice Under Section 25FF of the Industrial Disputes Act
c) Retrenchment: Things to Remember
d) Notice to the Workers Requiring to Move to a New Work Place to Avoid Retrenchment
e) Notice of Retrenchment Due to Introduction of new Technology
f) Notice of declaring layoff.
g) Notice to a worker absenting from work along with other workers in a concerted manner
h) Notice of lifting of layoff
i) Notice to factory workers to not meddle with the safety guards.
j) Notice for enforcing punctuality.
k) Notice to an employee for not wearing uniforms while on duty.
l) Notice to a sales representative to send the duty reports.
m) Notice of withholding annual increment/s
n) Notice for habitually overstaying on leave
o) Notice of termination to an employee for suppressing the material particulars while procuring employment
p) Order of reduction in rank.
q) Order of dismissal after giving an opportunity to the charge-sheeted employee
r) Final notice to an employee to improve performance
s) Order of discharge after the enquiry and notice for vacating company accommodation
t) Order for forfeiture gratuity

8. Separation & Full & Final Settlement. (4)

a) Resignation acceptance
b) Termination letter for non satisfactory performance
c) Letter of discharge to a probationer
d) No dues/clearance form
e) Full & final settlement form
f) Exit interview form

Reference Books

Industrial Relations: conceptual & Legal Frame work : A.M. Sharma: Himalaya Publi.
www.citehr.com

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FACULTY OF COMMERCE & MANAGEMENT

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

SEMESTER: IV

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

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

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FACULTY OF COMMERCE & MANAGEMENT

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

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