

North Maharashtra University, Jalgaon

NAAC Re-accredited 'A' Grade University



FACULTY OF COMMERCE & MANAGEMENT

**Structure, Equivalence and Syllabus
of
Master in Management Studies (Personnel Management)
MMS (PM)
(Semester 60-40 Pattern)
w.e.f AY 2017-18**



North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

NEW STRUCTURE OF

MASTER OF MANAGEMENT STUDIES (PERSONNEL MANAGEMENT)

MMS (PM)

Semester-I and II (w.e.f AY 2017-18)

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	Office Automation	2.6	Cyber Laws and Security
1.7	Professionals communication Skills	2.7	Research Methodology

Semester-III and IV (w.e.f. AY 2018-19)

Paper	Semester-III	Paper	Semester-IV
3.1	Public Administration	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 Studies in Industrial Relations
3.7	Case Studies in Personnel Management	4.7	Project Report & Viva-Voce



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

STRUCTURE OF MASTER OF MANAGEMENT STUDIES (PERSONNEL MANAGEMENT)

MMS (PM)

1. TITLE OF THE DEGREE

This degree shall be titled as be Master of Management Studies (Personnel Management) short name MMS(PM) for Short. This new curricula shall be effective from AY 2017-18.

2. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Field Work, Practical, Project report, Viva-voce, and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

3. ELIGIBILITY FOR ADMISSION

Any Graduate & equivalent as per admission rules framed by the North Maharashtra University, Jalgaon.

4. PATTERN

- 4.1. This Course is a Full Time Post Graduate Course under University Grants Commission (UGC) and the curriculum comprises 28 papers.
- 4.2. Each semester have 7 papers of 100 marks each, comprising of 2800 marks for the Post Graduate Degree.
- 4.3. The external assessment shall be based on external written examination that shall be conducted by the university at the end of the each semester.
- 4.4. The student shall not be allowed to appear for the semester examination unless the Head/Director of the Institution certifies completion of internal work, regularity, practical, Field work, etc. The institution shall submit along with this certificate Internal marks to the director, examination and evaluation of the University.
- 4.5. CGPA system as devised by the University shall be applicable.
- 4.6. Continuous evaluation of the students shall comprise the 60+40 pattern; where each paper of 100 marks, shall be divided as External evaluation of 60 marks and internal continuous assessment of 40 marks.

5. Evaluation of the student:

- 5.1. The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60.
- 5.2. Standard of passing –
 - 5.2.1. In order to pass the examination the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses.
 - 5.2.2. Minimum marks for passing the Project Report and Viva Voce i.e. the marks obtained in internal examination and external Viva Voce shall be 50% separately.

5.3. The distribution of marks for each theory paper of 4 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

Theory Examination	Maximum marks
Internal assessment (College Assessment- CA)	40
External assessment (University Assessment- UA)	60
Total marks	100

6. INTERNAL ASSESSMENT

6.1. Continuous Internal assessment comprises-

6.1.1. For the internal assessment, 40 marks shall be assigned which includes:

Heads	Marks	Evaluating Authority
Internal test-I	10	Concerned Faculty
Internal test-II	10	
Attendance, Behavior and classroom participation.	10	
Assignments	10	
Total marks	40	

6.1.2. Two internal tests of 10 Marks each shall be conducted by the subject teacher. The duration of the each test will be of 30 minutes.

6.1.3. Ten Marks for continuous Evaluation through regular Attendance, behavior and classroom participation,

6.1.4. Ten Marks for Assignments related to practical aspects of the subject.

7. PASSING STANDARDS

In order to pass the examination the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses.

8. GRADES:

8.1. Marks for each course would be converted into grade points as per **Seven-Point** grading scale as stated in the following table.

Table 1 Table Showing Conversion of Marks into grade points

Marks Obtained	Grade	Equivalent Grade points
75 to 100	O : Outstanding	6
65 to 74	A : Very Good	5
55 to 64	B : Good	4
50 to 54	C : Average	3
45 to 49	D : Satisfactory	2
40 to 44	E : Pass	1
0 to 39	F : Fail	0

8.2. Every paper carries maximum of 6 grade points. Similarly each paper carries 4 credit points. Thus, each paper carries maximum of 24 CR x GP points.

8.3. One semester carries 7 papers of 24 CR x GP points each. Thus, every semester carries maximum of 168 CR x GP points.

8.4. The MMS(PM) programme consists of 4 semesters, each carrying 168 CR x GP points. Thus, The MMS(PM) programme in all carries maximum of 672 CR x GP points.

8.5. The grade point will be given on the basis of total marks (sum of mark obtained in internal assessment and Semester examination) obtained by a student in a subject.

8.6. The CR x GP points earned in each course shall be calculated as –

Total CR x GP points = Grade points obtained (vide Table-1) x Credits for the course

8.7. Semester Grade Point Average (SGPA) –

8.7.1. The performance of a student in a semester is indicated by a number called SGPA. SGPA is the weighted average of the grade points obtained in all courses registered by the student during the semester. It shall be calculated as follows-

$$SGPA = \frac{\sum_{i=1}^n C_i p_i}{\sum_{i=1}^n C_i} = \frac{\sum_{i=1}^n 4p_i}{28}$$

Where,

C_i = the maximum number of credits prescribed for the i^{th} course of a semester for which SGPA is to be calculated

p_i = grade point earned in the i^{th} course

$i = 1, 2, 3, \dots, n$ represent the number of courses in which a student is registered in the concerned semester.

That is,

$$SGPA = \frac{\text{Total CR x GP points earned for the Semester}}{\text{Total Credit points for the Semester}}$$

SGPA is rounded up to two decimal places.

8.8. Final result

Up-to-date assessment of the overall performance of a student from the time of his/her first registration is obtained by calculating a number called Cumulative Grade Point Average (CGPA), which is a weighted average of the grade points obtained in all courses registered by the student since he/she has been admitted to the **MMS(PM)** course.

$$CGPA = \frac{\sum_{j=1}^m C_j p_j}{\sum_{j=1}^m C_j}$$

Where

C_j = the number of credits earned in the j^{th} course up to the semester

p_j = grade point earned in the j^{th} course.

A letter grade lower than E (i.e. grade point < 1) in a course shall not be taken into consideration for the calculation of CGPA

$j = 1, 2, 3, \dots, m$ represent the number of courses in which a student is registered up-to the semester for which the CGPA is to be calculated

The CGPA is rounded up to two decimal places.

8.9. The final grade earned shall be as per Table given below-

Final grade to be awarded and equivalent percentage of marks of the candidate based on his/her CGPA

CGPA Value	Final Grade to be awarded to the candidate	Equivalent range for percentage of marks	Formula for obtaining equivalent approximate percentage of marks
5.50-6.00	0: Outstanding	75-100	$75 + \left\{ \frac{(CGPA - 5.5)}{0.02} \right\}$
4.50-5.49	A: Very Good	65-74	$65 + \left\{ \frac{(CGPA - 4.5)}{0.02} \right\}$
3.50-4.49	B: Good	55-64	$55 + \left\{ \frac{(CGPA - 3.5)}{0.02} \right\}$
2.50-3.49	C: Average	50-54	$50 + \left\{ \frac{(CGPA - 2.5)}{0.02} \right\}$
1.50-2.49	D: Satisfactory	45-49	$45 + \left\{ \frac{(CGPA - 1.5)}{0.02} \right\}$
1.00-1.49	E: Pass	40-44	$40 + \left\{ \frac{(CGPA - 1.0)}{0.02} \right\}$
0.00-0.99	F: Fail	00-39	Not Applicable

8.10. The student shall be allowed to keep the terms of the next year as per the University rules.

9. GUIDELINES FOR TEACHING

- 9.1. There shall be at least 60 lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be at least 15 weeks of teaching before commencement of examination of respective semester.
- 9.2. There shall be 4 lectures / week / paper.
- 9.3. The semester workload is balanced with 7 full papers of 100 marks each / semester. Thus 112 lectures hours are considered for teaching sessions and 60 lectures shall be used for continuous assessment.
- 9.4. Self-study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.
- 9.5. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the challenges for this Audio-visual aids, Practical & Field Work should be a major source of acquiring knowledge.
- 9.6. Case study method preferably shall be used wherever possible for the better understanding of the students.
- 9.7. Each institute shall issue annual souvenir to each student and a copy of the same shall be submitted to the university before the end of the year.

10. PRACTICAL TRAINING THROUGH PROJECT WORK

- 7.1. Each student shall have to undergo a practical training for a period upto 8 weeks during vacation falling after the end of first year.
- 7.2. In the Fourth semester examination student shall submit "Project Work" individually. No group work is allowed in this. The topic should be decided with consultation and guidance of internal teacher of the Institute at the end of the first year, so that the student can take up the training during the vacations. The Project should be necessarily Research oriented and Problem solving. No teacher shall be entrusted with more than 15 students for guidance and supervision.
- 7.3. The institute shall submit the detailed list of candidate with Project Titles, name of the organization, and internal guide to the university on or before date prescribed by the University.
- 7.4. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one hard bound typed copy of the same to the Head / Director of the institute alongwith 1 CD of Project Report. In order to save the paper, both side printing is allowed.
- 7.5. It is responsibility of concerned Institute to check the authenticity of Project.
- 7.6. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.
- 7.7. Project viva voce shall be conducted at the end of Semester IV.
- 7.8. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.

7.9. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of project work done by the student as a internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.

11. STRUCTURE OF THE QUESTION PAPER

9.1. Each question paper shall be of 60 marks and of 3 hours duration.

9.2. **For Theory papers** there will be 2 Sections. In section I a candidate shall be required to answer 3 questions out of 5 questions & in section II he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

9.3. **For papers including case studies (2.4, 3.5, 4.1)** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each

9.4. **For case studies (3.7 & 4.6)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

12. ELIGIBILITY OF THE FACULTY

As per norms fixed by UGC, Govt. of Maharashtra and North Maharashtra University.

North Maharashtra University, Jalgaon

(NAAC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

EQUIVALENCE OF OLD & NEW COURSES FOR MASTER OF MANAGEMENT STUDIES (PERSONNEL MANAGEMENT)

MMS (PM)

Paper No.	Old courses (w.e.f.- June 2014)	Paper No.	New courses (w.e.f.- June 2017)
Semester-I			
1.1	Principles & Practices of Management	1.1	Principles & Practices of Management
1.2	Industrial Psychology & Sociology	1.2	Industrial Psychology & Sociology
1.3	Industrial Economics	1.3	Industrial Economics
1.4	Personnel Administration & Management	1.4	Personnel Administration & Management
1.5	Labour Legislation – I	1.5	Labour Legislations - I
1.6	Computer Applications - I	1.6	Office Automation
1.7	Professional Communication Skill	1.7	Professionals communication Skills
Semester-II			
2.1	Organisation Behaviour	2.1	Organisation Behaviour
2.2	Corporate Social Responsibility	2.2	Corporate Social Responsibility
2.3	Labour Economics	2.3	Labour Economics
2.4	Industrial Relations & Trade Union	2.4	Industrial Relations & Trade Union
2.5	Labour Legislation – II	2.5	Labour Legislations - II
2.6	Computer Applications - II	2.6	Cyber Laws and Security
2.7	Field Work & Viva -Voce		Three chances to be given
Semester-III			
3.1	Research Methodology	3.1	Public Administration
3.2	Labour Welfare & Administration	3.2	Labour Welfare & Administration
3.3	Labour Costing & Compensation Management	3.3	Labour Costing & Compensation Management
3.4	Human Resource Management - I	3.4	Human Resource Management - I
3.5	Social Security & Welfare Legislation	3.5	Social Security & Welfare Legislations
3.6	Public Relations	3.6	Public Relations
3.7	Case Study in Personnel Management	3.7	Case Study in Personnel Management
Semester-IV			
4.1	Industrial Safety Management	4.1	Industrial Safety Management
4.2	Management Information Systems & ERP	4.2	Management Information Systems & ERP
4.3	Industrial Counseling	4.3	Industrial Counseling
4.4	Human Resource Management - II	4.4	Human Resource Management - II
4.5	Industrial Compliance Framework	4.5	Industrial Compliance Framework
4.6	Case Study in Industrial Relations	4.6	Case Study in Industrial Relations
4.7	Project Report & Viva-Voce	4.7	Project Report & Viva-Voce



North Maharashtra University, Jalgaon
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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: M.M.S. (Personnel Management)
w.e.f. AY 2017-18

SEMESTER: I

Paper: 1.1 PRINCIPLES AND PRACTICES OF MANAGEMENT

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

Required Lectures: 60 hours

After going through this Subject you will able to :

- Introduces a number of important concepts and principles of management and describes the changing nature of mgt.
- Understand the essential features of management principles
- Know throws light on the complex set of roles performed by managers in their day to day life and the skills required to perform those roles effectively.
- Introduction is given to several influential view points and approaches that have shaped managerial thinking during the past one hundred years.

Understand the importance and changing role of global management practices

1. Introduction to management

(10)

- i. Meaning, nature, scope and functions of management,
- ii. Functions at various levels of management, Managerial skills,
- iii. Fayol's Principles of management,
- iv. Systems approach, Contingency approach,
- v. Task of management,
- vi. Developing managerial competencies,
- vii. Effectiveness and efficiency, Responsibilities of Managers,
- viii. Challenges before Indian Mangers

2 Development of Management thought

(10)

- i. History of Management,
- ii. Hawthorne experiment,
- iii. Implications of Hawthorne experiment,
- iv. Contributions of Chester Barnard,
- v. Contributions of Herbert Simon,
- vi. Management Science approach.

3 Forecasting, Planning, Decision Making & Objectives

(10)

- i. Forecasting
- ii. Planning-Process, Component of Planning Essentials of good plan
- iii. Vision & Mission
- iv. Comparison between Objectives and Goals,
- v. Importance of Objectives, Objective Setting,
- vi. Management by Objectives (MBO),
- vii. Process of MBO, Benefits and Weaknesses of MBO

4 Organizing & Directing

(10)

- i. Factors affecting organization structure,
- ii. Departmentation and Bases of Departmentation,
- iii. Span of Management, Determinants of Span of Management,
- iv. Line and Staff Organization Structure, Line and staff conflict,
- v. Bases of Delegation, Delegation and Decentralization, Factors determining degree of Decentralization
- vi. Directing: Features, Importance and Principles

5. Co-ordination, Controlling & Leadership

(10)

- i. Need for Co-ordination, Types, Techniques, meaning of co-operation,
- ii. distinction between co-ordination and co-operation ,
- iii. Concept of Control, Types of Control , Control as a Feedback System, Feed Forward Control, Preventive Control,
- iv. The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool
- v. **Leadership-** Styles & Traits

6. A) Emotional quotient and Spiritual quotient

(10)

- i. Definition,
- ii. Components of EQ and SQ,
- iii. benefits of emotional and spiritual quotient,
- iv. Comparison between IQ, EQ and SQ

B) Management Consultants

- i. Definition, need,
- ii. Role and Rules for becoming successful consultants

Reference Books :

- 1) Principles & practice of Management – Dr. SakhtiwaiMurgan, New Age Int. Publications
- 2) Principles & practice of Management – L.M.Prasad, Sultan chand& sons.
- 3) Principles of Management – T.Ramasamy, Himalaya Publishing House
- 4) Management 6th Edition- James A.F. Stoner, R. Edward, Daniel R.,
Prentice- Hall India
- 5) Essentials of Business Environment by K. Ashwathappa – Himalaya Publishing House
- 6) Total Quality Management by K. ShridharBhat – Himalaya Publishing House
- 7) The Essential Guide to Knowledge Management by AmritTiwana – Pearson Education Asia
- 8) Koontz – Principles Of Management (Tata Mc Graw Hill, 1st Edition 2008)



North Maharashtra University, Jalgaon
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FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.M.S. (Personnel Management) w.e.f. AY 2017-18

SEMESTER: I

Paper: 1.2 INDUSTRIAL PSYCHOLOGY & SOCIOLOGY

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

Required Lectures: 60 hours

After going through this Subject you will able to :

- Distinguish between Industrial Sociology and Industrial Psychology. Illustrate with Example.
- Understand the nature of Industrial Sociology and the disciplines with which it is directly connected, together with the basic concepts relative to it, are examined.
- Understand the relations between the social sciences- including economics – on the one hand and Social welfare and personnel mgt, on the other.
- Analyze the various types of social relations existing in Industry.
- Understand what Industrial Psychology is and how does psychology fit in HRM.
- Understanding human behavior in the workplace.
- To familiarize students with the field of human relations, pointing out ways this information can be of personal value.
- Understand the emerging challenges in the Human Relations area.

Industrial Sociology

1 Industrial Sociology

(08)

Definition-Industry, the Sociological approach-Sociology-psychology-Economics

- a. The task of Industrial Sociology- Meaning, nature, scope & significance
- b. Social Welfare- Social Relation and Personnel Management

2 Industrialization

(12)

A. Early Industrialism in India,

- a) The factory System: Its characteristics, factory as social organization
- b) social institution in India

B. Emergence of Industrial society

- a) The Internal Structure of Industry- Formal/Informal-Departmentation-Line, staff and functional activity, organizational development,
- b) The Theory of Industrial Democracy and Trade Union.

C. The working environment,

- a) Impact of automation, computerization, rationalization, specialization
- b) Technological change in work organization and society

3. Employee Socialization

(08)

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

Industrial Bureaucracy,

- a. problems in Bureaucracy

4. Industrial Psychology

(10)

- a) Concept- A branch of practical psychology,
- b) Objective, development, scope, problems,
- c) Function & values of Industrial psychology

5. Psychological Test

(12)

- a) Concept, Characteristics of good test, who make decision from Test & how?
Types of test
- b) Ability Test
- c) Personality test
- d) Intelligence test
- e) Attitude test
- f) 16PF

6. Human Relations

(10)

- a) Nature ,Principles, importance , Approaches of Human Relations
- b) Main Components & Techniques of Human Relations
- c) Fundamentals of motivation,
- d) The social system- Individual Behavior & Group Behavior
- e) The Technical system- Technology & People at work, Quality Improvement, Job Redesign & Job Enrichment
- f) The Administrative system- Fundamentals of Leadership, Developing Personnel
- g) Behavioral effectiveness- communicating for effectiveness,
- h) International Human Relations,
- i) Human Relations challenges of the future

Reference Books

- 1) Fundamental of Industrial Sociology- Tata McGRAW- HILL
- 2) Industrial Psychology by Singh – McGraw Hill
- 3) Introduction to psychology – Clifford T. Morgan, Tata McGRAW- HILL
- 4) Social Psychology –Robert Baron , Donn Byrne, Nyla Branscombe
- 5) Human Relation- Tata McGRAW- HILL



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FACULTY OF COMMERCE & MANAGEMENT

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

w.e.f. AY 2017-18

SEMESTER: I

Paper: 1.3 INDUSTRIAL ECONOMICS

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

Required Lectures: 60 hours

After going through this Subject you will able to:

- Know the conceptual framework of Indian Economy.
- Understand the role of Industrialization in Economic development.
- Appreciate the importance and changing role of economic resource of India.
- Understand the features and economic problem in Industry and various sectors.
- Analyze the emerging Trends in Globalisation, Liberalisation and Privatisation.
- Understand the Importance of Productivity Analysis.

1 – Introduction to Industrial development in India

(10)

- a) Indian industries during Pre-independence period
- b) Emergence of Modern Industries in India
- c) Emerging Trends in Globalisation, Liberalisation and Privatization.
- d) Globalization of Indian Agriculture-expecting fair deal from unfair world
- e) Impact of Liberalization on Corporate Sector

2– Indian Industrial Sector

(10)

- a) Condition after Independence -Industrial Expansion throughout five years plan
- b) Small-scale, Cottage & Village Industries-Measures adopted for the development of these industries.
- c) Public Sector Industries: Role, Weaknesses & Disinvestment & privatization of PSU.
- d) Manufacturing & Service industries, Problems of these Industries
- e) Government intervention, regulation & control
- f) Location patterns of Industries in India : Developed & Undeveloped areas

3 – Role of Financial Institutions & Intermediaries

(08)

- a) Public & Private commercial banks
- b) Co-operative bank
- c) Financial Institutions(NBFC):IFCI, IDFC, IRBI, SFIs, BIFR

4 – Foreign Capital& foreign trade in India

(12)

- a) **Foreign Capital**
- b) Types of Foreign Capital
- c) MNC & Indian Foreign collaboration
- d) Foreign Investment in recent years (from 2007 onwards)
- e) Government Policy in regards to Foreign Capital
- f) Role of Foreign Investment in Public & Private sector

B) India's Foreign Trade

- a) Importance of Foreign Trade for a developing country
- b) Provisions of WTO & its effects on Industries in India
- c) Recent Export-Import Policy of India

5 – Industrial sickness

(10)

- a) Extent of Industrial sickness in India
- b) Causes of Industrial sickness
- c) Government Policy in regards to Industrial sickness
- d) Nature of Energy problem in India
- e) Energy Crisis & Measures to solve energy problems

6 – Industrial Productivity

(10)

- a) Importance of Productivity Analysis
- b) Factors influencing Industrial Productivity

Reference Books

- 1) Industrial Economics – R.R.Barthwal, New Age Intl Publications
- 2) Industrial Economy of India – S.S.M.Desai&K.Bhalerao
- 3) Indian Economy – RudraDutt& Sundaram ,
- 4) Indian Economy- A. N. Agrawal, New age international Publication



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FACULTY OF COMMERCE & MANAGEMENT

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

w.e.f. AY 2017-18

SEMESTER: I

Paper: 1.4 PERSONNEL ADMINISTRATION AND MANAGEMENT

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

Required Lectures: 60 hours

After going through this Subject you will be able to :

- Understand the features and function of Personnel Mgt.
- Pinpoint the important of Personnel policies, procedures, documentation and reports.
- Understand the structure of Personnel Department.
- Understand the role of Personnel Administration in an Organization.
- The evolving role of the Personnel Management in India.

1-(A) Introduction to personnel management:

(10)

- a) Nature, Objectives, scope, Importance.
- b) Personnel management functions in India
- c) Personnel Manager: Qualifications, Role, Functions, Qualities.

(B) Development of Personnel management

- a) Historical Development
- b) Personnel practices in Indian Industries
- c) Code of ethics for personnel Managers
- d) Prepare by National Institute of personnel Management.

C) Personnel problems in various sectors

In Govt., public and private sectors,
Corporate, Professionals, Social, co-operative and IT sector

2- (A) Introduction to personnel Administration

(10)

- a) Meaning, Definition, Scope, Principles, Importance
- b) Development of Personnel Administration in India.
- c) Organizational structure of personnel department
- d) Personnel policies, procedures and programmes
- e) Future of Personnel Administration in India.

(B) Strategic Importance and Diagnostic Approach to Personnel Admin.

- a) Goals, objectives of Personnel Administration.
- b) Contribution of Personnel Administration to organizational strategy.
- c) Measures of Effectiveness of Personnel function.
- D) What is organizational Diagnosis?
- e) Process of Diagnosis
- f) Importance of a Diagnosis survey
- g) Bringing about change

(C) Personnel records and documentations, reports;

- a) Personnel records- types
- b) Objectives of record system
- c) Technique and styles of record keeping
- d) Essentials of effective record keeping.
- e) Essentials of good report
- f) Types of reports

3 - Recruitment selection placement and Induction

(10)

A. Recruitment: Definition and meaning

- a) Elements of good recruitment policy
- b) Sources of recruitment
- c) Recruitment practices in India

B. Selection procedures-

- a) Application form by the candidates
- b) Interviewing of candidates
- c) Techniques of questioning-general rules
- d) Barriers of effective selection

C. Placement

- a) Principles of effective placements

D. Induction: Meaning, elements

- a) Induction practices and policies
- b) Requisites of good induction program

4. Training and Organizational Environment

(10)

- a) The Philosophy of Training - Learning Principles and Conditions
- b) Identification of Training Needs and areas of Training
- c) Methodology of Training & Development
- d) Selection of a suitable Method
- e) Important techniques of the Training Program
- f) The benefits of Employees Training
- g) The changing role of training and trainer

5 - Job changes

(10)

A. Promotion- Definition, principles, procedures

- a) Objective and types of promotion policies
- b) Role of personnel department in promotion

B. Demotion- causes, regulations, Policies of demotion

C. Transfer- nature, objectives, Transfer policies and procedures

D. Separation

- a) Resignation, Discharge, Dismissal, Retrenchment, Lay-off,
- b) Golden Handshake, Retirement

6- Performance Improvement & Performance appraisal

(10)

A) Performance Improvement

- a) Introduction
- b) Performance Counseling
- c) Features of Performance Counseling
- d) Process in Performance Counseling
- e) Potential Appraisal
- f) Features of Potential Appraisal

B) Performance appraisal

- a) Objectives, Uses, Purpose of Performance appraisal
- b) Process of Performance appraisal

- c) Essentials of a good appraisal System
- d) Techniques of Performance appraisal
- e) Ways for improving Performance appraisals

Reference Books :

- 1) Personnel Management- C. B. Mamoria, Himalaya Publication
- 2) Personnel Management- A.M. Sharma- Himalaya Publication
- 3) Human Resource Management- V. S. P. Rao- Excel
- 4) Human Resource Management- S.S. Khanka, Schand& sons
- 5) Essentials of HRM- V.S.P.Rao, Excel
- 6) Human Resource Management- K. Aswathappa, Tata McGraw



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SEMESTER: I

Paper: 1.5 Labour Legislation-I (LAWS FOR WAGES & WORKING CONDITIONS)

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

Required Lectures: 60 hours

After going through this Subject you will able to:

- Introduction to Labour Legislation
- Understand the need of labour Legislations and principles of labour Legislations.
- Know the objective and scope of wages and working conditions related Laws.
- Know the provisions of wages and working conditions related acts.

1 Introduction

(08)

- a) Meaning of Labour Legislation
- b) Need for Labour Legislation
- c) Principles of Labour Legislation
- d) Objectives of Labour Legislation

2 Wages related basic Laws

(12)

A) The Payment of Wages Act, 1936

- a) Meaning of Wages, Types of Wages
- b) Features of Wage policy
- c) Factors affecting Wages
- d) Time and method of payment, Fines, Claims of wages, Attachment of Property, -Notice of abstract of the act.

B) Minimum Wages Act, 1948

Object and scope the act, Important definitions,

- a. Manner of fixation of minimum wages, Obligation of employers
- b. Advisory board, Central advisory board,
- c. Authority claims, Offences and penalties,
- d. Compliances under the act.

3. Payment of Bonus Act, 1965

(10)

- a. Objective, scope, application of the act
- b. Eligibility for bonus and its payment
- c. Bonus linked with production
- d. Exemption
- e. Compliances under the act.
- f. Offences and penalties

4. A) Payment of Gratuity Act, 1972

(10)

- a. application of the act, Important definitions
- b. When Gratuity is payable

- c. Amount of gratuity payable
- d. Forfeiture of Gratuity
- e. Controlling authority and the appellate authority
- f. Obligations and rights of the employer
- g. Compliances under the act

B)The Employees’ provident funds and miscellaneous provisions act,1952

- a. application of the act
- b. Important definitions
- c. Schemes under the act-
 - **Employees’ provident funds scheme, 1952** – Applicability, contributions, nomination, benefits
 - and offence, Special provisions for newspaper Employees, Cine Workers,
 - Employees with disability, International worker
 - **Employees’ pensionscheme, 1995** – Applicability and benefits
 - **Employees’ Deposit-linked insurancescheme, 1952-** contributions and benefits

5. The Employees’ State Insurance Act,1948 **(10)**

- a. Applicability of the act, Contributions.
- b. Important definitions
- c. Employees’ State Insurance
- d. Employees’ State Insurance scheme
- e. Administration ESI Corporation
- f. Benefits
- g. ESI Court
- h. Exemption and compliances

6. The Equal Remuneration Act, 1976 **(10)**

- a. Equal Pay for Equal Work
- b. No discrimination to be made while recruiting Men and Women.
- c. Exceptions
- d. Claims and Complaints
- e. Penalties
- f. Maintenance of Register
- g. Case-Law

REFERENCE BOOKS

- 1) Labour Industrial laws- Dr.V.G.Goswami, Central Law Agency.
- 2) Labour Laws- Taxmann, Taxmann.
- 3) Labour Law- S. D. Geet, NiraliPrakashan
- 4) Industrial Relations – T. N. Chhabra, R. K. Suri, Dhanpat Rai & co.
- 5) Labour Laws for managers- B. D. Singh, Excel



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1.6 ICT Office Automation

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

Required Lectures: 60 hours

Objective: To prepare students in understanding ICT basics and to make aware of Office automation using MS-Office.

1: Introduction to MS-Office [02]

Different versions of MS-Office

Brief introduction of various Applications in MS-Office Suite

2: MS-WORD: [12]

Introduction to MS-office, Components and features

Working with Documents and the Keyboard, Navigating through a Word Document, Basic Text Editing, Text Formatting, Paragraph Formatting, Page Formatting, Templates, Working With Graphics and Pictures, Tables, Mail Merge, Proofing, Printing, spell check, auto text.

3: MS-EXCEL: [12]

Introduction to MS-Excel, Worksheets and Workbooks, Working with Cells, Rows, and Columns, Formatting Data and Cells, Formatting Rows and Columns, Editing Cells, Rows, Columns, and Worksheets, Formulas and Calculations, Formulas and Functions, Queries, Sorting, Adding Images and Graphics, Charts and Diagrams, Printing Worksheets, Protecting

4: MS- POWERPOINT [12]

Introduction to Power Point, Basics of Creating Presentations, Applying Themes and Layouts, Working with Objects, Entering, Editing, and Formatting Text, Working in Outline View, Inserting Pictures, Graphics, Shapes, and Other Things, Inserting Tables into Presentations, Charts and SmartArt, Adding Sound and Video, Adding Transitions and Animation, Master Slides, Printing and Running Slide Shows

5: MS-ACCESS [12]

Introduction to MS-Access, creating and editing databases, tables, queries, forms and reports

6: MS-OUTLOOK [10]

Introduction, email messages, Calendar, using tasks, Contacts, using notes, exporting, importing and deleting sub folders

Reference Books

1. Microsoft Office Access 2007 All-in-One Desk Reference For Dummies By Alan Simpson, Margaret Levine Young, Alison Wiley Publication
2. A. S.Tananbaum ,Computer Network
3. Microsoft Office 2007 by Vipra Computers, Vipra Printers Pvt. Ltd.
4. Special Edition Using Microsoft Office 2007, by Ed Bott and Woody Leonhard



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SEMESTER: I

Paper: 1.7 Professional Communication Skill

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

Required Lectures: 60 hours

After going through this Subject you will able to :

- This program is for postgraduate degree holders in Management discipline who want a career as a professional communicator.
- Introduces students to the value of communication in the business world it distinguishes crisis communication and talks about effective communication measures during crisis and it describes key attributes of successful meetings and teaches students a host of things like creating an agenda and taking down minutes of meeting .
- Students will gain experience writing in a variety of, designing and producing documents using industry-standard business writings , and working on projects in teams and individually.
- They will also participate in a professional experience (a job or project) that requires a significant amount of writing. Graduates will be equipped with the knowledge, skills, and behaviors to work as professional communicators in sectors including business, government, non-for-profit, and publishing.
- They may work in-house in positions such as communication coordinators, corporate communicators, information officers, public relations practitioners, writers, editors, designers, or journalists, or they may establish their own freelance practice as a writer, editor, or designer.

1. A) Introduction to Professional communication (10)

- a) Process of Communication, Definition
- b) Channels & Types of communication
- c) Methods of communication
- d) Communication network
- e) need for Communication
- f) Goals of communication in business
- g) Communication- Language & Information-The right to Communicate
- h) New communication media – communicating with technology.

2. A) Introduction to Business writing (10)

- a) Introduction to Business Writing
- b) Qualities of good letter
- c) Business Letters-Layouts, Memorandums , Emails , Cover Letter , Resume

Different types of Letters:- Enquires & Replies, Orders & Replies, Complaints & Claims, Application Letter, Reference Letter / Testimonials, Giving Feedback

- d) Planning , Composing and Writing Report

- e) Types of Job Correspondence - The Office Circular , Office Order , and Notice

B)Writing Routine, Good news, Goodwill Messages

- a) Introduction
- b) Organizing 'Direct Plan' Messages
- c) Writing Positive & Goodwill Messages

3. Meetings Management

(10)

- a) Techniques of Conducting Meeting
- b) Techniques for Participating in a Meeting
- c) Key attributes of a productive meeting
- d) Meeting Etiquettes, Do's and Don'ts in a meeting
- e) Handling Disruption in meetings
- f) Writing for Meetings - Agenda and Minutes of Meetings

Preparing and Delivering presentation

- a) Introduction
- b) Types, Importance..
- g) Common Problems

4. A) Executive Effectiveness

(10)

a) Art of Listening :

- i. Listening styles-steps & developing effective listening skills

b) Public Speaking :

- i. Preparation of speech
- ii. Developing general knowledge through reading & other process

c) Negotiation:

- i. Meaning, Objectives Planning,
- ii. Barriers Approach Assessment of strength & Weaknesses;

d) Presenting one-self :

- i. Elementary body Language, body posture,
- ii. Analytical skills, Multitask ability,
- iii. Creativity, meditation,
- iv. Stress handling-When stress becomes strain

B) Crisis Communication strategies

- a) Introduction and conceptual understanding of a crisis
- b) Dealing with crisis
- c) Role of internal communication in a crisis
- d) How to Work for Difficult Boss
- e) Some Examples of Companies in Crisis ;
Toyota motor corporation, Maruti Suzuki, Cadbury, Nokia.

: 5 Employments Communication & Team Building (10)

- a) Introduction and Role of Networking in Employment
- b) Managing Boss, Subordinates & Operative
- c) Leadership – Team Building
- d) Group Discussion Meaning , Process , Importance
- e) The Job Interview process , Types of interview

f) Group Communication, Mass Communication & Culture, Interactive Communication

. 6 Psychological & Cultural Dimension of Professional Communication

(10)

- a) Introduction & Principle of Communication Psychology
- b) Communicating across culture
- c) Categorizing culture
- d) Tips for communicating with people from other Cultures

**Note: (Students should prepare Two Business Presentations in classroom
Students should perform Group Discussion in classroom)**

Reference Books

1. Business Communication for Managers - Payal Mehra- Pearson
2. Communication for managers – Taylor And Chandra – Pearson
3. Business Communication – Rajeesh Viswanathan- Himalaya Publishing house
4. Business Communication – Meenakshi Raman , Prakash Singh
5. Business Communication for Managers – An advanced approach – Penrose /Rasberry /Myers

Sem-II



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SEMESTER: II

Paper: 2.1 ORGANISATION BEHAVIOUR

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

Required Lectures: 60 hours

After going through this Subject you will able to :

- Understand the nature & scope of O.B.
- The value of the systematic study of O.B.
- Identify the contributions made by OB by major behavioral science discipline

Organizational Behavior

1. Introduction

(10)

- i. Meaning, elements of OB,
- ii. Contributing disciplines to OB,
- iii. Approaches to the study of OB,
- iv. Models of organizational behavior.

2. Individual

(10)

- i. Individual and individual differences,
- ii. Meaning of personality and determinants of personality,
- iii. How personality influences organizational behavior,
- iv. Perception and factors influencing perception,
- v. Learning and theories of Learning, Attitudes and formation of attitudes,
- vi. Motivation and morale,
- vii. Theories of Motivation-McClelland's need theory, Vroom Expectancy theory, Equity theory and Theory of Z

3. Group Dynamics

(10)

- i. Reasons for the formation of Groups,
- ii. Types of Groups, Group Decision making process, improving group decision making, Group cohesiveness,
- iii. Types of Conflicts, Conflict management,
- iv. Difference between team and group

4. Leadership

(10)

- i. Meaning of leadership, Leadership skills,
- ii. Theories of leadership, Transactional, transformational and Charismatic leadership,
- iii. leadership activities under cross-culture environment

5. Organizational culture, creativity and innovation

(10)

- i. Meaning of organizational culture, levels of culture,
- ii. Concept of creativity, creativity process,
- iii. Enhancing creativity in the organization,
- iv. innovation and innovative process

6. Organizational power and politics

(10)

- i. Meaning of organizational power,
- ii. Bases of power, Contingencies of power, Empowerment and its importance,
- iii. Meaning of organization politics,
- iv. Factors contributing to organizational politics,
- v. Managing organizational politics

REFERENCE BOOKS

1. Organization Behavior – Arun Kumar & N. Meenakshi, Vikas Publishers
2. Organization Behavior – Schermerhorn, Hunt, Osborn, Willy India
3. Foundation of OB – Slocum & Hellriegel, Cengage Learning
4. Organization Behavior – Nelson & Quick, Cengage Learning
5. Organization Behavior – Dr. Nirajkumar, Himalaya Publications
6. Organization Behavior – K. Ashwathappa - Himalaya Publications
7. Management & OB – Jayantee Mukherjee-Saha, Excel Books
8. Organization Behavior – Suja R. Nair, Himalaya Publications
9. Organization Behavior – Stephen P. Robbins, Pearson
10. Organization Behavior – S.S. Khanka – S. Chand Publications
11. Organization Behavior – Fred Luthans - TMH
12. Human Behavior at Work – Keith Devis – MCGrawHill
13. Organization Behavior – P G Aquinas, Excel books, New Delhi
14. Organization Behavior – M.N. Mishra, Vikas Publications



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SEMESTER: II

Paper: 2.2 Corporate Social Responsibilities

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

Required Lectures: 60 hours

After going through this Subject you will be able to :

- Understanding social issues and problems
- Pinpoints the importance of Business ethics, Mind Mgt, Self Development.
- Understand the Corporate Governance practices in India.
- Know the ethical issues in functional Areas.

1) Understanding Social Issues

(12)

- Indian social problems : definition , nature, Characteristic and Causes of Social Problems
- Social Issues (current issues)-corporate environment: Castism, Regionalism, Agitation in Youth, Urbanization, Terrorism, Black money
- Culture, Cultural differences & Discrimination – Equal opportunities.
- Business & Society
- Social Cost of Development

2) Business Ethics

(10)

- Values, norms & beliefs, ethical behaviour
- Meaning & Importance & Factors affecting Business Ethics
- Morality, Applied Ethics, Moral Standards, Code of Ethics
- Ethical Decision Making
- Role & Qualities Of CEO

3) Ethical Mind

(08)

- Basics of Mind Management
- Self Development
- Stages of Self Development

4) Corporate Social Responsibility

(10)

- Concept & Definition of Corporate Social Responsibility
- Scope of Corporate Social Responsibility
- Corporate Social Responsibility and the Law
- Corporate Social Responsiveness
- Corporate Social Performance
- Areas of Social Responsibility of Business
- Social Accounting & Social Audit

5) Ethical issues in Functional Areas

(10)

- i) Marketing, HRM, Finance
- ii) Information Technology
- iii) Intellectual Property Rights

6) Corporate Governance

(10)

- i) Concept, Meaning, & Principles of Corporate Governance
- ii) Issues in Corporate Governance
- iii) Parties to Corporate Governance
- iv) Professionalization of Corporate Governance
- v) 'Good' Corporate Governance
- vi) Corporate Governance Practices in India

Reference Books

1. Corporate Governance & Business Ethics- Mandal- Tata McGraw Hill
2. Business Ethics & Values by Senthil Kumar, Himalaya Publications
3. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education.
4. Corporate Ethics: The Business Code of Conduct for Ethical Employees by Steven R. Barth.
5. Business Ethics by Agalgatti, Nirali Publication
6. Ethics in Management & Indian Ethos by Biswanath Ghosh, Vikas Publications
7. Ethical Management: Text cases in BE & CG by Satish Modi, Mcmillions
8. Business Ethics Manisha Paliwal, New age International
9. Business Ethics: Text & Cases, by C.S.V. Murthy, Himalaya Publication
10. Social Problems in India by Ram Ahuja, Rawat Publications.
11. Business Ethics in Corporate Governance by CSV Murthy, Himalaya Publication
12. Corporate Social Responsibility by Baxi & Prasad, Excel Books
13. Business Ethics and values: S.K. Bhatia, Deep & Deep Publication Pvt. Ltd, New Delhi.



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SEMESTER: II

Paper: 2.3 LABOUR ECONOMICS

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

Required Lectures: 60 hours

After going through this Subject you will able to :

- Understanding the concept, scope of Labour Economics.
- Understand the features and Labour problem in Industry and various sectors.
- Know the Labour Market, Wage determination and their impact
- Know the Occupational Structure & Economic Development in India
- Identify the contributions made by Labour Policy and that impact on Labour Productivity and problems.

1 – Introduction to Labour Economics (10)

- a) Meaning, Definition, Nature and Scope of Labour Economics
- b) Role of Workers in Developing economy

2 – Labour market (10)

- a) Demand of Labour
- b) Supply of Labour
- c) Mobility of Labour
- d) Government & Non-Government employment exchanges
- e) New Economic Policy and its impact on Indian Labour Market.

3 – Occupational Structure & Economic Development in India (10)

- a) Changing profile of GDP & Employment in India (post-liberalization)
- b) Employment in agriculture industry & services in different States
- c) Workers participation in Management

4 – Labour problems & Labour policy (10)

- a) Features of Industrial & Agricultural labour
- b) Labor problems in organized & unorganized sector
- c) Government policies & schemes to promote employment
- d) Technology & Employment

5 – Labour Productivity (10)

- a) Concept and its measurement
- b) Empirical analysis of labour productivity
- c) Determinants of labour productivity

- a) Concept & Principles
- b) Disparities in wages in same industry, different industry & different regions
- c) Measures to reduce differentiation in wages
- d) National Wages Policy of India

Reference Books

- 1) Economics of labour – R, Jayaprakash Reddy
- 2) Indian Economy – RudraDutt& Sundaram, S.chand
- 3) Indian Economy – Mishra &Puri,
- 4) Industrial Economics – R.R.Barthwal,
- 5) Industrial &Labour Economics- S. D. Geet, NiraliPrakashan
- 6) Economics – K. K. Dewett, S.chand
- 7) Indian Economics- A. N. Agrawal, New Age Inter.



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SEMESTER: II

Paper: 2.4 INDUSTRIAL RELATIONS & TRADE UNION

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

Required Lectures: 60 hours

After going through this Subject you will able to:

- Understanding "Industrial Relations" and prerequisites for successful Industrial Programmes
- Studying Industrial Relations of Developing Economy
- Pinpoint the importance of Discipline in industry.
- Studying the Industrial Conflicts and Grievance in Industry.
- Introduction to Trade Union
- Industrial Relations in the context of Globalization.
- Elaborate the methods for prevention of industrial disputes.
- Examine the effectiveness of judicial machinery in resolving disputes.

1. Industrial Relations, its Anatomy & Policy

(10)

A. Industrial Relations

- a) Concept & Definitions of Industrial Relations
- b) Importance, Objectives, Scope and aspects of Industrial Relations
- c) Factors affecting Industrial Relations
- d) Prerequisites for successful Industrial Programmes
- e) Human Resource Approach to Industrial Relations
- f) Socio-Ethical Approach to Industrial Relations
- g) Evaluation of IR's in India.

B) Anatomy of Industrial Relation

- a) Genesis of Industrial Conflicts
- b) Concept and Essentials of Disputes
- c) Impact of Industrial Disputes
- d) Right to Strike
- e) Lockouts
- f) Cost of Industrial Dispute

C) Industrial Relations Policy

- a) Government Policies through Five Year Plans
- b) Evolution of Industrial Relation Policy
- c) The state and industrial Relation Policy
- d) The National Policy Resolution, 1956
- e) National Commission on Labour and Industrial Relation Policy

2. Industrial Conflicts

(05)

Definitions Nature & Classification of Disputes

- a) Causes & Effect of Disputes
- b) Milestones in Industrial Relations
- c) Non-Statutory Measures

- d) Strikes and Lockouts
- e) Lay off, Retrenchment and Closure
- f) Unfair Labour Practices

3. Industrial Dispute settlement Mechanism

(05)

a. Industrial Conciliation

- a) Conciliation Machinery: Conciliation Officer and Conciliation Board
- b) Preliminary steps towards conciliations
- c) Drafting of Agreement
- d) Procedure & practices in India

b. Industrial Arbitration

- a) Concept
- b) National Arbitration Promotion Boards

c. Industrial Adjudication

- a) Types of Adjudication
- b) National Tribunals
- c) General Provisions of References under the Act

4. Collective Bargaining

(10)

- a) Concept. Functions, structure, Types of bargaining, elements of bargaining
- b) Principles of Collective Bargaining
- c) Forms of Collective Bargaining
- d) Collective Bargaining in India.
- e) conditions for the success of collective bargaining

5. Trade Union- I

(10)

A. Theories of Trade Union

- a) The Theory of Industrial Democracy- Necessary Conditions for a Trade Union, Objectives
- b) Revolution Theory of Trade Union
- c) Gandhian Theory of Trusteeship
- d) Robert F.Hoxie Theory of Business Unionism, Friendly or Uplift Unionism
- e) Frank Tannenbaum Theory of Technological Unionism.
- f) Selig Perlman Theory- Job Conscious Unionism, union and the Intellectuals-Union Goals and Tactics.
- g) Union Control of Industrial Theory- Power Theory, Business Theory, Functional Theory, Environmental Theory, Social Relation Theory

B. Trade Union: Functions & Problems

- a) Origin and development of Trade Unions
- b) Functions of Trade Unions
- c) Factors responsible for growth of industrial unions
- d) Registration of trade union
- e) Rights and responsibilities of registered trade union
- f) Membership of trade union
- g) Finance of Trade Unions
- h) Employer's organization in India
- i) Problems of trade union
- j) Recommendations of NCL for strengthening trade union

6. Case study:

(20)

A real word situation facing a manager should be considered for analysis & discussion.

Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

Reference Books

- 1) Industrial Relations – T. N. Chhabra, R. K. Suri, Dhanpat Rai & co.
- 2) Industrial Relations – A. M. Sharma, Himalaya Publication
- 3) Dynamics of Industrial Relations – C.B. Mamoria, Himalaya Publication
- 4) Personnel Management Vol 1,2,3- Arunkumar&Rachanasharma, Mangaldeep



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SEMESTER: II

Paper: 2.5 Labour Legislation-II (LAWS RELATING TO INDUSTRIAL RELATIONS)

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

Required Lectures: 60 hours

After going through this Subject you will able to :

- Introduction to Labour Legislation related to Industrial Relations.
- Understand the need of labour Legislations and principles of labour Legislations.
- Know the objective and scope of Industrial Relations related Laws.
- Know the provisions of related acts.
- Elaborate the methods for prevention of industrial disputes.
- Examine the effectiveness of judicial machinery in resolving disputes.

1 : Factories Act, 1948

(10)

- a) Introduction
- b) Meaning of Manufacturing Process
- c) Powers of Inspectors
- d) Health & Hygiene assurance
- e) Safety Assurance & Welfare Assurance
- f) Working hours & Leave with Wages

2 : A) The Industrial Dispute Act, 1947

(10)

- a) Introduction
- b) Definitions of Industrial Disputes
- c) Closure of an Industry
- d) Settlement of Disputes
- e) Conciliation Proceedings
- f) Duties of the work Committee
- g) National Tribunal

B) The Industrial Employment Standing Order Act, 1946

- a) Introduction
- b) The model of standing order
- c) Temporary Employment
- d) Classification of Workmen
- e) Closing of Industrial Establishment
- f) Subsistence Allowances
- g) Habitual Breach of any Standing Order

3:A) The Trade Union Act, 1926

(10)

- a) Introduction
- b) Application for Trade Union Registration
- c) Provisions in the rules of Trade Union
- d) Registration and Cancellation of the Trade Union
- e) Appeal of trade Union
- f) General Funds of Trade Union
- g) Criminals Conspiracy in Trade Disputes

B) The Maharashtra Recognition of Trade Union & Prevention of unfair Labour Practices Act, 1971

4. A)Contract Labour (Regulation and abolition) Act, 1970

(10)

- a) Scope and Applicability of the act
- b) Important definitions
- c) Advisory Boards
- d) Registration of establishments
- e) Prohibition of contract labour
- f) Licensing of contractors
- g) Welfare and health of Contract Labour
- h) Penalties and Procedure
- i) Powers of Inspectors

B) The Apprentice Act, 1961

C) Employment Exchange Act, 1959

5: The Private Security Agencies (Regulation) Act, 2005.

(10)

- a) Definitions
- b) Appointment of Controlling Authority.
- c) Eligibility for license.
- d) Application for grant of license.
- e) Renewal of license.
- f) Eligibility to be a private security guard.
- g) Cancellation and suspension of license.

6: Union Negotiations

(10)

- a). The origin and meaning of Worker's Participation/ Involvement in Management
 - b) The Objectives of Worker's Participation/ Involvement in Management
 - c) Union-Management interaction- contract negotiation, contract administration
 - d) informal joint constitution, parallel negotiation
 - e) Indian Scheme of Worker's Participation
 - f) Quality Circle (QCs) as a Participation Forum in India.
- Voluntary Retirement Schemes
- a) Guidelines for Voluntary Retirement Schemes
 - b) Negotiations and Implementation

REFERENCE BOOKS

1. Labour Industrial laws- Dr.V.G.Goswami, Central Law Agency.

2. Labour Laws- Taxmann, Taxmann.
3. Labour Law- S. D. Geet, NiraliPrakashan
4. Industrial Relations – T. N. Chhabra, R. K. Suri, Dhanpat Rai & co.
5. Industrial Jurisprudence & L.L.- A. M. Sarma, Himalaya Publication



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SEMESTER: II

Paper: 2.6 Cyber Laws and Security

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

Required Lectures: 60 hours

Objective:

- To introduce the student with information security, security threats and control.
- To study and understand the basic concepts of cryptography, network security and cyber laws.

1. Introduction to Information Security (10)

- History of Information Systems and its Importance, basics,
- Nature of Information Systems,
- Basic Principles of Information Security,

2. Security Threats and Controls (10)

- Information System Threats and attacks
- Security Threats to E Commerce,
- Business Transactions on Web,
- E-Governance,
- Concepts in Electronics payment systems, Internet Banking, E-Cash, Credit/Debit Cards.,
- Physical Security- Needs, Disaster and Controls,
- Access Control- Biometrics, Benefits of Biometrics Systems and Criteria for selection of Biometrics, Finger Prints.

3. Cryptography (10)

- Model of Cryptographic Systems,
- Issues in Documents Security,
- Digital Signature, Requirement of Digital Signature System,

4. Network Security (10)

- Network Security- Basic Concepts, Dimensions, Perimeter for Network Protection,
- Network Attacks,
- Need of Intrusion Monitoring and Detection, Intrusion Detection System,
- Virtual Private Networks- Need, Use of Tunneling with VPN, Authentication Mechanisms, Types of VPNs and their Usage, Security Concerns in VPN

5. Cyber Crime

(10)

- i. Cyber Crime Introduction,
- ii. Email Tracing and Tracking, Email Spoofing,
- iii. Mobile Number Hacking,
- iv. Data Recovery,
- v. Cyber Fraud Detection, Hack Website,
- vi. Web Server/ISP
- vii. Web & DOS Attacks
- viii. Security Policy

6. Cyber Law & IT Act

(10)

- i. Fundamentals of Cyber Law,
- ii. Introduction to Indian Cyber Law: Information Technology Act 2000, Main features of the IT Act2000, Information Technology Amendment Act 2008 and its major strengths.

Reference Books

1. Godbole, "Information Systems Security", Willey
2. Merkov, Breithaupt, "Information Security", Pearson Education
3. Yadav, "Foundations of Information Technology", New Age, Delhi
4. Schou, Shoemaker, "Information Assurance for the Enterprise", Tata McGraw Hill
5. Sood, "Cyber Laws Simplified", McGraw Hill
6. Furnell, "Computer Insecurity", Springer 7. IT Act 2000



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SEMESTER: II
Paper: 2.7 RESEARCH METHODOLOGY

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

(10)

- 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

(10)

- 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. A) Sampling Design

(10)

- 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

B) Data Management

3.3. Data Collection

- 3.3.1. Types & Sources of Data: Primary & Secondary
- 3.3.2. Methods of Data Collection: Observation, Interview, Questionnaire, Schedule
- 3.3.3. Guidelines for Constructing Questionnaire/ Schedule, Choice of Questions

3.4. Measurement & Scaling Technique *

- 3.4.1. Tests of Sound Measurement: Validity, Reliability, Practicality
- 3.4.2. Scaling: Meaning, Classification bases.
- 3.4.3. Scaling Techniques: Rating Scales, Ranking Scales.

4. Testing of Hypotheses

(10)

- 4.1. Hypothesis: Meaning, Importance & Types of Hypothesis
- 4.2. Criterion of Good Hypothesis
- 4.3. Procedure for Hypotheses Testing
- 4.4. Flow Diagram for Hypotheses Testing

5. Statistical Tools

(16)

5.1. Statistics –

- 5.1.1. Meaning, Utility In Business Management
- 5.1.2. Mean, Mode, Median and Their Relationship.

5.1.3. Standard Deviation

5.2. Correlation *

5.2.1. Meaning & Types Of Correlation

5.2.2. Scatter Diagram

5.2.3. Karl Pearson's Coefficient Of Correlation

5.3. Test of Significance *

5.3.1. χ^2 –test (Chi-Square test)

5.3.1.1. Chi-square distribution,

5.3.1.2. Properties of Chi-square distribution,

5.3.1.3. Conditions for Chi-square distribution

5.3.1.4. Application of Chi-square distribution,

5.3.1.5. Tests of goodness-of-fit

6. Interpretation & Report Writing

(04)

6.1. Interpretation: Meaning, Techniques, Precautions

6.2. Organization Report Writing

6.2.1. Writing a good report, Critical elements of a report,

6.2.2. Steps, Layout of the Research Report

6.2.3. Types of Research Reports

*** (NOTE for Internal Exam: The students has to prepare 2 Survey for 10 Marks each–Group Activity of 5 students in each group)**

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.

Sem – III

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SEMESTER: III

Paper: 3.1 Public Administrations

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

Required Lectures: 60 hours

1: A) Public Administration

(10)

- i. Nature, Scope,
- ii. Importance of the role of Public Administration in the modern state
- iii. Philosophy of Public Administration-Indian Perspective

Methodology of Public Administration

The Scientific Method

- a. – The legal Approach
- b. – The technical non-political Approach

B) Public Administration- an overview

- i) A Secular Republic- Concept- Social justice and human rights-Federalism
- ii) A Parliamentary Democracy in a Federal Set-up-Cabinet Form of Government-President of India-Prime Minister- Council of ministers- Cabinet- Governor of a state
- iii) Administrative Set- up - Evolution of Planning in India -Public Sector Enterprises- Concept of Decentralization in planning- Public Administration for Development Administration.

2: Civil, Police and Judicial Administration:

(10)

- i. Role of the three branches of Government

A) Civil Administration –

-Heads of Department - The Secretariat - Task Rule of Business & Jurisdiction of Ministers & their Staff

B) Police Administration

- Tasks of Police - Responsibility for Law & Order - Problems of Police Personnel Management - Nature of Police Duties in Recent Times

C) Judicial Administration

- A single Judicial System – The Supreme Court - Need for a Strong & Independent Judiciary - Safeguards for Independence of Judiciary

3: Rule of Law and Ethics in Public Administration

(10)

- i. Various Accountability & Responsibility of Administrative Bureaucracy
- ii. Steps & Systems needed for ensuring Ethics in Public Administration
- iii. Steps to Check Corruption in India – Prevention of Corruption Act-1947

Morale and Work ethics in Public Administration

4 : Public Administration in India

(10)

- i. After adoption of the constitution of India- Democratic Administration- an Overview
- ii. Planning in India
- iii. Merits of Several View –Public and Private Administration
- iv. Challenges to Public Administration

Local Government in India

- i. History of Local Self-Governments in India
- ii. Role of Local Government in Public Administration
- iii. Administrative reforms in India – Major Suggestions

5: The Civil Services –Career in Public Administration

(10)

- i. Its Concepts, structure & Types
- ii. Evolution of Civil Services
- iii. Civil services in India
- iv. Problems of Personnel
- v. Recent Changes in the role of Civil Services
- vi. Opportunities in Civil Services

6: A) Recent changes in Role of Government

(10)

- i. Recent trends in Administration study
- ii. A profile of District Bureaucracy in India

B) Administration & Culture

- i. Culture & Public health Administration
- ii. Cultural Differences in Public Administration Program
- iii. The cultural factors in Domestic Program

C) Public Administration in the Future

Reference Books

1. Modern Public Administration: Felix A. Nigro:A Harper International Edition
2. Public Administration & Management – The Broadening Horizons: Dr.Mrs. Om Prie Srivastava
3. Public Administration in India : Padma Ramchandran: National Book Trust, India
4. Public Administration in India: V. Bhaskara Rao: Ajanta Publication
5. Public Administration & Management: The Broadening Horizons: Himalaya Publishing House



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SEMESTER: III

Paper: 3.2 Labour Welfare & Administration

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

Objectives:

Understand the features and function of Labour Welfare and administration.

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

1. Labour Welfare

(08)

- a) Concept, Responsibility of Labour Welfare,
- b) History of Labour Welfare, Patterns of Labour Welfare Services,
- c) Employee Welfare and wellness Programme
- d) Approaches to Employee Welfare-evaluation of welfare measures
- e) Administration of Welfare facilities-Welfare Programme

2. Workers Participation in Management & Profit Sharing

(10)

- a) Meaning , Objectives, Forms , Merits, Obstacles in Workers Participation in India.
- b) Concept of Workers Participation in Management
- c) Works Committee- Joint Management Council- 1947 -The trusteeship Approach-1966
- d) Workers participation in Industry at Shop Floor & Plant Levels 1975
- e) The participation of workers in management bill-1990
- f) Suggestions to make participation successful.
- g) Characteristics & objectives of Profit Sharing , Advantages, Limitations,
- h) Types of Profit Sharing, Forms of Profit Sharing, Requisites for Profit Sharing

3. Disciplinary action & Labour Administration

(10)

- a) Introduction & Meaning of Discipline
- b) Approaches to Discipline
- c) Progressive Discipline
- d) Positive Discipline
- e) Types of Disciplinary action
- f) Constructive approach to Discipline
- g) Applicability of Various acts to Industries

4. Labour Administration

(08)

- 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

5. Labour Administration Machinery of the Central Government

(12)

- 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)

6. International Labour Organisation

(12)

- 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, InduBala Sinha: Pearson Education
2. Personnel Management - Theory and Practice : Arun Kumar, Rachanakumar: Atlantic Publication.
3. Personnel Management : Sudhir Daura : Mohit Publication
4. Strategic Management : N.K. Sharma, Kpil Sharma: RBSA Publication, Jaipur
5. Public Administration in India : Padma Ramachandran: National Book Trust, India.
6. Public Administration in India : V. Bhaskara Rao: Ajanta Publications, India.



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SEMESTER: III

Paper: 3.3 LABOUR COSTING & COMPENSATION MANAGEMENT

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

Required Lectures: 60 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.

1 .Labour Costing & Labour cost computation & control (10)

- 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

2 Labour turnover (10)

- a. **Labour Turnover**
 - 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. **Labour Productivity**
 - 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
- c. **Methods of recording attendance time**
 - i. Hand written register
 - ii. Disc/ token method
 - iii. Time recording clock
- d. **Methods of Job time booking**
 - i. Job card or ticket
 - ii. Combine time & Job card
 - iii. Piece work card record
- e. **Piece workers, casual workers & out workers**

3. Payroll Department (10)

- 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

a. Over Time

- i. Meaning of overtime
- ii. Treatment of overtime
- iii. Reasons for discouraging of overtime
- iv. How to control overtime

b. Idle Time

- 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

4 : E-Performance Management & Compensation Design (10)

- i. E- Performance
- ii. Link to other Systems
- iii. **E-Compensation**

5 : A) Compensation Management: (10)

- i. Concept & types of compensation,
- ii. Factors influencing compensation
- iii. Framework of Compensation policies
- iv. Wage and Salary Administration
- v. Wage differentials- importance
- vi. Preparing good wage plan
- vii. Statutory Provision Related to Compensation
- viii. International Compensation

B) Strategic Compensation Management

- 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. Strategic Wage Control

6: 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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SEMESTER: III

Paper: 3.4 Human Resource Management-I

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

Required Lectures: 60 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.

1: Introduction to HRM

(10)

- 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,

2 :Introduction to HRD & HR Planning

(10)

- a) The concept of HRD, Features of HRM & 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
- f) Introduction & Process of HR Planning,
- g) Responsibility for HR Planning
- h) Guidelines for Making HR Planning effective.

3: Job Study and Job Reengineering

(10)

- a) Job Analysis, Uses and steps 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
- h) Birds-Eye View of Job Structure in the Origination

4: HR Policies related to - Recruitment, Selection, Placement, Induction

(10)

Recruitment Policy,

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

5: Job Compensation

(10)

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

6.Training- Hr Strategy- Corporate Strategy

(10)

- a) Concept of Training and Development & Education
- b) Executive or Management Development–
 - Steps in the Management Development Programme
 - Methods or Techniques of Developing Managers
- c) Training need analysis
- d) Training Program Design and Delivery
- e) Assessing and Effectiveness of Training
- f) Training Audit and Cost Benefit Analysis
- g) Training for new economy and Skills of a trainer
- h) Emerging trends in training

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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SEMESTER: III

Paper: 3.5 Social Security & Welfare Regulations

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

Required Lectures: 60 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.

1. Evolution and Growth of Social Security Legislation in India (10)

- 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

2. Child Labour (Prohibition and Regulation) Act, 1986 (05)

- 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

3. Sexual Harassment – A Legal Perspective (10)

- 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,

(05)

4. The Fetal Accident Act. 1855

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

5.(A) The Environment (Protection) Act, 1986.

(10)

- a) Introduction
- b) Important Definitions
- c) Administrative authority
- d) Main Provisions of the Act
- e) Summary

(B) The Water (Prevention and Control of Pollution) Act, 1974.

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

(C) 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

6. Case study:

(20)

A real word situation facing a manager should be considered for analysis & discussion.

Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

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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SEMESTER: III

Paper: 3.6 Public Relations

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

Required Lectures: 60 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.

1 Public Relation : (10)

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

2 Corporate Image & Public Relations (10)

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

3 A) The Public Relations Department- (10)

- 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) Internal & External PR,

- 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

4. A) The practice of Public Relations (10)

- a) Public Relations Planning
- b) Public Relations Tools
- c) Publicity Material – Guidelines for Writing News releases
- d) Advertisement – types & writing styles
- e) Effectiveness & PR Excellence

B) Impact of E - Public Relations

- a) Technological Development Related to Public Communications
- b) Online news release – Company newsletters
- c) E-newsletters- Key points to remember

5. Event Management (10)

What are Event? Why Event?

- a) Key Element of Events – Event Infrastructure
- b) Preparing the Company's Staff for the Event
- c) Pre –event Activities
- d) During Event Activities
- e) Post Event Activities-Post event follow – up
- f) Interview Phases – Conduct at interview – Media Interview – Interviewer Skills

6. Public Speaking

(10)

- g) Planning the Presentation strategy
- h) Define Purpose
- i) Analyzing the Audience
- j) Symptoms of stage fear
- k) Rehearse
- l) Strategies when program begins
- m) Non verbal Behavior
- n) Effective use of Audio Visual Aids

Reference Books

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



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SEMESTER: III

Paper: 3.7 Case Studies in Personnel Management

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

Required Lectures: 60 hours

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

To solve the case studies following steps may be considered –

Steps to solve case Study

1. Fact/ Summary
2. Problem Identification
3. Assumptions (if Any)
4. Analysis of problems
5. Alternate Solution
6. Best (optimum) Solution
7. Action/Implementation Plan

Sem-IV



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SEMESTER: III

Paper: 4.1 Industrial Safety Management

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

Required Lectures: 60 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. Introduction Safety Management

(05)

- a) Organization & Personnel -
- b) The Hygienic Environment at Industry - their effect on the job performance.
- c) Factors of Hygienic work environment.
- d) Safety Planning
- e) Safety Management system
- f) Safety Committees
- g) Elements of Safety Programming Safety Management
- h) Safety Procedures,
- i) Training and Development in Safety

2. Safety Performance

(10)

- 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 A) Investigations and Prevention:

(10)

Accidents of Reasons, Results, Repair

- a) Investigative Procedures
- b) Fact – finding
- c) Sample Questionnaire for Investigation
- d) Problem Solving Techniques
- e) Report of Investigation

B) Safety Policy

- 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

4. A) FIRE MANAGEMENT

(10)

FIRE PREVENTION AND FIRE FIGHTING

- a) Introduction - Basic Chemistry of Fire - Spread of Fire
- b) Classification - Causes of Fire
- c) Fire Extinguishers - Fire Prevention - Fire Fighting

B) DISASTER MANAGEMENT

Introduction

- a) Objectives of Disaster Management
- b) Key Elements of Disaster Plan
- c) On-Site Emergency Plan . . .
- d) Off-Site Emergency Plan . .

5. A) Role Of Govt., Management, Workers And Trade Unions In Safety

(05)

- a) Introduction
- b) Government's Role
- c) Management's Role
- d) Worker's Role
- e) Trade Union's Role

B) National Safety Council

Introduction: OBJECTIVES, FORMATION, FUNCTIONS

Key Activities of NSC

6. Case study:

(20)

A real word situation facing a manager should be considered for analysis & discussion.

Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

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, SavitriJammb :NiraliPubli.
4. Industrial Safety Management: L.M. Deshmukh : Tata McGRAW
5. Personnel Management -Theory and Practice: Arun Kumar, Rachanakumar:Atlantic Publication.



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4.2 Management Information System & ERP

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100
[Required Lectures: **60 hours**]

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

1. Fundamentals of Management Information Systems (10)

- i. Definition and types of Information System
- ii. Management Information System
 - a. Definition, Concepts & Meaning
 - b. Components & Activities
 - c. Control systems – Feedback & Feed forward systems
 - d. MIS planning process – Steps in planning
 - e. MIS design & Development Process – Phases
 - f. Components of MIS

2. Process of Management Information System (10)

- i. System Analysis & Design
 - a. Introduction & Need for System analysis
 - b. System development process
- ii. Development of MIS
 - a. Introduction & Contents of MIS Long range plans
 - b. Determining the information Requirement
 - c. Management of Quality in the MIS
 - d. Factors contributing in the Success & Failure of MIS

3. MIS in functional areas (10)

- i. MIS & Manufacturing sector
- ii. Marketing Information System
- iii. Accounting Information system
- iv. Human Resource Information System
- v. Transaction Processing System
- vi. Concept of Knowledge Based Expert System

4.A) Information Technology & Personnel Administration (10)

- i. Introduction & Impact of Information Technology on personnel Administration
- ii. Human Resource Information System
- iii. It & the Future- Best IT Practices in an Industry
- iv. Compensation Structure – Payroll Integrations

B)Support System

- i. Decision Support System (DSS): Concept, Philosophy, Characteristic, Classes, Users of DSS
- ii. Executive Support System (ESS) : Introduction, Components & Architecture
- iii. Office Information System: Document management & Communication system

5. Enterprise Resource Planning

(10)

- i. Concept/System
- ii. Drivers for implementing ERP
- iii. ERP architecture
- iv. ERP Solution Structure: Business operations, Technology & Implementation
- v. Benefits of ERP
- vi. ERP Selection: Vendor evaluation, Technology evaluation & Solution evaluation
- vii. ERP Implementation: Customization & Precautions
- viii. Problems encountered with ERP

6. ERP – Technologies & Application

(10)

- i. Material Requirement Planning (MRP-I)
- ii. Manufacturing Resource Planning (MRP-II)
- iii. Business Process Re-engineering
 - Meaning, Necessity & Principles
 - Application of re-engineering
 - Three R's – Rethink, Redesign & Retool
 - Quality & re-engineering
 - Benefits & Limitations of re-engineering

Reference Books

- 1) Management Information System by Jawadekar – Tata McGraw Hill
- 2) Management Information System by Arora – Excel Books
- 3) Management Information System by Davis & Gordon - Tata McGraw Hill
- 4) Management Information System by James O'Brian & George M Marakas- Tata McGraw
- 5) Management Information Systems Managerial Perspectives- D P Goyal – Macmillan
- 6) Management Information Systems – S. Sadagopan- PHI
- 7) Business Process Reengineering by K Sridhar Bhat – Himalaya Publishing House
- 8) Management Information System by C S V Murthy – Himalaya Publishing House
- 9) Enterprise Resource Planning by Alex Leon - Tata McGraw Hill
- 10) Enterprise Resource Planning (Concept & Practices) by Garg, Venkitkrishnan – PHI



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SEMESTER: IV

Paper: 4.3 Industrial Counseling

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

Required Lectures: 60 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

1) : Counseling for Effective HR Development

(05)

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

(10)

2) A): Guidance and Discipline in counseling

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

B): Counseling Techniques & Classifications Techniques:

- i. Counselor-centered counseling
- ii. Client-centered Counseling
- iii. Eclectic Counseling

C): Components of Counseling Programme

- i. Stages in the Counseling Process

(10)

3) A) : Work Ethics

- i. Counseling as a Helping Relationship
- ii. Counseling, a Solution to Human Problem

B) : Social Counseling : Social needs and social life, Interpersonal relationship, group status,

- iii. Type of Social problems, Causes

4): Counseling Skills

(05)

- i. Skill & Attitudes in Counseling
- ii. Role of HR in Counseling
- iii. Effectiveness of Counseling

iv. Challenges in Counseling

(05)

5) A): Various Counseling Personnel

Administrator, Dean, Counseling officer, Liaison Officer, Teacher, Tutor, Advisers, Warden, Physical Education Teacher, Librarian, Medical Staff, Parents

B) Study of Characteristics of the Effective Counselor:

- i. Personnel Characteristics
- ii. Educational Qualities
- iii. Professional Specialties
- iv. Theoretical Approaches

6) A) Current Trends in Counseling:

(05)

- i). Multicultural Counseling
- ii. Computers in Counseling
- iii. Substance Abuse Counseling
- iv. Marriage & Family Counseling
- v. Feminist Theory in Counseling
- vi. Career Counseling
- vii. Counseling & Spirituality
- viii. Counseling of AIDS Patients
- ix) Wellness & Physical Fitness

B) :Practical & Case Studies

(20)

Real life case studies

Outdoor practical: HR Department, Hospitals, Academic Institutions, Trade Union, old-age houses & Remand Home. (5 practical mandatory)

Reference Books

1. Guidance and Counseling : Indira Madhukar : Authorspress
2. Counseling and Guidance : S Narayana Rao : Tata McGraw Hill Publishing CompanyLtd.
3. Tiffin,J and McCormic E.J.: Industrial Psychology, (Prentice Hall), 6th Edn., 1975
4. Gilmer: Industrial Psychology
5. Corsini, R.J. (2001) : "Handbook of Innovative Therapy , 2nd ed. N.Y. John Wiley
6. Ghiselli& Brown: Personnel and Industrial Psychology
7. Presricha: Guidance and Counseling in Indian Education, New Delhi, N.C.E.R.T.,1976
8. Adams,J.F.: Problems in Counseling



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SEMESTER: IV

Paper: 4.4 Human Resource Management-II

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

Required Lectures: 60 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.

1) HRD Assessment & Audit

(10)

- i. Objectives – Need for HRD Assessment
- ii. Measures of HRD Performance
- iii. Role of HRD Audit in Business Improvement
- iv. Methodology of HRD Audit
- v. Limitation of HRD Audit
- vi. Benchmarking & SHRD System

2) A) Managing Human Resource for Quality Performance

(10)

- a) Features of Quality, Quality Circle & quality control
- b) Features of Total Quality Management
- c) Elements of Total Quality Management
- d) Organizational operative and sub process of HRM
- e) Awareness on vision, strategies and goals
- f) Build organizational culture and team
- g) Enable people to be ever prepare for the future

B) 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. Features of Succession Planning
- ii. The Indian Scenario

: Employee Development

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

C) Managing Change through Continuous Improvement

- i. E-HR Mgt Challenges.
- ii. Challenges before the Human Resource Manager

- iii. Responding to change
- iv. Effect of competition on Human Resource Management
- v. Techniques of continuous improvement

3) A) Strategic & E- HRM (10)

- 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

B) Good HR Practices

- 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.

4) HR practices in IT industry (10)

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

5) A) Global Dimensions of HRM (10)

- 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

B) Cross –Cultural HRM

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

6) Recent techniques in HRM (10)

Economic and technological changes.

- i. Recruitment on the Internet.
- ii. HR Manager –Strength area- Excellent Public Relations.
- iii. Employees for lease- Buying Talents.
- iv. Moon lightning by employees.
- v. Dual career groups.
- vi. Work/family balancing.
- vii. Flexi time and flexi work.

- viii. Training and development.
- ix. Management participation in employee's organization.
- x. Consumer participation in collective bargaining.
- xi. Collaborative management-multi dimensional approaches.
- xii. Employee's proxy.
- xiii. Human resource accounting.
- xiv. Organizational policies.
- xv. Voluntary retirement scheme.
- xvi. Future of HRM.

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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SEMESTER: IV

Paper: 4.5 Industrial Compliance Frameworks

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

Required Lectures: 60 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. A) Pre-Employment completion

(10)

- 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

B) Post-Selection Documents

- 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

2. A) On the Job fulfillment

(10)

- 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

B)For Discipline(sample warning Letters)

- 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

3. Agreements (points to Drafts)

(10)

- 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

4. Essentials of Charge-Sheets

(10)

- 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

5. A) Domestic Enquiry: Procedure for Recording Evidence.

(10)

- 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

B) Notices:

- 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 declaringlayoff.
- 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

6. Separation& Full & Final Settlement

(10)

- 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 – Venkata Ratnam – Oxford University Press
- Industrial Relations and Labour Laws by Monappa Nambudhiri ,Selvaraj –McGraw Hill
- Industrial Relations Trade Union & Labour Legislations by PRN Sinha & Shekher – Pearson
- Industrial Relations: conceptual & Legal Framework : A.M. Sharma: Himalaya



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SEMESTER: IV
Paper: 4.6 Case Study in Industrial Relation

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

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

To solve the case studies following steps may be considered –

Steps to solve case Study

1. Fact/ Summary
2. Problem Identification
3. Assumptions (if Any)
4. Analysis of problems
5. Alternate Solution
6. Best (optimum) Solution
7. Action/Implementation Plan