

# MBA

(INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT)  
FULL TIME FOUR SEMESTER PROGRAMME

## **CHOICE BASED CREDIT SYSTEM (CBCS)**

**AS PER ORDINANCE 14, APPROVED BY CO-ORDINATION COMMITTEE**

SYLLABUS FOR MBA (IR & PM) Semester - I & II 2022 - 2023 onwards

SYLLABUS FOR MBA (IR & PM) Semester - III & IV 2023 - 2024 onwards

## PROGRAMME OUTCOME

# MBA

(INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT)

PO#	PROGRAMME OUTCOME
PO1	<b>Critical Thinking:</b> This program places a strong emphasis on the value of being conscious of our presumptions, challenging their accuracy, and approaching concepts and choices from several angles. It entails having the capacity to recognize, assess, and make sensible choices based on logical reasoning.
PO2	<b>Effective Communication:</b> This program helps participants improve their communication skills and makes sure they can express themselves accurately in written, spoken, and technological mediums. It also encompasses the capacity to link individuals, concepts, literature, media, and technology, as well as the capacity to communicate effectively and interpret the world.

PO3	<b>Social Interaction:</b> It emphasizes on the capacity to solicit the opinions of others, resolve conflicts, and aid in reaching decisions in group settings. It entails having the capacity to collaborate with others, forge agreement, and settle disputes.
PO4	<b>Effective Citizenship:</b> The necessity of sympathetic social concern and equity-focused national development is emphasized. It entails being aware of the problems that society faces, being involved in civic affairs via volunteering, and behaving in a way that reflects a thorough understanding of these problems.
PO5	<b>Ethics:</b> It emphasizes the significance of appreciating many value systems, comprehending the moral implications of choices, and taking accountability for them. It entails being conscious of ethical concerns and basing judgments on ethical principles.
PO6	<b>Environment and Sustainability:</b> Understanding environmental surroundings and sustainable development are the main objectives. It entails being conscious of how human behavior affects the environment and acting to advance sustainability.
PO 7	<b>Self-directed and Life-long Learning:</b> gaining the capacity to participate in independent, ongoing learning in light of socio-technical developments. It entails having the capacity to learn on one's own, adjust to new technology, and consistently acquire new abilities and information.

### PROGRAMME SPECIFIC OUTCOME MBA (IR & PM)

PSO #	PROGRAMME SPECIFIC OUTCOME
PSO 1	To provide knowledge of basic concepts and techniques essential to understand the basics of Personnel Management.

PSO 2	To develop basic skills required by the managers for maintaining good Industrial Relations and Personnel Functions of a professional organisation.
PSO 3	To create abilities to take and execute practical decisions related to labour management.
PSO 4	To install the Human Relations approach in managing the activities of an organisation.

### COURSE OUTCOME(COs)

#### Semester I

S.No.	Course Code	Course Name		Course Outcome
1.	1.1	<b>Principles &amp; Practices of Management</b>	CO1	To Understand various concepts of management, functions & practices.
			CO2	Learning about Planning & Decision making.
			CO3	Understanding basic concepts of organizing.
			CO4	Understanding different Leadership styles & importance of leadership.
			CO5	Understanding controlling , cooperation & coordination for working.

2.	1.2	<b>Organisational Behaviour &amp; Industrial Psychology</b>	CO1	To understand concept of Organisational behaviour & Industrial Psychology.
			CO2	To understand motivation & to be self motivated for doing work.
			CO3	To increase leadership skills & influencing ability with people.
			CO4	To Understand stress, monotony & Fatigue with their solution.
			CO5	To examine yourself in a group & understand conflict with it's resolution.
3.	1.3	<b>Research Methodology &amp; Statistical Techniques</b>	CO1	Learning about the research & it's types.
			CO2	To understand sample design, sample size.
			CO3	To make them understand about data collection methods & use of measures of central tendency.
			CO4	Helping to learn and analyze scaling techniques & report writing.
			CO5	To learn them Anova, Chi square test and other important tests.
4.	1.4	<b>Business Communication</b>	CO1	Learning about the various aspects of verbal and non-verbal communication.
			CO2	Improve their communication through various strategies.
			CO3	Helping students in Public speaking & to remove their hesitation.
			CO4	To learn them do's and don'ts of public speaking.
			CO5	Learning to effectively write a report , minutes and proposal.
5.	1.5	<b>Personnel Management</b>	CO1	To understand & learn the concept of Personnel management with it's objectives.
			CO2	To help students for the learning of Human resource planning.
			CO3	Learning about Promotion, transfer, Job

				enlargement.
			CO4	To help students for the learning of Human resource accounting & human resource information system.
			CO5	Learning about Personnel policies & organizational politics.
<b>6.</b>	<b>1.6</b>	<b>Labour Welfare &amp; Quality of work life</b>	CO1	To make them understand about statutory welfare measures with welfare objectives & it's scope.
			CO2	Learning about appointment & role of welfare officer.
			CO3	Understanding labour welfare agencies.
			CO4	To understand International labour organization, it's objectives and functions.
			CO5	Learning about Quality of work life, it's dimensions, objectives.
<b>7.</b>	<b>1.7</b>	<b>Comprehensive Viva – Voce</b>	CO1	To judge Subjective knowledge, communication skills and command in subjects.

### COURSE OUTCOME (COs)

#### Semester II

S.No.	Course Code	Course Title		Course Outcome
<b>1.</b>	<b>2.1</b>	<b>Human Resource Management &amp; Total Quality Management</b>	CO1	Gaining insights about HRM & it's concepts, functions, objectives.
			CO2	Understanding the significance of Career planning & performance appraisal.
			CO3	Learning about wage & salary administration, Job evaluation & fringe benefits.
			CO4	Acquainting the participants with the basics of Kinds of separation & productivity.
			CO5	This will also cultivate Total quality management & Concept of kaizen.

2.	2.2	<b>Computer Application</b>	CO1	Well known about computer, It's types, Generations.
			CO2	Use of Input & Output devices in the work place.
			CO3	To learn them Flowcharts , operating system.
			CO4	Learning about Widows.
			CO5	Gaining knowledge about Internet, networking.
3.	2.3	<b>Industrial Law - I</b>	CO1	Gaining knowledge about objectives, scope of Factories act-1948.
			CO2	Understanding & knowledge about Minimum wages act 1948, Payment of wages act, 1936.
			CO3	Developing the knowledge about compensation act 1923,Employee provident fund, 1952,Equal remuneration act-1926.
			CO4	Learning about Industrial dispute act-1947.
			CO5	Developing & learning the knowledge about Payment of Gratuity act-1972,Bonus act – 1975.
4.	2.4	<b>Managerial Economics &amp; Business Environment</b>	CO1	Graduates will improve their knowledge of Managerial Economics.
			CO2	To know about Economic growth & Business Cycle.
			CO3	Learning to know about new economic policy & Direct & Indirect taxes.
			CO4	To understand Political, Cultural, Social Technological Environment.
			CO5	Developing an awareness about Equal Employment opportunity & Globalisation.
5.	2.5	<b>Management of Trade Union</b>	CO1	To know about rise & growth of trade union, objectives, concept & theories.
			CO2	Understanding the trade union movement.
			CO3	Improved understanding of marketing concepts and principles:
			CO4	Developing strategies to promote products or services to target customers.
			CO5	Understanding of how these decisions are made and how to make informed decisions that align with your business goals.
6.	2.6*	<b>Labour Costing &amp; Compensation Management</b>	CO1	Gaining the knowledge about cost accounting, management accounting & Financial Accounting.
			CO2	Getting awareness about labour control & material control.
			CO3	Exposing the participants towards Wage theories & Wage structure.

			CO4	The course will acquaint the participants with Budgetary control, kinds of Budget, Budget manual.
			CO5	Learning about operating cost transport costing, power house costing & canteen costing.
7.	2.7	<b>Behaviour Lab &amp; Project Viva - Voce</b>	CO1	Understanding & Learning about Practical approach towards Research & Methods of data collection with statistical tools.

### COURSE OUTCOME (COs)

#### Semester III

S.No.	Course Code	Course Title		Course Outcome
1.	3.1	<b>Business Legislation</b>	CO1	To increase knowledge about company law.
			CO2	Learning and understanding types of shares.
			CO3	Taking appropriate knowledge about Consumer protection act-1986 & Standing order act 1946.
			CO4	To know about Contract law 1872.
			CO5	To develop the understanding about Negotiable Instrument act-1881.
2.	3.2	<b>Training &amp; Development</b>	CO1	This Unit provides a valuable insight on Assessment of training needs.
			CO2	This unit helps to understand about how to deliver and start a training programme.
			CO3	This unit provides effective knowledge about functions & competencies of a trainer.
			CO4	To understand executive development, it's methods.
			CO5	Well known about Appropriate management training system.
3.	3.3	<b>Knowledge management &amp; Business Ethics</b>	CO1	Acquiring knowledge about knowledge management, it's evolution.
			CO2	Refining the knowledge life cycle.
			CO3	Learning of an unstable environment, a complex environment.
			CO4	To know about business ethics – tools,

				determinants.
			CO5	To learn about meaning, features, objectives of public sector undertakings.
4.	3.4 **	A <b>Applied Management</b>	CO1	To know about marketing mix, marketing environment, market segmentation.
			CO2	To develop the knowledge about marketing strategies of Product, Price, Place & Promotion.
			CO3	To understand service marketing & Consumer behaviour.
			CO4	To know Financial functions of management & concept and function of production management.
			CO5	To understand meaning & role of Management information system.
5.	3.4 **	B <b>Employee Counselling</b>	CO1	Understanding need, nature & concept of employee counselling.
			CO2	To understand psychoanalytic theory & Procedure of counselling.
			CO3	To know about person centred therapy.
			CO4	To understand behaviour counselling & behaviour therapy.
			CO5	Learning about the Professional counselling & Transactional analysis.
6.	3.5 *	<b>Labour Management</b>	CO1	Demonstrating the labour problems in developing economy.
			CO2	To understand causes & effects of unemployment.
			CO3	To learn & develop knowledge about Rationalisation & Automation.
			CO4	Understanding causes and types of Absenteeism & Measurement of labour turnover.
			CO5	Learning and understanding objectives and scope of national labour policy & Factors and barriers of empowerment.
7.	3.6	<b>Summer Internship dissertation Viva-Voce</b> &	CO1	To know about the practical approach of research based analysis for making a project report on a particular topic.

### COURSE OUTCOME (COs)

#### Semester IV



S.No.	Course Code	Course Title		Course Outcome
1.	4.1	Industrial Relations	CO1	The Unit gives a picture about scope, objectives of Industrial relations & causes & effect of industrial dispute.
			CO2	This unit helps to understand about grievance handling procedure & Aspects of discipline.
			CO3	This will develop knowledge about conciliation machinery and arbitration.
			CO4	This will develop and understand about Negotiation & collective bargaining.
			CO5	The graduates will be able to analyze and understand worker's participation in management.
2.	4.2	Strategic Management	CO1	Understanding the Nature, importance & purpose of strategic management.
			CO2	To help students to know about environmental appraisal & environmental scanning.
			CO3	To learn strategies about diversification, modernization & integration.
			CO4	To make students understand about issue of strategy implementation.
			CO5	To give knowledge about nature & importance of strategic evaluation.
3.	4.3	Industrial Law II	CO1	The graduates will be able to learn about Employees state insurance act-1948.
			CO2	To understand about Contract labour act-1972 & Maternity benefit act-1961.
			CO3	This unit will help to understand about Employment exchange act & Apprentices act-1962.
			CO4	This will also helpful to understand Essential commodities act & Child labour act.
			CO5	Developing the knowledge about Industries development & regulation act-1951.
4.	4.4 A **	Human Resource Management in International Global Environment	CO1	The participants will acquire knowledge about Evolution & emerging challenges in HRM.
			CO2	They can easily understand Six Sigma & quality mantra.
			CO3	To know about the difference between domestic HRM & IHRM.
			CO4	To understand American model, Parochialism & Universality.
			CO5	Ability to enhance Japanese model & Features of

				Japanese management.
5.	4.4 B **	Safety & Service Management	CO1	This unit offers understanding of various remedial issues of safety and basic facts and importance of safety organization.
			CO2	The students will learn about occupational hazards and risks with occupation diseases.
			CO3	This unit suggests that how to maintain Accident reports & records , & to know about industrial injury.
			CO4	The graduates will be acquire knowledge about Environment protection act-1986.
			CO5	This unit helps to understand Air & Water prevention & control of pollution act.
6.	4.5 *	Management of Organizational change	CO1	This unit provides knowledge about types of change, reasons & responses to change.
			CO2	To know about resistance to change & how to overcome resistance to change.
			CO3	To understand organizational culture with OCTAPACE.
			CO4	The graduates will know about Organizational development from this unit.
			CO5c	To learn and understand Kaizen, Benchmarking & Quality consciousness.
7.	4.6	Comprehensive Viva - Voce	CO1	To measure the skills, knowledge, Ability with the communication of students.

## Course Structure MBA (I.R. & P.M.)

		Distribution of Marks			
SEMESTER I	Course Type	Theory Paper	Internal Ass.	Maximum Marks	Credits
<b>Course Code &amp; Name</b>					
1.1 Principles and Practices of Mgmt.	CC	60	40	100	4
1.2 Organizational Behaviour and Industrial Psychology	CC	60	40	100	4
1.3 Research Methodology and Statistical Techniques	CC	60	40	100	4
1.4 Business Communication	CC	60	40	100	4
1.5 Personnel Management	CC	60	40	100	4
1.6* Labour Welfare and Quality of work life	<b>GE</b>	60	40	100	4
1.7 Comprehensive Viva Voce	CC			100	4
<b>SEMESTER TOTAL</b>				<b>700</b>	<b>28</b>
		Distribution of Marks			
SEMESTER II	Course Type	Theory Paper	Internal Ass.	Maximum Marks	Credits
<b>Course Code &amp; Name</b>					
2.1 Human Resource Management & Total Quality Management	CC	60	40	100	4
2.2 Computer Application	CC	60	40	100	4
2.3 Industrial Law - I	CC	60	40	100	4
2.4 Managerial Economics & Business Environment	CC	60	40	100	4
2.5 Management of Trade Union	CC	60	40	100	4
2.6* Labour Costing & Compensation Management	<b>GE</b>	60	40	100	4
2.7 Behavioural Lab Project & Viva Voce	CC	60	40	100	4
<b>SEMESTER TOTAL</b>				<b>700</b>	<b>28</b>
		Distribution of Marks			
SEMESTER III	Course Type	Theory Paper	Internal Ass.	Maximum Marks	Credits
<b>Course Code &amp; Name</b>					
3.1 Business Legislation	CC	60	40	100	4
3.2 Training & Development	CC	60	40	100	4
3.3 Knowledge Management & Business Ethics	CC	60	40	100	4
3.4** Applied Management (A) & Employee Counselling (B)	<b>DCE (A or B)</b>	60	40	100	4
3.5* Labour Management	<b>GE</b>	60	40	100	4
3.6 Summer Internship Dissertation & Viva Voce	CC			100	8
<b>SEMESTER TOTAL</b>				<b>600</b>	<b>28</b>
		Distribution of Marks			
SEMESTER IV	Course Type	Theory Paper	Internal Ass.	Maximum Marks	Credits
<b>Course Code &amp; Name</b>					
4.1 Industrial Relations	CC	60	40	100	4
4.2 Strategic Management	CC	60	40	100	4
4.3 Industrial Law - II	CC	60	40	100	4
4.4** Human Resource Management in International Global Environment (A) & Safety and Service Management (B).	<b>DCE (A or B)</b>	60	40	100	4
4.5* Management of Organizational Change & Development	<b>GE</b>	60	40	100	4
4.6 Comprehensive Viva Voce	CC			100	4
<b>SEMESTER TOTAL</b>				<b>600</b>	<b>24</b>

**CC : Core Course GE : Generic Elective DCE : Discipline Centric Elective**

\* Students may choose this course as a Generic Elective (**GE**) or may choose a Generic Elective course offered by other UTDS.

\* The students are required to choose any one Discipline Centric Elective (**DCE**) course (A or B).

## CREDIT DISTRIBUTION

SEMESTER	CORE COURSES	ELECTIVE COURSES		COMPREHENSIVE VIVA / DISSERTATION	TOTAL CREDITS
		GENERIC	DISCIPLINE CENTRIC		
SEMESTER I	20	04	00	04	28
SEMESTER II	20	04	00	04	28
SEMESTER III	12	04	04	08	28
SEMESTER IV	12	04	04	04	24
<b>Total</b>	<b>64</b>	<b>16</b>	<b>08</b>	<b>20</b>	<b>108</b>

## SCHEME OF EXAMINAION

**1- Semester End Theory Paper :** Each theory paper of 60 marks will have following questions.

Type of Questions	Number of Questions	Marks allotted to each question	Total Marks
Short Answer Type	5	4	20
Long Answer Type	5	8	40

There will be two questions of each type from each UNIT in all the question papers.

**2- Internal Assessment :** The internal assessment of 40 marks shall be based on the two Written Tests of 20 marks each and one Test of 20 marks based on Assignment, Presentation & Class Participation of the student with following details. Marks will be awarded on the basis of best of the two Test Score.

Type of Assessment	Marks	Remarks
Class Test	20 Marks	Two assessments of 20 Marks Each on the basis of evaluation of Answer scripts of the student.
Assignment	05 Marks	Assessment based on Written Assignment submitted by the student within due date on the allotted topic.
Presentation	10 Marks	Assessment based on Oral Presentation given by the student within due date on the allotted topic.
Class Participation	05 Marks	Assessment based on attendance and active participation of the student in the class debates, discussions, quiz etc.

The University Teaching Department reserves all rights to make necessary changes in the above Internal Assessment valuation system in case of any contingencies.

## Computation of Letter Grade, Grade Points, Credit Points, SGPA & CGPA

### 1- Grade Letter & Grade Points

The grade letter and grade points will be assigned as per the following table.

Letter Grade	Grade Points	Description	Range of Marks (%)
O	10	Outstanding	90-100
A+	9	Excellent	80-89
A	8	Very Good	70-79
B+	7	Good	60-69
B	6	Above Average	50-59
C	5	Average	40-49
P	4	Pass	35-39
F	0	Fail	00-35
Ab	0	Absent	Absent

### 2- Credit Points

The credit points will be computed by multiplying course credit with grading points in each course. Total Credit Points of the semester will be calculated by adding the credit points of all the courses of the concerned semester.

### 3- SGPA

Semester Grading Point Average will be calculated by dividing the total credit points of the semester by sum of credits allotted to that semester.

SGPA (Si) =  $\frac{\sum(C_i \times G_i)}{\sum C_i}$  (SGPI) will be expressed up to two decimal places by rounding off).

### 4- CGPA

Cumulative Grading Point Average will be calculated by taking the ratio of total credit points scored by the student and sum of total credits in all courses studied till the semester end. CGPA will be expressed up to two decimal places by rounding off.

**An illustration of computing letter grade, grade points, credit points, SGPA & CGPA.**

Course Code	Course Title	Credits	Grade	Grade Point	Credit Points (Credits × Grade Point)
1.1	Principles and Practices of Mgmt.	4	B+	7	4 × 7 = 28
1.2	Organizational Behaviour and Industrial Psychology	4	A	8	4 × 8 = 32
1.3	Research Methodology and Statistical Techniques	4	C	5	4 × 5 = 20
1.4	Business Communication	4	B+	7	4 × 7 = 28
1.5	Personnel Management	4	B+	7	4 × 7 = 28
1.6	* Labour Welfare and Quality of work life	4	B	6	4 × 6 = 24
1.7	Comprehensive Viva Voce	4	C	5	4 × 5 = 20
	Total Credit Points	28			180
Semester I		SGPA = 180/28 = 6.42			
Course Code	Course Title	Credits	Grade	Grade Point	Credit Points (Credits × Grade Point)
2.1	Human Resource Management & Total Quality Management	4	A	8	4 × 8 = 32
2.2	Computer Application	4	A	8	4 × 8 = 32
2.3	Industrial Law – I	4	B	6	4 × 6 = 24
2.4	Managerial Economics & Business Environment	4	B+	7	4 × 7 = 28
2.5	Management of Trade Union	4	A+	9	4 × 9 = 36
2.6	* Labour Costing & Compensation Management	4	B	6	4 × 6 = 24
2.7	Behavioural Lab Project & Viva Voce	4	B+	7	4 × 7 = 28
	Total Credit Points	28			204
Semester II		SGPA = 204/28 = 7.28			

	Semester I	Semester II	Semester II	Semester IV
Credit Points	180	204		
Credits	28	28		
SGPA	6.42	7.28		
CGPA	6.42	7.28		

Conversion of CGPA in to Percentage :

$$\% = \text{CGPA} \times 10\%$$

Example

$$6.42 \times 10 = 64.2$$

$$7.28 \times 10 = 72.8$$

# **MBA**

## **(INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT)**

**FULL TIME FOUR SEMESTER PROGRAMME**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**AS PER ORDINANCE 14, APPROVED BY CO-ORDINATION  
COMMITTEE**

# **SYLLABUS**

**PROGRAMME STRUCTURE, SYLLABUS &  
SCHEME**

**(SESSION 2022-23 ONWARDS)**



**DEPARTMENT OF PSYCHOLOGY  
A.P.S. UNIVERSITY, REWA (M.P.)**

**MBA (I.R. & P.M.)**  
**SEMESTER – I**  
**CC 1.1 : Principles and Practices of Management**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** - To acquaint students with the managerial knowledge & skills and to enhance their abilities that are essential for success in management careers.

**Course Contents :**

**Unit – I** Basic concepts of management, role, responsibility & importance of management in modern society, distinction between management and administration, functions of management, Principles of management, History of management thought (Classical School, Neo-classical school and modern school)

**Unit – II** Planning : Nature, process, types, principles and significance, Planning vs Forecasting, Objective : Meaning, types, MBO : Process & significance, Decision Making : Meaning, principles, significance and process.

**Unit – III** Organizing : Nature, concept and process of organizing organizational structure, Delegation of Authority : meaning principles and advantages.

**Unit – IV** Direction : Meaning, elements of directing, principles and techniques of directing, Leadership : Meaning, Importance & Styles, Qualities of a good leader, Motivation : Meaning and Significance.

**Unit – V** Co-ordination : Nature, importance, principles and techniques of co-ordination.

Controlling : Meaning, Principles, process and prerequisite of effective control.

**Outcome** - Able to perform self analysis and improve knowledge and skills with a self development profile.

**Books Recommended :**

- 1- Principles & Practices of Management – Saxena
- 2- Management – Stoner.
- 3- Principles and Practice of Management – Shejwalkar P. C. & Ghanekar A. A.
- 4- Principles of Function of Management – Jain, J. K.
- 5- Principles of Management – Agrawal, R. D.
- 6- P. P. M. – Chabra, T. N.



**MBA (I.R. & P.M.)**  
**SEMESTER – I**  
**CC 1.2 : Organizational Behaviour & Industrial Psychology**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** – To study human behaviour and to suggest various ways and means to improve the efficiency of workers in industries.

**Course Contents :**

**Unit – I** Organizational behaviour : Definition, Importance of studying organizational behaviour in industry, Scope of industrial psychology in an organization, Different models of organizational behaviour i.e. Autocratic Custodial, Supportive, Collegial.

**Unit – II** Motivation : Concept of motivation, motivation and behaviour, theories of motivation, MC Clelland's Theory, Douglas, MC Gregors Theory, Maslow's and Herzbergs Models. Alderferls (ERG) theory, Important elements of sound motivational system.

**Unit – III** Leadership : Definition, concept importance of leadership style in organization, models of leadership Fielder's contingency model, Black and mounton's managerial Grid, Path and Goal theory, Linkert's management system.

**Unit – IV** Definition of monotony, fatigue, causes of fatigue, monotony, Concept of stress, Effect of stress and stress management.

**Unit – V** Organizational conflict : Concept, types of conflict, causes of conflict and approaches to resolve conflict.

Group Dynamics : Types of Group, Behavioural model and Techniques, process of group formation.

**Outcome** – Motivated employees, working willingly and to best ability to increase productivity.

**Books Recommended :**

- 1- Organizational behaviour –Prasad L. M.
- 2- Organizational behaviour – Stephen P. Robbins.
- 3- Organizational behaviour – Sekheran Uma
- 4- Organizational Theory at work – Keith & Davis.

**MBA (I.R. & P.M.)**  
**SEMESTER – I**  
**CC 1.3 : Research Methodology & Statistical Techniques**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** - To enhance theoretical, methodological and analytical skills to conduct research or evaluation.

**Course Contents :**

**Unit – I** Meaning of Objectives of Research, Types of Research, Social Research – Importance, scope and limitations in concept of personnel functions.

**Unit – II** Research Design – Problem formulation, Defining Hypothesis, Basic principles of experimental design, Sampling Design – Characteristics of a good sample design, Concepts of population, sample, sampling unit, sample size and methods of sampling.

**Unit – III** Methods of data collection – Primary data, Secondary data, Observation, surveys, questionnaire, interview, Measures of central tendency, Dispersion, Presentation of data by charts, graphs and diagrams.

**Unit – IV** Measurement and scaling techniques, Errors in measurement – tests of sound measurements, Scaling and scale construction techniques, Interpretation of data and Report Writing.

**Unit – V** Correlation and Regression, Testing of Hypothesis – Large sample and small sample tests, chi-square test and their types (simple, 2×2 fold chi-square in contingency tables) T –Test and Anova.

**Outcome** - Able to design research questions and apply appropriate methods.

**Books Recommended :**

- 1- Research Methodology – Kothari C. R.
- 2- Methodology and Techniques of Social Research – Bhandarkar, Wilkinson.
- 3- Introduction to Research Procedure in Social Science – Gopal M. H.
- 4- Statistical Method – Gupta S. P.

**MBA (I.R. & P.M.)**  
**SEMESTER – I**  
**CC 1.4 : Business Communication**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** – The course aim to develop all forms of communication skills of the student to enable them to conduct well in any business process without any communication barrier. This course will help student in understanding the principles techniques of business communication.

**Course Contents :**

**Unit – I** Meaning, Definition, Importance of Business Communication, Types : Verbal & Non-Verbal Communication, Process and Elements of Communication Principle of Communication and Channels of Communication.

**Unit – II** Communication Media, Network, Barrier's in effective communication, strategies for improving communication effectiveness.

**Unit – III** Drafting of various personnel communication – Memos, Notices, Circulars, Press conference, Trade fairs, Correspondence with Govt. Authorities, Principles of Public Speaking, Guide Lines for preparing a speech.

**Unit – IV** Function of Public Relation Department, Different forms of Business letter, Application, Enquiry Replies, Quotations, Sales letters, Committee, Group discussion, Conference, Essential feature of interview, Preparation of curriculum vitae, Do's and Don't Public Speaking.

**Unit – V** Report writing : Types, Techniques and Importance, Agenda and Minutes writing, Proposal writing.

**Outcome** - To develop writing skills so as to enable students to write in a clear concise persuasive audience centered manner and develop ability to communicate effectively with the help of electronic media.

**Books Recommended :**

- 1- Business Communication – Rai & Rai
- 2- Effective Business Communication – Murphy
- 3- Business Communication – Sinha K. K.
- 4- Essentials of Business Communication – Pal R.
- 5- Business Correspondence and Report Writing – Mohan Sharma

**MBA (I.R. & P.M.)**  
**SEMESTER – I**  
**CC 1.5 : Personnel Management**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To enhance the knowledge of personnel management and its application and to develop their professional skills in this area.

**Course Contents :**

**Unit – I** Personnel Management : Definition, Concept of personnel Management, objective, principles, Role of a personnel manager with special reference to personnel management only. Structure of personnel department, Difference between personnel administration and personnel management.

**Unit – II** Human Resource Planning : Definition, Scope, Need, Objective and methods Role of employment exchange, recruitment plan and selection of employees, Placement, orientation and induction programme

**Unit – III** Concept of promotion and promotion policy, Concept of transfer, Job analysis, Job enlargement, Job enrichment and Job rotation.

**Unit – IV** Recent Types of Techniques of H. R. M. and Human Resource Accounting (Record), Adult and Human Resource Information System (HRIS).

**Unit – V** Personnel policy and personnel objectives : Definition, Scope and Development, Need, Concept, Organization politics and human capital.

**Outcome** - Able to examine current issues, trends ,practices and processes in personnel management.

**Books Recommended :**

- 1- Dynamic Personnel Administration – Rudrabaswvraj M. N.
- 2- Personnel / Human Resource Management – Decenzo David A. & Stephen P Robbins.
- 3- Personnel Management – Monnapa Arun & Saiydain Mirza S.
- 4- Personnel Management and IR – Nair N. G. & Nair Lata

**MBA (I.R. & P.M.)**  
**SEMESTER – I**  
**GE 1.6 : \* Labour Welfare and Quality of Work Life**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To understand the concept and requirement of the labour welfare and to see government efforts in this field.

**Course Contents :**

**Unit – I** Labour Welfare : History, Principle, concept, objectives and scope, Statutory provision of labour welfare.

**Unit – II** Role, Qualification, functions and appointment of labour welfare officer, Impact of industrialization on labour welfare.

**Unit – III** Labour Welfare Agencies : Role of Trade Union, Govt. Employer's Municipalities and Social Agencies.

**Unit – IV** ILO : Aims, objectives, structure and functions of ILO social responsibilities of industries, impact of industrialization in developing economy, on pollution, urbanization, education, employment and health.

**Unit – V** Meaning and concept of quality of work life, Principles & strategies to Q. W. L., factor's that led to Q. W. L.

**Outcome** - Students will be able to explore the welfare measures provided by the government and the companies and its impact on labour.

**Books Recommended :**

- 1- Human Resource & Personnel Management – Aswathappa K.
- 2- Aspects of Labour Welfare & Social Security – Sharma A. M.
- 3- Economics of Labour – Bhagaliwal T. N.
- 4- Labour Welfare, Trade Unionism and Industrial Relations – Puneekar S. D.

**MBA (I.R. & P.M.)**  
**SEMESTER – II**  
**CC 2.1 : Human Resource Management & Total Quality Management**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** – Ensuring availability of resources, easy aware to data and to create an understanding the various policies and practices of human resource management.

**Course Contents :**

**Unit – I** Human Resource Management v/s Personnel Management : feature, Objective, Function scope, Role and Responsibility of HRM, Challenges of HRM, Effect of Globalization of HRM.

**Unit – II** Performance Appraisal : Definition, Concept, Process and Techniques of performance appraisal, Career planning : Definition, Object, Elements and Benefits, Importance of Human Re-engineering.

**Unit – III** Wage and Salary Administration : Wage determination process and factors influencing wage and salary administration, Types of wage : Minimum wage, Fair wage, Living wage, Money and real wage, Method of wage Payment, Method of job evaluation and job satisfaction, Fringe benefit : objective & classification.

**Unit – IV** Kind of separation : Resignation, Discharge, Dismissal, Suspension, Retirement, Lay off, Golden hand shake, VRS.

Productivity : Meaning, Definition, Elements, Measurement, Factors affecting productivity and ways of improving productivity.

**Unit – V** TQM & HRM : Kaizen, HRM in Public sector, Incentive schemes : Meaning, Types.

**Outcome** – Develop skilled manpower and their usage to management.

**Books Recommended :**

- 1- Managing Human Resource – Dwivedi R. S.
- 2- Human Resource Management – Michael B. P.
- 3- Personnel Management – Bagaliwal T. N.
- 4- Personnel Management – Mamoriya C. B.
- 5- Personnel Management – Subba Rao P.
- 6- Dynamic Personal Administration – Rudrabasvraj M. N.

**MBA (I.R. & P.M.)**  
**SEMESTER – II**  
**CC 2.2 : Computer Application**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective -** The objective of this course include developing knowledge of difference of software and hardware system available in the industry among the employees with the special reference to the commercial data processing systems

**Course Contents :**

**Unit – I** Introduction : History, Characteristics, Generations, Types of computers, Component of computers.

**Unit – II** Input and output devices, Computer software and its types.

**Unit – III** Operating system : Need and meaning, Introduction to MS – DOS and simple internal and external commands, Flow charts meaning, advantage and preparation of simple flow charts.

**Unit – IV** Window : Introduction, components of windows screen, feature of windows : Programme manager and application, file manager and application, print manager and application accessories and control panel.

**Unit – V** MS Office : Introduction and office tools, computer network and internet impact of computer on society.

**Outcome -** Able to understand the computer usage in the business organisation.

**Books Recommended :**

- 1- Computer Fundamental – Sinha P. K.
- 2- Windows – Taxali
- 3- PC Software made easy – Taxali
- 4- Fundamentals of computers – Rajaraman V.

**MBA (I.R. & P.M.)**  
**SEMESTER – II**  
**CC 2.3 : Industrial Law – I**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** - To learn the laws relating to the industrial relations wage legislations, social security, industrial dispute etc.

**Course Contents :**

**Unit – I** Factory Act 1948 : Object, Scope, Definition, Inspecting staff and power's provision of health, Safety and welfare, Working hours employment of women and child labour.

**Unit – II** Minimum Wages 1948 : Objective, Definition, Fixation and Revision of wages, payment of minimum wages.

Payment of Wages Act 1936 : Objective, Definition regarding wages, Authorized deduction from wages, Amount of deduction offences & penalties.

**Unit – III** Workmen compensation Act 1923 : Definition, Object Scope, Types of disability and Amount of compensation.

Employee Provident Fund Act 1952 : Object, Scope, Employees provident fund scheme.

Equal Remuneration Act 1976 : Object, Scope, Definitions and Important provisions of the Act.

**Unit – IV** Industrial Dispute Act 1947 : Object, Scope and Definitions, Concepts of strike, Lock-out, Lay-off and Retrenchment, Machinery for settlement of Industrial dispute.

**Unit – V** Payment of Gratuity Act 1972 : Object, Scope, Calculation of Gratuity, Mode of payment.

Bonus Act 1965 : Object, Scope, Definition, Calculation of Bonus, (Set on set off)

**Outcome** - Able to know the silent features of labour law and judicial setups of labour laws.

**Books Recommended :**

- 1- Industrial Relation – Chabra T. N.
- 2- Mercantile Law – Garg & Chawala
- 3- Labour Law – Kapoor N. D.
- 4- Labour Law – Taxman



**MBA (I.R. & P.M.)**  
**SEMESTER – II**  
**CC 2.4 : Managerial Economics and Business Environment**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** – The objective of this course is to develop the ability to apply the concepts tools and technique of economics in analysing and interpreting business decision and to understand various environmental issues related with business

**Course Contents :**

- Unit – I** Introduction of Managerial Economics : Meaning, Scope, Nature, Importance, Role and Responsibility of managerial Economics, Demand and supply : Meaning Definition, Concept & Significance.
- Unit – II** Meaning and Phase of Business cycle, Govt. role in private business, Determinants of economic growth, Industrial policy in India, Growth and role of Small Scale Industries in Indian Economy.
- Unit – III** Taxes : Direct and Indirect taxes, New economic policy, Monetary policy, Meaning, Scope, Quantitative and Qualitative measures of monetary control.
- Unit – IV** Business Environment : Concept and Nature of Technological, Political, Economic, Social, Cultural and Natural Environment, Important provisions of constitution of India affecting business.
- Unit – V** Equal Employment Opportunity (EEO), Globalization : Meaning, Process and Purpose of globalization.
- WTO : Structure, India's commitments to WTO.
- GATT : Concept and Impact.

**Outcome** - To understand the benefit and impact of economics and environment at globalized level.

**Books Recommended :**

- 1- Business Environment – Aswasthappa K.
- 2- India Economy – Agarwal A. N.
- 3- Indian Economy – Dutta and Sunderam
- 4- Managerial Economics – Mehta P. L.
- 5- Managerial Economics – Sinha V. C.
- 6- Managerial Economics – Chopra O. P.
- 7- Business Economics – Adhikari M.

**MBA (I.R. & P.M.)**  
**SEMESTER – II**  
**CC 2.5 : Management of trade Union**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To be able to understand the role, its different functioning and impact of trade unions in business.

**Course Contents :**

**Unit – I** Trade Union : Concept, Types, Theories rise and growth of Trade Unionism, Union leadership : Problems of leadership, inter and intra union rivalry.

**Unit – II** Labour Movement : Meaning, Concept and Impact of Globalization and Liberalisation on labour union movement, Changes after new economic reforms 1991.

**Unit – III** Trade Union Act 1926 : Object, Scope, Definition, Registration, Rules of trade union and cancellation, Appeal, Dissolution and Amalgamation of trade union, Offences and Penalties under act.

**Unit – IV** Role, Status and Function of trade union in present scenario, Difficulties and defects of Indian Trade Unionism.

**Unit – V** Labour Management Co-operation and Code of discipline Recommendations of National Commission of Labour.

**Outcome** - Able to understand Trade union and its importance in business.

**Books Recommended :**

- 1- Trade Union Movement in India – Mathur A. S. & Mathur J. S.
- 2- Industrial Relation – Sharma A. M.
- 3- Industrial Relation – Memoria C. B.
- 4- Labour Economics and Social Welfare – Dr. Tyagi B. P.
- 5- Labour Management Relation in India – Vaid K. N.

**MBA (I.R. & P.M.)**  
**SEMESTER – II**  
**GE 2.6 : \* Labour Costing & Compensation Management**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** - To understand the cost concepts and techniques that are applied in manufacturing and service organisations.

**Course Contents :**

**Unit – I** Nature and Significance of Cost Accounting : Introduction – Cost Accounting, Financial Accounting, Management Accounting, Difference between Cost and Financial Accounting, Management Accounting vs Cost Accounting, Advantages of Cost Accounting, Relationship of cost Department to other departments, Limitations of a cost system.

**Unit – II** Labour Cost Control : Introduction, Difference between Material Control and Labour Control, Labour Cost Control Factors, Labour Productivity, Labour Performance, Pricing of material issued – Cost price method – FIFO, LIFO, HIFO, Average price method, Market price method, Inflated price method.

**Unit – III** Labour Remunerating : Wage theories, Wage structure, Monetary and Non-Monetary incentives, Method of Remuneration – Time rate, Piece – Rate System (Taylor differential) Gantt Task Bonus Scheme, Emerson Efficiency Bonus Scheme, Bedaux Scheme, Accelerated Premium Schemes, Halsey Premium Schemes.

**Unit – IV** Budgetary Control : Introduction – Definition, Budget objectives, Budgetary control, Budget manual, Budget factor kind of budgets, Zero-base budget, Function – wise budget.

**Unit – V** Operating Costing: Introduction – Operating Cost, Transport Costing, Power House Costing, Canteen Costing, Canteen Cost Statement, Hotel Costing.

**Outcome** - Able to understand various techniques available to measure labour productivity and able to motivate labour towards organisational goals.

**Books Recommended :**

- 1- Cost Accounting – Agrawal M. L.
- 2- Cost Accounting – Principles & Practices – Jawaharlal
- 3- Cost Accounting – Principles & Practices – Jain S. P.

**MBA (I.R. & P.M.)**  
**SEMESTER –II**  
**CC 2.7 : Behavioural Lab Project & Viva-voce**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To enable students to understand various management aspects through different tests.

**Course Contents :**

- 1- Measurement of Intelligence.
- 2- Measurement of Personality.
- 3- Vocational Interest Bland (Record).
- 4- Occupational Stress Index.
- 5- Employees Motivation Schedule.
- 6- Measurement of Adjustment.
- 7- Measurement of Job Satisfaction.
- 8- Measurement of Anxiety.
- 9- Study of Organizational Climate.
- 10- Measurement of Moral.
- 11- Leadership Scale.
- 12- Appraisal Scale.
- 13- Measurement of Fatigue.
- 14- Personal Encouragement Scale.
- 15- Achievement Motive Scale.
- 16- Business Communication.
- 17- Managerial Practices.
- 18- Leadership Training.
- 19- Interpersonal Relations.
- 20- Computer Application in Management.
- 21- Communication Skill.

Any ten out of above.

**Outcome** - It enhance the knowledge and improve the understanding of the employees behaviour in the business.

**MBA (I.R. & P.M.)**  
**SEMESTER – III**  
**CC 3.1 : Business Legislation**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** - It is designed to expose the students to the Indian legal system and its affect on business activities.

**Course Contents :**

**Unit – I** Company Law : Meaning, Characteristics of a company, Kinds of companies, Incorporation of a Company, Memorandum and Articles of association.

**Unit – II** Types of shares, Management, Meetings and Winding-up of Company.

**Unit – III** Consumer Protection act 1986 : Definition, consumer dispute redressal agencies, Procedure for making complaint, remedies available under the act and penalties.

Standing order act 1946 : Needs, Appeals, posting of standing orders, Duration and modification, powers of certifying officers.

**Unit – IV** Contract Law 1872 : Definition, essential of contract, kinds of contract, Formation of contract : Offer, Acceptance and consideration, Discharge of contract and its remedies, Partnership Act, 1932 : Definition, types, Rights and Duties of partner, Registration & Dissolution of Partnership firm.

**Unit – V** Negotiable Instrument Act 1881 : Meaning, Essential Ingredients, Special Characteristics of a Negotiable Instrument, Promissory notes, Bill of exchange and cheques, Dishonor and discharge of Negotiable Instrument.

**Outcome** - Increase understanding of the legal environment in the business sector.

**Books Recommended :**

- 1- Company Law – Singh Avtar
- 2- Mercantile Law – Garg and Chawla
- 3- Business Law for Managers – Tuteja S. K.
- 4- The Negotiable Instrument Act – Khergarmwala J. S.

**MBA (I.R. & P.M.)**  
**SEMESTER – III**  
**CC 3.2 : Training and Development**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To acquaint the students with the training and development knowledge and to gain new knowledge or information that helps employees to do their job well.

**Course Contents :**

**Unit – I** Training : Meaning, Need for Training Objective, Assessment of Training Needs, Training contents, Principles of Learning and Training, areas of Training and Distinction between Training, Education and Development.

**Unit – II** Training Programme : Delivering the training programme, Arrival of the participants, Beginning an active programme, Making the training group functional, Empowering the group, delivering the programme.

**Unit – III** Training Methods : Types, Procedure, Contribution of training, Selection of trainees, Functions and Competencies of a trainer.

**Unit – IV** Development : Meaning, Objectives, Essential of Development programme, Techniques of management development programme, Concept of Executive / Management development, Factors for selection of Training and Development method.

**Unit – V** System Approach : Concept, Components, Need, Appropriate Management Training System Design (AMTS), Assumption of appropriate training system.

**Outcome** - To trained employees that helps to do their job well.

**Books Recommended :**

- 1- HRD – Tripathi P. C.
- 2- HRM – Rao Subba
- 3- Personnel Management – Bhagoliwal T. N.
- 4- System approach to Training and Development – Sah A. K.

**MBA (I.R. & P.M.)**  
**SEMESTER – III**  
**CC 3.3 : Knowledge Management & Business Ethics**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To make students realise the importance of capturing knowledge elements and its structure, applications as a competitive advantage to business and to understand the concept of business ethics in business.

**Course Contents :**

- Unit – I** Knowledge Management : Evolution, Meaning, Definition, K.M. : Why now, Organizational Knowledge Management : The need, Approaches, Core issues, Need to be taken in the account in order to develop and deploy KM System, organizational KM components and functions.
- Unit – II** Basic types of knowledge, Organizational knowledge : Types, Classification, Knowledge life cycle, organisational knowledge : Sources and process.
- Unit – III** Generating new knowledge : Mentoring, situated learning, complexity at work and learning to be knowledge productive, learning in an unstable environment, learning in a complex environment, what if complexity is not accepted as normal? Facilitating knowledge productivity, developing awareness.
- Unit – IV** Business Ethics : Introduction, Meaning, Nature, Importance of managerial ethics, Determinants, tools, Ethical issues faced by managers.
- Unit – V** Management of Public Sector Undertakings : Meaning, Features, Objectives, Types, Autonomy and public accountability, control over public undertakings, Evaluation of performance of public sector undertaking in India, Drawbaks of public sector undertakings suggestions for improvement.

**Outcome** - Able to understand that knowledge management and business ethics are key ingredients in an organisation's ability.

**Books Recommended :**

- 1- Principles and functions of management – Jain J. K.
- 2- Knowledge management & organisational design – Pauls, Myers
- 3- Knowledge management – Sudhir warier, Vikas publishing
- 4- Beyond Knowledge management – Bob Garvey & Bill Willianson. Financial Times / Prentice Hall

**MBA (I.R. & P.M.)**  
**SEMESTER – III**  
**DCE 3.4 A : \*\* Applied Management**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To help the students to get aware towards different fields of management.

**Course Contents :**

- Unit – I**      Marketing Management : Definition, Concepts, Process, Marketing mix elements, Market Segmentation, Marketing Environment, product life cycle, Marketing v/s Selling.
- Unit – II**      Marketing Strategies : Product strategies, Pricing strategies, Distribution Management and Promotion Strategies, International Marketing, Rural Marketing, Internet Marketing.
- Unit – III**     Service marketing, Marketing mix of services, Difference between service marketing and product marketing, Consumer behaviour.
- Unit – IV**     Finance : Meaning and Objectives, Financial functions of the Manager, Needs of Working Capital and its Determinants.
- Production : Concept and Function of Production Management, Types of Production System, Classification and Function of Inventories.
- Unit – V**      MIS : Meaning and role of MIS, Classification of MIS, Information system for decision making, System approach and application of system to organisation.

**Outcome** - Able to understand different fields of management like Marketing Finance, MIS & Production.

**Books Recommended :**

- 1-      Fundamentals Management – Agrawal R. D.
- 2-      Marketing Management – Kotler Philip.
- 3-      Windows – Khanna O. P.
- 4-      Information System for Modern Management – Merdick & James.
- 5-      Marketing Management – Sontaki
- 6-      Personnel Management – Bhagoliwal T. N.



**MBA (I.R. & P.M.)**  
**Semester – III**  
**DCE 3.4 B : \*\* Employee Counselling**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective -** To help employees to improve their mental health and develop self confidence.

**Course Contents :**

**Unit – I** Nature and concept of counseling, Need of employee counseling, Fields of application, Employee counseling by Personnel Managers.

**Unit – II** Psychoanalytic Theory and Employee Counselling : The topographical and Psychodynamic aspects of human mind, Conflicts, Need for counseling, Counseling procedure, Emotional Reeducation.

**Unit – III** Person Centred Therapy and Employee Counselling : Conception of man, Actualizing tendency, Development of self concept, Counselling procedure.

**Unit – IV** Behavioural Counselling : The development of behavioural counselling, Behavioural therapy, Criteria for counseling goals, Strategies : Systematic Desensitization, Social modeling, Assertive training, Aversion therapy, Cognitive behaviour modification.

**Unit – V** Professional counselling for employees : Need and significance, Transactional analysis and professional counselling of employees, Directive and non-directive approaches, Reality therapy, Rational emotive therapy, Gestalt counselling and eclectic counselling.

**Outcome -** To make employee able for self control and to work effectively.

**Books Recommended :**

- 1- Employee Counseling – Sinha A. K. P., Prachi Pub. & Dist. Pvt. Ltd. New Delhi, 1930
- 2- Counseling for Career Development – Tolbert E. L. New York, McGraw Hill.
- 3- Introduction to Counseling – Tolbert E. L. New York, McGraw Hill.

**MBA (I.R. & P.M.)**  
**SEMESTER – III**  
**GE 3.5 : \* Labour Management**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective -** To minimise exploitation of workers and provide them maximum facilities for more Turnover.

**Course Contents :**

**Unit – I** Evolution of the Labour Problem, Labour Problems in Developing Economy, Labour migration & Labour market, Supply and Demand of Labour in India, Employment of workers in Organized and Unorganized Sector.

**Unit – II** Unemployment : Meaning and kinds of Unemployment, Causes and Effects of Unemployment, Measures to Reduce, Unemployment, Recommendation of I.L.O. on Unemployment.

**Unit – III** Rationalization and Automation : Definition, Aim and Objects, Advantages, Concept and Characteristics of Rationalization and Automation, Attitudes of Employers and Employees towards Rationalization and Automation.

**Unit – IV** Absenteeism : Concept, Effect, Causes, Types and Prevention of Absenteeism.

Labour Turnover : Meaning, measurement of Labour turnover, Effect, Causes and Methods to Reduce Labour Turnover.

**Unit – V** National Labour Policy : Scope, Aim, Objectives and Five Year Plans.

Empowerment : Introduction, Concept, Factors and Barriers of Empowerment.

**Outcome -** To improve productivity and minimise rate of absenteeism in the industry.

**Books Recommended :**

- 1- Labour Economics and Social Welfare – Dr. Tyagi B. P.
- 2- Personnel Management and Industrial Relations – Bhogoliwal T. N. (1996) Sahitya Bhavan Agra.
- 3- Labour Problems – Memoriya N. (1996).
- 4- Labour Problems and Social Welfare – Saxena R. C. (1996).
- 5- Personnel Management & I. R. – Nair N. G. & Nair Latha

**MBA (I.R. & P.M.)**  
**SEMESTER –III**  
**CC 3.6 : Summer Internship Dissertation & Viva Voce**

Course Credit : 8  
Max Marks – 100  
Minimum Pass Marks : 50 (50%)

A candidate has to undergo a field visit Industrial Training Programmes to submit a project report in Semester III of the course based on practical training in any subject relating to Personnel Management (HRM) and Industrial Relations in a Business firm for a period of 4 to 6 weeks in II Semester from 15<sup>th</sup> may to 30<sup>th</sup> June.

The work done under the project must indicate the analytical and critical ability of the candidate in relation to the problem, which he / she has identified during the period of the training.

Student will be required to submit a project report to the department for the work under taken during this period within 3 weeks of the commencement of the third semester for the purpose of evaluation in third semester.

The project work will carry 60 marks and viva for 40 marks. The report will be evaluated by one internal and external examiner.

**MBA (I.R. & P.M.)**  
**SEMESTER – IV**  
**CC 4.1 : Industrial Relations**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objectives** – To provide better work environment with redressal of grievance in the industries and apply the concept of industrial relations and the system in which it operates.

**Course Contents :**

- Unit – I** Introduction : Meaning, Definition, Concept and Scope, objective / Purpose and Elements of I.R.  
Industrial Conflict & Disputes : Meaning, Types, Causes and Effect of industrial dispute.
- Unit – II** Major determinants of I.R., Grievance : Meaning, Concept, Nature, Source of Grievances, Grievances handling procedure, **Discipline** : Meaning & definition, Aspects of discipline, Importance disciplinary procedure, The Red Hot Stove Rule, Indiscipline and Types of Punishment.
- Unit – III** Conciliation Mediation : Necessity, Meaning and Procedures, Types and Limitations, Role of conciliation officer and Conciliation machinery.  
Arbitration : Meaning, methods and Appointment of Arbitrator and Arbitration in India.
- Unit – IV** Negotiation and Collective Bargaining : Meaning, Purpose, Scope, Process, Function, Level, Procedure and Forms of Coll. Bargaining and Negotiation, Collective Bargaining in U. K.
- Unit – V** Worker's participation in Management : Meaning, Need, Concept, Objective and Determinants of WPM, WPM in India, WPM scheme of 1975 i.e. in Industry, in Public Sector and Barriers in Workers participation.

**Outcome** – Students would be aware of present state of industrial relations issues related to collective bargaining, worker's participation, dispute resolution in the organisation.

**Books Recommended :**

- 1- H.R.M. & I.R. – Subba Rao P.
- 2- Industrial Relation – Chabra T. N.
- 3- Personnel Management & Industrial Relation – Nair & Latha Nair
- 4- Industrial – Monappa Arun
- 5- Labour Economics & Social Welfare –Dr. Tyagi B. P.
- 6- Dynamics Industrial Relation – Memoria C. B.

**MBA (I.R. & P.M.)**  
**SEMESTER – IV**  
**CC 4.2 : Strategic Management**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** - To understand the basic concepts, principles associated with strategy formulation and implementation.

**Course Contents :**

**Unit – I** Nature, Importance, Purpose and Objectives of Business Policy, process of strategic management, Components of strategic management : Mission, Policy, Purpose, Objective and Goal.

**Unit – II** Environmental appraisal : Internal, External, Micro and Macro environmental appraisal.

Environmental Scanning : Factors, Approaches, Sources, Method and Techniques for Environment Scanning.

**Unit – III** Strategic Alternative : Grand Strategies, Strategies for Modernisation, Diversification and Integration, Merger, Take over and Joint Venture, Turn around, Disinvestment, Liquidation and Combination Strategies.

**Unit – IV** Issue of Strategy Implementation, Project and procedural implementation structure for strategies, Functional plan and Policies, Financial plans and policies, Marketing plans and Policies, Operational and personnel plans and policies, Social Responsibility and strategic management.

**Unit – V** Nature and Importance of strategic evaluation, Participants and Barriers in in evaluation, Strategic and Operational control, Techniques of strategic evaluation and control, Role of organisational system in evaluation.

**Outcome** - Able to understand the crucially important role of strategic management in the success of any organisation.

**Books Recommended :**

- 1- Business Policy – Kazmi Azhar
- 2- Business Policy – Ghosh P. K.
- 3- Business Policy – Cherunilum Francis

**MBA (I.R. & P.M.)**  
**SEMESTER – IV**  
**CC 4.3 : Industrial Law – II**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective -** To enhance the broad knowledge in business laws in management.

**Course Contents :**

**Unit – I** ESI Act 1948 : Definition, Object, Scope, Benefit under the act, Mines Act : Definition, Object, Provision for health, Safety welfare and hours of work.

**Unit – II** Contract Labour Act 1972 : Scope, Definitions, Welfare and Health of contract labour.

Maternity Benefit Act 1961 : Important Provisions under the act.

**Unit – III** Employment Exchange Act (Compulsory Notification of Vacancies Act) Various provisions for notification of vacancies.

Apprentices Act 1962 : Definition object and general provisions of the act.

**Unit – IV** Essential Commodities Act : Definition, Objective and Important Provisions and Punishment.

Child Labour Act : Definition, Object, Scope, Important Provision of the act.

**Unit – V** IDRA 1951 : Object and Applicability, Definitions, Establishment of council, Regulation of scheduled industries, Powers of Central Government, Offence and Penalties.

**Outcome -** Students will develop critical thinking and have ability to understand broadly industrial law.

**Books Recommended :**

- 1- Factories Act – Shrivastava K. D.
- 2- Handbook of Industrial Law, Lucknow, Eastern Book 1995 – Malik P. L.
- 3- Mercantile Law – Garg & Chawla.
- 4- Industrial Relation – Chabra T. H.
- 5- Labour Law – Taxman

**MBA (I.R. & P.M.)**  
**Semester – IV**  
**DCE 4.4 A : \*\* Human Resource Management in**  
**International Global Environment**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objective** - To build a knowledge base of the contemporary practices and issues of HRM in International Global Environment.

**Course Contents :**

- Unit – I** Introduction of HRM : Meaning, Definition, Evolution, Difference in HRM & Personnel Management, Emerging challenges in HRM.
- Unit – II** Six Sigma : Making Six Sigma initiative – The quality mantra, Six Sigma process approach in HR, Gaining control, Six Sigma is more than cultural change and has challenges.
- Unit – III** International Human Resource Management : Domestic HRM and IHRM compared, growing internet in IHRM, Managing International HR activities.
- Unit – IV** The Competent Organization : The American model, Why American theories might not apply abroad, Parochialism and Universality, Management competences approach, Different degrees of Internationalization of companies.
- Unit – V** The Motivating Organization : The Japanese model – Corporate commitment, Task, Job, Career and organizational incentives, Features of Japanese Management.

**Outcome** - Able to understand how different countries are dealing with HRM

**Books Recommended :**

- 1- HRM – S. K. Bhatia
- 2- HRM – K. Aswathappa
- 3- International HRM – Terence Jackson

**MBA (I.R. & P.M.)**  
**SEMESTER – IV**  
**DCE 4.4 B : \*\* Safety and Service Management**

Course Credit : 4

Max Marks – 60

Minimum Pass Marks : 21 (35%)

**Objective** - To interpret and apply legislative requirements and industry standards applied in Indian organisations.

**Course Contents :**

**Unit – I** Concept of Industrial Health and Safety : Basic facts and importance, Safety organisation, Basis of safety programme and policy, Remedial issues of safety, Industrial Health : Importance and provision under Factories Act 1948 as preventive measures.

**Unit – II** Occupational Safety and Health : Nature, Scope, Importance occupational hazards and Risks, Occupational Disease, Protection against health hazards, safety in ports and docks, Safety in mines and National safety council.

**Unit – III** Industrial Accident and Industrial Injury : Definition, Nature, Causes of accident, Cost of accidents, Accident report ad records, Steps for prevention of accident.

**Unit – IV** The Environment Protection Act 1986 : Object, Scope, Definition, General power's of the Central Govt. power to appoint officer's and their powers and functions, Power to make rules to regulate environmental pollution, Furnishing of information, Power of entry and inspection, to take sample, Environment laboratories offences by companies and Govt. Department.

**Unit – V** The Air and Water (Prevention and Control of Pollution) Act : Short title, Definition, Constitution, Function and power of Central and State Board, Funds, Accounts and Audit of the Board, Offences and Penalties under air (Prevention and control of pollution) act.

**Outcome** - Able to understand various legislative requirements which are applied in Indian organisations.

**Books Recommended :**

- 1- Human Resource Management – Dessler Gery
- 2- Industrial Relation and Personnel Management – Nair and Latha Nair
- 3- Guide to Environmental Laws in India – Jain P. C.
- 4- Mercantile Law – Garg and Chawala
- 5- Labour Economics & Social Welfare – Tyagi B. P.
- 6- Personnel Management – Memoria C. B.



**MBA (I.R. & P.M.)**  
**SEMESTER – IV**  
**GE 4.5 : \* Management of Organisational Change & Development**

Course Credit : 4  
Max Marks – 60  
Minimum Pass Marks : 21 (35%)

**Objectives** – To execute strategy and speed awareness about change for betterment of an organisation.

**Course Contents :**

- Unit – I** Organisational Change : Concept, Types, Reasons, Responses to change, Principles, Evaluation and Implementation.
- Unit – II** Acceptance of change, pre-requisites of organisational change, Resistance to change and steps taken by management to overcome and strategies for change.
- Unit – III** Organisational Climate of Culture : Components, Determinants, Procedure to maintain types, Societal culture, HRD culture / climate.
- Unit – IV** Organisation Development and Effectiveness : Meaning, Definition, Characteristics, Nature, Objectives, OD, Change agents, Interventions, OD in Indian Industries and criticism of OD.
- Unit – V** Emerging Concepts of Kaizen, Bench marking, Quality consciousness, Learning organisations, Rensis Likers approach to understanding and evaluation of organisational effectiveness.

**Outcome** – Able to students towards the field of innovation and novelty.

**Books Recommended :**

- 1- HRD – Tripathi P. C.
- 2- HRM – Saiyadain Mirza
- 3- HRM – Subha Rao P.