## Master of Personnel Management and Industrial Relations
### Distribution of Different Courses and Credits in Various Semesters

<table>
<thead>
<tr>
<th>Semester</th>
<th>Paper No.</th>
<th>Core papers</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Semester</td>
<td>S1:01</td>
<td>Foundations of Human Behavior</td>
<td>4</td>
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<tr>
<td></td>
<td>S1:02</td>
<td>Principles of Management</td>
<td>4</td>
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<tr>
<td></td>
<td>S1:03</td>
<td>Research Methods and Statistics in Management</td>
<td>4</td>
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<td></td>
<td>S1:04</td>
<td>Industrial Relations</td>
<td>4</td>
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<td></td>
<td>S1:05</td>
<td>Business Environment</td>
<td>4</td>
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<td></td>
<td>S1:06</td>
<td>Computer Applications and MIS</td>
<td>4</td>
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<td></td>
<td>S1:07</td>
<td>Basic Psychological Processes</td>
<td>3</td>
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<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>27</strong></td>
</tr>
</tbody>
</table>

| | S2:01 | Organizational Behavior | 4 |
| | S2:02 | Human Resource Management -I | 4 |
| | S2:03 | Organizational Communication and Public Relations | 4 |
| | S2:04 | Labour Legislation | 4 |
| | S2:05 | Health, Hygiene and Safety | 4 |
| | S2:06 | Database Management System | 4 |
| | S2:07 | Applications of Psychology in Human Life | 3 |
| | | **Total** | **27** |

| III Semester | S3:01 | Marketing Management | 4 |
| | S3:02 | Labour Welfare and Social Security | 4 |
| | S3:03 | Strategic Management | 4 |
| | S3:04 | Human Resource Management-II | 4 |
| | S3:05 | Relational Database Management System | 4 |
| | S3:06 | Summer Training | 4 |
| | S3:07 | Viva-Voce examination | 3 |
| | S3:08 | Stress and Coping | 3 |
| | | **Total** | **30** |

| IV Semester | S4:01 | Organizational Development and Change | 4 |
| | S4:02 | Compensation Management | 4 |
| | S4:03 | Financial Management | 4 |
| | S4:04 | Stress Management | 4 |
| | S4:05 | Case Based Seminar | 4 |
| | S4:06 | Dissertation | 4 |
| | S4:07 | Comprehensive Viva-Voce | 3 |
| | | **Total** | **27** |

| | | **Grand Total** | **111** |
1. Human behavior: Concept, individual and group behaviour.
2. Attention: Types of attention; selective, divided, and sustained attention, determinants of attention; practical implication of attention for managers.
3. Perception: Perceptual processes, basic factors in perception, significance of perception for managers.
4. Learning: Theories of classical and operant conditioning; learning curves; application of learning for managers.
5. Memory systems: Sensory, short-term and long-term; levels of processing; forgetting.
7. Individual differences: Personality, intelligence and aptitude: General and specific abilities. I.Q.

**Recommended Books:**

1. Concept of Management: Meaning, nature and scope of management. Management: Science or art; skills of manager; productivity, efficiency and effectiveness.

2. Evolution of management Thought: Fredrick. Taylor's scientific management; Henry Fayol's general principles of management; sociological and psychological approaches to management; recent developments in management thought.

3. Planning and management process: Nature and purpose of planning; types of plans; basic steps in planning; tools and techniques for planning. Forecasting.

4. Decision making: Decision making process and selection of the best alternative; decision making under certainty, risk and uncertainty; modern approaches to decision making under uncertainty.

5. Organizing: The nature and purpose of organizing; formal and informal organizations; departmentation; organization levels and span of management; centralization and decentralization of authority; delegation of authority.

6. Staffing: Nature and purpose of staffing; different phases in procurement process, approaches to management development, conflict management.

7. Controlling: Meaning and purpose of control; control process; different methods of control; characteristics of an effective control system.

Recommended Books:


1. Research methods in management: Meaning, objectives and significance of research, steps involved in research.
2. Formulation of research problem and hypothesis, research design, sampling.
3. Tools and techniques of data collection: Development of questionnaire/tests, reliability, validity; methods of data collection, research report.
4. Descriptive statistics: Mean, median and mode; range, quartile deviation; standard deviation; graphical representation of data.
5. Correlation and regression: Computation and interpretation of product moment and rank order correlation, bi-variate regression analysis.
6. Hypothesis testing: Basic concepts; testing significance of difference between two means; independent and correlated sample t-test; chi-square test and its application.

**Recommended Books:**

1. Introduction to industrial relations: Concept, scope, and components of industrial relations system, brief overview of industrial relations in India. Technological change and industrial relations.

2. Grievances and discipline: Meaning, nature and causes of grievances; grievances presentation, procedure for redressal; meaning of discipline, causes of indiscipline in industry; discipline enforcement, code of discipline in industry.

3. Trade union movement: Development of trade unionism in India; structure and functions of trade unions; leadership issues; problems of multiple unions; employers' organization in India.

4. Industrial disputes: Causes and resolution; mediation, conciliation, arbitration, adjudication (with reference to Industrial Dispute Act, 1947).

5. Collective bargaining: Principles and features; forms and process of collective bargaining; implementation of collective bargaining agreements; collective bargaining in India.

6. Workers' participation: Concept, objectives; forms and levels of participation; schemes for workers' participation in India and other countries.

Recommended Books:


5. Uzzaman & Sherwani (2000). *Industrial relations in India.* Anmol Publication
S1.05 Business Environment Credits 4

1. Business: Concept, objectives and characteristics; business environment: Concept, nature and dimensions; business environment and strategic management.

2. Social and cultural environment: Demographic and social environment, business and society, business and culture, business and ethics, social responsibility of business, social audit, consumerism in India.

3. Economic environment: Economic systems, pattern and trends in the economic development in India, broad features of industrial policy. Fiscal policy and monetary policy and their relevance to business; capital and money markets in India and their instruments.


5. Globalization: Concept and consequences; multinational companies, globalization of Indian business.


Recommended Books:


1. Input and output devices, representation of information in computers, binary number system, coding system (EBCDIC and ASCII).

2. Computer hardware and software: System software, assembler, compiler, operating system, Windows 2000 XP, algorithm, flow charts, elementary concepts of languages.

3. Application softwares: Microsoft Word, Microsoft Power point, Microsoft Excel.

4. Management information system: Definition, objectives, benefits, function, characteristics, role of an MIS - information flow.

5. Management organizational theory and the system approach: Types and functions, organizational theory, motivation models, system approach to planning, information and planning, system approach to organizing.

6. Decision making: Levels, types and stages of decision making, individual models: Rational, satisfying, muddling and psychological. Organizational models: Rational actor, bureaucratic, political and garbage can.

Recommended Books:


2. Perceptual processes: Sensation, perception, and attention.
5. Intelligence: Nature and measurement, concept of I.Q.

Recommended Books:

2. Motivation: Meaning, motives, work motivation approaches, job design and goal setting, organizational reward system.
3. Interactive conflict and negotiation skills: Intra-individual, interpersonal, inter-group conflicts, organizational conflicts, negotiation skills.
4. Power and politics in organizations: Bases of power; power tactics; causes and consequences of political behaviour; ethics.
5. Leadership: Trait, behaviour, contingency, and contemporary theories, leadership styles and skills, roles and activities.
6. Organizational culture: Nature and types, creating and maintaining, creating customer responsive culture; spiritual work place; promoting ethical organizational culture.

**Recommended Books:**

S2.02   Human Resource Management-I    Credits  4

1. Fundamental of HRM: Foundation, nature, importance, functions.
3. Organizational strategy and human resource planning, job analysis – determining essential skills, knowledge and abilities.
4. Acquisition of human resource: Selection, placement, orientation, creating human resource system.
5. Career and performance management: Career design and development; performance management system: Appraisal process and methods, creating effective performance appraisal system.
7. Lab work: Lab in selection device administration, lab in performance management.

Recommended Books:

S2.03 Organizational Communication and Public Relations  

1. Conceptual framework: Meaning and significance of communication; models and process of communication in organizations; direction of communication and communication barriers.
2. Structural issues in communication: Role of organizational structures; communication networks; external communication; nonverbal communication; cultural differences.
3. Communication effectiveness: Influence and persuasion tactics; counselling, listening and feedback; effective interviewing and oral presentation; written business communication.
4. Communication in public relations: Conceptual framework and historical background; fields of PR: marketing internal communication, financial PR, community relations, government and PR, environmental PR; ethical issues.
5. Risk issues and crisis management: Trust and risk assessment; issues management and implementation of issues management program; perception of crisis, role of media; crisis prevention; communication management.
6. Media relations: Media scene in India; press tours, press conference, press notes, audio-visual media, online news, internet, public relations campaign; feedback and opinion research.

Recommended Books:

1. B. Subramaniam (2000). *Business communication*
1. Industrial and labour legislation in India
2. Industrial Dispute Act, 1947.
3. Trade Union Act, 1926.
6. Report of the second national commission on labour; globalization and labour laws: Salient features
7. Factories Act 1948
8. Apprentices Act, 1961: Overview

Recommended Books:

S2.05  Industrial Health, Hygiene, and Safety  

1. Industrial health: Statutory health provisions, industrial medical officer, ancillary health services, mental health.
2. Industrial hygiene: Hygiene education, occupational hazard, occupational diseases, statutory provisions.
4. Work environment: Role of music, noise, illumination, and colour in industry.
5. Fatigue: Concept, related phenomena, hours of work and production, absenteeism and control.

Recommended Books:

1. Introduction to elementary database management, creation of small MIS through the use of an elementary database package.
2. MS-Access: Create & design table, database, forms, and report.
3. Visual Basic: Introduction to visual Programming, working with query, visual basic controls, menus, data access in visual basic, ado and recordset.
4. Introduction to Oracle, Creation of a small database, essential SQL Commands, Retrieval of data, Creation of views and reports, elementary exposure on Oracle menu and PL-SQL. Example should cover real life problems from Human Resource Management area.

**Recommended Books:**

Applications of Psychology in Human Life

1. Applied psychology: Nature and scope
4. Mental health and well-being: Concept and indicators; techniques for improving mental health and well-being.
5. Psychopathological problems: Neurotic and psychotic disorders.

Recommended Books:

S3.01  Marketing Management    Credits  4

1. Understanding marketing management: Marketing process, role of marketing in organizations.
5. Implementing marketing programs: Selecting marketing channels, designing effective advertising programs, sales promotion and public relations, evaluating marketing performance, current issues in marketing.

Recommended Books:

S3.02 Labour Welfare and Social Security Credits 4


2. Voluntary welfare measures: Welfare work by employers, welfare work by workers, organization, Role of Labour Unions.

3. Social security: Definition, objectives, social security schemes in different countries, social assistance, social insurance.

4. Employees' State Insurance Scheme: ESI Act 1948: Administration, benefits, restrictions, wages under the ESI Act, minimum wage.


Recommended Books:


4. Labour problems in India - V. V. Giri.

1. Nature and scope of strategic management, levels of strategies, process of strategic management, role of top management.
2. SWOT-Analysis: External and internal analysis.
3. Strategy formulation:
   a. Business level strategy: Competitive advantages, market focus, market life cycle, business strategy for turnaround.
   b. Operational level strategy: The strategic role of operations, approaches, total quality management, core processes, re-engineering; shared and managerial guide lines to TQM and CPR, The best practices in primary core processes.
   c. Corporate level strategy: Roles, forms, means, and benefits of diversification, role of managerial behaviour.
4. Implementation of strategies: Organization structure, design, forms, & change, tools and areas of strategy implementation; leadership, functional policies & allocation of resources
5. Evaluation and control of strategy; Issues, types and techniques; role of organizational systems.

**Recommended Books:**

1. Introductory: Need, process and mechanism of HRD, planning, building and controlling HRD; HRD in Indian context.
2. Designing and administration of select HRD Systems.
3. Personnel training and development: Identifying training needs; evolving training strategy; designing training and development activities; training methods; management development; evaluation of training programmes; factors for successful training activities.
4. Career planning and management.
5. Motivational aspect of HRD: Developmental cycle; reinforcement for behaviour modification; job design to increase employees' motivation, creating of incentives.
6. Organization climate and practice in India.

7. **Lab in HRD**: Team building, communication skills, training for individual growth.

**Recommended Books:**

Enterprise level DBM. Use of ORACLE RDBMS in HRD management of enterprise. SQL Forms, SQL-Menu, SQL Report, Creation of Database. Using SQL Forms, Menu and Report. Queries and Reports. Practical problems involving ORACLE commands and PL - SQL. Reports of RDBMS application such as recruitment, selection, training etc. in HRD. Networking, Basics of HTML

Recommended Books:

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Duration</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>S3.06</td>
<td>Summer Training</td>
<td>(8 weeks)</td>
<td>4</td>
</tr>
<tr>
<td>S3.07</td>
<td>Viva-Voce</td>
<td></td>
<td>3</td>
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</tbody>
</table>
Minor Elective Paper

S3:08 Stress and Coping Credits 3

2. Effects of stressors: Physiological, somatic, psychological and behavioural.
3. The factors contributing to stress reactions: Environmental factors and living conditions.
4. Constructive stress management: Controlling stressors; proactivity; the importance of awareness (self-monitoring); interpretation and perception.
5. Stress management techniques: Somatic, behavioural and cognitive, coping strategies.

Books Recommended

S4.01 Organizational Development and Change Credits 4

1. Introduction to organizational development: Historical development; values, assumptions and benefits; management of change.


3. Organizational development interventions: Team, third-party, comprehensive, structural interventions training experiences.

4. Management of change: Organizational structure, organizational culture, performance management, reward management, employee relations and involvement strategies, downsizing.

5. Evaluating change and future of organizational development.

Books Recommended:


Wages and salary administration: Objectives, principles, job evaluation, wage structure, wage determination process and factors.

2. Wages: Minimum, fair, living; kinds of wage plans, time and piece rate, balanced or debt, wage differentials, minimum wage act for different states in brief.

3. Theories of wages: Subsistence, wage fund, surplus value, claimant, productivity, bargaining, Behavioural theories.

4. Rewards: Features, types of reward, determinants.

5. Wage incentives; Objectives, types, merits and demerits, profit sharing.


Recommended Books:

4. Sharma, A. M. Wages and Wages Policy
5. Sinha, P. R. N. Wages Determination
6. Yoder, D. Personnel Management & Industrial Relations
S4:03 Financial Management Credits 4

1. Concept and dimensions of financial management: Objectives and functions of financial management, forms of business organizations and financial considerations underlying the choice of form of business organization.

2. Capital structure: Concept, principles criteria of its determination; trading enquiry, Leverages: Operating and financial, indifference point.

3. Acquisition of funds: External and internal forms of corporate financing, shares and debentures, ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend pay-out decision.

4. Concept of financial institutions: Indian financial system, financial institutions, types, nature and functions.

5. Working capital management: Meaning, significance and factors influencing the level of working capital, working capital management, cash receivables and inventory management.

6. Concept of cost of capital and capital budgeting: Concept of significance of cost of capital and its computation; concept and significance of capital budgeting.

Recommended Books

S4.04 Stress Management Credits 4

1. Stress: Concept, different perspectives, theories, symptoms, occupational stress.
2. Sources of occupational stress: Personal attributes, behaviour, patterns, job and organizational factors.

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<tr>
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<tr>
<td>S4.05</td>
<td>Case Based Seminar</td>
<td>4</td>
</tr>
<tr>
<td>S4.06</td>
<td>Dissertation</td>
<td>4</td>
</tr>
<tr>
<td>S4.07</td>
<td>Comprehensive Viva-voce</td>
<td>3</td>
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