

Appendix -A

**COURSE AND EXAMINATION SCHEME
POST GRADUATE DIPLOMA IN INDUSTRIAL RELATION &
PERSONAL MANAGEMENT (PGDIRPM)
ONE YEAR PG DIPLOMA COURSE IN THE FACULTY OF COMMERCE**

Sr. No.	Subject	Course Scheme			No.of Credits	Examination Scheme							
		L	T	P		Maximum Marks				Minimum Passing Marks			
						EYE	P	IA	Total	EYE	P	IA	Total
1.	Principles of Management	04	-	-	6	80	-	20	100	32	-	08	40
2.	Industrial Relations	04	-	-	5	80	-	20	100	32	-	08	40
3.	Personal Management	04	-	-	6	80	-	20	100	32	-	08	40
4.	Labour Legislation in India	04	-	-	6	80	-	20	100	32	-	08	40
5.	Labour Welfare & Social Security	04	-	-	4	80	-	20	100	32	-	08	40
6.	Industrial Sociology & Communication	04	-	-	4	80	-	20	100	32	-	08	40
7.	Project				9	-	E-50 I-50	-	100	-	E-20 I-20	-	40
	Total	24	-	-	40	480	100	120	700	192	40	48	280

*Note: L –Lecture T-Tutorial P- Practical IA-Internal assessment EYE: End Year Exam , E= External Examiner, I- Internal Examiner

Dr. R.P. Ingole
Chairman
Faculty of Commerce
Gondwana University,
Gadchiroli.

POST GRADUATE DIPLOMA COURSE IN INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT

Paper – I

Principles of Management

UNIT- I

Concept of Management:

Concept of Management – Evaluation of Management thought, Fredrick Taylor, Principles of Scientific Management, criticism of scientific Management, Contributin of Henry Fayol, Mary Parker Follet, Elton Mayo, Herbert Siom and Peter Drucker to the growth Management thought.

UNIT-II

Level of Management:

Different levels of Management –Function of Management.

UNIT-III

Organising :

Concept of organization, Importance of Organization, Principle of Span of control , Line organization, line and Staff organization, Functional organization, Committees, limitation of Committee system, Delegation of authority, Principle of effective delegation.

UNIT-IV

Management Planning:

Concept of Management Planning, Objects, Components of Planning , Steps involved in Planning , importance of Management Planning.

UNIT-V

Decision Making:

Concept of Decision Making, types of decision, Steps involved in Decision Making, importance of Decision Making, the role of committees

UNIT-VI

Motivation:

Concept of Motivation, Financial & Non-financial Motivation, Moral & Industrial Relations.

UNIT-VII

Direction :

Meaning, technique, importance of direction.

UNIT-VIII

Control:

Concept, Characteristics, & Process of Control.

UNIT-IX

Professional Management:

Management as a Profession, Professional Management, emergence of separate class of professional managers in India, Profiles of Indian Managers.

Lectures:- 60 or 45 minutes duration each

Reference Books

1. Business Management : K.R. Dixit
2. Principle Of Management : T. Ramaswamy
3. Principle & Practices of Management : Brech E P L
4. The Process of Management : Willian H. and Newman

Paper – II
Industrial Relations

UNIT- I

Labour Economics : Nature & Scope of Labour Economics , The evolution of Labour problems, Labour force- structure composition & characteristics. The study of Labour market in India, Migration, mobility & commitment of Labour force.

Development of Wage System, Theories of wage, principle of wage differentials.

UNIT- II

Industrial Relations : Concept, Scope & Philosophy of Industrial relations, development of employee employer relations

UNIT- III

Trade Unions :

Concept, Function & role. Trade unions in Capitalistic Society. Growth of Trade of Unionism in India. Problems of Leadership in Trade Unions. Finances of Trade Unions, Memberships Participation in Trade Unions. Problems & Future of Trade Unions in India. Employees organization- Origin, objects, roles, social responsibilities.

UNIT-IV

Industrial Disputes :

Causes & Types of Industrial Disputes, Industrial Disputes in India – Critical analysis.

UNIT-V

Method of Solving Industrial Disputes :

Evolution of Machinery for settlement of disputes : Collective Bargaining-Process. Principles of Collective Bargaining in India. Multi Union Bargaining, Conciliation, Mediation, Compulsory Arbitration and Adjudication : Principle, Procedure, utility and efficacy. Voluntarism in Industrial Relations. Gandhian approach to Industrial Relations. Tripartism & I.L.C.

Strike & Direct action : Success & Failure.

UNIT-VI

Industrial Relations Machinery ;

Growth & Development at centre and in the state- the working and functioning, assessment & evaluation.

UNIT-VII

Participative Management :

From class conflict to class collaboration- work committees, joint committees, shops councils & JMC.

Labour Management relations at plant level.

Role of labour and personnel officer.

Participative management in India.

UNIT-VIII

Industrial Relations & Public sectors- state as a model employer. Labour management relations in public enterprises. Industrial unrest in public enterprises.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

- 1) A. M. Sharma - Personnel and Human Resource Management.
- 2) S. K. Bhatia and Nirmal Sing - Personnel Management and Human Resource Management.
- 3) Business Laws-N. M. Wechlekar
- 4) Company Law-Avatar Singh

Paper – III
Personnel Management

UNIT-I

Concept of Personnel Management :

Concept, Nature, Scope & Significances, changing philosophy, personnel policy formulation, man power development.

UNIT-II

Personnel Organization :

States of Personnel department, authority, responsibility & accountability.

Operative function : Employing, Retaining, development, refining & integrating.

UNIT-III

Job Evaluation : Importance, Purpose & Methods & Constraints. Evaluation in Indian Industries.

UNIT-IV

Recruitment & Selection :

Sources ,Agencies, Methods, Technique, & procedure, Psychological testing.

Role of employment exchanges.

UNIT-V

Personnel Administration : Welfare administration, Organization and Discipline, Grievance Handling Procedure in India.

UNIT-VI

Training and Development : Need and Objective of Training, Training methods, developing Training programs- appraisal.

Induction, promotions, transfers, termination- principles, procedures & effects.

Succession Planning – concept.

UNIT-VII

Performance Appraisal :

Performance Appraisal methods, constraints.

Performance Appraisal in India.

UNIT-VIII

Moral : Concepts of Moral, measurement of Moral, High Moral, Different Moral Factor, Moral & efficiency. Effect of Moral on Productivity.

Moral of Managerial cadre, Moral of Supervisory Grade Employees, Moral of Workers.

UNIT-IX

Motivation : Theories of Motivation. Role of Financial & Non- financial Incentives. Group motivation.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

- 1) A. M. Sharma - Personnel and Human Resource Management.
- 2) S. K. Bhatia and Nirmal Singh - Personnel Management and Human Resource Management.
- 3) V. P. Michael -Human Resource Management & Human Relations
- 4) P. C. Pardeshi - Human Resource Management.
- 5) C. B. Mamoria - Personnel Management

Paper – IV
Labour Legislation in India

UNIT- I

Introduction

Nature, Scope, Character, growth and development of about legislation about Industrial laws in Indian- Legislations & the constitution of India.

I.L.O.-Its objectives , functions, impact of I.L.O. on Labour Legislations in India, I.L.O. Conventions and Recommendations.

UNIT-II

Normative Labour Legislations :

Factories Act 1948, Mines Act 1952, Bombay Shop and Establishment Act 1948, Apprentices Act 1961, Maharashtra Mathadi, Hamal and Manual workers (Regulation of Employment and welfare) Act 1969, Contract Labour Act 1971, Employment of Children Acts.

UNIT-III

Wages Legislations : Minimum wages Act 1948, Payment of Wages Act 1936, and payment of Bonus Act 1965.

UNIT-IV

Industrial Relations Legislations :

Trade Unions Act 1926, Industrial Employment (Standing Orders) Act 1946, Bombay Industrial Relation Act 1946, Industrial Disputes Acts 1947, Maharashtra Recognition of Trade Unions and Prevention of Unfair Practice Act 1971.

UNIT-V

Labour Administration :

Growth of Labour administration – Functions of Central and State Government Officer. Machinery for enforcement of Industrial Relations - Legislations in India.

Dynamic Labour Administration- Perspective for future.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

- 1) Business and Commercial Laws-Sen and Mitra.
- 2) An Introduction to Mercantile Laws-N. D. Kapoor
- 3) Business Laws-N. M. Wechlekar
- 4) Law of Contract-Avtar Singh
- 5) Business Laws-Kuchhal M.C.
- 6) Business Law for Management-Bulchandani K.R.

Paper – V

Labour Welfare and Social Security

UNIT- I Meaning, Scope, and objectives of Labour Welfare need for work in India various approaches of Labour Welfare.

UNIT-II Aspects of Labour Welfare : Well being of worker and his family, health and Hygiene, safety and social; security, Recreation, Amenities of Life. Education as a component of welfare work, workers Education non formal and vocational training, family Planning, Saving and thriffs, Housing and community services Co-operatives.

UNIT-III Methods of Labour Welfare : Selection of Labour welfare Services, Planning for implementation, Programmes of Labour Welfare and involvement of various groups.

UNIT-IV Agencies for Labour Welfare Work : Need for carrying welfare work by different agencies need, problems, Government, Trade Unions, Management Social Organizations. Welfare work carried out by various Agencies in India. Role and Responsibilities of Labour welfare officers. Activities of Maharashtra Labour Welfare Board, Critical assessment, Critical appraisal of Implementation of Labour Welfare Schemes in India.

UNIT-V Social Security : Meaning and Concept of Social Security, need of social security in India, Form of social security, critical study of the implementations, of social security measures in India.

UNIT-VI Social Security and Labour Welfare Legislatons : Workers compensation Act 1928, Employees state Insurance Act 1948, Employees Provident Fund Act 1952, Lay Off and Retrechment Compansation under I.D. Act, Mica Mines and Coal Mines Labour welfare Act 1946, Maharashtra Labour Welfare Fund Act 1958, Welfare Provisions under Factories Act 1948. Pension schme 1971, Payment of Gratuity Act 1972

Lectures:- 60 or 45 minutes duration each

Reference Books:-

1. Managing Human Resources –Monappa
2. Dynamics of Personnel Management in India – R.D. Agrawal
- 3) Business and Commercial Laws-Sen and Mitra.

Paper – VI
Industrial Sociology and Communication

UNIT- I Industrial Sociology : Meaning, and Scope,

UNIT-II Industrialisation : Evolution of modern factory system growth of suburbs and suburbia, Industrial Housing, Problems of Slums.

UNIT-III Work Organization : Formal and Informal , Industrial democracy, structures and characteristics, power, Authority, Status systems of Work Role, Social Conflict, Their resolution.

UNIT-IV Industrial Culture : Changing pattern of Indian culture, nature and characteristics of emerging, Industrial culture.

UNIT-V Organizational Behaviour Dynamics : Leadership in Industry types and styles, effects and outcome.

UNIT-VI Industrial Communication : Communication Process: Elements, fundamentals and feed. Purpose and significance of communication in organization essential features in effective communication, catching attention devices. Types of communication: oral, written , visual principles of effective communication, Interpersonal, Supervisory and Grapevine systems. Semantics, Readability, listening, cybernetics, over communication, Rumours, Propaganda, and P.R.

UNIT-VI Corporate communication : Communication with in management upward, downward, cross communication. Communication with individuals, groups, Trade Unions Families of employees. Group communication, problem discussion meetings, participation of employees through suggestion box system, preparation of progress chart graphs, slides and visuals, stimulation exercises, notices , press relations including advertising.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

- 1) Business and Commercial Laws-Sen and Mitra.
- 2) An Introduction to Mercantile Laws-N. D. Kapoor
- 3) Business Communication – C. S. Rayudu.