### Appendix -A

**COURSE AND EXAMINATION SCHEME**

MASTER OF INDUSTRIAL RELATIONS AND PERSONAL MANAGEMENT (M.I.R.P.M.)

### Semester - I

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Subject</th>
<th>Course Scheme</th>
<th>No.of Credits</th>
<th>Examination Scheme</th>
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<tr>
<td>1</td>
<td>Principles and practice of management</td>
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<td>2</td>
<td>Personnel management</td>
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<td>3</td>
<td>Human resource development-I</td>
<td>04</td>
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<td>Organizational behaviour.</td>
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<td>Managerial communication</td>
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T=Theory, I=Internal assessment

### Semester - II

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<td>Industrial psychology &amp; sociology</td>
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T=Theory, I=Internal assessment

### A) Pattern of Questions Paper for M.I.R.P.M.
1. Question paper will consist of ten questions and the examinee will attempt any five questions.

2. Ten questions will be on entire syllabus.

3. Each paper will be of 3 hours duration.

4. Minimum passing marks in each head (Theory, Practical, and Internal assessment) will be 40%.

PROPOSED SYLLABUS FOR
M.I.R.P.M.
FIRST SEMESTER

Paper I

PRINCIPLES AND PRACTICE OF MANAGEMENT

Unit-I : BASIC CONCEPTS : Basic Concepts of Management, Role and Importance of Management in Modern Society, Management as a Social System The Operational Concept, of Management’ Other Approaches to Management.


Unit-V :- PROFESSIONAL MANAGEMENT : Management as Profession Practice and Need Social Responsibility of Business Management by objectives Top Management Functions.
REFERENCE BOOKS:

Mrityanjay Banerjee Business Administration.
Koontz & O;Donnel Koontz & O;Donnel Systems analysis.
James A.F.Stoner Management.
Monday,Sharplin,
Holmes & Filippo Management Concept & practices.

Paper II

PERSONNEL MANAGEMENT.

Unit-I

Personnel Management-
Definition, Nature, Scope & Functions, Qualities of Personnel Manager, Status of personnel Manager & his functions, Organizational Structure of Personnel Department

Unit-II

Employment Functions-
Manpower Planning, Meaning & definition, Objectives of Manpower Plan, Need for Human Resource planning, Manpower planning process, job analysis, job description, job specifications, performance standards.

Unit-III

Operative functions.
Recruitment, selection, training, development, Promotion & transfer.

Unit-IV

Computer Applications in Human Resources Management, Computer applications in personnel training & EDP – Types of applications— Some specific applications— Managing data-Personnel and Systems management.

Unit-V


REFERENCE BOOKS:

Dale,Yoder Personnel Management & Industrial Relations.
Filippo Personnel Management.
Sen-Gupta & others Personnel Management & Industrial relations.
Strauss & Sayle Personnel Management & Industrial Relations.
Indian Institute of Personnel Management in India. Personnel Management.
Charles Myer            Industrial Relations in India.

Rudra Basavraj    Personnel Administration practices in India
R.S.Davar          Personnel Management & Industrial relation
C.B.Mamoria       Personnel Management & Industrial Relations
P.C.Shejwalkar    Personnel Management & Industrial Relations
Paper III

HUMAN RESOURCE DEVELOPMENT-I

Unit-I

Recruitment-
Meaning & Definition, Recruitment Policy, Sources of Recruitment, Methods of Recruitment, recruitment Practices in Private & Public Sector of India.

Unit-II

Selection-I

Unit-III

Selection-II
Psychological tests-Purposes, Characteristics, Types, Advantages, Interviews-Objectives & types, interview techniques or procedures, Qualities of good Interview, limitation of Interview techniques. * Placement and Induction.

Unit-IV

Performance Appraisal-I
Meaning, Importance & Purpose, Methods of Performance Appraisal, Essentials of Appraisal system Limitations and Problems in Appraisal Techniques, Appraisal Interview, Appraisal in M.B.O.

Unit-V

Internal Mobility.
(a) Promotion-Meaning, Objectives, Bases of Promotion, Promotion Policy.
(b) Transfer-Meaning, Reasons of Personnel transfer, Reasons of company initiated transfer, Transfer Policy, Procedure for transfer.
(C) Demotion- Meaning, Causes, Demotion Policy.

REFERENCE BOOKS :

1. Dale,Yoder Personnel Management & Industrial Relations.
4. Sen-Gupta & others Personnel Management & Industrial relations.
5. Strauss & Sayle Personnel Management & Industrial Relations.
7. Charles Myer Industrial Relations in India.
8. Rudra Basavraj Personnel Administration practices in India
9. R.S.Davar Personnel Management & Industrial relation
10. C.B.Mamoria Personnel Management & Industrial Relations
11. P.C.Shejwalkar Personnel Management & Industrial Relations
Paper IV

ORGANIZATIONAL BEHAVIOUR

Unit-I


Unit-II

Perspectives of Organisation, Perception & Impression, Personality & Attitudes, Learning Values.

Unit-III

Group Dynamics, Group formation, Group interaction, Conflict Management, Team Management “Morale”

Unit-IV

Leadership-What is leadership? Managerial styles Managerial effectiveness, Indian Manager & His effectiveness, Delegation Decision Making.

Unit-V


REFERENCE BOOKS:

5. Uma Sekharan Organizational Behaviour.
Paper V

MANAGERIAL COMMUNICATION

Unit-I :

Unit-II :
Organizational communication, Informal communication oral & Written communication, Transmission of Informal Messages, Systems of Direction of communication Vertical, Downward, Upward, Horizontal, Lateral, Extra-organisational Communication, Media of Communication.

Unit-III :
Personal Communication. Inter-Personal Communication Telephonic & net communication and group communication, Board and union meetings. Leadership Qualities. Body language, Kinesics and clothes.

Unit-IV :
Mass Communication Public speaking, Effective Presentation, Art of listening, Barriess in communication.

Unit-V:
Written communication - Preparation Analysis & Interpretation of reports, Business letter writing.

REFERENCE BOOKS :
1. A.C.Leyton The art of communication
2. M.Balsubramanyam Business Communication
MANAGERIAL ECONOMICS

Unit I


Unit II

Demand Define, characteristics of Demand, schedule, Law of Demand, Exceptions, Elasticity of Demand Forecasting the Demand.

Unit III

Price Theory: Price Determination Under Perfect competition, Pricing under monopoly, pricing under monopolistic Competition & Oligopoly.

Unit IV

Cost Analysis & B.E.P. Fixed cost & variable cost, Direct cost indirect cost, Past & future cost, short run & long run cost, book & cash cost, controllable & sunk cost Urgent & postponable cost Explicit & implicit cost, Private & social cost, Break even Analysis-

Unit V


REFERENCE BOOKS:

1. Joel Dean Managerial Economics.
2. William Hyness & other Managerial Economics.
SECOND SEMESTER  
Paper I 
WORK STUDY AND JOB EVALUATION

Unit-I
Concept of Ergonomics, Work design, Work Study, Motion Studies, time study, Fatigue study, Work simplification, Principles & Rules of motion study.

Unit-II

Unit-III
The Indian Worker-Background of Industrial workers Rural-or-Urban Caste structure, education & skills. Commitment & Adjustment to industrial life, Privatised worker, Absenteeism, work organisation, Unionization.

Unit-IV
Computer Application in Human Resource Management.

Unit-V
Working Condition, Meaning & Scope of working condition, Provisions of the factory Act, Hours of work. Need for controlling Hours of work.

REFERENCE BOOKS:

1. Dale,Yoder  Personnel Management & Industrial Relations.
3. Filippo Personnel Management
5. Strauss & Sayle Personnel Management & Industrial Relations.
6. Indian Institute of Personnel Mgt.. Govt. of India Report of the National Commission on Labour Personnel Management in India.
Paper II

HUMAN RESOURCE DEVELOPMENT-II
( TRAINING DEVELOPMENT)

Unit-I

Training-Definition, Need, Objectives, Advantages Assessment of Training needs, Setting of training objectives.

Unit-II

Training Programme-Training for Special Groups, Supervisors, Middle Managers, Senior Executives and workers, Design of training Programmes. Training of trainers.

Unit-III

Training Aids & Methods-Simulation, Apprenticeship on the job training, Lectures, Case studies. Role Playing, T- Group training, seminar, conference, vestibule training, training by supervisor & experienced persons.

Unit-IV

Executive Development- Managerial function, knowledge & Skills of Manager, Management Development Need & Importance, Aims, Pedagogical Approaches and techniques of Management Development on the job and off the job training.

Unit-V

Administration of Management Development Programme. career planning, Need, Objectives, Courses for management development, administration of management development programme, Organizational Development- Concept, Characteristics, goals, Process of Organisational Development Programme.

REFERENCE BOOKS :
1. Dale, Yoder
2. Northcott
3. Filippo
5. Strauss & Sayle
6. Indian Institute of Personnel Mgt.,
   Govt. of India Report of the National Commission on Labour
   Personnel Management & Industrial Relations.
   Personnel Management
   Personnel Management & Industrial Relations.
   Personnel Management & Industrial Relations.
   Personnel Management in India.
Paper III

SOCIAL SECURITY & LABOUR WELFARE

Unit-I


Unit-II


Unit-III


Unit-IV


Unit-V


REFERENCE BOOK :

1. Dale,Yoder Personnel Management & Industrial Relations.
3. Filippo Personnel Management
5. Strauss & Sayle Personnel Management & Industrial
7. Charles Myer Personnel Management in India.
9. R.S.Davar Personnel Management & Industrial Relations.
11. P.G. Shejwalkar Personnel Management & Industrial Relations.

Unit-II


Unit-III


Unit-IV

Social Audit: Concept features, Benefits, Approaches.

Unit-V

Social Responsibilities of Indian Businessmen.
Paper V
STRATEGIC MANAGEMENT

Unit-I


Unit-II


Unit-III


Unit-IV


Unit-V

Implementation of strategy and corporate organization structure corporate strategy and social responsibility. Relationship between corporate strategy and corporate culture, Impact of personal values on corporate strategy. Role and responsibility of leader in designing and implementing strategy.

REFERENCE BOOK:
Paper VI

COMPUTER APPLICATIONS IN MANAGEMENT

Unit-I


Unit-II


Unit-III


Unit-IV


Unit-V