

**DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY****CIRCULAR NO.SU/Commerce&Management/MPM/B.Com.E-Com./45/2021**

It is hereby inform to all concerned that, on recommendation of the Faculty of Commerce & Management, in its meeting dated 12-08-2021 the Hon'ble Vice-Chancellor in his emergency powers under Section-12(7) of the Maharashtra Public Universities Act, 2016 has accepted the syllabus of **MPM IIInd year and B.Com. E-Commerce IIIrd Year** under Choice Based Credit & Grading System on behalf of the Academic Council to be applied from the Academic Year 2021-2022 and onwards.

All concerned are requested to note the contents of this circular and bring notice to the students, teachers and staff for their information and necessary action.

University Campus,  
Aurangabad-431 004.

REF.NO. SU/ COMMERCE/2020-21

Date:- 02-09-2021.

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*Deputy Registrar,  
Academic Section  
Syllabus unit.*

**Copy forwarded with compliments to :-**

- 1] **The Principals, affiliated concerned Colleges, Dr. Babasaheb Ambedkar Marathwada University.**
- 2] **The Director, University Network & Information Centre, UNIC, with a request to upload this Circular on University Website.**

**Copy to :-**

- 1] The Director, Board of Examination & Evaluation,
- 2] **The Section Officer, [ B.Com. Unit ] Examination Branch,**
- 3] The Section officer, [Eligibility Unit],
- 4] **The Programmer [Computer Unit-1] Examinations,**
- 5] **The Programmer [Computer Unit-2] Examinations,**
- 6] The In-charge, [E-Suvidha Kendra], Rajarshi Shahu Maharaj Pariksha Bhavan, Dr. Babasaheb Ambekar Marathwada University.
- 7] The Public Relation Officer,
- 8] The Record Keeper.

**D R. BABASAHEB AMBEDKAR  
MARATHWADA UNIVERSITY,  
AURANGABAD.**



**Curriculum of  
MASTER OF PERSONNEL MANAGEMENT  
(MPM)  
IIND YEAR  
THIRD & FOURTH SEMESTER  
under Choice Based Credit & Grading System**

*[ Effective from the Academic Year 2021-22 & onwards ]*

*[ Signatures ]*  
Dean (Prof. Special Aff. L.H.)  
Solve KL

M.P.M (2021) (2021)

**M.P.M**

**CBCGS PATTERN**

**SYLLABUS**

**W.E.F.JUNE 2021-22**

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## M.P.M

### M.P.M First Semester (15 Weeks Teaching)

Paper No.	Subject/ Title of the paper	Course	Weekly		Credits		IA	UA	Total Marks	Duration Of Theory Exam
			Th	Pr	Th	Pr				
I	Management Perspective	Core	4	-	4	-	20	80	100	3 Hrs
II	Industrial Economics	Core	4	-	4	-	20	80	100	3 Hrs
III	Human Resource Management & Development	Core	4	-	4	-	20	80	100	3 Hrs
IV	Industrial Psychology	Core	4	-	4	-	20	80	100	3 Hrs
V	Labour Laws-I	Core	4	-	4	-	20	80	100	3 Hrs
VI	Information & Communication Technology	Skill Enhancement	4	-	4	-	20	80	100	3 Hrs
	Total		24	-	24		120	480	600	--

### M.P.M Second Semester (15 Weeks Teaching)

Paper No.	Subject/ Title of the paper	Course	Weekly		Credits		IA	UA	Total Marks	Duration Of Theory Exam
			Th	Pr	Th	Pr				
VII	Labour Welfare & Industrial Hygiene	Core	4	-	4	-	20	80	100	3 Hrs
VIII	Research Methodology & Statistical techniques	Core	4	-	4	-	20	80	100	3 Hrs
IX	Industrial Relation & Trade Union	Core	4	-	4	-	20	80	100	3 Hrs
X	Human Resource Administration & Information Systems	Core	4	-	4	-	20	80	100	3 Hrs
XI	Labour Laws-II	Core	4	-	4	-	20	80	100	3 Hrs
XII	Inplant Training & Presentation	Skill Enhancement		6		4	100		100	--
	Total		20	6	20+4=24		100	500	600	--

**M.P.M Third Semester (15 Weeks Teaching)**

Paper No.	Subject/ Title of the paper	Course	Weekly		Credits		IA	UA	Total Marks	Duration Of Theory Exam
			Th	Pr	Th	Pr				
XIII	Training & Development	Core	4	-	4	-	20	80	100	3 Hrs
XIV	Industrial Safety Management	Core	4	-	4	-	20	80	100	3 Hrs
XV	Labour Costing	Core	4	-	4	-	20	80	100	3 Hrs
XVI	Labour Laws-III	Core	4	-	4	-	20	80	100	3 Hrs
XVII	Functional & Change Management	Skill Enhancement	4	-	4	-	20	80	100	3 Hrs
XVIII	Environment Management or Organisational Behaviour	Discipline Specific Elective	4	-	4	-	20	80	100	3 Hrs
SC-301	Service Course	Generic Elective	4	-	4	-	20	80	100	3 Hrs
	Total		28	-	28		140	560	700	--

**M.P.M Fourth Semester (15 Weeks Teaching)**

Paper No.	Subject/ Title of the paper	Course	Weekly		Credits		IA	UA	Total Marks	Duration Of Theory Exam
			Th	Pr	Th	Pr				
XIX	Organisational Development & Quality Management Systems	Core	4	-	4	-	20	80	100	3 Hrs
XX	Strategic Human Resource Management	Core	4	-	4	-	20	80	100	3 Hrs
XXI	Case Study in Human Resource Management	Core	4	-	4	-	20	80	100	3 Hrs
XXII	Labour Laws-IV	Core	4	-	4	-	20	80	100	3 Hrs
XXIII	Project Report & Viva	Skill Enhancement	-	8	-	4	-	100	100	--
XXIV	Global H.R.M or Current Trends in HR Employment	Discipline Specific Elective	4	-	4	-	20	80	100	3 Hrs
	Total		20	8	20+4=24		100	500	600	--

**M.P.M (THIRD SEMESTER) (CBCS)**

**Paper No.XIII Training & Development**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- The objective of the course is to expose the students to the fundamentals of Training & Development
- It also intends to equip the students with various techniques of imparting training.

<b>UNIT-I</b>	<b>Introduction to training concept:</b> Definition – meaning – need for training –Importance of training – Objectives of training – Concepts of education –training and development – overview of training functions – types of training.	12 lectures
<b>UNIT-II</b>	<b>Process of training:</b> Steps in training – identification of job competencies – criteria for identifying training needs (person analysis – task analysis –organization analysis) – assessment of training needs – methods and process of needs assessment	14 lectures
<b>UNIT-III</b>	<b>Designing and implementing a training program:</b> Trainer identification –methods and techniques of training – designing a training module (crosscultural – leadership – training the trainer – change) – Management Development Program – budgeting of training.	14 lectures
<b>UNIT-IV</b>	<b>Evaluation of Training Program :</b> Meaning, Need for evaluation, KirkPatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training.	10 lectures
<b>UNIT-V</b>	<b>Learning:</b> Principles of learning- theories of learning- reinforcement theory– social learning theory – andragogy – resistance to training. Technology in training - CBT – Multimedia training – e-learning/online learning- distance learning.	10 lectures

Sessionals: Test/Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

- Employee Training and Development – Raymond Noe
- Every Trainers Handbook – Devendra Agochia
- 360 Degree Feedback, Competency Mapping and Assessment Centre – Radha Sharma
- Training and Development – S. K. Bhatia
- HRM – Biswajeet Pattanayak
- Human Resource Management: C.B.Gupta

## M.P.M (THIRD SEMESTER) (CBCS)

### Paper No.XIV Industrial Safety Management

Theory 80      Sessional 20      Credit 4

#### OBJECTIVES:

- The objective of the course is to inculcate among students the need and importance of safety of employees at workplaces.
- To acquaint the students with various statutory and non-statutory safety measures.
- It also intends to equip the students with various techniques of safety management.

<b>UNIT-I</b>	<b>Safety Management</b> Concept of Safety, Applicable areas, unsafe actions & Conditions. Responsibility of Safety - Society, Govt., Management, Union & employees. Fire- basic Chemistry/ Mechanism, Reasons, prevention & types of fire, extinction of fire, Loss prevention Association-Objective, formation, scope & significance.	12 lectures
<b>UNIT-II</b>	<b>Organisation for Safety:</b> Safety Officer - Appointment, Qualification, Duties of safety officer. Safety Committee - Membership, Functions & Scope of Safety committee. Motivation & Training of employees for safety in Industrial operations.	14 lectures
<b>UNIT-III</b>	<b>Disaster Management</b> Designing, Importance & implementation of Disaster Control Action Plan.	14 lectures
<b>UNIT-IV</b>	<b>Industrial Accidents</b> Meaning, Causes & effects of Industrial accidents. Accident Radio Theory, Cost of Accidents, Impact of Accidents on employees, Union, Management & Society & their role & responsibility in the prevention of accidents.	10 lectures
<b>UNIT-V</b>	<b>Legal Framework:</b> Legal Provisions regarding safety, Accident prevention & Compensation to affected employees as under Factories Act-1948, Factories Act (Amendment) 1987, Maharashtra Factories Rule-1963, The Mines Act-1952, Maharashtra Safety Officers Rule-1982, The Workmen Compensation Act-1923, ESI Act, Fatal Accident Act, Functions of National Safety Council. Accidents, recording, Investigation analysis & reporting.	10 lectures

Sessionals: Test/ Seminar: 10 Marks,      Assignment: 10 Marks

#### Reference Books:

- Factories Act, 1948
- Cost Accounting: Methods and Problems- B.K.Bhar
- Health in Industry-Donald Hanter
- Pollution Management in Industries-R.K.Trivedi
- Industrial Engineering- O.P.Khanna

M.P.M (THIRD SEMESTER) (CBCS)

**Paper No.XV Labour Costing**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *The objective of the course is to expose the students to the fundamentals of Labour costing.*
- *To orient the students with various techniques of labour costing.*
- *To equip the students with the basics of computation of compensation .*

<b>UNIT-I</b>	<b>Costs</b> –Various concepts, Elements of cost, Cost Sheet-Orientation & understanding of problems. Various Statutory Requirements related to Cost of Labour, Cost Benefit Analysis of important HR functions	14lectures
<b>UNIT-II</b>	<b>Labour Cost Control</b> Concept, importance, Time keeping-objectives, methods, Time booking-objectives, methods, Idle time, Overtime, Labour turnover	14lectures
<b>UNIT-III</b>	<b>Compensation management :</b> Meaning & Elements of compensation, Objectives of compensation, Principles of determination of compensation, factors affecting Compensation, Methods of Wage payment, Process of Wage determination, Wage policy in India, Concepts of Basic wage, Dearness Allowance, Bonus, Perquisites	16lectures
<b>UNIT-IV</b>	<b>Incentive management</b> Meaning of wage incentives, its place in compensation. Wage incentives in India, Types of wage Incentive plans, Designing sound incentive scheme. Profit-Sharing, Fringe benefits, ESOPs, Incentive schemes for employees in service industries	16lectures

Sessionals: Test/Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

- Cost Accounting –S.P.Iyengar
- Labour Cost and Accounting – SadanandDegaonkar
- Cost Accounting – B. K. Bhar
- Human Resource Management: C.B.Gupta



**Paper No.XVII Labour Laws-III**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *To impart knowledge of the contents of the laws*
- *To expose the students to the interpretation*
- *To Stimulate thinking on rationale behind the laws and their enforcement problems.*

<b>UNIT-I</b>	The Minimum Wages Act, 1948- Entire Act	14lectures
<b>UNIT-II</b>	Payment of Wages Act, 1936-Entire Act	14 lectures
<b>UNIT-III</b>	Payment of Bonus Act, 1965- Entire Act	12 lectures
<b>UNIT-IV</b>	Employees Provident Funds (and Misc. Provisions) Act, 1952- Entire Act	10 lectures
<b>UNIT-V</b>	Payment of Gratuity Act, 1972- Entire Act	10 lectures

Sessionals: Test/ Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

- Bare Acts
- Industrial Law – P. L. Malik
- Industrial Law – J. K. Bareja
- Labour Laws for Managers – B. D. Singh
- Industrial and Labour Laws – S. P. Jain

**M.P.M (THIRD SEMESTER) (CBCS)**

**Paper No.XVIIIFunctional & Change Management**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- To impart knowledge of the fundamentals of marketing and financial management.
- To help students understand the basics of Change management.

<b>UNIT-I</b>	<b>Marketing Management</b> Introduction to Marketing, Core concepts of marketing – Philosophies of Marketing – Production concept – Product concept – Selling concept – Marketing Concept – Societal Marketing - Functions of Marketing – Marketing Vs. Selling Marketing Organisation- Marketing Organisation Structure- Types, Functional, Product Based, Territory Based Structures, Organisations with complex structures	12 lectures
<b>UNIT-II</b>	<b>Sales Management</b> Sales Force Management – Developing Sales Force, Recruitment and Selection of Sales Force, Training- Areas of sales training- Company Specific & product Knowledge- Industry and Market Trend Knowledge, Customer Education, Motivating the sales team	12 lectures
<b>UNIT-III</b>	<b>Financial Management</b> Introduction to Finance, Financial Objectives of a firm, Business Finance, Nature and Scope of business Finance, Modern concept of Finance Function, Finance decisions	12 lectures
<b>UNIT-IV</b>	<b>Financial Statement Analysis</b> Concept of Financial Statement analysis, Types of Financial Analysis, Ratio Analysis, Types of Ratios , Profit Volume Analysis-Break Even concept, BEP, Break Even Chart, Margin of Safety, P/V ratio	12 lectures
<b>UNIT-V</b>	<b>Change Management</b> Concept of change, forces of change, types of change, process of change management, models of change, change management strategies	12 lectures

Sessionals: Test/ Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

- Marketing Management - Philip Kotler
- Marketing – Stanton, Michael Etzel , Walker (Tata)
- Marketing Management - V. S. Ramaswamy and S. Namakumari
- Building a Winning Sales Team – Gini Graham ad Scott
- Sales Management Handbook – Forsyth Patrick
- Financial Management – Bhalla
- Financial Management – R M Srivastav
- Organisational Development- S.S.Khanka

**M.P.M (THIRD SEMESTER) (CBCS)**

**Paper No.XVIII Environment Management(Elective)**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *To orient students about the need and importance of environment management.*
- *To impart knowledge about legal framework providing for environment protection.*

<b>UNIT-I</b>	Environment Protection Act,1986 - Definitions, Occupier, Environmental pollution, handling of hazardous substance, offences by companies, penalties for contravention of the Act.	12 lectures
<b>UNIT-II</b>	Air Pollution Act,1982 - Definition, Occupier, Air Pollution, Chimney, Approval Fuel, Emission, Powers & functions of Central & State Boards, role of approved laboratories, offences by companies, penalties & procedures.	14 lectures
<b>UNIT-III</b>	Water Pollution Act, 1974 - Definitions, sewage effluent, trade effluent, outlet, stream. Powers & functions of Central State Boards, role of approved laboratories, Offences by Companies, Penalties & Procedures.	14 lectures
<b>UNIT-IV</b>	Noise Pollution - Definition of sound & noise, sources of noise, measurement of noise, effect of noise, Physiological, Psychological & behavioral, noise control.	10 lectures
<b>UNIT-V</b>	Environmental Audits Concept, need, features, types, ISO 14001 Environment (Protection) Act, 1986	10 lectures

Sessionals: Test/ Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

- Factories Act, 1948
- Health in Industry-Donald Hanter
- Pollution Management in Industries-R.K.Trivedi
- Industrial Engineering- O.P.Khanna.

**M.P.M (THIRD SEMESTER) (CBCS)**

**Paper No.XVIII Organisational Behaviour (Elective)**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- To acquaint the students with role and relevance of organizational behaviour.
- To equip the students with behavioural skills necessary for handling and managing people at workplaces.

<b>UNIT-I</b>	<b>Organizational Behavior</b> - The nature of organisations: Why do organisations exist? Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Value-added managers, The manager's challenge, Organisational behavior and the new workplace, Managing the globalisation of work, Managing human rights in the workplace, Managing developments in information technologies, Managing organisational transitions, Managing new forms of Organisation. Biographical characteristics, ability, and learning	12 lectures
<b>UNIT-II</b>	<b>Perception:</b> Introduction, Process, Perceptual selectivity, factors affecting perception, improving perception, Impression management <b>Attitudes and values</b> - Attitudes, Components of attitudes, attitudes and behavior, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Patterns and trends in values, Managing values and attitudes.	14 lectures
<b>UNIT-III</b>	<b>Motivation-</b> Concepts, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, Social Motivation, Motivation and Health, Role of motivation in human behavior.	14 lectures
<b>UNIT-IV</b>	<b>Foundations of group behavior-</b> The nature of groups: Groups and teams, informal and formal groups, purpose of teams, Teams and team building: Selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams <b>Conflict</b> – Substantive and emotional conflicts, Levels of conflict, Sources of conflict in organisations, Symptoms of conflict- Causes of conflict, Strategies for the management of conflict.	10 lectures
<b>UNIT-V</b>	<b>Organizational Change</b> - Nature, levels and dilemmas of change, Pressures for change, The Domino effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change.	10 lectures

Sessionals: Test/Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

- *Stephen P Robbins - Organization Behaviour, (PHI)*
- *L M Prasad - Organizational Behaviour, (Sultan Chand)*
- *R Aswathappa - Organizational Behaviour, Himalaya Pub House*
- *S.S.Khanka-Organisational Behaviour (S.Chand)*

**M.P.M**  
**FOURTH SEMESTER**  
**W.E.F: 2021-22**

**M.P.M (THIRD SEMESTER) (CBCS)**

**SERVICE COURSE**

**Paper No: SC-301 MANAGERIAL ECONOMICS**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *To provide students with important principles of economics.*
- *To help students learn to apply the economic way of thinking to individual decisions and business decisions.*

<b>UNIT-I</b>	Meaning and Importance of Managerial Economics: Introduction, Meaning, Scope of Managerial Economics , Importance of the study of Managerial Economics, Role of a Managerial Economist	12 lectures
<b>UNIT-II</b>	Demand Analysis: Introduction, Meaning and Law of Demand, Factors influencing demand, Elasticity of Demand	12 lectures
<b>UNIT-III</b>	Demand Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Product	14 lectures
<b>UNIT-IV</b>	Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium	14 lectures
<b>UNIT-V</b>	Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions	8 lectures

Sessionals: Test/Seminar: 10 Marks, Assignment: 10 Marks

**Reference Books:**

- Adhikary M- Business Economics- Excel Books, New Delhi
- Dewett K.K.- Modern Economic Theory- S.Chand Publications, New Delhi
- Dwivedi D.N.- Managerial economics- Vikas Publishing House

## M.P.M (FOURTH SEMESTER) (CBCGS)

### Paper No.XIX Organisational Development & Quality Management Systems

Theory 80      Sessional 20      Credit 4

#### OBJECTIVES:

- *The purpose of this course is to help students learn to plan and implement change at the individual, group and organisational level.*
- *The course is designed to help the students develop as potential change agents and OD professionals.*

<b>UNIT-I</b>	Concept of OD, values, assumptions, importance. Evolution: Robert Tanenbaum, Kurt Lewin, Mcgregor, Herbert Shepard, Robert Blake	12 lectures
<b>UNIT-II</b>	Foundation of OD : action research, survey feedback, systems theory, teams and teamwork, participation and empowerment, applied behavioral science, parallel learning structures Process of OD, change model, Berke and Litwin, porras and Robertson.	14 lectures
<b>UNIT-III</b>	OD interventions : importance and meaning Team interventions : role analysis, role Negotiation, appreciation and concern, interdependency	14 lectures
<b>UNIT-IV</b>	Intergroup : Walton, principled negotiation, Structural : structural's, work redesign, quality, self managed teams. Individual :t-group, behaviour modeling	10 lectures
<b>UNIT-V</b>	Client consultant relationship, Identify major challenges in client consultant Relationship, Caselets / cases on Problem identification, Implementation of intervention	10 lectures

Sessionals: Test/ Seminar: 10 Marks,      Assignment: 10 Marks

#### Reference Books:

- Organizational development by S Ramnarayan, T. V. Rao.
- Organizational development and change by Cummings and Worley (7th edition)
- Organizational development by French and Bell (6th edition).

## M.P.M (FOURTH SEMESTER) (CBCGS)

### Paper No.XX Strategic Human Resource Management

Theory 80 Sessional 20 Credit 4

#### OBJECTIVES:

- To enable students distinguish the strategic approach to human resources from the traditional functional approach.
- To help students understand the relationship of HR strategy with overall corporate strategy.
- To understand the strategic role of specific HR systems and appreciate SHRM in the context of changing forms of organisation.

<b>UNIT-I</b>	<b>Introduction to Strategic HRM</b> Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – Developing HR plans and policies .	10 lectures
<b>UNIT-II</b>	<b>Human Resource Environment</b> Technology and structure - Workforce diversity - Demographic changes – Temporary contract labour - Global environment - Global competition - Global sourcing of labour - WTO and labour standards.	10 lectures
<b>UNIT-III</b>	<b>Recruitment and retention strategies</b> Online recruitment - Employee referrals - Recruitment process outsourcing –Head hunting - Executive education - Flexi timing – Telecommuting -Quality of work life - Work – life balance - Employee empowerment -Employee involvement - Autonomous work teams.	10 lectures
<b>UNIT-IV</b>	<b>Performance Management strategies</b> Defining key result areas (KRA) - Result based performance – Linking performance to pay - Merit based promotions.	10 lectures
<b>UNIT-V</b>	<b>Reward and Compensation Strategies</b> Performance based pay - Skill based pay - Team based pay - Broad banding - Profit sharing - Executive compensation - Variable pay.	10 lectures
<b>UNIT-VI</b>	<b>Human Aspects of Strategy implementation</b> Behavioral issues in strategic implementation - Matching culture with strategy - Human side of mergers and acquisitions - Leadership, power and politics - Employee morale - Personal values and business ethics.	10 lectures

Sessionals: Test/Seminar: 10 Marks, Assignment: 10 Marks

#### Reference Books:

1. Strategic HRM – Jeffery Mello, Thompson publication, New delhi
2. Strategic HRM- Charles Greer, Pearson education Asia , New delhi
3. Strategic HRM-Michael Armstrong, Kogan page , London
4. Strategic HRM- Agrwal, Oxford University press , New Delhi
5. Human Resource Management- Garry desseler, PHI, New Delhi



**M.P.M (FOURTH SEMESTER) (CBCGS)**

**Paper No.XXICase Study in Human Resource Management**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *The objective of the course is to enable the students understand a case in it's true spirit and to provide the skill necessary to apply the concepts and techniques of HR to resolve the issues discussed in the case.*

Cases will be normally be based on the following topics from HRM and IR.

Recruitment – Selection – Transfer – Promotion - Career Planning -  Senioritydisputes - Pay scales and grades - Salary and wage administration – VRS,  Compensation and other relevant topics of HRM  Violation of provisions of Labour laws – Unfair labour practices byemployerand employees (trade unions) – Strikes, layoffs, Retrenchments – Closures -lockouts - Wage Agreements-violations – Bonus gratuity grievances Violations of provident Fund Act – Weekly Offs, Holidays and otherrelevant IRtopics.	60 lectures
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Sessionals: Test/Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

1. Case Studies in Marketing – Srinivasan R. – Publication – Prentice Hall
2. Case Studies in Personnel Management Industrial Relations & Trade Unions – Dr.AnandaramPublication : - Everest Publishing House
3. Cases in Personnel Management – Shymkant Gokhale - Everest Publication
4. Case Studies in Indian Management – Dr. M. A. Kohok – Everest Publication
5. Case studies in Personnel Management Industrial Relations and Organisation Behaviour – Dr. S.A. Khopkar

**M.P.M (FOURTH SEMESTER) (CBCGS)**

**Paper No.XXII**

**Labour Laws-IV**

**Theory 80**

**Sessional 20**

**Credit**

**4**

**OBJECTIVES:**

- *The objective of the course is to expose the students to the fundamentals of Organisational Development*
- *It also intends to equip the students with various quality management techniques and systems.*

<b>UNIT-I</b>	Employees State Insurance Act, 1948 - Entire Act	16 lectures
<b>UNIT-II</b>	Trade Union Act, 1936 - Entire Act	14 lectures
<b>UNIT-III</b>	Workmen's Compensation Act- Entire Act	16 lectures
<b>UNIT-IV</b>	Natural Justice – Meaning, Basic Principles of Natural Justice	14 lectures

Sessionals: Test/Seminar: 10 Marks, Assignment: 10 Marks

**Reference Books:**

- Bare Acts
- Industrial Law – P. L. Malik
- Industrial Law – J. K. Bareja
- Labour Laws for Managers – B. D. Singh
- Industrial and Labour Laws – S. P. Jain

**M.P.M (FOURTH SEMESTER) (CBCGS)**

**Paper No.XXIII Project Report & Viva**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *The purpose of Project is to expose the students to various research areas of HR.*

The candidate must undertake a project work – based on practical training in any subject relating to Human Resource Management, HRD & Industrial Relation, in a business firm for a period not less than 6 weeks.

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 training.

The final project report should be submitted before the commencement of the fourth semester examination

The final project examination should consist of presentation and viva.

An External Examiner should be appointed for conduct of viva-voce examination.

Following should be the weightage of marks:

Project Report-50 marks

Presentation: 30 marks

Viva-voce: 20 marks

**M.P.M (FOURTH SEMESTER) (CBCGS)**

**Paper No.XXIVGlobal H.R.M (Elective)**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *The objective of the course is to expose the students to the trends in Global H.R.M*
- *It also intends to equip the students with various global practices in relation to Human resource management.*

<b>UNIT-I</b>	Defining Global HRM, Difference between Domestic and Global HRM, Organizational Structure in MNC, Barriers to effective Global HRM, The role of expatriates, The role of non expatriates, The role of the corporate HR functions	12 lectures
<b>UNIT-II</b>	International staffing - Recruiting and selecting staff for International assignments- Executive Nationality Staffing policies-International Labour Market-Issues in staff selection	14 lectures
<b>UNIT-III</b>	Global compensation computation practice along with productivity and performance management, Global Incentives Management System – Short term, longterm systems – Six Sigma process improvement in accordance with ISO standards processes and procedures. Cross Cultural Management – including communication (Language) –Lifestyle – Climatic and Environmental changes –global Socio cultural factors– customs and traditions including personal –psychological and Individual determinants	14 lectures
<b>UNIT-IV</b>	Strategic Human Resource Management in the context to Global Scenario,Global HR Environment and strategizing the entire Global process –	10 lectures
<b>UNIT-V</b>	Global Training and Development Strategies – Global Performance Management system – Global Exit and Retrenchment Strategies, Mergers and Acquisitions – Implications of HR at Global level	10 lectures

Sessionals: Test/Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

- Global HR - DoonaDeeprise
- International Business and Globalisation – John D. Daniels, Jeffrey A.Krug
- Executive Skills for Global Managers – Upinder Dhar and S.Ravishankar
- Global Business – Avadhani – Himalaya Publication
- International Human Resource Management: Text & Cases- P.L.Rao, Excel Publications

**M.P.M (FOURTH SEMESTER) (CBCGS)**

**Paper No.XXIV Current Trends in HR Employment (Elective)**

**Theory 80      Sessional 20      Credit 4**

**OBJECTIVES:**

- *The objective of the course is to expose the students to the fundamentals of Organisational Development*
- *It also intends to equip the students with various quality management techniques and systems.*

<b>UNIT-I</b>	Workforce Diversity- Concept, advantages, implications for HRM, managing diverse workforce	12 lectures
<b>UNIT-II</b>	Recruitment & Selection: New sources of recruitment- mobile recruitment, online communication tools for recruitment, social media platforms, chatbots, Use of Artificial Intelligence tools	12 lectures
<b>UNIT-III</b>	Downsizing: Concept, rationale, consequences, Role of HR in downsizing VRS policies - Role of call centers, BPOs, KPOs and study of their industrial culture. Balanced score card, Rights of Intellectual properties	12 lectures
<b>UNIT-IV</b>	Retention of intellectual human factor. - Frequent transfer at frequent intervals. - Training and development – absence of innovative practices, remote learning, mentoring, experiential learning, gamification of training, on-demand delivery platforms for training	14 lectures
<b>UNIT-V</b>	Flexi Work systems Concept- need-remote working- work from home- Digital collaboration platforms- virtual HR experiences- impact on family, productivity, Work Life Balance	10 lectures

Sessionals: Test/Seminar: 10 Marks,      Assignment: 10 Marks

**Reference Books:**

Human Resource Management- C.B.Gupta

Human Resource Management- V.S.P Rao

Research articles published in recent editions of various HR journals may be referred

