

**M.COM (Industrial Relations)
W.E.F.2023-24**

Program Specific Outcomes

PSO 1	Develop necessary professional knowledge and skills in Labour Laws and Industrial Relations
PSO 2	Demonstrate the ability to interpret various provisions of labour laws
PSO 3	Demonstrate effective oral and written communication required for industrial relations
PSO 4	Implement traditional and modern strategies and practices of industrial relations and labour laws
PSO 5	Develop competency in students to make them employable in the labour relations domain

Teaching and Examination Scheme

A teaching and examination scheme for students admitted to the M. Com. (Industrial Relations) Program shall be as follows:

**Master of Commerce (Industrial Relations)
Semester I**

Sr. No.	Course Type	Subjects	Course Code	Teaching Scheme			Examination Scheme					Credits
				Total Hours Per Week			Max. Marks SEE (TH) *	Max Marks SEE (PR)	Max. Marks (CIE)	Total Marks	Min. Passing Marks	
				Theory	Practical	Total						
1.	Core	Industrial Psychology		4	-	4	80	-	20	100	40	4
2.	Core	Labour Laws – I		4	-	4	80	-	20	100	40	4
3.	Core	Industrial and Labour Economics		4	-	4	80	-	20	100	40	4
4.	Elective	Public System Management		4	-	4	80	-	20	100	40	4
		Organizational Behaviour										
5.	Core	Research Methodology		4	-	4	80	-	20	100	40	4
				20	-	20	400	-	100	500	250	20

* Semester End Examination which is mandatorily required to be appeared by every student

Note:

1. TH = Theory, CIE= Continuous Internal Evaluation
2. SEE for Theory as well as Practical examinations as mentioned above shall be conducted by the University for all semesters and the CIE shall be conducted by colleges on behalf of the University for all Semesters.

Master of Commerce (Industrial Relations)
Semester II

Sr. No.	Course Type	Subjects	Course Code	Teaching Scheme			Examination Scheme					Credits
				Total Hours Per Week			Max. Marks SEE (TH) *	Max Marks SEE (PR)	Max. Marks (CIE)	Total Marks	Min. Passing Marks	
				Theory	Practical	Total						
1.	Core	Industrial Relation and Trade Union Movement		4	-	4	80	-	20	100	40	4
2.	Core	Labour Laws – II		4	-	4	80	-	20	100	40	4
3.	Core	Labour Cost and Compensation Management		4	-	4	80	-	20	100	40	4
4.	Elective	Global Human Resource Management		4	-	4	80	-	20	100	40	4
		Organizational Development and Quality Management System										
5.	Core	On Job Training		-	8	8	-	100	-	100	50	4
				20	-	20	320	100	80	500	250	20

* Semester End Examination which is mandatorily required to be appeared by every student

Note:

1. TH = Theory, CIE= Continuous Internal Evaluation
2. SEE for Theory as well as Practical examinations as mentioned above shall be conducted by the University for all semesters and the CIE shall be conducted by colleges on behalf of the University for all Semesters.

Master of Commerce (Industrial Relations)
Semester III

Sr. No.	Course Type	Subjects	Course Code	Teaching Scheme			Examination Scheme					Credits
				Total Hours Per Week			Max. Marks SEE (TH) *	Max Marks SEE (PR)	Max. Marks (CIE)	Total Marks	Min. Passing Marks	
				Theory	Practical	Total						
1.	Core	Industrial Safety Management		4	-	4	80	-	20	100	40	4

M. COM. (INDUSTRIAL RELATIONS) W.E.F. 2023-24

2.	Core	Labour Laws – III		4	-	4	80	-	20	100	40	4
3.	Core	Employee Relations and Engagement		4	-	4	80	-	20	100	40	4
4.	Elective	Strategic Human Resource Management		4	-	4	80	-	20	100	40	4
		Current Trends in HR Practices										
5.	Core	Research Project		-	8	8	-	100	-	100	50	4
				16	8	24	320	100	80	500	250	20

* Semester End Examination which is mandatorily required to be appeared by every student

Note:

1. TH = Theory, CIE= Continuous Internal Evaluation
2. SEE for Theory as well as Practical examinations as mentioned above shall be conducted by the University for all semesters and the CIE shall be conducted by colleges on behalf of the University for all Semesters.

**Master of Commerce (Industrial Relations)
Semester IV**

Sr. No.	Course Type	Subjects	Course Code	Teaching Scheme			Examination Scheme					Credits
				Total Hours Per Week			Max. Marks SEE (TH) *	Max Marks SEE (PR)	Max. Marks (CIE)	Total Marks	Min. Passing Marks	
				Theory	Practical	Total						
1.	Core	Legal Aspects in Environment Safety		4	-	4	80	-	20	100	40	4
2.	Core	Labour Laws – IV		4	-	4	80	-	20	100	40	4
3.	Core	Ethics in HRM		4	-	4	80	-	20	100	40	4
4.	Elective	Human Resource Information Systems		4	-	4	80	-	20	100	40	4
		Human Resource Accounting and Audit										
5.	Core	Research Project		-	12	12	-	100	-	100	50	4
				16	12	28	320	100	80	500	250	20

* Semester End Examination which is mandatorily required to be appeared by every student

Note:

1. TH = Theory, CIE= Continuous Internal Evaluation

2. SEE for Theory as well as Practical examinations as mentioned above shall be conducted by the University for all semesters and the CIE shall be conducted by colleges on behalf of the University for all Semesters.

Detailed Syllabus

M. Com. (Industrial Relations)

Semester - I

CC01: Industrial Psychology

Course Outcomes

CO1	The students will be able to relate the concept of Psychology with Industry
CO2	The students will be able to differentiate types of psychology and will also able to assess impact of psychology on behaviours of individuals.
CO3	The students will be able to conduct psychological tests to measure and evaluate individual and group behaviour
CO4	The student will be able to identify determinants of group behaviour.
CO5	The students will be able to apply the concepts of psychology in Industrial Relations

Unit 1: Introduction of the term 'Industry' and 'Psychology' – Definitions – nature –importance – scope – factors responsible for psychology – behaviour of an individual in an industry – individual difference

Unit 2: Types of Psychology - Types and characteristics of psychology – factors responsible – mental psychology – its impact on behaviour – Difference between male and female psychology – its impact on behaviour – Differentiate between male and female psychology – its impact on efficiency – productivity etc.

Unit 3: Tests for Psychology - Effectiveness of these tests – Measures to control the tests steps to improve the psychology Individual Behaviour and Group Behaviours - Interaction between them – psychology involved in each individual – Necessary suggestions for improving psychology

Unit 4: Group Dynamics – Characteristics of group behaviour, Research Methodology for psychology, determinants of group behaviour, Concept of group climate, group behaviour models.

Reference Books:

1. Industrial/Organizational Psychology: An Applied Approach, 8th Edition, Michael G. Aamodt, 2016
2. Industrial/Organizational Psychology: Understanding the Workplace, 5th Edition, Paul E. Levy, 2017
3. Psychological Testing and Assessment, 9/e, Ronald Jay Cohen (Author), Mark E. Swerdlik (Author)
4. Group Dynamics and Team Building, R K Sadhu, Excel Books
5. Introduction to Psychology, Shashi Jain, Kalyani Publishers
6. Organizational Behaviour, 18e, Neharika Vohra Stephen P. Robbins, Timothy A. Judge (Author), Pearson Education

CC02: Labour Law - I**Course Outcomes**

CO1	The students will be able to understand the definition of industry and will also be able to identify causes of industrial disputes.
CO2	The students will be able to identify causes and measures for strikes and lockouts in industries.
CO3	The students will be able to understand the provisions for restriction of unfair labour practices.
CO4	The student will be able to comprehend principles of natural justice.
CO5	The students will be able to relate various labour laws in Industrial Relations

Unit 1: Industrial Disputes Act, 1947 Definition of Industry, Workman and Industrial Dispute – Authorities under the Act – Procedure, Powers and Duties of Authorities

Unit 2: Strikes and Lock outs –Lay off and Retrenchment – Special Provision relating to Layoff, Retrenchment and Closure

Unit 3: Maharashtra Recognition of Trade Unions & Prevention of Unfair Labour Practices Act, 1971, All provisions of the Act (Entire Act)

Unit 4: The Industrial Employment (Standing Orders) Act, 1946 All provisions of the Act (Entire Act), Principles of Natural Justice

Reference Books:

1. P.L MALIK'S HANDBOOK OF LABOUR AND INDUSTRIAL LAW GENERIC BOOK
2. Industrial Law – J. K. Bareja, Galgotia Publications Pvt Ltd
3. Industrial Relations and Labour Laws for Managers SAGE Publications India Private Limited; First Edition
4. Labour laws for Managers – B.D. Singh
5. Industrial & Labour Laws – S. P. Jain, Dhanpat Rai & Co.; Standard Edition

CC03: Industrial & Labour Economics**Course Outcomes**

CO1	The students will be able to analyse the concept of labour economics
CO2	The students will be able to identify causes and measures for unemployment problem and will also able to evaluate Govt programmes for unemployment solutions.
CO3	The students will be able to differentiate pre and post 1990-91 economic problems and measures taken up to solve them
CO4	The student will be able to identify role of financial institutions for enhancing industrial productivity.
CO5	The students will be able to relate the concepts of economic principles in Industrial Relations

Unit 1: Labour Economics, Nature and scope of Labour Economics-Rise of economic problems in Labour, Management, Wage Management, Nominal & real wages, factors affecting them-Wages, incentives, D.A. and other allowances, consumer prices index – Wage differentials

Unit 2: Labour Market: Labour market analysis – demand for and supply of labour determinants

of demand for and supply of labour – Mobility of labour – Problems for labour market – migratory, casual, probationary consequences of new information technology – Efficiency of Indian labour and effort to improve Nature, causes and measures to solve problems of unemployment – Employment Policy – different programmes undertaken by Govt. after independence to increase employment like IRDP, DPAP, NREP – Problems of Agricultural Labour, Child Labour and Female Labour

Unit 3: Industrial Economics, Nature and scope of Industrial Economics – Industrial development and economic Development – Changes in Indian Economy Policy after 1990-91 – Features and Economic problems of public sector employees - Profile of Industrial Sector – Public sector, Private Sector, Small Scale and Village Industries – Joint Sector and Co-operative Sector – Achievement and Problems faced – Industrial Location – Factors/ Determinants- Alfred Weber's Theory of Industrial Location

Unit 4: Industrial Finance – Need, Types, Short Term and Long-Term capital – Foreign exchange component – Role of Public Sector Banks and Private Sector Banks – Small scale industries and development of backward areas – Service Sector in India: Role, present position and problems – Challenges and Opportunities in Service Industries – Factors determining Industrial Productivity – Remedy to improve industrial productivity

Reference Books:

1. Principles of Economics by Robert H. Frant and Ben S. Bernanke, Publication – Tata McGraw – Hill
2. Labour Economics By Roy B. Helfgott Publication – Random House, New york
3. Economics of Labour and Industrial Relations by Dr. T. N. Bhagoliwal Publication – Sahitya Bhavan Publication
4. Labour Economics by F. Ray Marshall, Vernon M. Briggs, Jr. and Allan G. king Publication – Richard D. Irwin, INC
5. Labour Welfare, Trade Unionism and Industrial Relations by Puneekar, Deodhar and Sankaran Publication – Himalaya Publishing House
6. Aspects of Labour Welfare and Social Security by A. M. Sarma Publication – Himalaya Publishing House

DSE01: Public System Management**Course Outcomes**

CO1	The students will be able to understand the role of various public enterprises.
CO2	The students will be able to assess the importance of energy management and water management and will also be able to suggest measures for conservation of energy and water resources
CO3	The students will be able to understand the evolution of education system and telecom system in India
CO4	The student will be able to differentiate roles of local, regional and state agencies in infrastructural development
CO5	The students will be able to relate the functioning of various public enterprises in development of public utilities

Unit 1: Public Goods & services, Concept of Public System, Role of Government in Public System, Types of Public system, Weaknesses & Issues of the Public System in India. Public Enterprise Management - Objectives and Roles of Public Enterprise, Organizational Forms and Working of the Board of Management, Public Enterprise Policy and Reform Measures, Marketing Problems of Public Enterprises

Unit 2: Energy Management - Organisation for Energy Management: Goal setting in Energy Management; Energy crisis, energy use Patterns and scope for Conservation; Energy Audit, Energy Pricing; Non-conventional sources of energy; Utilization of solar energy; Biomass as a source of energy; The option of Nuclear energy in the developing countries; Water Resource Management - Objectives and organization of water resource Management; Optimization techniques for water resources projects; Scientific utilization of Agriculture water; irrigation projects; Water crisis management flood and droughts; Water harvesting; Problem relating to supply and timely use of water in cities and towns.

Unit 3: Education as Development Priority; Education and Economic growth; International Comparisons; Strategies of Development of Education System; Concept of Investment in Man; Systems of Education in India: Formal, informal, Primary, Secondary and Higher Education; Management of Telecommunication systems - Role of Telecommunication; Effects of technology and scale on cost of service, Organization, management and financing in Telecommunication; Mobilizing resources for expansion, Impact of Telecommunications on rural development, Cases: BEL, C-DOT, DoT, BSNL and Telecom Commission.

Unit 4: System analysis and system dynamics in health care; Health system: Characteristics, Planning methodologies, Goals and functions; Strategic management in health care; Quantitative foundations of health services management; Public Infrastructure Management– Definition; Local, Regional, State and Federal Agencies responsible for infrastructure development and their role in Regional Planning Process; The role of Civic Organizations and Private Sector; Overview of the Infrastructure Management Process. Infrastructure Developments from Road Transport, Railways, Power, Airports and Shipping Ports like PWD, MSRDC, Central Railway, DLF, GMR, GVK, TATA Energy and Reliance Energy etc.

Reference Books:

1. "Ideas that have Worked" by Department of Administrative Reforms and Public Grievances, 2004, Penguin / Viking, New Delhi
2. "Infrastructure Management: Design, Construction, Maintenance, Rehabilitation, Renovation." Hudson, Haas, and Uddin, McGraw-Hill, 1997
3. Bureau of Public Enterprises. Public Enterprises Survey, 1994-95, New Delhi, 1996
4. Donglass, C. "Energy Technology Handbook". McGraw Hill, New York. 1977
5. Chaturvedi, T.N. (ed) "Training in Public Administration: The changing Perspectives". 1989. The Indian Institute of Public Administration, New Delhi
6. Chatuvedi, M.C. and Rogers P. "Water Resources Systems Planning: Some Case Studies for India. Indian Academy of Sciences, Bangalore, 1995. Indian Factories Act 1948, Universal Lexis Nexis.

DSE01: Organizational Behaviour

Course Outcomes

CO1	The students will be able to relate the role of organisational behaviour with productivity and managerial effectiveness.
CO2	The students will be able to assess the relationship of Perception, Attitudes, and Motivation with individual behaviour
CO3	The students will be able to identify the stages of team building and reasons of group conflicts and will also be to evaluate methods to resolve the group conflicts
CO4	The student will be able to differentiate various OD techniques and will also be able to describe the process of OD
CO5	The students will be able to relate the various concepts of organisational behaviour with development of industrial relations

Unit 1: Organizational Behaviour - 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 behaviour 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

Unit 2: Perception: Introduction, Halo effect, Stereotyping, pigeonholing and compartmentalization; Self-fulfilling prophecy; Perceptual mythology; other influences on perception. Attitudes and values - Attitudes, Components of attitudes, **Attitudes and behaviour:** 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. **Motivation:** - 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 behaviour.

Unit 3: Foundations of group behaviour - 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, Team Dynamics: group norms, decision-making behaviour, dysfunctional teams, Cohesiveness. **Conflict** – Substantive and emotional conflicts, Levels of conflict, Sources of conflict in organisations, Symptoms of conflict Causes of conflict, Strategies for the management of conflict.

Unit 4: Organizational Change - 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. **Organizational Development** - Goals of organisational development: Principles underlying organisational development, Ethical aspects of organisational development, The process of organisational development: Action research and organisational development, Organisational development interventions: Organisation-wide interventions, smaller group and intergroup interventions, Individual interventions. - Traditional: Grid Training, Survey Method; Modern: Process Consultation Method, Third **OD Techniques** Party, Team Building, Transactional Analysis.

Reference Books:

1. Organisation Behaviour, Fred Luthans McGraw-Hill Education; 12th edition
2. Organisation Behaviour, Stephen P. Robbins (Author), Timothy A. Judge (Author), Neharika Vohra (Author) Robbins, 18th Pearson Education Asia

3. Principles of Organizational Behaviour OUP Oxford; 4th edition. By Robin Fincham (Author), Peter Rhodes (Author)
4. Prentice Hall India Organisational Behaviour: Human Behaviour at Work Neustrom & Davis, 10th, Tata McGraw Hill
5. Organisational Behaviour: Individuals, Groups and Organisation Second Edition (Prentice Hall, 2002)

Semester - II

CC04: Industrial Relation & Trade Union Movement

Course Outcomes

CO1	The students will be able to understand the definition of trade union and will also be able to identify role of trade unions in industries.
CO2	The students will be able to identify causes and measures for industrial disputes
CO3	The students will be able to understand the concept of collective bargaining will also be able to analyse the importance of worker's participation in management.
CO4	The student will be able to apply grievance handling procedures.
CO5	The students will be able to relate trade union movement in developing industrial relations

Unit 1: Industrial Relations – Importance, Definition, Scope, Role and Impact on Labour Laws legislation, Execution, Employer, Trade Unions and Judiciary Trade Union – objectives, functions, New Role of Trade Union in the context of globalization, IT, trade and productivity.

Unit 2: Industrial dispute – nature & causes of industrial disputes Machinery for solving industrial disputes under Industrial Disputes Act, 1947 at national and state level Role of Judiciary & its impact on industrial relations

Unit 3: Collective bargaining – meaning, characteristics, need, importance, process, causes for failure of collective bargaining, Alternatives to collective bargaining, Importance of employee stock option plans. Worker's participation in management – concept, pre-requisites, forms & levels of participation, benefit of workers Participation in Management

Unit 4: Grievance handling procedure – labour management, Co-operation, role of functional manager including personnel & industrial relations manager in promoting & establishing peaceful industrial relations

Reference Books:

1. Dynamic Personnel Administration – Prof. M. N. Rudrabasavraj.

2. Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar
3. Labour Management relations in India – K.M. Subramanian
4. Trade Unionism Myth and Reality, New Delhi, Oxford University Press
5. Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj.
6. Personnel Management and Industrial Relations – P. C. Shejwalkar and S. B. Malegaonkar

CC05: Labour Law - II

Course Outcomes

CO1	The students will be able to apply the of terms like Health, Working Hours, Annual Leaves, Wages etc for factory labour.
CO2	The students will be able to identify the provisions laid down in Bombay Shops and Establishment Act and will also be use regulations related to digital signature.
CO3	The students will be able to understand the provisions and regulations of contract labour and its practices.
CO4	The student will be able to apply principles of minimum and fair wages for labour force of an organisation.
CO5	The students will be able to relate various labour laws in Industrial Relations

Unit I: Factories Act, 1948, Approval, Licensing and registration – Inspecting Staff – Health –Welfare – Working Hours – Annual Leave with wages – Periodical Returns – Registers and Records

Unit II: Bombay Shops and Establishments Act, 1948, All provisions under the Act (Entire Act), Information Technology Act, 2000, Digital Signature – Electronic governance – Secure Digital Signature – Regulation of Certifying Authorities – Digital signature Certificates – Duties of Subscribes

Unit III: Contract Labour (Regulation and Abolition) Act, 1970, All provisions under the Act (Entire Act)

Unit IV: Payment of wages Act, 1936, All provisions under the Act (Entire Act)

Reference Books:

1. P.L MALIK'S HANDBOOK OF LABOUR AND INDUSTRIAL LAW GENERIC BOOK
2. Industrial Law – J. K. Bareja, Galgotia Publications Pvt Ltd
3. Industrial Relations and Labour Laws for Managers SAGE Publications India Private Limited; First Edition
4. Labour laws for Managers – B.D. Singh

5. Industrial & Labour Laws – S. P. Jain, Dhanpat Rai & Co.; Standard Edition

CC06: Labour Cost & Compensation Management**Course Outcomes**

CO1	The students will be able to understand the concept of cost of labour and will also be able to apply cost benefit analysis with respect to labour deployment.
CO2	The students will be able to compute the ideal labour salary.
CO3	The students will be able to differentiate the concept of compensation and incentives.
CO4	The student will be able to prepare sound incentive schemes for employees.
CO5	The students will be able to relate the concepts of labour cost with labour compensation and incentives.

Unit I: Costs -Various concepts, Elements of cost, Cost Sheet-Orientation & understating of problems. Various Statutory Requirements related to Cost of Labour Cost Benefit Analysis of important HR functions

Unit II: Labour turnover & Productivity & Cost associated Ideal Labour Salary Calculations -Component deductions, disbursement & control

Unit III: Compensation, Elements of compensation, Principles of determination of compensation Incentives, its place in compensation.

Unit IV: Indian Industry, Practices of Incentives, Designing sound incentive scheme. Incentive Schemes for direct and indirect workers. Incentive schemes for employees in service industries

Reference Books:

1. Labour Cost and Compensation Management, Prof A P Rao, Everest Publishing House; 10th Edition
2. Labour Costing & Compensation Management, Dr. Pradip K Sinha, Nirali Publication
3. Cost Accounting: Texts and Problems; Shukla M.C. (Author), Grewal T.S. (Author), Gupta M.P (Author), S Chand & Company

DSE02: Global Human Resource Management**Course Outcomes**

CO1	The students will be able to relate the societal culture with organisational culture.
CO2	The students will be able to understand the global HR ethics, values and principles for MNCs.
CO3	The students will be able to understand and apply the six sigma and ISO standard in HR policies and procedures
CO4	The student will be able to apply strategic HR decisions in global context.
CO5	The students will be able to relate the various HR concepts in global context for MNCs and international organisations.

Unit I: Strategic HRM – Global Business strategy – Managing HR for Competitive Advantage – Societal Culture – Impact of Societal Culture in managers – Managers behaviour and employment relations – Relation between societal culture and organizational culture – Cross Cultural Management – communication across culture – different types of organization – Learning and stakeholder in organization – Cross cultural effect on various functions of HRM (Motivation – leadership- Teams)

Unit II: Global HR Orientation along with knowledge of Global Business Model – Strategy – process of Industry, Global HR ethics – values – principles – policies and processes in view of MNC and Fortune 500 Companies

Unit III: Global compensation computation practice along with productivity and performance management, Global Incentives Management System – Short-term long-term 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

Unit IV: Strategic Human Resource Management in the context to Global Scenario, Global HR Environment and strategizing the entire Global process – Global Reward and compensation Management – Global Training and Development Strategies – Global Performance Management system – Global Exit and Retrenchment Strategies, Mergers and Acquisitions – Implications of HR at Global level

Reference Books:

1. INTERNATIONAL HUMAN RESOURCE MANAGEMENT: GLOBALIZATION, NATIONAL SYSTEMS AND MULTINATIONAL COMPANIES, Tony Edwards (Author), Pearson Education; 1st edition
2. INTERNATIONAL HUMAN RESOURCE MANAGEMENT, 3RD EDITION, McGraw Hill Education (India)
3. International Human Resource Management, Peter J. Dowling (Author), Marion Festing (Author), Allen D. Engle (Author), Cengage India Private Limited
4. Executive Skills for Global Managers, Upendra Dhar and S Ravishankar, Himalaya Publishing House
5. International Business and Globalization (Contemporary Issues in Business & Globalization), D. John Daniels, Jeffrey A. Krug, SLE Pound; 1st edition

DSE02: Organisation Development & Quality Management System

Course Outcomes

CO1	The students will be able to differentiate the OD theories of various behavioural scientists.
CO2	The students will be able to differentiate the various change models.
CO3	The students will be able to understand the concepts of intergroup, self-managed teams and group behaviour modelling
CO4	The student will be able to establish the client consultant relationship.
CO5	The students will be able to relate the various OD concepts with various quality management for managing industrial relations

Unit I: Define the concept of OD, values, assumptions, importance. Evolution: Robert Tanenbaum, Kurt Lewin, McGregor, Herbert Shepard, Robert Blake Foundation of OD: action research, survey feedback, systems theory, teams and teamwork, participation and empowerment, applied behavioural science, parallel learning structures.

Unit II: Process of OD, change model, Berke and Litwin, Porras and Robertson. OD interventions: importance and meaning team interventions: role analysis, role Negotiation, appreciation and concern, inter-dependency

Unit III: Intergroup: Walton, principled negotiation, Structural: structural's, work redesign, quality, self-managed teams. Individual: t-group, behaviour modelling

Unit IV: Client consultant relationship, Identify major challenges in client consultant Relationship, Case lets / cases on: Problem identification, Implementation of intervention, Action research

Reference Books:

1. Organization Development: Accelerating Learning and Transformation, S. Ramnarayan (Author), Sage Response; Second edition
2. ORGANIZATION DEVELOPMENT: BEHAVIORAL SCIENCE INTERVENTIONS FOR ORGANIZATIONAL IMPROVEMENT, 6TH EDN, French Wendell L, Bell Jr Cecil H, Pearson Education; Sixth edition
3. Organization Development Interventions: Executing Effective Organizational Change, Behnam Bakhshandeh (Editor), Sohel Imroz (Editor), William Rothwell (Editor), CRC Press; 1st edition
4. Organization Development & Change, 9th Edition, Thomas G. Cummings and Christopher G. Worley, Cengage Learning

Semester - III**CC07: Industrial Safety Management****Course Outcomes**

CO1	The students will be able to identify the qualification, duties and responsibilities and appointment of safety officer
CO2	The students will be able to analyse the causes and control of industrial disasters
CO3	The students will be able to understand the legal provision of various industrial safety
CO4	The students will be able to identify the types and causes of fire in industries

Unit I: Safety Management - Concept of Safety, Applicable areas, unsafe actions & Conditions. Responsibility of Safety - Society, Govt., Management, Union & employees. 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.

Unit II: Disaster Management - Designing, Importance & implementation of Disaster Control Action Plan. Industrial Accidents - 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.

Unit III: 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, Public Liabilities Insurance Act-1991, Fatal Accident Act, Functions of National Safety Council. Accidents:- recording, Investigation analysis & reporting.

Unit IV: Fire- basic Chemistry/ Mechanism, Reasons, prevention & types of fire, extinction of fire, Loss prevention Association-Objective, formation, scope & significance.

Reference Books:

1. Industrial safety act, Bare act
2. Industrial Safety, Health and Environment Management Systems, Prof. Sunil S.Rao & R.K.Jain (Author), Khanna Publishers; Latest edition
3. Industrial Safety Management System, Raj Kishore Ojha (Author), 24by7Publishing; First Edition

4. Principles of Industrial Safety Management, DAS AKHIL KUMAR (Author), PHI Learning Pvt Ltd
5. Industrial Safety Management: Safety Health And Environment Management, Pravin M. Pathak , Jayant P. Khairnar, Notion Press

CC08: Labour Law - III

Course Outcomes

CO1	The students will be able to understand the regulations and provision included in Employee's Provident Fund Act. 1952
CO2	The students will be able to understand the regulations and provision included in Employee's State Insurance Act, 1948
CO3	The students will be able to understand the regulations and provision included in Workman's Compensation Act. 1923
CO4	The students will be able to understand the regulations and provision included in Maternity Benefit Act. 1961

Unit I: Employees' Provident Fund Act, 1952 - Entire Act

Unit II: Employees State Insurance Act, 1948 - Entire Act

Unit III: Workman's Compensation Act, 1923 - Entire Act

Unit IV: Maternity Benefit Act, 1961 - Entire Act

Reference Books:

1. P.L MALIK'S HANDBOOK OF LABOUR AND INDUSTRIAL LAW GENERIC BOOK
2. Industrial Law – J. K. Bareja, Galgotia Publications Pvt Ltd
3. Industrial Relations and Labour Laws for Managers SAGE Publications India Private Limited; First Edition
4. Labour laws for Managers – B.D. Singh
5. Industrial & Labour Laws – S. P. Jain, Dhanpat Rai & Co.; Standard Edition

CC09: Employee Relations and Engagement

Course Outcomes

CO1	The students will be able to learn to build the effective employee relationship
------------	--

CO2	The students will be able to explain effective employee communication
CO3	The students will be able to relate the work life balance and employee stress with employee well being
CO4	The students will be able relate engagement programmes with performance effectiveness

Unit I: Introduction to Employee Relations: Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, the Psychological Contract

Unit II: The Employment Relationship; The Situation and the Challenge: Accelerating a caring and agile, Managing Engagements, Importance Employee Communication: Employee Communication, Employee communication Strategy and Examples, Employee Voice, Employee Voice Platforms and using it for strategy

Unit III: Employee Wellbeing: Employee Wellbeing, Work and non-work life conflict and employee well-being, Physical wellbeing incentives, Work Stress: Work stress models and theoretical frameworks, Common work stressors and strains, Individual differences in experiencing work stress, Recovery from work stress

Unit IV: The Workplace: Emotional Workplace, Physical Workplace, Technological Workplace, Purposeful Workplace, Job Titles from Future, Future of Work and Workplaces, **Engagement and Performance:** Why engagement is a part of performance, not all engagements are equal, Framework for Work engagement, Meaningful engagement

Reference Books:

1. Employee Relations Management 1st Edition P. N. Singh (Author), Neeraj Kumar (Author), Pearson
2. Employee Relations: A Practical Introduction (HR Fundamentals), Kogan Page; 2nd edition
3. Employee Relations Management, Sahoo D P; SAGE Publications India Pvt Ltd
4. Employee Relations: The International Journal; emerald publishing
5. Engaging Employees through Strategic Communication: Skills, Strategies, and Tactics; Jon Stemmle (Author), Mark Dollins (Author), Routledge; 1st edition

6. Managing Health, Safety and Well-Being: Ethics, Responsibility and Sustainability (Aligning Perspectives on Health, Safety and Well-Being) 1st ed.; Aditya Jain (Author), Stavroula Leka (Author), Gerard I.J.M. Zwetsloot (Author); Springer; 1st ed. 2018 edition
7. Employee Engagement: A Practical Introduction (HR Fundamentals Book 24), Emma Bridger (Author), Kogan Page; 3rd edition
8. Human Resource Management, 16/e, Dessler (Author), Varkkey Gary (Author), Biju (Author), Pearson

DSE03: Strategic Human Resource Management

Course Outcomes

CO1	The students will be able to understand and differentiate business and corporate strategies for human resource
CO2	The students will be able to explain work life balance of human resource. The students will be able to evaluate effectiveness of various modern recruitment and selection methods and will also be able to map competencies of human resource.
CO3	The students will be able to explain rewards and compensation strategies based on performances of employees.
CO4	The students will be able to relate leadership, power and politics in implementing strategic HR decisions

Unit I: Introduction to Strategic HRM, Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – Developing HR plans and policies - Human Resource Environment, Technology and structure - Workforce diversity - Demographic changes – Temporary contract labour - Global environment - Global competition – Global sourcing of labour - WTO and labour standards

Unit II: Recruitment and retention strategies, 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, Training and Development Strategies Creating learning organization - Competency mapping – Multi-skilling –Succession planning - Cross cultural training

Unit III: Performance Management strategies, Defining key result areas (KRA) – Result based performance - Linking performance to pay - Merit based promotions, Reward and Compensation Strategies, Performance based pay - Skill based pay - Team based pay - Broad banding - Profit sharing

- Executive compensation - Variable pay, Retrenchment strategies Downsizing - Voluntary retirement schemes (VRS) - HR Outsourcing – Early retirement plans - Project based employment

Unit IV: Human Aspects of Strategy implementation 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 Global HR Strategies, Introduction to global HR strategies - Developing HR as a value added function.

Reference Books:

1. Strategic Human Resource Management , 5th Edition, Jeffrey A. Mello, Cengage Learning
2. Strategic Human Resource Management : A General Managerial Approach, 2nd Edition, Charles R Greer, Pearson Education India
3. Armstrong's Handbook of Strategic Human Resource Management, Kogan Page; 6th edition
4. Strategic Human Resource Management, Tanuja Agrawal, Oxford
5. Strategic Human Resource Management and Development, 1st Edition, Ekta Sharma, Pearson Education

DSE03: Current trends in H.R. Practices

Course Outcomes

CO1	The students will be able to learn and apply the current trends of interview techniques for online and lateral recruitment.
CO2	The students will be able to explain the concept of job-versatility and development of professional approach
CO3	The students will be able to prepare policies for retention of intellectual human factor
CO4	The students will be able to understand the role of BPOs and KPOs in development of HR culture and will also be able to evaluate HR policies by designing balance score card
CO5	The students will be able to apply current trend of HR on global and national perspective for making innovative and effective HR policies of an organisation.

Unit I: Recruitment – lateral and online, Interview technique – Payment of wages and salary in consolidated form – demerits

Unit II: Importance of Job description and allotment of duties attached to each job - Versatility – need of the hour- present industrial scenario. - Development of professional approach. -

Unit III: Retention of intellectual human factor. - Frequent transfer at frequent intervals. - Training and development – absence of innovative practices. -

Unit IV: VRS policies - Role of call centers, BPOs, KPOs and study of their industrial culture. Balanced score card, Rights of Intellectual properties

Reference Books:

1. Essentials of Human Resource Management and Industrial Relations, 6th Edition, P. Subba Rao, Himalaya Publishing House Pvt Ltd.
2. Current Trends In Human Resource Management, Preeti Surkutwar, LAP LAMBERT Academic Publishing; 1st edition
3. Recent Trends in Human Resource Management, Dr Ravindra Kanthe, Himalaya Publishing House Pvt Ltd
4. Emerging Trends in HRM: Sectoral Experiences, Mrudula E (Author), V V Ramani (Author), DGM- ICFAI Books
5. Human Resource Management: Text & Cases, 2nd Edition, Sharon Pande (Author), Swapnalekha Basak (Author), Vikas Publishing House

CC10: Legal Aspects in Environment Safety

Course Outcomes

CO1	The students will be able to understand the legal provisions for environment protection.
CO2	The students will be able to describe powers and functions of central and state pollution control boards for controlling air pollution
CO3	The students will be able to describe powers and functions of central and state pollution control boards for controlling water pollution
CO4	The student will be able to differentiate between sound and noise and will also be identify and control the causes of noise pollution
CO5	The students will be able to relate laws and regulations for industries in protection of environment.

Unit 1: Environment Protection Act, 1986 - Definitions, Occupier, Environmental pollution, handling of hazardous substance, offences by companies, penalties for contravention of the Act.

Unit 2: 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.

Unit 3: 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.

Unit 4: Noise Pollution - Definition of sound & noise, sources of noise, measurement of noise, effect of noise, Physiological, Psychological & behavioural, noise control.

Reference Books:

1. Indian Factories Act 1948, Universal Lexis Nexis.
2. Pollution Management in Industries-R.K.Trivedi
3. Environmental Industrial Pollution Control, P. R. Trivedi, Akashdeep Publishing House
4. Environmental Law Seventh Edition by Dr S C Shastri, Eastern Book Company
5. Environmental Law Sengar (Author), Dharmendra S (Author) Prentice Hall India Learning Private Limited
6. INDIAN ENVIRONMENTAL LAW, Shibani Ghosh (Author), The Orient Blackswan; First Edition

Semester – IV

CC11: Labour Law - IV

Course Outcomes

CO1	The students will be able to understand the regulations and provision included in Trade Union Act, 1936
CO2	The students will be able to understand the regulations and provision included in Payment of Bonus Act, 1965
CO3	The students will be able to understand the regulations and provision included in Payment of Gratuity Act, 1972
CO4	The students will be able to understand the regulations and provision included in Minimum Wages Act, 1948

Unit I: Trade Union Act, 1936 - Entire Act

Unit II: Payment of Bonus Act, 1965 - Entire Act

Unit III: Payment of Gratuity Act, 1972 - Entire Act

Unit IV: The Minimum Wages Act, 1948 - Entire Act

Reference Books:

1. P.L MALIK'S HANDBOOK OF LABOUR AND INDUSTRIAL LAW GENERIC BOOK
2. Industrial Law – J. K. Bareja, Galgotia Publications Pvt Ltd
3. Industrial Relations and Labour Laws for Managers SAGE Publications India Private Limited; First Edition
4. Labour laws for Managers – B.D. Singh
5. Industrial & Labour Laws – S. P. Jain, Dhanpat Rai & Co.; Standard Edition

CC12: Ethics in HRM**Course Outcomes**

CO1	The students will be able to learn and explain various theories of ethics.
CO2	The students will be able to differentiate business and organisational ethics.
CO3	The students will be able to relate institutional framework for corporate governance is application
CO4	The students will be able to learn and apply ethical practices in human resource management.

Unit I: Ethics - An introduction, Concept of ethics, Values & Ethics – Meaning & Types of Values, Ethical Action–Morals, Morality, Moral development pyramid, Beliefs, Religiousness and Law. Ethical Decision Making - Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory, Aristotle’s Virtue based ethics and Narrative based ethics – Case studies on inspirational life stories of individuals.

Unit II: Business Ethics - Ethics in Business – Myth & Reality, The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India. Organizational Ethics – Organizations & Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages, implementation Professionalism and professional ethics code

Unit III: Business & Society - Business & its stakeholders, Social Responsibility – Concept of CSR, Public Policy approach & role of NGO, Environmental Ethics – concerns, issues & case studies. Corporate Governance - Objectives , issues, features, Corporate Governance codes – Cadbury report, CII recommendations ,Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading, Case studies – Tata Finance, Enron case & UTI case.

Unit IV: Ethical Issues in HRM - The Ethical Organisation in the Boundary less World Ethics in Recruitment and Selection, the Employment Interview, Nepotism. Occupational Testing and Psychometric Instruments: an Ethical Perspective; Ethics and Equality – Gender Bias, Sexual Harassment, Discrimination, Affirmative Action HRM and Employee Well-Being - Civil Liberties, Flexible Working Patterns, Presenteeism and the Impact of Long Working Hours on Managers, Dichotomy, Professional Loyalty The New Pay: Risk and Representation at Work; Conditions of Worth and the Performance Management Paradox; Employee Participation and Involvement.

Reference Books:

1. Business Ethics – Concept & Practice - B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
5. Business Ethics, C S V Murthy, Himalaya Publishing House
6. Ethics in Human Resource Management, Dr. Sinju Sankar, Discovery Publishing House Pvt Ltd

DSE04: Human Resource Information System**Course Outcomes**

CO1	The students will be able to learn and explain steps in implementing HRIS.
CO2	The students will be able to identify need for HRIS investment and implementation of HRIS.
CO3	The students will be able to relate application of HRIS in various domains of HR.
CO4	The students will be able to understand the current and future trends of HRIS.

Unit I: Introduction to Human Resource Information System (HRIS), The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS

Unit II: Determining HRIS needs: HRIS needs analysis, System design and acquisition, HR metrics and workforce analytics, Costs justifying HRIS investment. Resource Information System implementation and acceptance: HRIS Project management, Change management, implementation, integration, maintenance of HRIS

Unit III: HRIS Applications: HR administration and HRIS, Talent management, Job analysis and Human Resource Planning, Recruitment and Selection in the Internet context, Training issues in HRIS, Performance management, Compensation and HRIS.

Unit IV: Key issues in HRIS: Information Security and privacy in HRIS, The future of HRIS, The Concept of HR Analytics and Digital HR

Reference Books:

1. Dr. Michael Kavanagh, Dr. Mohan Thite: Human Resource Information Systems- Basics, application, future and directions, SAGE Publications, Inc; Third edition
2. P.K.Gupta and Sushil Chaabra: Human Resource Information Systems, Himalaya Publishing House; First Edition
3. Badgi, Practical Guide to Human Resource Information Systems, Prentice Hall India Learning Private Limited; 1st edition
4. Raman Preet, Future of Human Resource Management: Case Studies with Strategic Approach, Wiley

DSE04: HR Accounting and Audit**Course Outcomes**

CO1	The students will be able to explain Accounting and Reporting of Human Resource.
CO2	The students will be able to differentiate various methods of HR accounting.
CO3	The students will be able to differentiate various approaches of HR audit.
CO4	The students will be able to learn and apply HR Audit and Legal Compliances

Unit I: Human Resource Accounting: An Overview, Meaning, Need and Objectives of HR Accounting, Advantages and Limitations of Human Resource Accounting, Reporting of Human Resource Accounting at National Levels.

Unit II: Methods and Human Resource Accounting Practices in India: Methods of Human Resource Accounting: Cost of Production Approach, Historical Cost Model, Replacement Cost Model, Opportunity Cost. Capitalized Earnings Approach: Economic Value Model, Capitalization of Salary.

Unit III: Human Resource Audit: An Overview, Human Resource Audit - Meaning, Features, Objectives of HR Audit Benefits and limitations of HR Audit, Need and Significance of HR Audit, Process of HR Audit, Approaches of HR Audit, Principles of Effective HR Auditing, Role of HR Auditor, Methods of conducting HR Audit – Interview, Workshop, Observation, Questionnaire., Components of HR Audit

Unit IV: HR Audit for Legal Compliance and Safe Business Practices: Areas covered by HR Audit - Pre-employment Requirements, Hiring Process, New-hire, Orientation Process, Workplace Policies and Practices, HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development.

Reference Books:

1. Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing
2. M. Saeed, D.K. Kulshreshtha , Human Resource Accounting, Anmol Publications.
3. D. Prabakara Rao, Human Resource Accounting, Inter India Publications
4. Human Resource Management by Gary Dessler, Pearson Publications

For all courses the question paper pattern shall as follows-

N.B. 1) All questions are compulsory

2) All questions carry equal marks (16 marks each)

Q.1 (From Unit 1)

A OR B

Q.2 (From Unit 2)

A OR B

Q.3 (From Unit 3)

A OR B

Q.4 (From Unit 4)

A OR B

Q.5 Write Short Notes on – (4 x 4 =16)

A (From unit I)

B (From unit II)

C (From unit III)

D (From unit IV)

