

**Master of Industrial Relation & Personnel Management  
MIRPM (CBCS)**

**Semester- I**

**Paper I - C11  
Management Technology**

**Unit I :**

Basic Concepts of Management, Definition, Need and Scope, Different schools of management – Behavioral Scientific System, Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo, Managerial Skills and Functions - Levels of Management

**Unit II:**

Functions of Management -Planning – Definition, Nature, Importance, Steps, Limitations, MBO, Organizing - Definition, Nature, Importance, Principles, Centralization – decentralization Organization structures - Line & Staff – functions, product, geographical, customer, virtual – boundary, Leading – Nature and Scope, Staffing – Definition, Nature, Importance, steps, Decision making – Definition, Nature, Importance steps, Controlling – Definition, Nature, Importance, Steps, Techniques

**Unit III:**

Organisation Behaviour - Definition, Scope, Importance, Concepts of Organisation Behaviour – Models of OB – Autocratic – Collegial, Custodial Supportive Motivation – Definition, Importance, Motive – characteristics Types – primary & secondary, Theories of motivation – Mc Gregor – A.H. Maslow, Herzberg, Overview of moral

**Unit IV:**

Group Dynamics and team building – Theories of group formation –formal and informal groups – Importance of team building Conflict – Definition, traditional Vs Modern view of conflict – Types of conflict - intra personal, interpersonal, organizational – Constructive and destructive conflict – Conflict management Stress management – Definition, causes, types – Management of stress Leadership – Definition, Importance, qualities of leaders, types of leaders – autocratic, democratic, free – rein Personality – Development of personality, Attributes of personality, Ego state, transactional analysis, Johari window

**Books Recommended:**

1. *Principles and Practices of management by shejwalkar*
2. *Essential of management by Koontz H and Weitrich*
3. *Principles and practices of Management by T. N. Chabra*
4. *Management by Stomen and Jane*
5. *Organisational behaviour by Stephen Robbins*
6. *Organisational behaviour by Keith & Davis*
7. *Organisational behaviour by Fred and Luthans*
8. *Organisational behaviour by K. A. Ashwatthapa*

## **Paper II – C12 Industrial Psychology**

### **Unit I**

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 II**

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 III**

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 IV**

Group Dynamics – Characteristics of group behavior, Research Methodology for psychology , determinants of group behavior, Concept of group climate, group behavior models

### **Books**

1. *Organizational Behaviour- Suja Nair (Himalaya Publication)*
2. *Organisational behavior – Robbins S.( Prentice hall, Pearsons)*
3. *Organisational behavior – Jit S.Chandan (Vikas Publications)*
4. *Organisational behavior- Dr.Niraj Kumar (Himalaya Publication)*
5. *Personnel management- C.B.Mamoria*

## **Paper III - C13 Industrial & Labour Economics**

### **Unit I**

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 II**

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 III

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 IV

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

#### **Books Recommended :**

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 Punekar, Deodhar and Sankaran  
Publication – Himalaya Publishing House
6. *Aspects of Labour Welfare and Social Security* by A. M. Sarma  
Publication – Himalaya Publishing House

### **Paper IV – C14**

#### **Labour Law - I**

##### Unit I

Industrial Disputes Act, 1947

Definition of Industry, Workman and Industrial Dispute – Authorities under the Act – Procedure, Powers and Duties of Authorities –

##### Unit II

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

##### Unit III

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

##### Unit IV

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

## **Reference Books**

1. *Industrial Law – P. L. Malik*
2. *Industrial Law – J. K. Bareja*
3. *Labour laws for Managers – B.D. Singh*
4. *Industrial & Labour Laws – S. P. Jain*

## **MIRPM (CBCS)**

### **Semester- II**

#### **Paper I – C21**

#### **Human Resource Management**

##### **Unit I**

Human Resource Management –Introduction and Importance- Conceptual between Personnel Management and HRM – Strategic HRM- role of a HR Manager

##### **Unit II**

Human Resources Planning – Objectives - HRP Process –Manpower Estimation - Job analysis -job Description-Job Specification - Recruitment-Sources of Recruitment - Selection Process-Placement and Induction -Retention of Employees.

##### **Unit III**

Training and Development-Objectives and Needs - Training Process-Methods of Training-Tools and Aids - Evaluation of training Programs. Career Planning-Succession Planning. Performance Management System - Definition, Concept and Ethics -Different methods of Performance Appraisal - Rating Errors – Competency Management.  
Compensation Management-Concepts and Components-Job Evaluation-Incentives and Benefits.

##### **Unit IV**

Productivity Management-Concepts-TQM-Kaizen-Quality Circles Industrial relations - Grievance Procedure - collective Bargaining- Settlement of Disputes. Retirement/Separation - Superannuation - Voluntary Retirement Schemes- Resignation - Discharge-Dismissal -Suspension-Layoff.

#### **Books Recommended**

1. *Human Resource Management – Gary Dessler*
2. *Personnel Management – C. B. Mamoria*
3. *Managing Human Resources – R. S. Dwiwedi*
4. *Human Resource Management – V. P. Michael*
5. *Human Resource Management – Dr. P. C. Pardeshi*
6. *Human Resource Management – Mirza & Zaiyadin*
7. *Human Resource Management – L. M. Prasad*
8. *Human Resource Management – Ashwathappa*

## **Paper II - C22**

### **Industrial Relation & Trade Union Movement**

#### Unit I

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 II

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 III

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

#### Unit IV

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

### **Books Recommended**

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, 1982
5. *Dynamic Personnel Administration* – Prof. M.N. Rudrabasavraj.
6. *Personnel Management and Industrial Relations* – P. C. Shejwalkar and S. B. Malegaonkar

## **Paper III - C23**

### **Environment Management**

#### Unit I

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

## Unit II

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 III

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 IV

Noise Pollution - Definition of sound & noise, sources of noise, measurement of noise, effect of noise, Physiological, Psychological & behavioral, noise control.

### Reference Books

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

## Paper IV - C24

### Labour Law – II

#### 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 Subscribers

#### 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. *Industrial Law – P. L. Malik*
2. *Industrial Law – J. K. Bareja*
3. *Labour Laws for managers – B. D. Singh*
4. *Industrial & Labour Laws – S. P. Jain*

# Master of Industrial Relation & Personnel Management

## MIRPM (CBCS)

### Semester- III

#### Paper I - C31

#### Global Human Resource Management

##### 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. *Global HR - Doona Deeprose*
2. *International Business and Globalisation – John D. Daniels, Jeffrey A. Krug*
3. *Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar*
4. *Global Business – Avadhani – Himalaya Publication*

**Paper II - C32**  
**Labour Cost & Compensation Management**

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. *Cost Accounting - Jawahar Lal*
2. *Labour Cost and Accounting – Sadanand Degaonkar*
3. *Cost Accounting – B. K. Bhar*

**Paper III - F33      Foundation 1      ( Any one of F33)**

**Labour Law – III**

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. *Industrial Law – P. L. Malik*
2. *Industrial Law – J. K. Bareja*
3. *Labour laws for Managers – B.D. Singh*
4. *Industrial & Labour Laws – S. P. Jain*



OR

Paper III - F33      **Foundation 1**      ( Any one of F33)

### **Research Methodology**

#### **Unit I:**

**Introduction** - Meaning, Objectives and Types of research, Research Approach, Research Process, Relevance & scope of research in management. **Research Design** - Features of good Design, Types of Research Design, Basic principles of experimental Design, Use of advanced technology in Research Design, Role of Research analyst.

#### **Unit II:**

**Sampling Design** - Steps in sample Design, Characteristics of a good sample Design, Probability & Non Probability sampling. **Measurement & scaling techniques** - Errors in measurement. Test of sound measurement, Scaling and scale construction technique.

#### **Unit III:**

**Methods of data collection** - Primary data – questionnaire and interviews; Collection of secondary data; Use of computer and Information technology in data collection. **Collection and Processing data** - Field work, Survey Errors, Data coding; Editing and Tabulation.

**Analysis of data** - Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling.

#### **Unit IV:**

**Testing of hypothesis** - Procedure for hypothesis testing; Use of statistical techniques for testing of hypothesis. **Interpretation of data** - Techniques of Interpretation, Report writing, Layout of a project report, preparing research reports. **Research in management** - General management, Small business innovation research (SBIR), Research in functional areas – marketing, finance, HR and Production, Software Application in SPSS.

#### **Suggested Readings:**

1. Zikmund : Business Research Methods, (Thomson Learning Books)
2. Marketing Research, G C Beri third edition (McGraw Hill)
3. Dwivedi – Research Methods in Behaviourial Science (Macmillan)
4. Bennet, Roger : Management Research, ILO, 1993
5. Salkind, Neil J. : Exploring Research, (Prentice – Hall, 1997)

**Paper IV - E34 ELECTIVE – 1 ( Any one of E34)**

**Organisation Development & Quality Management System**

**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 behavioral 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, interdependency

**Unit III**

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

**Unit IV**

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

**Reference Books**

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

**OR**

**Paper IV - E34 ELECTIVE – 1 ( Any one of E34)**

***Organizational Behavior***

**Unit I:**

**Organizational Behavior** - 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

**Unit II:**

**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 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. **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 behavior.

### **Unit III:**

**Foundations of group behavior** - 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 IV:**

**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 inter-group interventions, Individual interventions. **OD Techniques** - Traditional: Grid Training, Survey Method; Modern: Process Consultation Method, Third Party, Team Building, Transactional Analysis.

### **Suggested Readings:**

1. Organisation Behaviour, Luthans 8th Tata McGraw Hill
2. Organisation Behaviour, Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour 4th Ed. By R. Fincham –Oxford
4. Prentice Hall India Organisational Behaviour: Human Behaviour at Work Newstrom & Davis, 10th, Tata McGraw Hill
5. Organisational Behaviour: Individuals, Groups and Organisation Second Edition (Prentice Hall, 2002)

## MIRPM (CBCS)

### Semester- IV

#### Paper I - C41

#### Strategic Human Resource Management

##### 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 – Multiskilling – 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 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*

## **Paper II - C42**

### **Current trends in H.R. Practices**

#### 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 HRM & personnel management by S V Subbrao*
2. *Human resource management by Swapnalekha Bask*
3. *Human resource management by Ashwathappa*
4. *Organizational development & change by Cummings*

## **Paper III - F43      Foundation 2      ( Any one of F43)**

### **Labour Law - IV**

#### 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. *Bare Acts*
2. *Industrial Law – P. L. Malik*

3. *Industrial Law – J. K. Bareja*
4. *Labour Laws for Managers – B. D. Singh*
5. *Industrial and Labour Laws – S. P. Jain*

OR

Paper III - F43      **Foundation 2**      (**Any one of F43**)

## **Public System Management**

**Unit I:** 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 II:** 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 III:** 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 IV:** 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;

### Suggested Readings

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.

**Paper IV - E44      ELECTIVE 2      ( Any one of E44)**

**Industrial Safety Management**

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. *Business law & company law by S S gulshan*
3. *HRM by VSP Rao*

**Business Ethics**

**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.

**Business & Society** - Business & its stakeholders, Social Responsibility – Concept of CSR, Public Policy approach & role of NGO, Environmental Ethics – concerns, issues & case studies.

**Unit III:**

**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.

**Ethical Issues in Marketing** - Introduction; Principles of Ethical Marketing; Ethical approaches to buyer- seller relationship; Ethics in Pricing; Ethics in product labeling and packing; Ethics in dealership decision; Ethics in promotion; Social and Ethical criticism of Advertising & Media, Ethics in Marketing research; Green Marketing; Alcohol and Tobacco Promotion.

**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.

**Ethical Issues in IT** - Ethical Issues in IT & ITES – Privacy, Accuracy, Accessibility, Property, Security Threats, Computer crimes & Preventing it, Software Piracy & Hacking, Internet Crimes & Computer Abuse, Ethics for IT Professionals & Its users. Ethics in Intellectual Property Rights, Designs, Patents, Trademarks, Copyrights.



**Suggested Readings:**

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