

## **(SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT)**

### **5.1 MANAGEMENT OF PERSONNEL AND INTER-PERSONAL DYNAMICS**

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#### **RATIONALE**

The main objective of management of personnel and inter-personnel dynamics is to help the students to acquire and develop skill to design rationale decisions in the discipline of personnel management. An efficient personnel manager must guide the work force, influence their behaviour and motivate them to conduct maximum towards the achievement of organizational goals. This course focuses on issues and strategies required to select and develop manpower resources

#### **DETAILED CONTENTS**

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| 1. | Personnel Management<br>Nature, challenges, approaches, principles and functions of personnel management                                   | (8 hrs)  |
| 2. | Manpower Audit<br>Absentism, loabour turnover, separation  | (8 hrs)  |
| 3. | Sources of manpower<br>Psychological testing, types and importance   | (8 hrs)  |
| 4. | Interview<br>Concept, objective, types essentials and process of conducting interview and group discussion                                 | (8 hrs)  |
| 5. | Induction and Placement<br>Meaning, objectives, elements, procedure and system prevailing in different industries                          | (8 hrs)  |
| 6. | Career and Succession Planning<br>Meaning, objectives, essentials process principles and difference between career and succession planning | (8 hrs)  |
| 7. | Discipline and Grievances<br>Definition, need, meaning, aspects of discipline  | (10 hrs) |
| 8. | Personnel Records and Reports<br>Nature, types, essentials, objectives and procedure of keeping records and reports                        | (5 hrs)  |
| 9. | A case study on each of the above topic  | (7 hrs)  |

**RECOMMENDED BOOKS**

1. Personnel Management and Industrial Relation by Dr NK Sahni, Yogesh Kumar; Kalyani Publication, Ludhiana
2. Human Resource Management by Mirza S Saiyadam; Tata McGraw Hill Publishers, New Delhi
3. Personnel Management by CB Mamora, Himalya Publication, New Delhi
4. Human Resource Management by Singh and Chaghre; Dhanpat Rai and sons, New Delhi
5. Human Resource Management by Nirmal singh
6. Sharma RC and Sharma DC, Personnel Management and Industrial Relations
7. Human Resource Management by TN Chhabria, BP Singh & DL Taneja, Dhanpat Rai & Sons, New Delhi
8. Human Resource Management by P Subba Rao & VSR Rao, Konark Publishers Pvt. Ltd.

**TUTORIAL ASSIGNMENTS**

1. Explain the various emerging trends towards human resources in management
2. Uses of job analysis in various functions of personnel management
3. Factors affecting selection decisions
4. Describe in detail the process of performance appraisal
5. Identify the training needs of an enterprise
6. Explain different techniques of job evaluation

## 5.2 HUMAN RESOURCE MANAGEMENT

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### RATIONALE

The course is designed to promote in depth understanding of various issues related to manpower management in corporate sector and public services and to impart skill in designing reward management systems policies and strategies and also to give exposure of wage regulating machineries in India

### DETAILED CONTENTS

1. Compensation Management – concept, packages, determining the compensation methods and job pricing (8 hrs)
2. Wage legislation: Payment of Wages Act 1936, Minimum Wages Act 1948 (8 hrs)
3. Incentive Schemes – Profit sharing, co-partnership, fringe benefit – nature, objectives, type (6 hrs)
4. Human Behaviour – concept, factors, process models, types of industrial-individual differences and model of man (5 hrs)
5. Team Building – concept, principles, abilities of an efficient team, role of team builders (5 hrs)
6. Group Behavior – nature, types, theories of groups, why workers join group (6 hrs)
7. Group dynamics – concept, process, elements, essentials and group cohesiveness (5 hrs)
8. Disciplinary Proceedure – discipline policy – appeal rules – domestic enquiry awards of punishment – disciplinary procedure – issue of show cause notice, charge sheet and determination and convey of punishment (10 hrs)
9. Personnel Research – meaning, objectives, scope, methods and tools (5 hrs)
10. Case study on each of topic (6 hrs)

### RECOMMENDED BOOKS

1. Personnel Management by Dr. NK Sahni, Yogesh Kumar, Kalyani Publication, Ludhiana
2. Personnel Management by Singh and Chaghre

3. Human Resource Management by Ashwallapa; Himalaya Publication
4. Human Resource Management by Nirmal Singh

### **TUTORIAL ASSIGNMENTS**

1. Study of methods of compensation of some industry
2. Filling up of related forms required under Payment Wages Act, 1936, Minimum Wages Act, 1948.
3. Study of disciplinary procedure of some company
4. Study the behaviour of groups in the class
5. Study the abilities of an efficient team

### 5.3 INDUSTRIAL RELATIONS

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#### RATIONALE

The objectives of this course is to familiarization with the devout problems. The present unrest and proper approach to labour management relations, students, with a preliminary study of Indian labour problems can take keen interest in the practical aspects of industrial relations

#### DETAILED CONTENTS

1. Industrial Relations (8 hrs)  
Concepts and scope of industrial relations, parties to industrial relations – unions, management and state
2. Collective Bargaining (10 hrs)  
Concepts, necessity and important principles, forms of collective bargaining, process of negotiation, collective bargaining in India
3. Trade Unionism (8 hrs)  
Concept, basic facts and functions of trade unions, types of structure of trade unions, problems of trade unions, recognition of trade union, management of trade unions, Trade Union Act, 1926
4. Grievance Procedure and Standing Orders (10 hrs)  
Concept, causes, procedure, model grievance procedure, standing order, objectives and evaluation
5. Ethical Codes and Industrial Relations (6 hrs)  
Principles and features of the code, sections under the code, objectives and functioning of the code, code of discipline in industry, inter-union code of conduct, code of efficiency and welfare
6. Workers Participation in Management (8 hrs)  
Concept, aims and objectives, forms and level of participation, a brief review of the schemes in industrially advanced countries, workers, participation in industry at shop level and plant level. Shop councils, joint councils, general evaluation of the scheme
7. Industrial Dispute Act, 1947 (10 hrs)
8. Case Studies relation above mentioned topics (10 hrs)

**RECOMMENDED BOOKS**

1. Dynamics of Industrial Relations by Memoria CB; Himalaya Publications, New Delhi
2. Labour Laws and Industrial Relations by S Srivastava, Vikas Publications, new Delhi
3. Industrial Relations and Labour Economics by RC Bhogliwal, SB Agra
4. Personnel Management and Industrial Relation by RC Sharma and DC Sharma
5. Personnel Management and Industrial Relations by Singh and Chhabra, Dhanpat Rai and Sons
6. Industrial Relations by Arun Monappa, Tata Mcgraw Hill, New Delhi
7. Aspects of Labour Welfare and Social Security; AN Sharma, Himalaya publication, Bombay

**TUTORIAL ASSIGNMENTS**

1. Concept and scope of Industrial relations
2. Essentials of successful collective bargaining
3. Impact of a trade union on management
4. Requirements of successful worker's participation in India
5. Collective bargaining in India
6. Objectives of workers participation in management

## 5.4 LABOUR LEGISLATION

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### RATIONALE

The objective of this course is to provide adequate knowledge and critical understanding application and inter relation of substantive and procedural labour laws in operation in India. The approach is to develop decision – making skills in handling legal issues in industrial relations and other labour matters

### DETAILED CONTENTS

1. Meaning, need, scope and role of labour legislation, constitutional frame work and growth of legislation in India (10 hrs)
2. Various Acts (30 hrs)
  - i) Industrial Employment (Standing Orders) Act, 1946
  - ii) Payment of Gratuity Act, 1992
  - iii) Contract Labour Act
  - iv) Payment of Bonus Act
  - v) Apprentice Act
  - vi) Factory Act, 1948 (main provision)
3. Case Studies with respect to interpretation of above laws, their working, and implications for management, union workman; the economy and industry (24 hrs)

### RECOMMENDED BOOKS

1. Labour Laws by PL Malik, Eastern Book Co., New Delhi
2. Labour and Industrial Laws by SN Mishra, Allied Publications, New Delhi, 2001
3. A Study of Industrial Laws by Kothari GM; NM Tripathi, Bombay
4. Labour Law and Labour Legislations – Cases and Materials (1987) by Indian Law Institute; NM Tripathi, Bombay
5. Mercantile Law, by ND Kapoor, Sultan Chand and Sons, New Delhi
6. Relevant latest Bare Acts
7. Industrial Laws by SP Jain, Dhanpat Rai and Sons, New Delhi

**TUTORIAL ASSIGNMENTS**

1. Explain the legislation for settlement of Industrial labour
2. Explain the basic processes of Industrial employment (indicating order) Act 1946
3. Discuss the main provisions of payment of
4. What are the legal rights of Apprentice Act in comparison to an employee
5. What are health, safety measures for industries as Factory Act 1948



## 5.5 LABOUR WELFARE AND SOCIAL SECURITY

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### RATIONALE

Human Resource Management students are needed to conduct Industrial relations activities in the interest of the organization. The consent in this area will give opportunity to the students to perform their work effectively in the organization. They are suppose to create industrial harmony in the industries

### DETAILED CONTENTS

1. Labour Welfare (16 hrs)  
Concept, significance and scope, evolution of labour welfare, classification of welfare work, statutory and voluntary organization of labour welfare, role of different agencies – government employers, trade unions and voluntary social organizations
2. Social Security (20 hrs)  
Concept of social security – evolution of social security, social insurance scheme and social audit
  - a) Employees' State Insurance – 1948
  - b) Maternity Benefit Act, 1961
  - c) Workman's Compensation Act, 1923
  - d) Family Pension

**Note: As far possible assignment relating labour welfare problems and labour welfare scheme should be given to the students in tutorial class**

3. Workers Education Scheme (8 hrs)  
Objective, training programme and evaluation
4. Case studies on above mentioned laws (20 hrs)

### RECOMMENDED BOOKS

1. Economics of Labour and Social Welfare by TN Bhagoliwal
2. Labour Problems and Social Welfare by RC Sexana, Bala Ji Publication, Madras
3. Relevant Bare Acts
4. Industrial Law by PL Malik, Eastern Book Co. New Delhi

**TUTORIAL ASSIGNMENTS**

1. Labour Welfare practices in India
2. Agencies for labour welfare
3. Labour and employer's views on welfare
4. Gandhi ji idea of trusteeship
5. Current trends of the problems of labour welfare in an industrial society today
6. Labour welfare movement in India
7. State government and labour welfare
8. Social security development in the industrially advanced countries

## 5.6 CASE STUDY IN HUMAN RESOURCE MANAGEMENT

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The cases relating to the subjects in specialization of Human Resource Management are to be studied exclusively and any similar problem/case from the topics will be assessed by external examiner for evaluation. The topic must be chosen at least 3 each from Human Resource Management, Industrial Relations, Labour Laws, and Social Security.

**Note:**

The teachers may Identify the books which include cases and case studies.