

Post Graduate Curriculum Framework

With effect from the Academic Session 2026–27, the Master of Personnel Management and Industrial Relations(PMIR)/Industrial Relations and Personnel Management(IRPM) /Labour and social Welfare (LSW) programme in the Universities of Bihar shall be offered in accordance with the UGC Curriculum and Credit Framework for Postgraduate Programmes (PGCF) and the provisions of the National Education Policy (NEP), 2020.

The programme provides flexibility to students to pursue either a Two-Year Master's Degree Programme or a One-Year Master's Degree Programme for candidates who have completed a four-year undergraduate degree with the requisite credits and qualifications as prescribed by UGC.

The curriculum is designed under the Choice Based Credit System (CBCS) and comprises a combination of Core Courses (CCs), Discipline Specific Electives (DSEs), Generic Electives (GEs), Skill Enhancement Courses (SECs), Ability Enhancement Courses (AECs), and Value Added Courses (VACs). The programme seeks to impart advanced theoretical knowledge, computational proficiency, research aptitude, and practical skills in Statistics and its applications.

Each academic year shall consist of two semesters. Students shall be required to successfully complete the prescribed combination of Core, Elective (Discipline/Generic/Open), Skill Enhancement, Ability Enhancement, and Value Added Courses in each semester to fulfil the credit requirements of the programme.

The curriculum incorporates contemporary developments in Master of Personnel Management and Industrial Relations(PMIR)/Industrial Relations and Personnel Management(IRPM) /Labour and social Welfare (LSW)), including recent changes in the field of Human Resources and Management.. The syllabus and reading materials shall be reviewed periodically to ensure alignment with emerging developments in academia, research, industry, and public policy.

Teaching-learning methodologies may include lectures, tutorials, seminars, laboratory sessions, statistical computing exercises, case studies, project work, field-based applications, and research assignments. Practical training shall provide hands-on experience in the use of statistical software packages, data analysis techniques, computational tools, and real-world problem-solving.

Assessment shall be conducted through a combination of continuous evaluation and end-semester examinations, including assignments, presentations, practical examinations, projects, viva-voce examinations, and written tests, as prescribed by the authorities concerned from time to time.

Students shall have the opportunity to choose elective and generic courses in accordance with their academic interests, subject to the availability of courses and institutional regulations, thereby promoting interdisciplinary learning and specialization within the broad domain of (Master of Personnel Management and Industrial Relations(PMIR)/Industrial Relations and Personnel Management(IRPM) /Labour and social Welfare (LSW)).

15/06/2026

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Kalpna Srivastava
Officer on special duty (Judicial)

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COURSE OF STUDIES	
MASTER OF PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS (PMIR) / INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT (IRPM), LABOUR AND SOCIAL WELFARE (LSW)	
Programme Level	Master of PMIR
Subject / Discipline	[[PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS/ INDUSTRIAL RELATIONS& PERSONNEL MANAGEMENT/ LABOUR & SOCIAL WELFARE]
Faculty	[Faculty of Social Sciences]
University	Universities of Bihar Established under the BSU AC 1976/PU Act 1976.
Duration	Two Years / Four Semesters
NHEQF Level	Level 6.5
Effective from	2026-27 onwards

A PART A — PROGRAMME OVERVIEW & OBJECTIVES

A.1 Graduate Attributes (GAs)

The programme nurtures the following Graduate Attributes in alignment with the National Higher Education Qualifications Framework (NHEQF) Level 6.5:

- 1. Manage Conflict and Collective Bargaining Processes**
 - Utilize negotiation, mediation, grievance handling, and collective bargaining skills to resolve workplace disputes and promote industrial harmony.
- 2. Employ Data-Driven Decision Making**
 - Analyze HR metrics, workforce data, and organizational information to support informed managerial decisions and policy formulation.
- 3. Communicate Effectively in Professional Contexts**
 - Exhibit strong oral, written, interpersonal, and presentation skills for effective communication with employees, management, unions, government agencies, and other stakeholders.
- 4. Promote Employee Welfare and Organizational Development**
 - Design and evaluate employee welfare, occupational health and safety, training, performance management, and organizational development initiatives.
- 5. Conduct Research and Problem-Solving**
 - Apply research methodologies and analytical tools to investigate human resource and industrial relations issues and develop practical solutions.
 - Integrate digital HR technologies and respond effectively to emerging trends in globalization, workforce diversity, and the future of work.
- 6. Commit to Lifelong Learning and Professional Development**
 - Engage in continuous learning, professional growth, and reflective practice to remain effective in evolving human resource and industrial
 - Adapt to Technological and Global Workplace Changes**

A.2 Programme Outcomes (POs)

The objective of the Master Course in Personnel Management & Industrial Relations Industrial Relations & Personnel Management and Labour & Social Welfare is to provide professional education to those who want to prepare for the jobs of Labour Officers, Personnel Officers, Human Resources Manager, HRD and Administrative Officers and professional practicers. The other objectives are to provide background knowledge, skills, values and competence among the students to provide practical experience of field-work concerned with personnel management, human resources management, industrial relations and social welfare, to develop leadership qualities among students to be used in HR fields;



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and to train the students in social research. Those who are trained in the Department will get preference in employment for jobs connected with labour welfare, personnel management, industrial relations, human resource development, labour administration, social welfare etc. The course avoids, extreme specialization and yet provides the trainees special knowledge of the subjects connected with personnel management, industrial relations and labour and social welfare. The students of this Programme may be employed in various capacities in different industry, organizations and government departments in different parts of the country and many of them are holding top positions in the fields of personnel management, industrial relation, administration, and human resource development in both public and private sectors including multinationals. After completion of the course the students will be able:

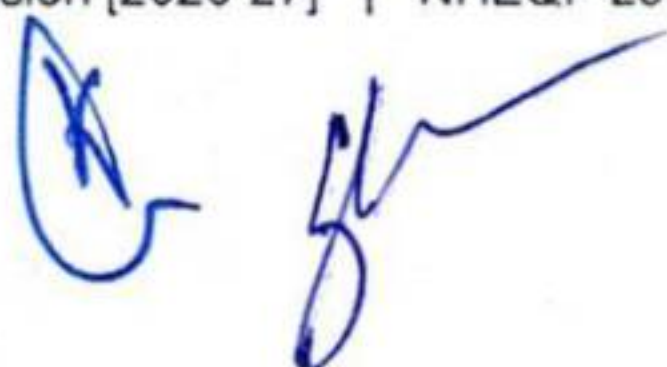
- To understand Industrial Business, Economic, Social, Political, legal and cultural framework of the Industrial society.
- To address the challenges with suitable responses for the identified Industrial and business society.
- Engage in the management of Industrial organization (Public & private sectors) community organizations, government organization, skill development.
- To develop professional approach, H.R. Practitioners, legal practitioners in labour law & social welfare field.
- To develop entrepreneurial abilities to linked with 'Make in India', 'Startup India' and 'Digital India' Different careers options in different field of organizations such as Industry, business, banking, insurance, Finance, NGO's, Microfinance, marketing, business development, Agriculture and other commercial organization.
- To make students, professionally equipped skilled knowledgeable and responsive towards business profession, organizations, society community and government.

A.3 Programme Specific Outcomes (PSOs)

The programme Master of Personnel Management & Industrial Relations (PMIR, IRPM, LSW) is a job-oriented and professional oriented programme, after completion of the course the students will be able:

- To develop their approaches in the academic field in understanding the Industrial Business, Economic, Social Political, legal and cultural framework of the Industrial society.
- To address the challenges emerged in the field of human resources and changing employment relations and to develop the research instinct in the various fields of industrials relations, human resources, labour dynamics, social dynamics, legal perspectives of labour and economic dynamics.
- Engage in the management of Industrial organization (Public & private sectors) community organizations, government organization, skill development and to develop professional approach, H.R. Practitioners, legal practitioners in labour law & social welfare field.
- To develop entrepreneurial abilities to linked with 'Make in India', 'Startup India' and 'Digital India' and different careers options in different field of organizations.
- To make students, professionally equipped skilled knowledgeable and responsive towards business profession, organizations, society community and government.

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PART B — COURSE STRUCTURE (CBCS/NHEQF FRAMEWORK)**B.1 Semester-wise Course Structure**

The following table presents the full four-semester course structure. Column headings: L = Lectures per week; T = Tutorials per week; P = Practicals per week; CC = Core Course; DSE = Discipline Specific Elective; GE/OE = Generic/Open Elective; SEC = Skill Enhancement Course; PROJ = Project/Dissertation.

S.No.	Paper Code	Title of the Course/Paper	L	T	P	Credits	Max. Marks	Type
SEMESTER I								
1	MPMIR-CC101	Principles of Management	3	1	0	4	100	CC
2	MPMIR-CC102	Labour Legislations & Labour Administration in India	3	1	0	4	100	CC
3	MPMIR-CC103	Labour Economics and Environment	3	1	0	4	100	CC
4	MPMIR-CC104	Trade Unionism	3	1	0	4	100	CC
5	MPMIR-GE105/ MPMIR-GE106	Corporate Communication Or Indian Knowledge System and Management	3	1	0	4	100	GE
6		VAC/AEC/SEC	2	0	0	2	100	VAC/AEC/SEC
Total — Semester I			17	5	0	22	600	
SEMESTER II								
1	MPMIR-CC201	Human Resource Management	3	1	0	4	100	CC
2	MPMIR-CC202	Organisational Behaviour	3	1	0	4	100	CC
3	MPMIR-CC203	Industrial Relations	3	1	0	4	100	CC
4	MPMIR-CC204	Compensation Management	3	1	0	4	100	CC
5	MPMIR-GE205/ MPMIR-GE206	Industrial Organization and Management / Finance & Marketing Management	3	1	0	4	100	GE
6		VAC/AEC/SEC	2	0	0	2	100	VAC/AEC/SEC
Total — Semester II			17	5	0	22	600	

Particulars	Semester	Course Code	Course Title
Basket I	SEM I	MPMIR-GE105	CORPORATE COMMUNICATION



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		MPMIR-GE106	INDIAN KNOWLEDGE SYSTEM AND MANAGEMENT
Basket II	SEMII	MPMIR-GE205	Industrial Organization and Management
		MPMIR-GE206	Finance & Marketing Management

C

PART C — COURSES OF STUDIES

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-CC101
Title of the Paper	Principles of Management
Programme / Subject	MPMIR
Semester	Semester I
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

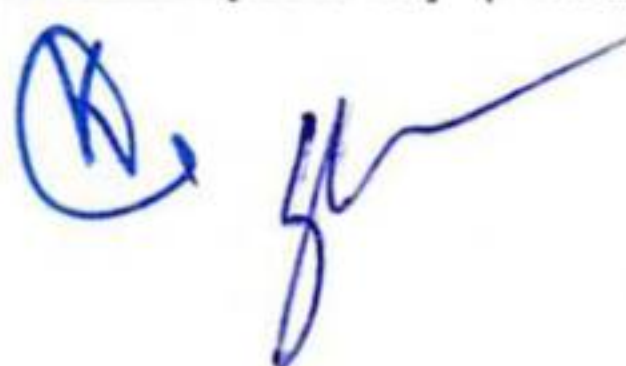
C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	Understand Individual Behavior To help the students grab new job opportunities
COB 2	To equip potential entrepreneurs and business aspirants with modern fundamental principles which can be used practically
COB 3	To enable the students to successfully overcome challenges in corporate world.
COB 4	Apply key functions of management in corporate organizations



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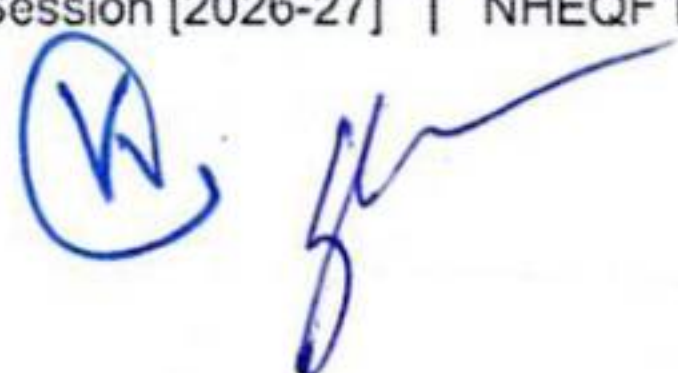
COB 5	Enable the personnels apply these principles and practices of management for achieving organizational goal.
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C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	Analyze and evaluate various decision-making processes, models, and factors influencing effective decision-making in managerial contexts.
CLO 2	Apply key functions of management—planning, organizing, staffing, directing, and controlling—to real-world organizational scenarios
CLO 3	enhancing the managerial competence.
CLO 4	Students will be able to understand practical implications of principles of management

C.5 Syllabus — Unit-wise Breakdown

Course Name: MPMIR-CC101 (PRINCIPLES OF MANAGEMENT)		
Unit	Content	Suggested Lectures hours
I	Introduction: Meaning and Definitions of Management-concept, nature and importance Management Approaches-Taylor's Scientific Management, Henri Fayol Administrative Management theory, Mayo and Hawthorne Experiment. Skills and Roles of Managers, Managerial Functions.	12-15
II	Planning – Concept, nature and purpose of planning Planning Premises - concept and types of Planning Premises Types of Plan and Steps in Planning. Decision-making process: significance and steps. Making Planning Effective	12-15
III	Organizing – Meaning, importance and Principles of Organising Classification of organization Structure-line and staff Organization Departmentation - Meaning and process, Span of Control Centralization and Decentralization of authority-benefit and challenges. Case study of a public sector organization and private organization	12-15
IV	Directing: Concept, Importance and characteristics of Directing Principles and techniques of Directing, Meaning and styles of Leadership. Case study of different leadership styles (public figures, celebrities, corporate leader)	12-15
V	Controlling: Nature and objectives of Control, Steps of control Techniques- Traditional budgetary and non- budgetary techniques. Special control technique-PERT (Programme Evaluation and Review Technique.	8-10
Total Suggested Lectures (45 L+15 T)		60 (For 4 Credit Course)



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Total Suggested Contact Hours For Practical/Field Work Courses	120 Hours/Semester
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C.6 Prescribed Textbooks

1. LM Prasad, 2014, Principles and Practice of Management, Delhi, Sultan Chand Publication
2. Koontazad O'doneel, Principles of Management
3. Terry, :Principles of Management
4. Tripathi, P.C. :Principles of Management

C.7 Reference Books & Readings

1. Jha B. & Jha S.N., Fundamentals of Management
2. Saxena, SC, Principles and practice of Management, Agra, Sahitya Bhawan Prakashan

C.7 Suggested E-Resources / Digital Repositories

- e-PG Pathshala: [Subject Portal Link]
- SHODHGANGA / Shodhgangotri
- NDL India (National Digital Library): ndl.gov.in

C.8 Assessment Pattern & Question Paper Design

The End-Semester shall be conducted as per the following question paper design:

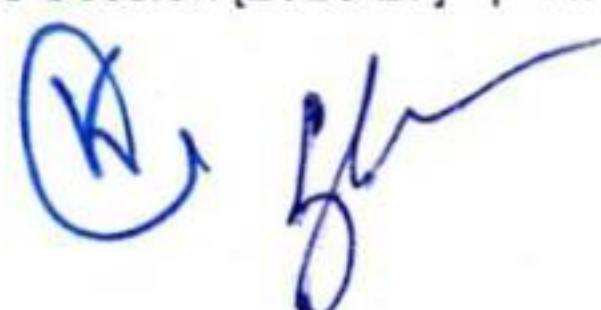
- Section A: Short Answer Questions (10×2 marks = 20 marks) — Covering all units (mandatory)
- Section B: Medium Answer Questions (4×5 marks = 20 marks) — Attempt any 4 out of 6
- Section C: Long Answer / Essay Questions (3×10 marks = 30 marks) — Attempt 3 out of 5.

C.1 Paper Identification

PAPER PROFILE MPMIRCC-102 Labour Legislations and Labour Administration in India	
Paper Code	MPMIR-CC102
Title of the Paper	Labour Legislations and Labour Administration in India
Programme / Subject	MPMIR
Semester	Semester I
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)



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Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	• To understand the growth and development of Labour Legislation in India
COB 2	To understand the regulative labour legislation and the case law judgements.
COB 3	To enable the students to successfully overcome challenges in corporate world pertaining to legal compliance
COB 4	• To know the contextual and constitutional framework of labour laws and its administration.
COB 5	To provide familiarity and knowledge of Labour codes, acts and regulations.

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	On the successful completion of the course the student will get aware about rights, responsibilities and legal obligations of HR as well as the organization
CLO 2	It will make the students well-equipped about legal machinery and provisions required for smoothly running the industrial organizations.
CLO 3	To inculcate and enhance the skills and managerial competence of students
CLO 4	Students will be able to understand implications and compliance of laws, acts and regulations

C.5 Syllabus — Unit-wise Breakdown

Course Name MPMIR102 Labour Legislations and Labour Administration in India		
Unit	Content	Suggested Lectures hours
I	Labour Legislation - Meaning & definition, types of labour legislation, Factors responsible for the growth of labour legislation. History and growth of labour legislation in India. Principles and problems of labour legislation in India.	12-15
II	Indian constitution and labour , ;Labour administration in India at central level, Labour Administration at state level with particular reference to the state of Bihar	12-15
III	International Labour Organization - Structure, Activities, International Standards of Labour, Impact of I.L.O. on Indian Labour Legislations, Labour Law Reforms. Creating awareness and literacy about application of ILO's information system on international labour standards- NORMLEX and NATLEX. (Comparative assessment of labour law compliance using NORMLEX and NATLEX databases.)	12-15
IV	The Occupational Safety, Health, and Working Conditions Code 2020 (Act, Rules & case Laws) Provisions relating to Registration, Duties of employer and Employees, Occupational Safety and Health, working conditions, welfare, Maintenance of Registers of Records and Returns, Inspection	12-15

	• Special Provisions relating to; Employment of Women, contract Labour & inter -State migrant workers, Audio-visual workers, Mines, Bidi and Cigar Workers, Building & other construction Workers, Plantation Workers Offences and Penalties	
V	Code on Wages,2019 (Act, Rules & case Laws) Provisions of Minimum Wages, Payment OF Wages, Advisory Board, , Payment of Dues, Claims & Audits, Inspector-cum- Facilitators, Offences and PENALTIES. (Case study of an organization to explore measures taken to create awareness on code of wages among its employees)	8–10
	Total Suggested Lectures	60 (For 4 Credit Course)

C.6 Prescribed Textbooks

- | | | |
|--|---|---|
| 1. Das, R.K. | : | Principles & Problems of Labour Legislation |
| 2. Govt. of India | : | Particular Enactments. |
| 3. P.R.N. Sinha, Indu Bala & Priyadarshani | : | Industrial Relations & Trade Union & Labour Legislation |

C.7 Reference Books & Readings

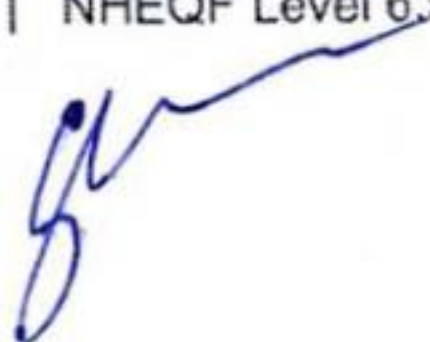
- | | | |
|---------------------------|---|---|
| 1. New labour code | : | Taxmann's Publication |
| 2. Sad, I.A. | : | Labour Laws – Mumbai, Himalaya |
| 3. Goswami, V.G. | : | Labour and Industrial Laws, Allahabad Central Law Agency |
| 4. Mishra, SN | : | Labour and Industrial Laws |
| 5. Malik, PL | : | Industrial Laws |
| 6. Taxmann | : | Labour Laws, New Delhi |
| 7. Universal | : | Labour and Industrial Laws Manual, New Delhi, Universal Law Publishing Agency |
| 8. Bare Act with comments | : | Law & Justice |

C.7 Suggested E-Resources / Digital Repositories

- SWAYAM / NPTEL: [Relevant Course Name and Link]
- e-PG Pathshala:
https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001749/M022750/ET/1505113698Module21Quadrant1.pdf
- SHODHGANGA /
- NDL India (National Digital Library): ndl.gov.in

C.1 Paper Identification

PAPER PROFILE		MPMIR-CC103
Paper Code		MPMIR-CC103
Title of the Paper		Labour Economics and Environment
Programme / Subject		MPMIR

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Semester	Semester I
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To understand the concept of Labour, Labour Economics and different Economic Systems
COB 2	This paper will enable students to understand the rationale and factors behind the various Economic Reforms.
COB 3	To acquaint the students with the new dimensions of labour economics
COB 4	To inculcate an extensive knowledge of different types of economic systems
COB 5	To study peculiar characteristics of different economic system and different labour market segments both in organised and unorganised sector.

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	The paper will enrich with practical insights of wage theories and state regulation of wages
CLO 2	It will provide insights on factors and trends of unemployment in India
CLO 3	This paper will acquaint the learners with the knowledge about Labour Market and the changing scenario
CLO 4	Students will be able to understand the different facets of labour problems

C.5 Syllabus — Unit-wise Breakdown

Course Name: MPMIR-CC103 LABOUR ECONOMICS		
Unit	Content	Suggested Lectures hours
I	Labour Economics - meaning, nature and scope, method of study	12–15




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	Labour problems - meaning, origin, evaluation, causes, classification, effects, remedies, labour problems in India . Economic system - their constituents and fundamental institution, inequality in the distribution of wealth and income - its causes and effect, New Economic Policy- Labour policy and Indian Labour, Bonded Labour.	
II	Labour Market - Its peculiarities and their implication analysis of Indian Labour force and Indian Labour market. Labor force participation rate-meaning, factors determining labour force participation rate. Indian Labour Market. Global Perspectives of Labour. (Case study of Indian Labour force participation and labour Market)	12-15
III	Wage Theories - Subsistence theory Marginal Productivity theory Modern Theory of Wages Collective bargaining theory Exploitation theory - Their assumption & limitations.	12-15
IV	State regulation of wages - Objective, principle - Living wage, Fair wage, capacity to pay, National Minimum wage, wage policy and wage regulation in India, Wage differential - meaning, definition, nature and type - based on skill, occupation, region, industry, say their causes justification and effect with special reference to India.	12-15
V	Unemployment: Concept, types, causes and remedies of unemployment, Globalization and employment trends in India, Productivity-meaning, factors determining level of productivity, causes for low productivity remedies. Hours of work.	8-10
Total Suggested Lectures		60 (For 4 Credit Course)

C.6 Prescribed Textbooks

1. Ehrenberg, Ronodd. G & Smith Modern Labour Economic: Thoery
Robert S and Public Policy
2. Pandit , K. New Dimensions of Labour Economics, Novelty & Co. Patna.

C.7 Reference Books & Readings

1. Bloom and Northrup : Economics of Labour Relations
2. Laster, Rechard, A : Labour Economics
3. Bhagdiwal, TN : Labour Economics and IR Agra –
Sahitya Bhawan
4. Tyagi, BP : Labour Economics and Social
Welfare, Meerut, Jai Prakash Nath &
Co.
5. Saxena, RC : Labour Problems and Social
Welfare, Meerut, K. Nath
6. McConnell, CR & Bruc, Stanly L : Contemporary Labour Economics,
New York, McGraw Hill
7. Fleisher, Beltom M & : Labour Economics Theory, evidance
Kniesner, Thomos, J and Policy, New Jersey Prentice Hall
8. Reynolds, LG, Masters, SH : Labour Economics and Labour
Moser, CH Relations, New Jersey, Prentice Hall

C.7 Suggested E-Resources / Digital Repositories

- SWAYAM / NPTEL: [Relevant Course Name and Link]
- e-PG Pathshala: [Subject Portal Link]

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- SHODHGANGA / Shodhgangotri — for research thesis reference
- NDL India (National Digital Library): ndl.gov.in

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-CC104
Title of the Paper	Trade Unionism
Programme / Subject	MPMIR
Semester	Semester I
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To enable students to understand and critically analyze the role of the working class
COB 2	to examine how their functioning and influence have evolved in the context of liberalization, privatization, and globalization.
COB 3	to assess the contemporary challenges faced by trade unions, employers, employees, and other stakeholders in the industrial sector.
COB 4	To study the growth and development of the trade union movement in India and abroad.
COB 5	To analyse how trade unions are significant institutions in industrial relations.

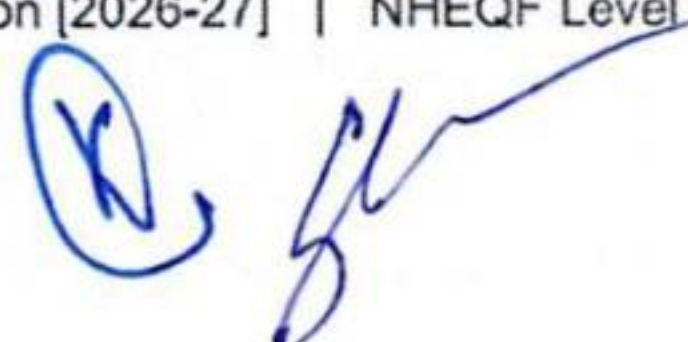
C.4 Course Outcomes (COs)

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CLO No.	Course Learning Outcome
CLO 1	Students will acquire a comprehensive understanding of trade unionism, labour relations, and contemporary industrial issues, enhancing their professional competence and employability.
CLO 2	The paper will help develop analytical and research skills necessary for examining labour policies, trade union movements
CLO 3	To assess emerging challenges in the future for working classes.
CLO 4	Students will be able to evaluate the impact of economic reforms and globalization on labour organizations and industrial relations systems.

C.5 Syllabus — Unit-wise Breakdown

Course Name: MPMIR-CC104 Trade Unionism		
Unit	Content	Suggested Lectures hours
I	Introduction Origin and growth of Trade Union. Meaning, Objectives, Functions, Methods of Trade Unions Major Theories of Trade Unionism The Industrial Relations Code 2020: (Provisions relating to Trade Unions)	12-15
II	Trade Union Structure, Management & Governance Trade Union Structure - Types of Trade Union - Craft Union, Industrial Union, General Union, Federation and Confederations. International Trade Union Federation, Global Union Federations. Trade Union Structure at the National Level ;Managerial Trade Unions- Reason for formation of management Unions. Participation of women in Trade Union . Management of Trade Unions - Bye laws or constitution of Trade Union Trade Union and Finances & Funds - Source, Causes of Poor finances, Measures to strengthen Trade Union Finance, Political Funds. (Case Study of Major National Trade Unions)	12-15
III	Trade Union Recognition & Multiplicity of Trade Unions Trade Union Recognition – Concept of recognition, statutory & voluntary practices of recognition, Method of Recognition of Trade Unions, Rights to Recognized Trade Unions. Multiplicity and Rivalry Trade Unions, Causes of Rivalries, affects of Rivalries, Measures to prohibit trade Union Rivalries. Trade Union unity and union mergers.	12-15
IV	Trade Union Leadership, Politics and Democracy Trade Unions Leadership - nature of leadership, types of leadership. Internal and outside leadership. Situation & causes of outside leadership. Consequences of outside leadership. Trade Union and Politics - Necessity for participating in politics, methods and forms of participation. Dominance by political parties in Indian Trade Unions - Advantage and Disadvantages Trade Union and Democracy - Concept of democracy, why trade union should be democratic ?	12-15
V	Trade Union Movement in India History and growth of Trade Union in India - Pre-Independence Period, Post Independence Period - Post Economic Reform period of Trade Union Movement. Challenges before Trade Unions in India - Internal & External Challenges, Measures to Strengthen Trade Unions. Changing Approaches and Roles Trade Union for Survival in Globalized economy.	8-10



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(Case Study of a Trade Union ;an account of success, failure and Survival)	
Total Suggested Lectures	60 (For 4 Credit Course)

C.6 Prescribed Textbooks

1. Dankert :Contemporary Unionism
2. Pandit K.:Industrial Relations and Trade Unionism
3. Pandit K. ; Indian Trade Union Movement (Novelty & Company)
4. Sinha, PRN :IR and Trade Unions Labour Legislation,
Delhi, Pearson

C.7 Reference Books & Readings

1. Mamoria, CB : Dynamics of Industrial Relations, Mumbai, Himalaya
2. Puneekar, SD : Labour Welfare, Trade Unions and Industrial Relations, Mumbai, Himalaya
4. Dhyani, SN : Trade Union and Right to Strike
5. Jha, SN : Indian Trade Unions
6. Karnic, VB : Strikes in India
7. Sinah G.P. & PRN Sinha : Industrial Relations & Labour Legislation
8. Karnik, V.B. : Indian Trade Union Movement.

C.1 Paper Identification

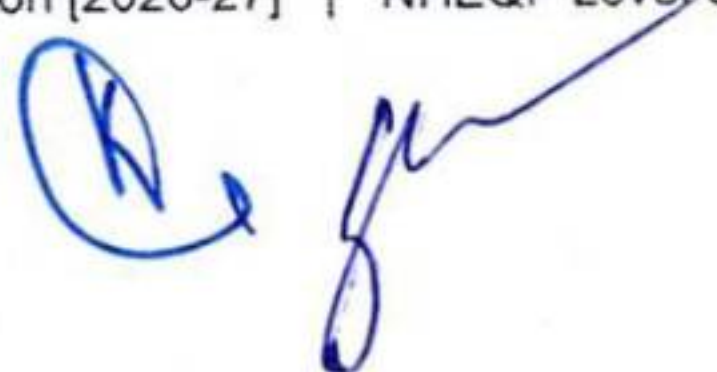
PAPER PROFILE	
Paper Code	MPMIR-GE105
Title of the Paper	CORPORATE COMMUNICATION
Programme / Subject	MPMIR
Semester	Semester I
Nature of Course	General Elective Course (GE)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

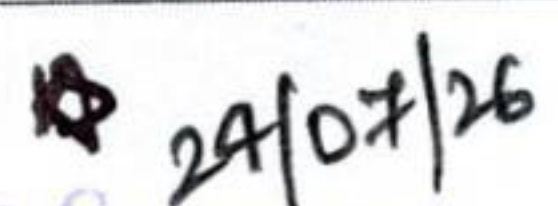
C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)




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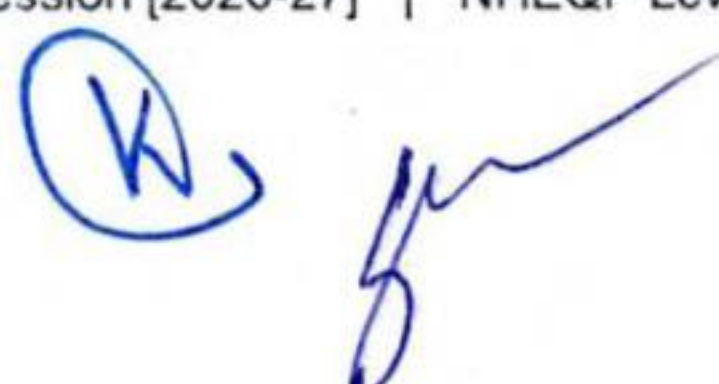
COB No.	Course Objectives
COB 1	To provide an overview of the contemporary corporate environment and its key components.
COB 2	To introduce the concepts and scope of corporate communication and its relationship with PR.
COB 3	To examine the role of corporate communication in branding, crisis management, and media relations.
COB 4	To explore the practical application of corporate communication strategies in organizations.

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	Understand the various facets of the corporate environment and their impact on communication strategies.
CLO 2	Analysis of the concepts of brand identity, image, and reputation in corporate communication.
CLO 3	Develop strategies for effective corporate communication and brand management.
CLO 4	Learn to apply corporate communication tools in internal and external communication, as well as crisis management.

C.5 Syllabus — Unit-wise Breakdown

MPMIR-GE105 CORPORATE COMMUNICATION		
Unit	Content	Suggested Lectures hours
I	Understanding Corporate Environment; Contemporary Corporate Environment: an overview, Forms of Corporate Constituencies, Brand Identity, Brand Image and Brand Reputation, Corporate Philanthropy and Social Responsibility	12–15
II	Introduction to Corporate Communication, : Definition, Concept and Scope, Shift from Public Relation to Corporate Communication, Structure and forms of Corporate Communication: Management, Marketing, Organizational Corporate Communication as Branding strategy: Monolithic, Endorsed, Branded.	12–15
III	Corporate Communication in Practice Developing a Communication Strategy Perspectives on Organizing Communication: Vertical, Horizontal and Lateral Corporate Identity Audit: Concept And Steps Corporate Advertising: Concept and Functions	12–15
IV	Application of Corporate Communication · Media Relations: Tools and Techniques, Media Monitoring and Research (Gate keeping research and output analysis) · Internal & External Communication: Concept and Tools · Guidelines and Ethics for Corporate Communication · Crisis Management: Concept and Case Studies	12–15
V	Industry Interface	8–10



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	Students are required to exhibit their learning outcomes from all the Units above through exhibitions, events, working models, poster presentation and any other innovative format as suggested by the Faculty.	
	Total Suggested Lectures	60 (For 4 Credit Course)
		120 Hours/Semeste

C.6 Prescribed Textbooks

Jethwaney, J. (2010). Corporate Communication: Principles and Practice. Oxford: Oxford University Press.
 Oliver, S. (2004). A Handbook of Corporate Communication and Public Relations: Pure and Applied. London: Routledge.

C.7 Reference Books & Readings

Argenti, P. A. (2009). Strategic Corporate Communication: A Global Approach for doing Business in the New India. New York: McGraw-Hill.
 Cornelissen, J. (2008). Corporate Communication: A guide to Theory and Practice. Los Angeles: Sage Publications.

C.7 Suggested E-Resources / Digital Repositories

- SWAYAM / NPTEL: [Relevant Course Name and Link]
- e-PG Pathshala: [Subject Portal Link]
- SHODHGANGA / Shodhgangotri — for research thesis reference
- NDL India (National Digital Library): ndl.gov.in
- [Any other relevant Open Educational Resource]

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-GE106
Title of the Paper	INDIAN KNOWLEDGE SYSTEM AND MANAGEMENT
Programme / Subject	MPMIR
Semester	Semester I
Nature of Course	Elective Course (GE)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Paper I	Practical	IA	Total (ESE+IA/ESE+PRAC)
70	—	—	70
—	—	30	30
70	30	30	100
32	13	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To introduce students to the foundations and evolution of the Indian Knowledge System (IKS).
COB 2	To encourage the application of Indian management wisdom to contemporary organizational challenges
COB 3	To develop an understanding of sustainable, ethical, and value-based management practices inspired by Indian thought.
COB 4	To familiarize students with indigenous Indian perspectives on leadership, governance, ethics, and management.
COB 5	To examine management principles embedded in ancient Indian texts and traditions.

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	Explain the key concepts and components of the Indian Knowledge System and Apply indigenous management concepts to contemporary business and social contexts.
CLO 2	Analyze management principles found in classical Indian texts and traditions.
CLO 3	Evaluate the relevance of Indian approaches to leadership, ethics, and governance in modern organizations
CLO 4	Develop a value-based and sustainable approach to management and decision-making

C.5 Syllabus — Unit-wise Breakdown

MPMIR-GE106 INDIAN KNOWLEDGE SYSTEM and MANAGEMENT		
Unit	Content	Suggested Lectures hours
I	INTRODUCTION TO INDIAN KNOWLEDGE SYSTEM Meaning, Scope, and Significance of Indian Knowledge System Historical Development of Indian Knowledge Traditions Sources of Indian Knowledge: Vedas, Upanishads, Smritis, Epics, Puranas Knowledge Traditions in Ancient Indian Universities Relevance of IKS in Contemporary Education and Society	12–15
II	FOUNDATIONS OF INDIAN MANAGEMENT THOUGHT Concept of Management in Ancient India Principles of Leadership and Administration in Indian Traditions Management Insights from the Ramayana Management and Governance Lessons from the Mahabharata Dharma, Artha, Kama, and Moksha as a Framework for Human Development	12–15
III	KAUTILYA AND STATE CRAFT MANAGEMENT Introduction to the Arthashastra Kautilya's Principles of Governance and Administration Strategic Planning and Decision-Making	12–15

	Human Resource Management in Arthashastra Ethics, Accountability, and Public Administration	
IV	CONTEMPORARY APPLICATIONS OF INDIAN MANAGEMENT (12 Hours) Value-Based Management and Corporate Ethics Sustainable Development and Indian Ecological Wisdom Servant Leadership and Transformational Leadership Corporate Social Responsibility from an Indian Perspective Case Studies of Indian Organizations Applying Indigenous Management Practices	12–15
V	1. Total Suggested Lectures	8–10
		60 (For 4 Credit Course)

C.6 Prescribed Textbooks

1. S. K. Chakraborty, Management by Values.
2. R. P. Banerjee, Indian Ethics and Management.
3. R. Nandagopal and Ajith Sankar, Indian Ethos and Values in Management

Reference Books & Readings:

1. Debashis Chatterjee, Timeless Leadership.
2. B. Mahadevan, Indian Wisdom for Management.
3. Kapil Kapoor, Indian Knowledge Systems: Knowledge Traditions and Practices.
4. Subhash Sharma, New Mantras in Corporate Corridors.
5. Balagangadhara and Malhotra, Indian Knowledge Traditions
6. Kautilya Arthashastra.

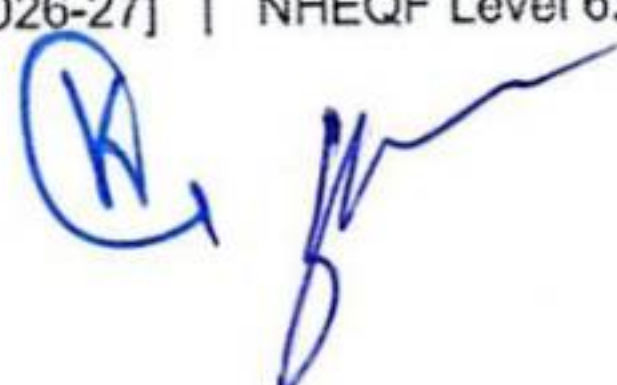
C.7 Suggested E-Resources / Digital Repositories

- SWAYAM / NPTEL: [Relevant Course Name and Link]
- e-PG Pathshala: [Subject Portal Link]
- SHODHGANGA / Shodhgangotri — for research thesis reference
- NDL India (National Digital Library): ndl.gov.in
- [Any other relevant Open Educational Resource]

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-CC201
Title of the Paper	Human Resource Management
Programme / Subject	MPMIR
Semester	Semester II
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution



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Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To enable the students to understand the HR Management and system at various levels in specific industries or organizations.
COB 2	To enable the students to integrate the understanding of various HR concepts along take correct business decisions.
COB 3	To enable the students to successfully overcome challenges in corporate world.
COB 4	To develop relevant skills necessary for application in HR related issues and to demonstrate a basic understanding of different tools used in forecasting and planning HR needs.

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	To understand the concept of human resource management, its relevance in organizations. To develop necessary skill set to tackle various HR issues.
CLO 2	The course will help analyse the strategic issues and strategies required to select and develop manpower resources.
CLO 3	Students will understand the fundamentals and significance of IHRM in global organizations

C.5 Syllabus — Unit-wise Breakdown

Course Name: Human Resource Management (MPMIRCC-201)		
Unit	Content	Suggested Lectures hours
I	Introduction to Human Resource Management Meaning & Concept of HRM, objectives, scope and Importance of HRM, Functions and Responsibilities of Human Resource Management, Challenges of HRM.	12-15
II	Acquisition of Human Resources Human Resource Planning - Meaning, Objectives and Importance, Process of HRP, Problems/Barriers of HRP. Job Analysis - Meaning and Concept, Methods, Problems & suggestions.	12-15

	Human Resource Information System - Concept, objectives and importance, Benefits and Limitations Recruitment and Selection - Concepts, source and process.	
III	Socialization, orientation and Induction – Concept Importance and process. Training & Development- Concept, objectives, Significance, Types, Difference between Training & Development Compensation management-Objectives, significance of Compensation, Principles of Compensation Formulation, Performance Appraisal -Meaning, Scope, Objectives, Process and Methods of Performance Appraisal. Potential Appraisal, Succession Planning and Career Planning (Case Analysis of Performance Management in an organization)	12–15
IV	Contemporary Issues in HRM-Talent Management, Employee Engagement, Work-Life Balance, Diversity, Equity, and Inclusion (DEI), HR Analytics, Artificial Intelligence in HR, Remote and Hybrid Work, Sustainable HRM	12–15
V	Introduction to International Human Resource Management-Meaning and Nature of IHRM ,Evolution and Growth of IHRM ,Domestic HRM vs. International HRM ,Globalization and Its Impact on HRM ,Strategic Role of IHRM in Multinational Enterprises (MNEs) , International Staffing -Global Staffing Approaches: Ethnocentric, Polycentric, Regio centric ,Geocentric	8–10
Total Suggested Lectures		60 (For 4 Credit Course)

C.6 Prescribed Textbooks

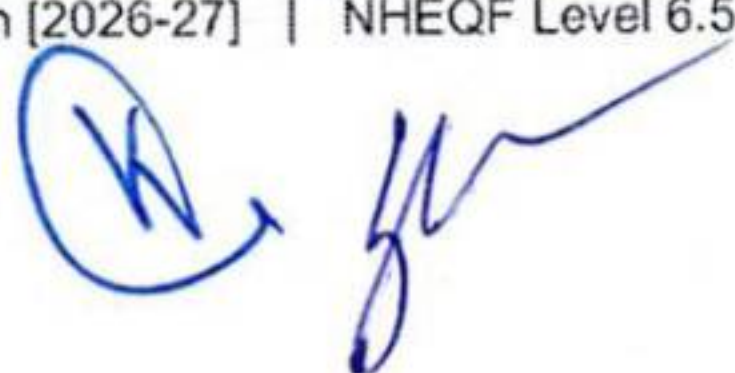
1. Dessler, Gary : HRM, N Delhi, Prentice Hall of India S.Chand
2. Rao, VSP : Human Resource Management, New Delhi, Excel Books
3. Aswathapa K. : Human Resource Management, New Delhi, TMH
4. Gupta, CB :Human Resource Management
5. Kulkarni MU : HRM and IR
6. Sudha, GS : Human Resource Management, New Delhi, Makone Publication
7. L.M. Prasad : Human Resource Management, New Delhi
8. Pandit K ; Manav Sansadhan Prabhandh, Sahitya Bhawan Publications

C.7 Reference Books & Readings

1. Beard Well, Ian & :HRM : A contemporary perspective, New Holden,Len Delhi, MacMillan
2. Armstrong, M : A Hand Book of HRM Pracitce, New Delhi, Kagam Page
7. Chhabra, TN : HRM, Concept and Practice

C.7 Suggested E-Resources / Digital Repositories

- [list=PLhHK0JEEIAwVTGzgT-K07cUmzgC58WYD6&si=ms5_adCYYKwU-YSU](https://www.jstor.org/stable/2764000)



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Officer on special duty (Judicial)

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C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-CC202
Title of the Paper	Organizational Behaviour
Programme / Subject	MPMIR
Semester	Semester II
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Practical / Lab Work	—	—	30
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

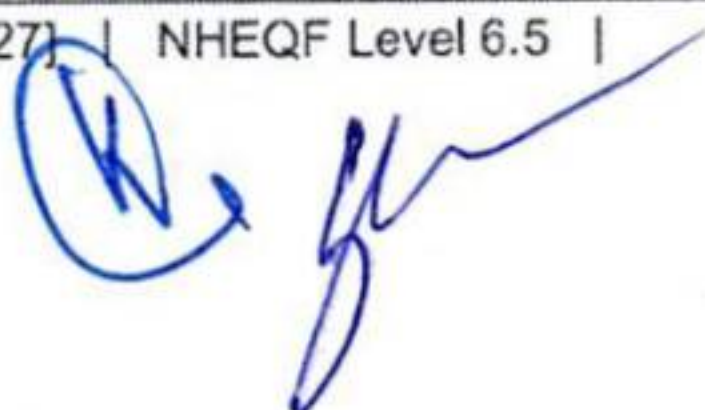
Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To help students understand organisational behaviour and management practices
COB 2	To facilitate a critical evaluation of organisational practices
COB 3	To evaluate the impact on workbehaviours, attitudes and performance
COB 4	examining psychological principles at individual, group and organisational levels.
COB 5	To apply theories to practical problems in organisations in a critical manner resourcefully.

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	To understand the main theories of Organisational Behaviour.
CLO 2	To be able to analyse how these theories and empirical evidence can help to understand contemporary organisational issues.



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CLO 3	The paper has vast opportunities of research, applications in business as well as social organisation and will create employability.
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C.5 Syllabus — Unit-wise Breakdown

Course Name: Organizational Behaviour(MPMIR-CC202)		
Unit	Content	Suggested Lectures hours
I	Organisational Behaviour-Meaning and Importance. Foundation of OB. Models of OB.	12-15
II	Foundations of Individual Behaviour Personality - Context, Nature, Determinants, Perception Organisational Behaviour Meaning & Definitions, Factors, Perceptual Process. Learning - Meaning & Definitions, explicit and tacit knowledge. Attitudes - Concept, Nature, components of Attitudes.	12-15
III	Group Dynamics - Concept group, Types of group, usefulness of group in organization. Pitfalls of groups, Determinants of group, Behaviour, External conditions, Group cohesiveness, Team Dynamics. Power and Political Behaviour, Power Dynamics, Sources of Power. Power Tactics, Ethics in Power and Politics. Conflict and Negotiations - Concept, Nature of conflict, conflict management style	12-15
IV	Communication-Meaning and Definition, Significance, Types, Barriers to effective communication, Factors influencing communication, Role of I.T. in Communication. Organisational Culture - Meaning & Definitions, cultural dimensions, changing organizational culture, Types of organizational culture Effects of culture, creating and Innovation, work culture.	12-15
V	Organisational change - Meaning and nature of change, levels of change, Importance of change, obstacles to change. Organisational Development - Concept, Pre-requisites for OD, OD Interventions. Cross-culture and Multi-culture, Multicultural teams & Management.	8-10
Total Suggested Lectures		60 (For 4 Credit Course)

C.6 Prescribed Textbooks

1. LM Prasad : Organisational Behaviour, New Delhi, Sultan Chand
3. Luthan, F : Organisational Behaviour, New Delhi, McGraw Hill
4. Davis, Keith : Organisational Behaviour, New Delhi, TMH
5. Robbins, Stephen, P : Organisational Behaviour, New Delhi, PHI

C.7 Reference Books & Readings

Dwevedi, RS :

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- Organisational Behaviour Delhi, McMillan
- 2.
 6. Aswathapa, K : Organisational Behaviour, Mumbai, Himalaya
 7. Jain, PK : Organisational Behaviour, Jaipur, Rajasthan, Hindi Granth Academy
 8. Hersey & Blanchart : Management of Organisational Behaviour
 9. Scheim : Organisation Psychology
 10. Korman : Organisational Behaviour.
 11. Udai Pareek & Sushma Khanna : Organisational Behaviour, Understanding Organizational Behaviour, Oxford University.

C.7 Suggested E-Resources / Digital Repositories

- e-PG Pathshala:
https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001751/M022813/ET/1505193095Mod1IntroductiontoObtext.pdf

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-CC203
Title of the Paper	Industrial Relations
Programme / Subject	MPMIR
Semester	Semester II
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To enable the students to understand the various dimensions of Industrial Relations and changing role of Actors.
COB 2	To help the students in handling Grievances and various preventive and settlement measures
COB 3	To equip the students with knowledge of changing pattern of employment relations and to maintain peace and harmony in Industry.



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COB 4	maintaining healthy industrial relations at national and international level.
COB 5	To examine the changing pattern of IR

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	To develop the understanding of the changing concept of Industrial Relations and to understand its relevance in organizations.
CLO 2	They will gain employability with profound knowledge of professional skills and will develop academic and research instinct.
CLO 3	The students will be able to handle the conflicts effectively
CLO 4	The students will be able to maintain harmonious industrial relations in the organisation

C.5 Syllabus — Unit-wise Breakdown

Course Name: MPMIR-CC203 INDUSTRIAL RELATIONS		
Unit	Content	Suggested Lectures hours
I	Concept & Approaches:- Meaning of Industrial Relations, Actors in Industrial Relations and their objectives & Changing roles of actors of Industrial Relations. (a) Aspects of Industrial Relations: Cooperation and conflict (b) Approaches to Industrial Relations:- System approach (Dunlop's), Input – output Approach, Conditions for good Industrial Relations, Emerging trends in industrial relations. International Industrial Relations, Boomer's framework in Industrial Relations at International Level. Need to study Industrial Relations at International Levels.	12-15
II	The Industrial Relations Code, 2020 (Acts & Rules) (Provisions Relating to Industrial Relations) Industrial Conflict: Meaning, nature, causes, extent and Mechanism for Resolution of Industrial Disputes: Conciliation/Mediation: Adjudication Voluntary Arbitration Industrial Actions: - Meaning and definition, Functions, Forms of strikes & lockouts, nature of strike, types of strikes, causes & effects of strikes, Legal framework of strikes & lockouts in India. Lay off, Retrenchment, Dismissal, Unfair Labour Practices.	12-15
III	Bipartite & Tripartite Committees:(a)Collective Bargaining :Meaning and Definition ,Pre-condition for success of Collective Bargaining, Subject matter & Levels of Collective Bargaining Process of Negotiations, Agreements Merits and Demerits. Contemporary Collective Bargaining in UK, USA and Japan.	12-15
IV	Worker's Participation in Management: Concept of Industrial Democracy - Levels and forms of Cooperation/Participation, Schemes of Workers Participation in Management in India and their legal status, Obstacles in the way of worker's participation in Management in India. Globalization and New Trends of Workers	12-15

	Participation. Contemporary Worker's Participations in U.K., U.S.A. & Japan. Quality Circle.	
V	Standing Orders and Grievance Handling , Discipline in Industry – concept and definitions – objectives, Acts and omissions constituting misconduct – Domestic enquiry. International Industrial Relations and Comparative Practices A brief account of historical development of Trade Union in U.K., USA, Japan. The system of recognition of Trade Unions – a comparative reviewing of different countries U.K., USA, Japan Technology and Industrial Relations –(a) Technological change and its impact on Industrial Relations, Industrial Relations & Information Technology. Futuristic Issues on Industrial Relations - HRD Dimension in Industrial Relations, Integrating HRD into Industrial Relations, Strategic Human Resource Management & Industrial Relations.	8–10
	Total Suggested Lectures	60 (For 4 Credit Course)

C.6 Prescribed Textbooks

1. Mamoria, CB : Dynamics of Industrial Relations Mumbai, Himalaya
2. Pandit K. ; International Industrial Relations, Himalaya Publishing House
3. Sinha, PRN & Indu Bala ; IR, Trade Unions & Labour Legislations
Pridarshini
4. Pandit K : Industrial Relations & Trade Unionism
5. Venkat Ratnam CS ; Industrial Relations, New Delhi, Oxford

C.7 Reference Books & Readings

1. Monappa, Arun : IR, Delhi, TMH
3. Sarma, AM : Industrial Relations, Mumbai, Himalaya
4. Sinha, PRN : IR and Trade Unions, Delhi, Pearson
5. Singh, Nirmal, Bhatia, SK : IR & Collective Bargaining, New Delhi, Deep and Deep.

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-CC204
Title of the Paper	COMPENSATION MANAGEMENT
Programme / Subject	MPMIR
Semester	Semester II
Nature of Course	Core Course (CC)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To enable students to establish and maintain an equitable wage and salary system. This is so because only a properly developed compensation system enables an employer to attract, obtain, retain and motivate people of required calibre and qualification in his/her organisation.
COB 2	To develop theoretical and practical knowledge of compensation management to handle globally.
COB 3	To acquaint the future hr with the knowledge of the intrinsic and extrinsic rewards with respect to national and international business organisations
CLO No.	Course Learning Outcome
CLO 1	This paper is designed to study the components of compensation management-wages and salary,.
CLO 2	The study of this subject will develop research applicability and employability in various pursuit.

C.5 Syllabus — Unit-wise Breakdown

Course Name: (MPMIR-CC204) COMPENSATION MANAGEMENT		
Unit	Content	Suggested Lectures hours
I	Wage and Salary and Component of Wages Concept, Difference between wages and salary, types of wages – Money Wage, Real Wage, Method of Wage payment – Time Rate, Piece Rate, Purpose of Wage and Salary Administration. Components of Wages-Basic Wage, Dearness Allowances, Consumers Price Index Number	12-15
II	Objectives and significance of Compensation, Wage and Compensation, Principles of Compensation Formulation, Theories of Wage determination, Types of wages and Significance of Employee Compensation,	12-15
III	Compensation Decision, Types of Executive Compensation, Compensation Trends in India. Bonus – Concept, payment of bonus in India , Fringe Benefits and Services	12-15
IV	Incentive Plans and Variable Pay :Concept of incentives and variable pay, piece-rate and time-rate systems, Individual incentive plans, Piecework plans, Commission plans,Bonuses and merit pay, Group and organizational incentive plans: Gainsharing, Profit-sharing, ESOPs (Employee Stock Ownership Plans)	12-15



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V	GLOBAL ISSUES: Expatriates Compensation - Concept and Elements, Approaches of Ex Compensation (Budget System, Going Rate, Balance Sheet and Custom Approach), Tax E Compensation Package. Comparative International Compensation	8-10
Total Suggested Lectures		60 (For 4 Credit Course)

C.6 Prescribed Textbooks

1. L.O. 'Minimum Wages Fixing and Economic Development' International Labour Office, Geneva.
2. I.L.O. 'Payment by Results' : International Labour Office, Geneva.
3. I.L.O. "Wages" International Labour Office, Geneva.
4. Pandit K, ;New Dimensions of Labour Economics, Novelty & Company

C.7 Reference Books & Readings

1. Lanham Administration of Wages and Salaries" : Harper & Row Publishers, London.
2. Sidney Weintraule Some Aspects of Wage Theory and Policy" Chilton Book, New York.
3. Subramanian Wages in India
4. Pandit K, ; Human Resource Management

C.7 Suggested E-Resources / Digital Repositories

- SWAYAM / NPTEL: [Relevant Course Name and Link]
- e-PG Pathshala: [Subject Portal Link]
- HODHGANGA / Shodhgangotri — for research thesis reference
- NDL India (National Digital Library): ndl.gov.in
- [Any other relevant Open Educational Resource]

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-GE205
Title of the Paper	Industrial Organization and Management
Programme / Subject	MPMIR
Semester	Semester II
Nature of Course	Elective Course (GE)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To familiarize the students with the various principles & practices, structures, locational & establishing factors of Industrial Organisations.
COB 2	To equip the students with the knowledge about strategies and opportunities of business environment in the country to attain ultimate country's goal.
COB 3	To equip the students with the ability to create and find opportunities of business environment in the country to attain ultimate country's goal.

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	The paper is designed to develop the entrepreneurial ability with a wide vision of "make in India" and "Start-up India"
CLO 2	To help generate self-employment in the country

C.5 Syllabus — Unit-wise Breakdown

MPMIR-GE205 Industrial Organization and Management		
Unit	Content	Suggested Lectures hours
I	Industrial Organization- Concept, Scope, Significance, Classification, Industrial Organization in India, Evolution of Modern Factory System – Historical development of Industry, Industrial Revolution, Scientific Revolution, Technological Revolution, IT and Digitalization.	12–15
II	Entrepreneurship Development- Concept, Types, Characteristics, Entrepreneurial process, Theory of Entrepreneurship, Factors promoting Entrepreneurship, Role and functions of Entrepreneur, qualities of successful Entrepreneur, Entrepreneurship Development Programme.	12–15
III	Plant Location– Meaning and Aspect of Plant Location, Advantages and Disadvantages, factors, Theory of Plant Locations, Dynamics of Industrial Locations, Plant layout – Meaning, objective, factors, Techniques and Principles, Size of Industrial Unit – Factors determining size of Industrial Unit, Determination of Optimum size.	12–15
IV	Rationalization – Concept, Features, Objectives, Causes, Principles, Benefits, Rationalization vs Nationalization, Rationalization of Indian Industries. Scientific Management – Concept, Characteristics, Principles, Techniques, Benefits of Scientific management, Rationalization vs Scientific management	12–15
V	Industrial Financial Planning – Meaning, need, essential of good financial planning, Classification of Capital, Capitalization – Theories – Over capitalization – Under capitalization, Capital Structure. Sources of Industrial Finance – Financial Requirements, Sources of raising finance, Traditional and institutional industrial finance.	8–10

Total Suggested Lectures	60 (For 4 Credit Course)

C.6 Prescribed Textbooks

1. Bishwambhar Jha Fundamentals of Industrial Organization and Management, Novelty and Company.
2. P.N. Yadav Industrial Organization and Management.

C.1 Paper Identification

PAPER PROFILE	
Paper Code	MPMIR-GE206
Title of the Paper	Finance & Marketing Management
Programme / Subject	MPMIR
Semester	Semester II
Nature of Course	General Elective (GE)
L – T – P	3 – 1 – 0
Credits	4
Maximum Marks	100 (ESE: 70 + Internal Assessment: 30)
Duration of Examination	3 Hours

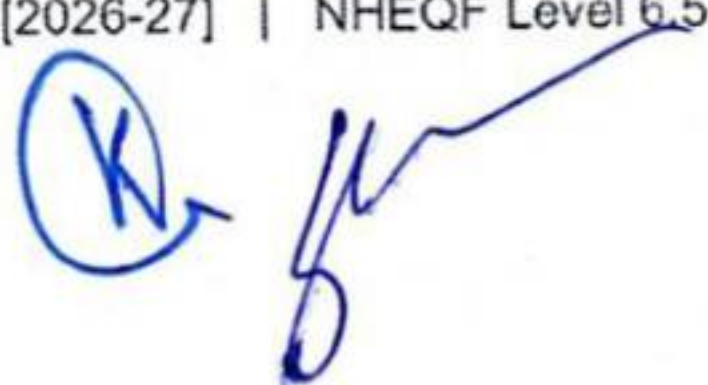
C.2 Marks Distribution

Component	Paper I	IA	Total (ESE+IA/ESE+PRAC)
End Semester Examination	70	—	70
Internal Assessment	—	30	30
Maximum Marks	70	30	100
Passing Marks	32	13	45 (45%)

Note: Internal Assessment shall be conducted on the basis of attendance, class tests, seminars, assignments, and viva voce as provided in the regulation.

C.3 Course Objectives (COBs)

COB No.	Course Objectives
COB 1	To assist the students to develop a thorough understanding of the concepts and theories underlying financial management in a systematic way.
COB 2	To analyse and examine the implementation of marketing concepts and strategy to firms.
COB 3	To identify factors and processes essential for designing marketing strategy.
COB 4	To outline key marketing concepts and its application to different markets.



Kalpana Srivastava
Officer on special duty (Judicial)

24/07/26

C.4 Course Outcomes (COs)

CLO No.	Course Learning Outcome
CLO 1	The paper is designed to make an attempt to provide fundamental knowledge and understanding of marketing.
CLO 2	The designed course will develop the skill knowledge and understanding of finance and marketing .
CLO 3	It will create employability and research in business world

C.5 Syllabus — Unit-wise Breakdown

Course Name: (MPMIRGE206) Finance & Marketing Management		
Unit	Content	Suggested Lectures hours
I	Finance Management-Meaning, Scope, Importance, Objectives and Functions Organization for Financial Management. Long Term Investment Decisions: Meaning and importance of Capital Budgeting Factors, Determining Capital Budgeting, Concept, Measurement and Factors determining cost capital, Capital Structure- Concept and theories of capital structure	12-15
II	Current Assets Management: Working Capital Management, Concept, Planning, Sources of working Capital - External and Internal Sources, Management of cash including objective and factors determining cash need. Concept, objectives and Importance of Book-keeping and Accounting	12-15
III	Corporate Laws and Provisions Indian Companies Act, 2013- Provisions relating to formation, registration and winding up. Partnership Act, 1932 – Creation, registration, Rights and Duties of Partners, Admission, Retirement of Partners and winding. Features of partnership Indian Contract Act, 1872 - Definition and essential features of a valid contract, Offer and acceptance, Considerations, Free consent, Quasi –contract etc	12-15
IV	Marketing Management : Meaning & Concepts of Marketing Management, Philosophy of marketing management –product concept, selling concept, The Marketing System, Marketing Opportunities Consumer Market and buying behavior, Current Demand Measurement, Market Forecasting	12-15
V	Marketing Strategies: Marketing Planning –Components of Marketing Planning, Product life-cycle strategy, Some Marketing Mix Decisions. Product decisions and brand decision, Sales Promotion and Publicity decision, Marketing Organization and Marketing Research.	8-10
Total Suggested Lectures		60 (For 4 Credit Course)

C.6 Prescribed Textbooks

- 1.R.S. Davar, Modern Marketing Management
- 2.S.N. Jha – Fundamentals of Marketing, Novelty and Company

C.7 Reference Books & Readings

1. I.M. Pandey – Financial Management, Vikas Publication House
2. Philip Kotler, Marketing Management

Internal Assessment (20 marks) breakdown:

- Written Test(s): 20 marks
- Seminar / Assignment / Project: 05 marks
- Attendance & Class Participation: 05 marks

Note: Generic/Open Elective–I (Course Code) and II (Course Code) courses in Semester- I and Generic/Open Elective–III (Course Code) and IV (Course Code) courses in Semester- II of 2 Year Postgraduate Programme may be offered by an institution based on student demand, academic interest, and the availability of qualified faculty members. These courses shall be open to students of the concerned discipline as well as students from other disciplines, with the objective of promoting multidisciplinary and interdisciplinary learning in accordance with the principles of the National Education Policy (NEP), 2020.

For fulfilment of the programme requirements, a student shall be required to successfully complete any one of the Generic Elective courses offered during the semester. The institution may decide to offer either or both of the Generic Elective courses, subject to academic feasibility, availability of faculty expertise, and student enrolment.

D**PART D — GENERAL REGULATIONS & PROVISIONS****D.1 Attendance & Eligibility**

- A student must have a minimum of 75% attendance in each paper to be eligible to appear in the Semester / Annual Examination.
- Condonation of attendance deficiency shall be governed by the Regulation..
- A student detained due to shortage of attendance may appear to the examinations of same semester in the next academic session subject to payment of prescribed fees.

D.2 Examination & Promotion Rules

- A student is required to clear **at least** 60% (4 out of 6) papers of a particular Semester before being promoted to the succeeding Semester.
- Back / Ex-Student candidates shall be governed by the rules in force at the time of their original admission unless otherwise specifically notified.
- A candidate who fails in one or more papers shall be required to appear only in the failed paper(s) (Carry Forward System) in subsequent examinations of the same Semester.
- A candidate is required to clear all his papers within a maximum of **Five Years of duration** to qualify for the degree.

D.3 Grading System (CBCS)

Letter Grade	% Range	Grade Point	Performance Description	Remarks
O	≥90-100	10	Outstanding	Pass
A+	≥80<90	9	Excellent	Pass
A	≥70<80	8	Very Good	Pass
B+	≥60<70	7	Good	Pass

B	$\geq 55 < 60$	6	Above Average	Pass
C	$\geq 50 < 55$	5	Average	Pass
P	$\geq 45 < 50$	4	Pass	Pass
F	< 45	0	Fail	Fail
Ab/M	0	0	Absent/Malpractice	Fail / Reappear

E

PART E — ABBREVIATIONS & AUTHENTICATION

E.1 List of Abbreviations

Abbr.	Expansion	Abbr.	Expansion
CC	Core Course	DSE	Discipline Specific Elective
GE	Generic Elective	OE	Open Elective
AEC	Ability Enhancement Course	VAC	Value Added Course
SEC	Skill Enhancement Course	IKS	Indian Knowledge System
L	Lecture (hours per week)	T	Tutorial (hours per week)
P	Practical (hours per week)	IA	Internal Assessment
CCA	Continuous & Comprehensive Assess.	CLO	Course Learning Outcome
PLO	Programme Learning Outcome	GA	Graduate Attribute
NHEQF	National HE Qualifications Framework	PROJ	Project / Dissertation

E.2 Authentication

Prof.(Dr) kameshwar Pandit

Dr. Supriya Krishnan

Subject Expert-1

[Department of PMIR]

[Patna University]

Date: 15/6/2026

Subject Expert-2

[Department of PMIR,

Patna University]

Date: 15/6/2026

Subject Expert-3

[Name of the University]

Date: _____

Subject Expert-4 (If applicable)

[Name of the University]

Date: _____