REGULATIONS AND SYLLABUS RELATING TO
MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)

Objectives of the MHRM programme
The main purpose of the Master of Human Resource Management (MHRM) is to prepare young
men and women for managerial and administrative positions in all management fields, especially in
Human Resource Management in Industrial, Business, Government and service sector Organizations. The
programme with its practical and field bias and behavioral thrust is intended to develop skills not only to
understand and analyze problems but also to develop a problem solving approach to issues. To provide a
perspective to comprehend the field, a sound knowledge of concepts and theories is envisaged. The
course is designed to sensitize and appreciate the role and responsibilities of a manager in a fast changing
business environment both at the national and global level. The programme basically aims at:

a) Developing sound theoretical base of various concepts and theories to enable the student to
develop a broad perspective of the management field;
b) Developing awareness and to sensitize about various issues of the economic, social, political,
legal and ecological environment;
c) Developing managerial skills in different functional areas of management with practical focus on
HRM.
d) Developing competence in problem solving approaches by applying conceptual and behavioral
skills;
e) Developing interpersonal competence and leadership qualities to work in a group with team
building approach;
f) Developing multi facets of the personality and to build self-confidence; and
g) Developing spirit for continual learning and innovation

REGULATIONS
The admission into MHRM programme shall be made on the basis of Common Entrance test

I) Eligibility Criteria For Admission:
(a) Any graduate securing minimum pass of the Andhra University and any other university
recognized as equivalent thereto
(b) Candidates seeking admission into the MHRM course are required to appear for the AUCET.
Admission will be based on the rank obtained by the candidates in the AUCET.

II) Admission Test Design:
General Information:
a. The medium of Test shall be English.
b. The test is designed to assess the aptitude of candidates for admission into the MHRM
programme.
c. The duration of the test shall be Seventy Five Minutes (75 min).
d. The test shall be of Objective Type and its questions are of multiple choice.
e. The structure of the test shall be as follows
<table>
<thead>
<tr>
<th>Section</th>
<th>Component</th>
<th>No. of Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Logical &amp; Analytical reasoning</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>HRM Aptitude &amp; General Awareness,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) IR Syllabus along with recent Human Resource Management Trends</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Trends</td>
<td>20</td>
</tr>
<tr>
<td>C</td>
<td>Reading comprehension and Writing Ability, Quantitative Ability.</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>90</td>
</tr>
</tbody>
</table>

III) **Award of Degree**

a. Candidates admitted should have undergone subsequently a further course of study of four Semesters extending over a period of two academic years in this University or its recognized institutions/colleges; each academic year consists of two semesters consecutively.

b. To have satisfactorily completed the prescribed projects & field work.

c. To have passed the MHRM herein after prescribed.

IV) **Course Structure and scheme of Examination:**

a. The candidate shall be required to take at the end of each semester of the course of study an examination as detailed in the scheme of examinations. Each paper of the examination shall unless otherwise prescribed,(See Scheme of paper etc., in the following paragraphs) be of three and half hours duration and carry 100 marks.

V) **Attendance Requirement**

The rules which are in vogue shall be followed.

VI) **Class of Distinction:**

The names of the successful candidates at the examination shall be arranged in the order in which they are registered for the examination on the basis of the total marks obtained by each candidate in all semester-end examination put together.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>O Grade (Distinction)</td>
<td>85% and above</td>
<td>10.0</td>
</tr>
<tr>
<td>A Grade</td>
<td>75%-85%</td>
<td>9.0</td>
</tr>
<tr>
<td>B Grade</td>
<td>67%-74%</td>
<td>8.0</td>
</tr>
<tr>
<td>C Grade</td>
<td>58%-66%</td>
<td>7.0</td>
</tr>
<tr>
<td>D Grade</td>
<td>50%-57%</td>
<td>6.0</td>
</tr>
<tr>
<td>E Grade</td>
<td>40%-49%</td>
<td>5.0</td>
</tr>
<tr>
<td>F Grade (Fail)</td>
<td>39%</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Only those candidates who have appeared and passed the examination in all the papers of the first and second semesters of MHRM and similarly all the papers of the third and fourth semesters of MHRM, at first appearance are only eligible to be place in the first class with distinction. A candidate who has not passed all the papers relating to any semester at the first appearance shall not be eligible for the award of medals or prizes by the university and to receive certificates or rank from the university.

VII) **Improvement Provision:**

The rules, which are in vogue, shall be followed

VIII) **Regulations concerning the semester-end Examinations:**

(a) The semester end examinations shall be based on the question paper set by an external paper setter and there shall be double valuation (internal and external).
(b) In order to be eligible for appointment as an internal examiner shall have put in at least three years of service as a teacher for the MHRM Degree.

(c) If the disparity between the marks awarded by both examiners is 20% or less, the average marks shall be taken as the marks obtained in the paper. If the disparity happens to be more, the final marks to be awarded in the paper shall be by the results committee after the third valuation.

(d) A candidate who fails in the semester exam(s) and examination or who is not able to take it shall be eligible to take up the same examination along with the students of the next batch.

IX) The Rules and Regulations Governing Projects & Field Work are appended at the end:

Course Structure and Scheme of Examination

<table>
<thead>
<tr>
<th>Semester - I</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>101 Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>102 Principles and Practice of Management</td>
<td>100</td>
</tr>
<tr>
<td>103 Labour Legislation and Case Law - I</td>
<td>100</td>
</tr>
<tr>
<td>104 Industrial, Managerial Economics</td>
<td>100</td>
</tr>
<tr>
<td>105 Organizational Behavior - I</td>
<td>100</td>
</tr>
<tr>
<td>106 Business Communication &amp; HR Skills</td>
<td>100</td>
</tr>
<tr>
<td>107 Project-1 Field Work- Observation Visits</td>
<td>50</td>
</tr>
<tr>
<td>108 Viva-Voce</td>
<td>50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester - II</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>201 Industrial Relations</td>
<td>100</td>
</tr>
<tr>
<td>202 Human Resource Development</td>
<td>100</td>
</tr>
<tr>
<td>203 Organizational Behavior and Organizational Development</td>
<td>100</td>
</tr>
<tr>
<td>204 Labor Legislation and Case Law - II</td>
<td>100</td>
</tr>
<tr>
<td>205 Employee Welfare and Labor Administration</td>
<td>100</td>
</tr>
<tr>
<td>206 Indian Business Environment</td>
<td>100</td>
</tr>
<tr>
<td>207 Project-I field Work Placement in Government Agencies/Establishments</td>
<td>50</td>
</tr>
<tr>
<td>208 Viva-voce</td>
<td>50</td>
</tr>
</tbody>
</table>

45 Days Project (Internship)

<table>
<thead>
<tr>
<th>Semester - III</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>301 Employee Compensation and Administration</td>
<td>100</td>
</tr>
<tr>
<td>302 Management of Unorganized Labour</td>
<td>100</td>
</tr>
<tr>
<td>303 Information Technology&amp;Human Resource Information Systems</td>
<td>100</td>
</tr>
<tr>
<td>304 Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>305 Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>306 Social Research Methods &amp; Statistics</td>
<td>100</td>
</tr>
<tr>
<td>307 <strong>Optional Paper</strong></td>
<td>100</td>
</tr>
<tr>
<td>(a) Talent and Knowledge Management</td>
<td></td>
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<tr>
<td>(or)</td>
<td></td>
</tr>
<tr>
<td>(b) Human Resource Management in Service Sector</td>
<td></td>
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<tr>
<td>(or)</td>
<td></td>
</tr>
<tr>
<td>(c) Management of Technology and Productivity</td>
<td></td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>308</td>
<td>Project work (placement in organization for 45 days)</td>
</tr>
<tr>
<td>309</td>
<td>Viva-voce</td>
</tr>
</tbody>
</table>

**Semester - IV**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>401</td>
<td>International Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>402</td>
<td>Strategic Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>403</td>
<td>Performance Management and Counselling</td>
<td>100</td>
</tr>
<tr>
<td>404</td>
<td>Business Laws, Corporate Governance and Corporate Social Responsibility</td>
<td>100</td>
</tr>
<tr>
<td>405</td>
<td>Collective Bargaining and Employee Empowerment</td>
<td>100</td>
</tr>
<tr>
<td>406</td>
<td><strong>Optional Paper</strong></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>(a) Management of Discipline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(or)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(b) Management of Trade unions</td>
<td></td>
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<td></td>
<td>(or)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(c) Organizational Change and Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(or)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(d) Safety, Health and Environment</td>
<td></td>
</tr>
<tr>
<td>407</td>
<td>Project- Dissertation</td>
<td>50</td>
</tr>
<tr>
<td>408</td>
<td>Comprehensive Viva-voce</td>
<td>100</td>
</tr>
</tbody>
</table>

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TOTAL                                                                                                                         3000
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**SYLLABUS**

**I SEMESTER**

**101: Human Resource Management**

Unit I: Human Resource Management: Concept and Functions and its Strategic Role; Approaches to Human Resource Management; Mechanical, Paternalistic, Social System and Human Resource Development System; Evolution of HRM in India; HRM and Environment.

Unit II: Managing HR Function: Organizing the HR Unit; Line and Staff Relationship; Policies and Procedures; Planning HR activities; Controlling HR Function.

Unit III: Procurement: Organizational Design and Job Design; Job Analysis; Human Resource Planning; Recruitment, Selection (including e-recruitment and selection) and Induction; Development: workers training; training process; training methods; Management Development Programs; Performance appraisal Methods and Problems; Talent Management; Career Planning and Development.

Unit IV: Employee Compensation: Factors affecting compensation; Equity and Compensation; Job Evaluation; Variable Compensation; Fringe Benefits Integration: Nature of Human Resource; Motivation of employees; Quality of work life; Trade Unions, Collective Bargaining; Management of Conflict.

Unit V: Maintenance: Communication and Counseling; Welfare, Health and Safety; Separation: Turnover, Retirement, Lay Off, Retrenchment; Discharge; Dismissal and V.R.S.; Maintenance of HR
Data Base; HR Research; HR Audit; HR Accounting.; Human Resource Management Profession: Challenges and Opportunities in the Globalized Era; Outsourcing of HR functions.

Case Analysis:

Suggested Readings:
15. Indian Journal of Industrial Relations

102: Principles and Practice of Management


Unit 2 - Management Process: Planning: Concept, definition, Objectives, Types, Strategic Planning; MBO; Decision making and Forecasting: Techniques and steps in decision making; Organizing: Structure, Nature, Types and Principles of Organization.

Unit 3 - Directing: Definition, Nature, Leadership and Management; Motivation; Communication; Controlling: Concept and Importance, systems and process of control.

Unit 4 - Production: Concept, Objectives and Scope; Types of Production; Role of Operations Manager; Manufacturing vs. Service operations; Project Management.

Unit 5 - Role of manager, functions and responsibilities; Era of Dynamic engagement: New organization environment; Globalization and Management; Ethics and Social Responsibility; Inventing and Re-Inventing organizations; Cultural and Multi-culturalism; Quality Management: Contribution of

**Case Analysis:**

**Suggested Readings:**


**Course 103: Labour Legislation and Case Law I**

Unit I: Industrial Jurisprudence: Concept and Scope; Principles of Labour Legislation; Growth of Labour Legislations in India; Indian Constitution and Labour Legislation; Concept of Social justice and Natural Justice. ILO Conventions and Recommendations and their Impact on Labour Legislation; Labour Legislation and Judicial Activism.

Unit II: The Factories Act, 1948 and its Rules (AP)

Unit III: The Mines Act, 1952 and its Rules
   - The Plantation Labour Act, 1951

   - The Apprentice Act, 1961
   - The Child Labour (Prohibitions and Regulation) Act, 1986

Unit V: The A.P. Shops and Establishment Act, 1988 and its Rules

**Case Laws:**
The Factories Act 1948

1. J.K Industries Ltd Vs chief Inspector of Boilers and Others, 1996 (96) (SC)
3. Indian Petrochemicals Corporation Ltd and another Vs Shramik Sena and others, AIR 1999 (SC) (2577)
4. Bharat Fritz Werner Ltd & others Vs State of Karnataka, 2001(1) LLJ763 (sc)
The Contract Labour (Regulation & Abolition) Act, 1970
1. Air India Statutory Corporation Vs United Labour Union & other, 1997(76) FLR 273(sc)
2. SAIL & others Vs National Union of Water Front Workers & other, 2001 II LLJ 1087
3. Hallda Refinery Canteen Employees Union & others Vs M/s India Oil Corporation Limited & others, 2005 LLR 529.
The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959
1. DD.Kali Vs State of Maharastra, 1997(1) LLN 704
The A.P Shops & Establishments Act 1988
1. Kirloskar Consultants Limited Vs ESI corporation, 2001 LLR 57 (sc)
Child Labour (Prohibition & Regulation) Act, 1986
1. Mc Meheta Vs State of Tamilnadu & others, 1993 (1) SCC 645

Suggested Readings:

Journals:

Course 104: Industrial, Managerial Economics

Unit 1 : Labour Economics: Nature and Scope; Industrial Revolution: social and economic consequences; Labour problems and developing economy; Labour Market: Concept, composition to workforce participation, supply and demand; Flexibility and Rigidities in the Indian Labour Market; Changing Profile of Indian worker.

Unit 2: Economic Systems: Capitalism, Socialism, Communism, Mixed; Economy, Economics of Employment: Theories of Employment; Full Employment.

Unit 3: Location of Industry; Factors of Location; Theories of Location, State policy on location; Factors Determining the size of a firm, Optimum Firm.

Unit 4: Managerial Economics: Meaning and Scope; Characteristics and significance, Role and Responsibilities of Managerial Economist.

Unit 5: Demand and Supply: Meaning and determinants; Methods of demand forecasting – Inventory Cost Management - Inflation: Meaning, Causes and Remedies – Deflation.

Suggested Readings:
7. Joel Dean – Managerial Economics

Course 105: Organizational Behaviour - I

Unit I: Organizational Behaviour: Definition and Scope; Fundamental Concepts of Organizational Behaviour; Elements of Organizational Behaviour; Approaches to Organizational Behaviour; Contribution of Social Sciences to OB; Historical Perspective of Organizational Behaviour; Scientific Management; The Human Relations Movement; Behaviouralism.

Unit II: Foundations of Individual Behavior; Motivation; Personality; Intelligence; Emotional Intelligence; Learning: Theories of Learning; Perception; Attitudes; Values; Job Satisfaction and its Implications; Work Stress; Fatigue and Monotony; Boredom and Frustration; Accident Process; Alienation and Anomie.

Unit III: Foundations of Group Behavior; Key Group Concepts, Role and Status, Authority, Power and Development; Group Dynamics; Process of Group Formation; types of Groups; Group Norms; Group Cohesiveness; Decision Making in Groups; Team Building.

Unit IV: Conflict: Concept, Role, Sources and Manifestation; Classification of Conflicts; Functional and Dysfunctional conflict: Intra-Personal Conflicts, Goal Conflict, Role Conflict, Inter-Personal Conflict,

Unit V: Organizational Conflict: Approaches to conflict management; Collaboration; Management of Conflict and organizational performance; Collaboration; Concept Basis and Interventions and Techniques of Understanding Behaviour; Transactional analysis and Johari Window.

Case Analysis:

Suggested Readings:

UNIT II: Improving Communication Effectiveness: Communication Barriers; Physical Noise; Semantic Noise; Selective Perception; Distortion and Filtering; Communication Gateways; Interpersonal Trust; Listening; Feedback; Non-Verbal Communication.

UNIT III: Spoken Communication: Listening; Active Listening; Poor Listening; Poor Speaking Good Listener; Logical Traps; Presentations; Features of effective Presentations; Presentation Planning; Structure of Presentations; Delivery; Visual Support; Coping with Questions; Coping with Nervousness.

UNIT IV: Effective Meetings: Preparation; Agenda; Conduct of Meetings; Preparation of Minutes of Meeting; Interviewing skills; Negotiating skills; Team building skills; Business skills; Client-Interfering skills; Liaison skills; E-Mail writing skills; Business Etiquette.

UNIT V: Organization correspondence: Principals of Communication; Preparatory Stages of Letter Writing; Letter Formats; Basic Plans for Letters; Direct Request Plan; Good News Plan; Bad News Plan; Persuasive Request Plan; Business Letters; Calling for a Post; Calling for an Interview; Appointment orders; Termination Orders; Enquiries; Cancellation of Orders; Complaints and Adjustments; Sales Letters; Report Writing.

Case Analysis:

Suggested Readings:
8. Hindle, Tim, Negotiating Skills, Dorling Kindersley (DK), London.
9. Heller, Robert, Communicate Clearly, Dorling Kindersley (DK), London.
II SEMESTER

Course 201: Industrial Relations

Unit I: Industrial relations: Concept, Determinants and Approaches; Evolution of Industrial Relations in India; Economic Reforms and IR; Comparative Analysis of IR Systems in UK and USA.

Unit II: State Policy on Industrial Relations: Tripartism; Indian Labour Conference; Standing Labour Committee; Industrial Committees; Wage Boards and other committees; Code of Conduct; Code of Discipline; Joint Consultation and workers Participation in Management; ILO.

Unit III: Industrial Conflict: Causes, Trends, Manifestations and Effects; Methods and Machinery for settlement of Industrial Disputes in India. Discipline Management: Disciplinary Procedure; Redressing Employee grievances.

Unit IV: Trade Unions: Concept, Objectives and Functions; The Role of Trade Union in IR; Structure of Trade Union; Theories of Trade Unionism: National Trade Union Federations, Employers Association.

Unit V: Trade Unionism in India; Problems of Trade Unions: Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance; Emerging Trends in Unionism in India; Trade Union Movement in India, UK & USA.

Case Analysis:

Suggested Readings:

Course 202: Human Resource Development

Unit I: HRD Macro Perspective: Concept and Significance; HRD growth; difference between HRD and Human Development; Approaches to HRD - Systems Approach; Activity Areas of HRD; Strategic HRD concept; Behavioural Science and HRD.

Unit III: Organizing HRD Functions: Structure and Organization of HRD and Its functions. Role of HRD manager, Technology and HRD, Culture building for HRD, HRD climate: OCTOPACE.

Unit IV: Training and Development: Concept and significance; Assessment of Training needs; Types and Methods of Training; Designing and Evaluating of Training and Development programmes.

Unit V: Learning Organization: Concept and Theories of Learning; Organizational Learning: Concept and Significance; Building learning organizations; Evaluation and measuring of HRD; HRD Audit; Trends of HRD in India.

Suggested readings:

Course 203: Organizational Behaviour and Organizational Development

Unit I: Motivation: Concept and process; theories of Motivation: Maslow, Herzberg, McGregor, McClelland, Vroom, Porter and Lawler’s Model; Implications of Motivation theories to managers; Techniques of Motivation: Management by Objectives; Job Enlargement; Job enrichment; Behaviour Modifications; Participative Management; Performance Based compensation and Flexible Benefits.

Unit II: Leadership: Concept and significance; Leader Vs Manager; Leadership Theories: Trait Theories; Behavioural Theories; Contingency theories; Fieldler’s contingency theory; Leadership styles; Transformational Leadership; Implications of Leadership Theories to Managers.

Unit III: Organization Culture: Concept, definition and meaning; factors affecting Organizational culture; Creating and Sustaining Culture; Work Culture; Organizational Climate; Morale and Job Satisfaction.

Unit IV: Organizational Effectiveness: Concept, Approaches to Organizational Effectiveness: Goal Attainment approach, Systems Approach, Behavioural Approach; Achieving Organizational Effectiveness, Organizational Change; Nature of Change; Levels of Change; Approaches for Managing Organizational change.

Unit V: Organizational Development: concept, definition and scope; OD process; OD interventions.
Case Analysis:

Suggested Readings:

10. T.V. Rao and Udaipareek, Designing Organization Systems,

Course 204: Labour Legislation and Case Law - II

Unit I : The Industrial Disputes Act, 1947 and its Rules.
The Trade Union Act, 1926.
The Sexual Harassment of Women At Work Place(Prevention, Prohibition And Redressal) Act, 2013.

Unit II : The Industrial Employment (Standing Orders) Act, 1946 and its Rules.
The Trade Union Act, 1926.
The Payment of Wages Act, 1936.
The Payment of Bonus Act, 1965.
The Equal Remuneration Act, 1976.

The Payment of Wages Act, 1936.
The Payment of Bonus Act, 1965.
The Equal Remuneration Act, 1976.

Unit IV : The Employees’ Compensation Act, 1923.
The Employees’ State Insurance Act 1948.

Unit V : The Employees’ Provident Fund and (Miscellaneous Provisions) Act, 1952.
The Payment of Gratuity Act, 1972.

Case Laws:
Industrial Disputes Act,1947:
2. Ravindra Kumar Mishra Vs Union of India & Other, 2005 (Jan) LLR P93.

The Industrial employment (Standing Orders) Act,1947:
1. R.P.Garg Vs Indian Oil corporation limited Delhi and other, 2005 Jan LLR P 20
2. Falcon Tyres Ltd. Vs Falcon Tyres Employees Union, Mysore, 2006 LLR 129

The Trade Unions Act,1926:
1. All India Trade Union Congress Vs Dy.Register of Trade Unions & Others, 2006 LLR P 649.

The Employees Compensation Act, 1923:
The Employees’ State Insurance Act, 1948:

The Employees Provident Fund and (Miscellaneous Provisions) Act, 1952:

The Payment of Gratuity Act 1972:

Suggested Readings:

Journals:

Course 205: Employee Welfare and Labour Administration


Unit II: Historical Development of Labour Welfare in India; Impact of ILO on Labour welfare in India; Agencies of Labour welfare and their roles: State, Management, Trade Unions and Voluntary Agencies.

Unit III: Labour welfare Programmers: Statutory and Non-Statutory, Extra Mural and Intra Mural: Financing of Welfare Program; Welfare Officer: Role, Status and functions. Workers Education Schemes in India.

Unit IV: Social Security Concept and Scope; Social Assistance and Social Insurance, Development of Social Security in India, Social Security Measures for Industrial Employees.

Unit V: Labour Administration: Central Labour Administrative Machinery in India: Chief Labour Commissioner, Director General of Employment and Training; Director General of Factory Advice Service; Employee Provident Fund Organization, ESI Corporation; Labour administration in A.P.

Suggested Readings:
6. Miller & Form, Industrial Sociology.
7. Gisbert Pauscal, Industrial Sociology

Course 206: Indian Business Environment

Unit I: Business Environment: Concept and Significance; Goals of Business; Factors of Business Environment; Micro and Macro – Environmental Analysis; Indian Business Environment.

Unit II: Technological Environment: Features of Technology; Technology and Human Resources; Status of Technology in India. Political Environment: Indian Constitution; Regulatory Role of Central and State Governments; Social and Cultural Environment: Social Relations at Work, Social Responsibility.


Unit IV: Privatization - Disinvestment: Concept, Advantages and Disadvantages of Disinvestment; Impact on Employment and Labour; Mergers, Acquisitions and Takeovers; Emergence and role of MNC’s in India; FDI, FII and Developing countries.

Unit -V: Globalization and Business Environment: Meaning and Rationale of Globalization; Strategies for Globalization; Markets: Domestic and International; India and WTO; Trading Blocs: SAARC and EEC.

Suggested Readings:
8. Refer Journals on Labour Economics.
III SEMESTER

Course 301: Employee Compensation and Administration

UNIT I: Employee Compensation: Concept and Significance; Wage Concepts: Wage, Salary, Minimum Wage, Living Wage, Need-Based Minimum Wage, Nominal Wage and Real wage; Wage policy in India; Theories of wages.

UNIT II: Wage Administration: Principles, Factors influencing Wage Fixation and Methods; Role of Wage Differentials: Occupational, Skill, Sex, Inter-Industry, Regional and Sectional.


UNIT IV: Incentives: Principles and procedures for installing sound incentive system; Types of Wage Incentive System; Wage Incentive Schemes in India; working of incentive schemes; Linking wage with productivity; Fringe Benefits: Concepts and Types.

UNIT V: Wage and Salary policies in Organization; Role of HR Department in Wage and Salary Administration; Managerial compensation: Perquisites and special Features; Recent trends in managerial compensation in Indian Organizations and MNCs.

Case Analysis:

Suggested Readings:
6. ILO, Payment by Results, ILO Publications, Geneva.

Course: 302: Management of Unorganized Labour


Case Analysis : 

Suggested readings :


Course 303: Information Technology & Human Resource Information Systems.

Unit I: Introduction to Computers: Origin, Growth, Development and Importance of Computers; Generations and Classification of Computers; Input and Output Devices; Storage Devices; Central Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and Software.

Unit II: Management Information Systems; Concept and Definition, role of MIS; impact of MIS on management; Functions; Basics of MIS: Decision, Making, Information Systems Analysis and Design, Development of MIS and Choice of Information Technology.

Unit III: Enterprise Resource Planning: Introduction to ERP; Concept and Variables; Introduction to ERP; Decision Support systems; Basic concepts of Technology for MIS: Database Management System; Client Server Technology and Networks; Application of MIS: Application in Manufacturing Sector and in Service Sector.

Unit IV: Human Resource Information Systems: Introduction, Concept and Definition; Information needs in HRM; HRIS Models; Acquiring and implementing HRIS; Computers and HRIS and uses to HRM; Database in HRIS.

Unit V: Theory and Lab: MS Office; MS Word; MS Excel; MS Power Point and MS Access


Suggested Readings:

2. Kumar, Muneesh, Business Information House Pvt. Ltd., New Delhi.

Course: 304: Financial Management


UNIT II: Investment Decision: Meaning, Importance and Process of Capital Budgeting, Classification of Projects. Techniques of Investment evaluations: Traditional and Discount Cash Flow and time value of money, Payback period, Accounting Rate of Return, Discounted Pay Back Period, Net Present value, Internal Rate of Return and Profitability Index Method. (Theory Only)


UNIT V: Dividend Decision: Meaning and Significance, Relevant and irrelevant theories of dividend, Dividend policy Walter’s Model, Gorden’ Model and Miller and Modiglian Hypothesis. Factors influencing dividend policy and its advantages, Types of dividends (stable, Bonus) and practices; Legal Aspects of Dividends; Bonus shares and Stock splits. (Theory Only)

Case Analysis:
Only in Investment Decisions, or Unit II & III only

Suggested Readings:
Journals:
1. Journals of Finance
2. Finance India.
3. Managerial Accountant.

Course 305: Marketing Management

UNIT I: Introduction to Marketing, Definition, Concepts, Marketing Philosophies, Importance to Marketing; Business and Market Economy; Marketing Environment: Macro Environment, Micro Environment; Marketing Information System and Marketing Research; Marketing of Products and Services.

UNIT II: Consumer Behaviour: Behavioural Determinants; Purchase Decision Process; Organizational Consumer Behaviour: Market Segmentation, Market Targeting and Positioning, Marketing mix.


UNIT IV: Pricing: Objectives, Methods, Policies and Strategies; Pricing a New Product, Distribution: Factors Influencing choice of Distribution; Channel Designing and Management; Channel Conflicts.

UNIT V: Promotion Mix Decisions: Marketing Communications, Advertising, Personal Selling, Sales Promotion, Public Relations, Direct Marketing; Designing Global market Offerings; Selection of Markets; Market Entry decisions; Developing Global Market program.

Case Analysis:

Suggested Readings:
1. Philip Kotler, Marketing Management.
2. J.C.Gandhi, Marketing Management.
5. Christopher, Martin, Marketing, Mac Milan press, UK.

Journals:
1. Advertising and Marketing.

Course 306: Social Research Methods and Statistics

Unit I: Science: Theory and Fact; Scientific Method; Social Research; Methods of Social Research; Case Study Method: Historical Method and Survey Method.

Unit II: Research Process: Problem Formulation: Formulation of Hypothesis; Types of Research Designs; Sampling Techniques; Preparing a Research Design for a HR topic.

Unit III: Sources of Data Collection; Tools of Data Collection; Data Analysis; Report Writing.

Unit IV: Statistical Techniques: Measures of Central Tendency; Mean, Median and Mode; Measures of Dispersion: Range, Mean Deviation, Standard Deviation; Correlation.

Unit V: Regression; Chi-square Test; ‘T’ test; Scaling Techniques; Index Numbers.
Suggested Readings:

Optional Papers

Course 307: Optional 1: Talent and Knowledge Management.

Unit I: Meaning and importance of talent management; Designing and building a talent reservoir; Talent Management Grid; Creating a talent management system; Institutional strategies for dealing with talent management.

Unit II: Competency: Meaning, types and steps in developing a valid competency model; Competency Mapping; Talent management information systems; Developing a talent management information strategy; Role of leaders in talent management.

Unit III: Knowledge Management: Origin, Concept, elements of Knowledge Management; Advantages of KM to HRM; Knowledge and Intellectual Property; Concept of Knowledge Worker; Knowledge Management and Learning Organization; Challenges in Implementation of KM.

Unit IV: Process: Stages of KM process; Erik Svieby’s Model; Alvensson and Karreman’s approaches; Knowledge Management solutions, mechanisms and system; Knowledge creation and knowledge sharing, knowledge dissemination

Unit V: KM Strategy; Organization Structure; Knowledge Audit; Benchmarking Method; Balance Scorecard Method; Features of Knowledge intensive firm;

Case Analysis

References:

UNIT I: Concept of Service, Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.

UNIT II: Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, Identifying customer Groups, Service Process, Classification of Servicing operating systems, Balancing Supply and Demand, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.


UNIT IV: Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, other Financial Institutions, Ports and Docks, Managing Salary Levels, Working Conditions, Legal provisions, Unionism, Problems and Challenges.

UNIT V: HRM in IT Sector, Software Industry and BPO Sector, Wage Salary Levels, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias, Problems and Challenges.

Case Analysis:

Suggested readings:

Optional 3: Management of technology and productivity.

UNIT I: Technology: Concept and Evolution, Economic Development and Technology Transfer: Kinds of Technology Transfer; Technology Diffusion; Technology Transfer Through Alliances; State Policy on Development and Transfer of Technology; Liberalization and Impact of Technology.

UNIT II: Impact of Technology; Technological Adaptation; Perspectives and Issues; Technological Change and its implementation; New Technology and work Organization; Technology and Human Resource Development; Trainability and Changes in Skill Development Technology Transfer with a Human Face.

UNIT III: Productivity: Concept and Significance; Productivity Measurement: Importance, Organizational Applications; Productivity Measurement in Different Sectors; Productivity Management and External Environment.

UNIT IV: Techniques of Productivity Improvement: Reducing Work Content; Method Study; Reducing Ineffective Time; Time Study; Just in Time; Business Process Reengineering; Behavioural Techniques; Ergonomics.
UNIT V : Quality Management: Concept and Approaches; Contribution of Deming and Juran, Total Quality Management; ISO Certification; Quality Circles Kaizen; Quality Control and Future Organizations; Six Sigma approach.

Case Analysis:

Suggested Readings:

Optional 4: Advanced Marketing Management.


Case Analysis:

Suggested Readings:
IV SEMESTER

Course 401: International Human Resource Management

UNIT I: International Human Resource management: Concept, Scope and Significance; Approaches to International Human Resource Management; Differences between Domestic and international HR activities; Organizational Structure of Multinational Corporations; Theories and Models of Human Resource Management in MNC’s.

UNIT II: International Human Resource: Recruitment and Selection; Cross National Differences in Personnel and Organization Policies; Sources of Human Resources: Home – Country, Host –Country, Third-Country Nationals; Selection Criteria for International Assignment; Adaptability to Cultural Change; Motivation for a Foreign Assignment and Leadership Ability.

UNIT III: Training and Development: Methods of training; Process of Expatriation and Repatriation: Management Development in International Settings; Global Leadership Development.

UNIT IV: Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems; Taxation of expatriates, double taxation problems; Performance Management in MNCs.

UNIT V: Labour Relations and Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.

Case Analysis:

Suggested Readings:

Course 402: Strategic Human Resource Management


UNIT II: Human Resource Environment: Technology and Organization Structure; Worker Values and Attitudinal Trends; Management Trends; Demographic Trends; Trends in the utilization of human resources and international developments; Human Resource legal environment and Indian context.
UNIT III : Human Resources Contribution to Strategy; Strategic Human Resource Activity Typology; Classifying Human Resource Types; Integration of strategy with Corporate Strategy and Business Strategy; Role of Human Resource manager in Strategic Planning; Strategic Human Resource Planning.


Case Analysis:

Suggested Readings:

Course 403: Performance Management and Counseling

UNIT I : Performance Management: Concept and Objectives; Performance Management as a Business Strategy; Goal Setting and Expectancy Theory; Performance management Model; Designing Performance Management Systems; Performance Measures: Process, Job and Individual.

UNIT II : Performance Management Process: Goal Setting: Key Performance Areas and Key Result Areas; Goal Setting Levels: Corporate, Department and Individual; Monitoring Performance: Performance Review; Coaching;Counseling and Mentoring.

UNIT IV: Features of Effective Performance Appraisal System; Feedback; Rewarding Performance; Change through Performance Management; Building and Leading High Performance Teams; Competency mapping; balance scoreboard.

UNIT V: Counseling: Meaning, Need of Counseling; Functions of counseling; Forms of Counseling; Counseling Process; Counseling Variables; Prerequisites of Effective Counseling; Skills of an Effective Counselor.

Suggested Readings:

Course 404: Business Laws, Corporate Governance and Corporate Social Responsibility

Unit I: Business Law: Meaning and Scope; Principles of Business law; Important features of Company Act, 1956.


Unit III: Corporate Governance: Concept, features and importance; Factors influencing Good Corporate Governance; transparency, fairness and equality; Mechanisms: Companies Act, SEBI Act, Corporate Control, Participation of Shareholders, Statutory Audit: Business Ethics.

Unit IV: Corporate Social Responsibility: Concept, and Significance; Models of CSR: triple bottom line, bottom of pyramid; Corporate Accountability: Competitive Advantage; CSR Implementation and Barriers.


Case Analysis:

Suggested reading:
16. Subhash Chandra Das, Corporate Governance in India, PHI, 200

Course 405: Collective Bargaining and Employee Empowerment

UNIT I: Participative Management: Concept, Objectives, Importance and Evolution, Industrial Democracy, Participative Models, Worker Control, Co-partnership, Co-determination, and Trusteeship, Participative Management and Employee Empowerment.

UNIT II: Forms of Participative management: Informative, Consultative, Associative, Administrative and Decisive, Levels of Participative Management, Job level, Shop level Unit level, Board level, Industry level and National Level, Worker Director, Barriers to participative Management.

UNIT III: Working of Participative Management Schemes in India: Workers Committees, Joint management Councils, Shop Councils and Joint Councils, Worker director, Participative Management in other Countries: UK, USA, and Germany.

UNIT IV: Collective Bargaining: Concept and Growth; Theories of collective Bargaining; Recognition of Bargaining Agent, Pre-requisites for bargaining; Process of Bargaining: Preparation, commencing, negotiating on issues, Negotiating skills and Implementation of Agreements.


Case Analysis:

Suggested readings:
1. Report on the study Group of Workers' Participation in Management.
7. Tanic Zivan, Workers Participation in Management: Ideal and Reality in India, Shriram Center for Industrial Relations and Human Resources, New Delhi.
Optional Papers

Course 406: Optional 1: Management of Discipline


UNIT II: Approaches to Discipline: Judicial; Human Relations; Human Resource; Group Discipline and Leadership Approach. Industrial Conflict; Manifestations, Approaches and Machinery for Conflict Resolution.

UNIT III: Management of Discipline: Discipline; Individual, Group and Inter-Group; Discipline among Executives and Workers; Standing Orders, Unfair Labour Practices; Employee Exit Interview; Code of Discipline.


UNIT V: Positive Disciplinary Interventions: Organizational Change and Creation of Congenial Environment, Transparency equity and Fail Deal, Communication, rationalization of Discipline; Employee Empowerment; Quality Circles; Quality of Work Life, Counseling; Employee Discipline in the Context of Liberalization; constitution and Judicial Activism.

Case Analysis:

Suggested Readings:
4. Ramakrishna, K., Organisational Stress, University Press, Hyderabad.

Optional 2: Management of Trade Unions

UNIT I: Trade Union: Concept, Objectives, Origin and Growth of Labour moment and Trade union Moment, Theories of Trade Union Moment, Marx, Webbs, Pearlman, Tannenbaum, Gandhi and Hoxie, Trade Union in contemporary Industrial Society, Trade union and Economic Development.

UNIT II: Trade Union moment in UK and USA, Profile of Indian Workers, Trade union Moment in India, National Moment and Trade union moment, Political Involvement in Trade Unions, National Trade Union Federation: Philosophy, Structure, Objectives, White Collar Unions, Trade Unions in Civil Services, Managerial Unionism, Women in Trade Unions, Organization of Unorganized Labour.

UNIT III: Management of Trade Unions In India: Registration, Structure, Functions, Membership, Union Security, Leadership, Trade Union Disputes.

UNIT V : Recognition of Trade Union: Methods of Membership Verification, Secret Ballot, Rights of Recognized Trade unions, Role and Status of Minority Unions, Role of Trade union in Industrial Relations, Trade unions and social responsibilities, Emerging trends in Unionism in India.

Case Analysis:
Suggested readings:
2. Ramaswamy, Uma, Union and community: Industrial man in south India.

Optional 3: Organizational Change and Development.
UNIT I : Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change; contingency; Resource Dependence; Population Ecology; Implications of Change.
UNIT II: Types of Change Continuous or Incremental Discontinuous or Radical Participative and Directive; Change Levers: Leadership Strategy, Structure, People Management, Technology, Marketing, Quality and Costs. Levels of Change: Knowledge, Attitudinal, Individual Behaviour and Organizational Performance Changes.
UNIT III : Implementing Change: Steps – Assembling a Change Management; Establishing a New Direction; Preparing the Organization, Setting up Change Teams, Aligning Structure; Systems and Resources; Removing Road Blocks; Absorbing Changes into Organization Culture; Identification and Analysis of the Programme – Force Field Analysis; the Change Cycles; Change Process: Unfreezing, Changing, Refreezing.
UNIT IV: Organizational Development: Concept and Evolution, OD Interventions: Diagnostic Activities, Team Building, Third Party and Intergroup Interventions; Individual and Educational, Structural, Power, Politics and Organizational Development.
UNIT V: OD in the context of Liberalization; Strategies for Organizational growth; Computerization and Organizational Development; Indian experience of Organizational Development in Public and Private Enterprises.
Case Analysis:
Suggested Readings:


UNIT I: Industrial Safety: concept; Need for Safety; Principles and Practices; Legal; Humanitarian; Economic and Social Considerations. Accident: Definition; Theories; Causes; Cost; Trends; Prevention and Models of Accident Prevention.

UNIT II: Safety Management; Role of Management; Safety and Health Training; Safety Officer; Safety Committee; Safety Promotion and Publicity; Union Role; Employee Role; Safety and Health Movement; Accident Investigation Control and Reporting; Total Safety Management Concept.

UNIT III: Health: Concept. Need for health; Problems of health; status of health of industrial workers; measures for improving health; occupational diseases; industrial hygiene.

UNIT IV: Legal Measures: Growth of Legislation on Safety and Health; Salient Features of Safety and Health In Factories Act; Mining Act; Workmen’s Compensation Act; ESI Act; Social Security Provisions under various Acts.

UNIT V: Environment: concept; Importance; Industry and Environment; Environmental Pollution; Types; Environmental Health; Education and Policy; Environmental Safety and ISO 14000 Certificate.

Case Analysis:

Suggested Readings:

FIELD WORK REGULATIONS
A: Project – I  Field Work – Observation Visits to Industries:
1. Observation Visits (Project) shall be preceded by attendance of the student at a minimum of 5 orientation classes out of 6 arranged for the purpose. A student falling short of minimum attendance will not be eligible to take up observation visits.
2. Every student shall undertake a minimum of 4 visits out of 5 scheduled observation visits.
3. A visit shall be deemed to be complete only when the other integral parts of Orientation, Group Discussion, Report Submission and individual supervisory Conference are fulfilled.
4. Any student falling short of 4 visits he shall make good along with the subsequent batch and the report valuation shall be done along with the next year batch of students.
5. Each report shall be in candidates’ own handwriting and certified by the field work supervisor or teacher accompanying the student, teacher guide and Head of the Department before it is sent for valuation for external and internal examiners.

6. If there is any unsatisfactory certification from any one of the above said persons, the student shall not be permitted to submit the report for valuation. The student shall submit the report after making good the deficiency along with the next year batch.

7. Every student shall be required to appear for viva-voce (covering theory papers and field work) at the end of semester-I. The viva-voce committee shall consist of internal faculty members and preferably with a practicing manager.

B: Project–II Field Work placement in government Agencies/Establishments:
1. Placement in Government Agencies/Establishments shall be preceded by attendance of the student at a minimum of 6 orientation classes out of 8 arranged for the purpose. A student falling short of minimum attendance shall not be eligible for placement.

2. Every student shall be required to cover a minimum of 5 Government Agencies/Small Establishments/Service Organizations for 12 continuous working days. The candidate shall put in a minimum of 10 days attendance.

3. The placement shall be deemed to be complete only when the other integral parts of Orientation, Group discussion, Report Submission and Individual Supervisory Conference as scheduled are fulfilled.

4. Any student falling short shall make good along with the next year batch and the report valuation shall be done along with the next year batch.

5. The same regulations are applicable in respect of certification of the work as mentioned under 5 and 6 sub-sections under observation visits.

6. Every student shall be required to appear for viva-voce (covering theory papers of II semester and field work) at the end of semester-II. The viva-voce committee shall consist of internal faculty members and preferably with a practicing manager.

C: Project – III Internship: (At the end of the 2nd Semester, during summer holidays)
1. Under this programme, a student shall be placed in an Industrial Establishment having well established personnel/Human Resource Management Department outside the town/city where MHRM programme is offered, for a continuous period of 45 days as decided by the university. During this period of field work, each student is required to prepare a report. For this purpose, each student shall maintain a diary duly signed by the concerned officer of the field work organization on a day-to-day basis and the same shall be submitted to the department. Student’s absence for 3 days shall be condoned during this period.

2. Any absence over the above permitted 3 days shall be made good by the extension of the placement at the discretion of the organization and the Head of the Department (here extension means continuation of the placement beyond the scheduled date)

3. The candidate shall submit a fair report of the internship programme in his own handwriting covering all the aspects studied. The report should focus mainly on the practical and learning aspects of the organization.

29
4. The student’s Report shall be accepted for valuation only after satisfactory Confidential report from the organization, certificate of Teacher in charge of internship, Teacher - Guide and Head of the Department.

5. The valuation of the Report by the internal and external examiners shall be taken up at the end of Semester III. The student shall appear for viva voice at the end of Semester III. The viva-voice shall cover the Internship project and all the papers covered in all the three Semesters.

D. Industrial Study Tour:

   The Industrial Study Tour is compulsory and it has to be conducted at the end of the 3rd Semester during pongal Holidays for the benefit of students (MHRM-II years course students). It may consist of minimum 5 visits to Industrial Establishments of different sectors in India. In fixing the visits, preference may be given to such organizations which are not found locally such as Plantations, Mines etc. It is a non-credit requirement, but on completion of the tour, every student may submit a hand written report to the department.

E. Project – Dissertation

   1. The student shall be placed in an organization within AP for a continuous period of 20 Days for Dissertation. During this period he is required to work on a specific topic suggested by the organization and the Guide and follow all the methods of social research and statistics.

   2. Student shall be required to submit the dissertation part, after taking necessary guidance and approval from the Teacher –Guide, the dissertation report shall be submitted neatly printed and in book form for double valuation.

F: Comprehensive Viva-Voce:

   1. No student shall be permitted to take up the comprehensive viva-voce Examination unless he completes all the course requirements including examinations and field work.

   2. The viva-voce committee shall consist of the Head of the Department, Chairman, Board of studies and a senior faculty member on rotation (among Associate Professors) and two external examiners (one academician and one practitioner Manager).

   3. The viva-voce shall cover all the papers of the semesters and project work dissertation.

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