The School of Distance Education, Andhra University, is offering P.G. Degree in Human Resource Management with effect from the Academic Year 2006-2007 with the following objectives.

a) Developing a sound theoretical base in various concepts and theories to enable the student to develop a broad perspective of the management field.

b) Developing awareness and to sensitive 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 the competence to evolve the problem solving approaches by applying conceptual and behavioural 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 a spirit for continual learning and innovation.

Medium of Instruction: English Only

Eligibility for Admission:

Any graduate other than BFA/BAOL of Andhra University or any other University recognized as equivalent.

Course of Study:

The MHRM programme is of two year duration and is offered modular form. If a candidate completes all the first year requirements (both theoretical and practical components) he is eligible for the award of one year P.G. Diploma in Human Resource
Management (PGDHRM). If the candidate continues in the course in the second year and completes all the requirements (both theoretical and practical) he is eligible for the award of two year Master of Human Resource Management (MHRM). Candidates who were already awarded one year Diploma in Industrial Relations and Personnel Management (HRM) in the past by the School of Distance Education, A.U. and the holders of PGDHRM who wish to pursue MHRM degree, can take admission into the second year of MHRM course.

Programme Structure:

The MHRM course being a professional programme combines both theoretical instruction and practical exposure in industrial, business and service organizations. There shall be Seven theory papers, each carrying hundred marks, besides there shall be two papers devoted for practical training and viva-voce, each carrying 100 marks. The Scheme of Examination for the Post Graduate Degree in Master of Human Resource Management (MHRM) shall be as follows:

The questions in various papers are set on either or basis as per the unit pattern. Sixth question is on case discussion, which is compulsory (wherever it is indicated in the syllabus). The marks for each question carries shall be indicated in the paper. Each question carries 12 marks (12 x 5) and sixth question carries 15 marks in all papers, where case discussion is compulsory, it carries 15 marks and other five questions carry 12 Marks each.

Contact Programme:

Attendance at the contact programme is compulsory. Contact classes shall be arranged for a period of sixteen days in a year. The candidates shall be informed about the dates of the programme by the School.

Assignments:

The assignments are designed for continuous evaluation of the student. In each paper the students are required to submit assignments by written the Answer to the
Question Papers. The assignments carry 25 marks and the theory paper of the year-end examination carries 75 marks. The assignments are to be written in the candidate’s own handwriting and submitted to the Teacher in-charge of the course.

The main purpose of assignments is to test comprehension of the learning materials. The information given in the printed course material should be sufficient for answering the assignment. However, if the candidate has access to other books, he/she may make use of them. But the assignments are designed in such a way as to help the candidate concentrate mainly on the printed course materials and exploit personal experience.

**Qualifying Marks for Pass:**

A candidate shall be declared to have passed in the examination if he/she obtains not less than 10 marks in assignments and 26 marks in the year-end examination in each subject paper with an aggregate of 40% of total marks in a year.

**Classification of Successful Candidates:**

The names of the successful candidates at the MHRM Degree Examination shall be arranged in the order in which they are registered for the examination in three classes on the basis of the total marks obtained by each candidate at the Previous and Final Examinations taken together.

- **First Class:** Those who obtain not less than 60 percent of the total marks.
- **Second Class:** Those who obtain not less than 50 percent of the total marks.
- **Third Class:** Those who obtain not less than 40 percent of the total marks.

**Provision for Improvement:**

Candidates declared to have passed MHRM course obtaining Third or Second Class may reappear again for the same examination to improve their class by appearing for the whole examination of the previous or final or both the examinations under the existing regulations. Such reappearance shall be limited only to two chances within two years from the year of passing the examination. Such candidates are not required to cancel their earlier result unless they want to retain their later result.
<table>
<thead>
<tr>
<th>Paper</th>
<th>Title</th>
<th>Marks</th>
<th>Duration of Examination</th>
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<tr>
<td>Paper-101</td>
<td>Human Resource Management</td>
<td>75</td>
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</tr>
<tr>
<td>Paper-102</td>
<td>Principles &amp; Practice of Management *</td>
<td>75</td>
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<td>Paper-103</td>
<td>Labour Legislation and Case Law - I</td>
<td>75</td>
<td>3½ Hours</td>
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<td>Paper-104</td>
<td>Organization Behaviour</td>
<td>75</td>
<td>3½ Hours</td>
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<tr>
<td>Paper-105</td>
<td>Industrial Relations</td>
<td>75</td>
<td>3½ Hours</td>
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<tr>
<td>Paper-106</td>
<td>Human Resource Development</td>
<td>75</td>
<td>3½ Hours</td>
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<td>Paper-107</td>
<td>Employee Welfare &amp; Labour Administration</td>
<td>75</td>
<td>3½ Hours</td>
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<tr>
<td>Paper-108</td>
<td>I) Project Report (Field Work)</td>
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<tr>
<td>A.</td>
<td>*Observation Visits</td>
<td>50</td>
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<tr>
<td>Paper-109</td>
<td>Viva-voce (Comprehensive)</td>
<td>100</td>
<td></td>
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</tbody>
</table>
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 1 - Management: Concept, Principles and Functions; Evolution of Management thought: Classical Approach: Scientific management approach, administration management: Neo - Classical approach - Human Relations Approach, Behavioral School

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.

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. Haldia 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: Organizational Behaviour
Unit I: Organizational Behaviour: Concept, and scope, approaches to OB; Personality: Intelligence, Theories of Learning, job satisfaction, Fatigue, Causes of accidents.
Unit II: Group Dynamics: Nature of groups; Classification of groups; Group structure; Group decision making; Group cohesiveness, Humans; Blakes-Socio-Metric Analysis.
Unit III: Motivation: Concept; Motivation Theories; Maslow, Herzberg, Theory X and Y, Mc Cleland Theory; Communication: Processes, Media; Barriers to Communication Leadership: Concept; Leader Vs. Manager; Leadership Theories: Trait Theories, Behavioural Theories, Contingency Theories; Leadership Styles; Implications of Leadership Theories to Managers.
Unit VI: Organization Theory: Classical Meo-classical, Modern Behavioural Theories, Organizational change: Factors responsible for change; Organizational Conflict; Resolution of Conflict; Organizational Effectiveness, Organizational Culture; Organizational Climate.

Unit V: Organizational Development: Concept of OD; OD Techniques; Sensitivity Training and Rational Training Team building, Job enrichment; Role of consultant; Transactional analysis and Johari Window.

Case Analysis:

Suggested Readings:
2. Fred Luthans, Organizational Behaviour, New Delhi, McGraw Hill

Course 105: 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 106: 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 II: HRD Micro Perspective: HRD Process; Difference between Training, Development & education.; HRD Sub systems - Training, Performance and Potential Appraisal, Career Planning, Quality Circles, Feed back and Performance Coaching, Rewards, Quality of Work Life, Work life Balances, OD, HRIS.

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 107: 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 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 - 108
PROJECT REPORT (FIELD WORK)

Paper 108 - A: Observation visits to Industries and Government Agencies

1. Every student shall undertake a minimum of 4 visits out of 5 scheduled observation visits.
2. Any student falling short of 4 visits shall make good along with the subsequent batch and the report evaluation shall be done along with the next year batch of students.
3. Each report shall be in candidate's own handwriting and certified by the teacher in-charge before it is sent for valuation.
4. If there is unsatisfactory certificate the candidate shall not be permitted to submit the report for valuation. In such a case, he/she shall submit the report after making good the deficiency along with the next year batch.

FIELD WORK PROGRAMME SCHEDULE:
Observation Visits Industrial Organization Schedule:
The primary observation visit is to familiarize the student with the general aspects of industry and work environment through direct observation and discussion with management personnel.

a) Observation: It involves going round the factory to observe closely and keenly machine, environment, work environment, working conditions, safety, welfare facilities etc.

b) Discussion with management: The discussion is meant to know the facts such as basic aspects of organization, work-force, industrial relations and welfare policies programmes, etc.

c) 1. Organization Chart
   2. Personnel Department Structure, functions, policies and practices.

d) Human Resources Management: Policies and procedures of recruitment and selection, placement, induction, promotion systems, wage structure, training and development programmes, absenteeism and turnover.

e) Industrial Relations: Union - Management relations, industrial disputes, joint committees, grievance redressal systems.

f) Working conditions & Welfare: Hours of work, shift system, safety, Sanitation, canteen, co-operatives, amenities like bath room, cloak room,
drinking water, housing, recreation and education facilities other welfare facilities and programmes.

READING REQUIREMENTS:
2. Flippo: Personnel Management (Relevant Chapter).
3. Monappa: Industrial Relations.

GOVERNMENT ORGANIZATION SCHEDULE:
   1. Brief Account of the Organization;
   2. Objectives of the Organization;
   3. Functions, Powers and Jurisdiction;
   4. Administrative set up (From Head Office to local);
   5. Procedure for collection of subscriptions and payment;
   6. Procedure for settlement of claims;
   7. Different types of forms maintained and returns submitted by the various organizations and also from the office;
   8. Problems of enforcement and administration;
2. Office of the Regional Inspector of factories (Reading Requirements: Factories Act, 1948 and Factories Rules)
   1. Brief account of the organization;
   2. Objectives of the organization;
   3. Functions, power and jurisdiction;
   4. Administrative set up (From Head Office to Local);
   5. Procedure for Indisposition and prosecution;
   6. Procedure for submission of Returns and reporting cases;
   1. Brief account of the organization.
   2. Objectives of the organization
   3. Functions, powers and jurisdiction.
   4. Administrative set up (From Head Office to Local)
   5. Conciliation procedures.
   6. Number of Industrial disputes referred conciliated during last year;
   7. Number of disputes settled through conciliation (last year);
8. Number of disputes in which failure reports were sent to the government;

4. Office of the Port Employees Union: (Reading Requirements: Trade Union Act, 1926 and Rules)
   1. Brief account of the organization.
   2. Objectives of the organizations
   3. Organization structure of union.
   4. Particulars of affiliation and membership;
   5. Functions and programmes;
   6. Particulars of record maintained;
   7. Particulars of income from various sources (last year)
   8. Important achievements so far;

5. Office of the Employee: State Insurance Scheme
   (Reading Requirements Employee Act, 1948: Employee’s State Insurance (Control) Rules 1959, Employee State Insurance (General Rules (1950)))
   1. Brief account of the organization.
   2. Objectives of the organization
   3. Functions, powers and jurisdiction.
   4. Administrative set up (From Head Office to Local)
   5. Particulars and procedure of contribution;
   6. Particulars and problems of administration of benefits under the scheme;
   7. Facilities for in-patients and out-patients in the hospital;
   8. Particulars of returns received by the organization and records maintained by the organization.

6. Office of the Regional Director Workers Education:
   1. Brief account of the organization.
   2. Objectives of the organization
   3. Functions, powers and jurisdiction.
   4. Administrative set up (From Head Office to Local)
   5. Details of worker teacher training programme
   6. Details of the programmes and schemes;
   7. Details of workers education classes being conducted at the unit level.

7. Office of the District Labour Officer:

1. Brief account of the organization.
2. Objectives of the organization
3. Functions, powers and jurisdiction.
4. Administrative set up (From Head Office to Local)
5. Inspection procedure
6. Common violation of various statutory requirements by the employees;
7. Types of returns received.

B: Concurrent Field Work (Placement in Organization for 21 working days):

1) Under this programme, a student shall be placed in industrial organizations and establishments for 21 working days continuously and the candidate shall maintain diary on day to day basis duly attested and stamped by the officer-in-charge of field work in the organization.

2) Each student shall attend a minimum of 19 out of 21 schedule field work days, failing which the student shall repeat the same placement along with the next year batch.

3) A student shall be deemed to have completed this requirement only after getting the satisfactory certificate from field work organization officer in-charge and teacher in-charge of the course.

4) If there is any unsatisfactory certificate from the organization officer in-charge or teacher in-charge the students shall be disqualified to submit the report for valuation. He/she shall make good with the next year batch.

COURSE - 109
PROJECT REPORT (FIELD WORK)

Paper 109: Comprehensive Viva-voce:

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

2. The viva-voce committee shall consist of the Head, Department of H.R.M. (Convener), Chairman, Board of studies and Senior faculty members from MHRM Department, One external Experts preferably either from the Industry or from the academic, teacher in-charge from SDE.

3. The viva-voce shall cover all the papers and field work content.
<table>
<thead>
<tr>
<th>Paper</th>
<th>Title</th>
<th>Marks</th>
<th>Duration of Examination</th>
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<tbody>
<tr>
<td>Paper-201</td>
<td>Business Environment and Labour Economics</td>
<td>75</td>
<td>3½ Hours</td>
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<tr>
<td>Paper-202</td>
<td>Labour Legislation &amp; Case Law-II</td>
<td>75</td>
<td>3½ Hours</td>
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<td>Paper-203</td>
<td>Employee Compensation &amp; Administration</td>
<td>75</td>
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<td>Paper-204</td>
<td>Strategic and International Human Resource Management</td>
<td>75</td>
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<tr>
<td>Paper-205</td>
<td>Management of Unorganized Labour</td>
<td>75</td>
<td>3½ Hours</td>
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<tr>
<td>Paper-206</td>
<td>Business Communication and Human Resource Information systems and HR skills</td>
<td>75</td>
<td>3 Hours</td>
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<tr>
<td>Paper-207</td>
<td>Social Research Methods and Statistics</td>
<td>75</td>
<td>3 Hours</td>
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<tr>
<td>Paper-208</td>
<td>I) Project Report and Dissertation</td>
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<tr>
<td></td>
<td>A. Block Field work (Internship)</td>
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<td>B. Dissertation</td>
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<tr>
<td>Paper-209</td>
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Course 201: BUSINESS ENVIRONMENT AND
INDUSTRIAL & LABOUR ECONOMICS

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

Unit II: Economic Environment: Industrial Policy Resolution of 1956; NEP 1991 and After; Foreign Exchange Management Act; Consumer Protection Act, 1986; Public Sector Enterprises: Evolution and Growth, Industrial Sickness: Role of BIFR; Export Promotion, Monetary and Fiscal Policy.

Unit III: Privatization - Disinvestment: Concept, Pros and cons of Disinvestment; Impact on Employment and Labour; Mergers, and Takeovers; Role of MNC’s in Indian Economy; Foreign Direct Investment; Globalization and Business Environment: Meaning and Rationale of Globalization; Domestic and International; India and WTO; SAARC, NAFTA, EEC.

Unit IV: Labour Economics: Nature and Scope; Location of Industry; Factors, Theories and State policy on location; Concept of Optimum Firm; Economic Systems: Capitalism, Socialism, Communism, Mixed; Economy, Economics of Employment, Full Employment;

Unit V: Industrial Revolution: Labour problems and developing economy; Labour Market: Concept, composition: workforce participation; Employment of Women and Children.

Suggested Readings for Business Environment:
8. Refer Journals on Labour Economics.

Suggested Readings for Industrial & Labour Economics:
7. Joel Dean - Managerial Economics

Course 202: Labour Legislation and Case Law - II

Unit I : The Industrial Disputes Act, 1947 and its Rules.
Unit II : The Industrial Employment (Standing Orders) Act, 1946 and its Rules.
   The Trade Union Act, 1926.
   The Sexual Harassment of Women At Work Place(Prevention, Prohibition And Redressal) Act, 2013.
   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:
Course 203: 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 204: Strategic HRM and International HRM

UNIT II: Strategy Formulation Human Resources Contribution to Strategy; Integration of strategy with corporate and Business Strategy; Role of Human Resource Manager in Strategic Planning; Strategic Human Resource Planning.


UNIT IV: International Human Resource management: Concept, Scope and Significance; Approaches to International Human Resource Management; Differences between Domestic and international HR activities; Sources of Human Resource; Recruitment and Selection; Cross National Differences; Adaptability to Cultural Change; Training and Development; Process of Expatriate and Repatriation.

UNIT V: Compensation: Rewards and Benefits; Performance Management in MNCs; Labour Relations and Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.

Case Analysis:

Suggested Readings for SHRM:

Suggested Readings for IHRM:

Course: 205: Management of Unorganized Labour


Case Analysis:

Suggested readings:

Course 206: BUSINESS COMMUNICATION & HUMAN RESOURCE INFORMATION SYSTEM & HR SKILLS

UNIT I: Communication: Meaning, Objectives and Functions; Communication in Organizational Setting: Process, Types, Media and Networks of Communication. Foundations of Interpersonal Communication: Process Model of Communication; Communication Barriers; Communication Gateways; Interpersonal Trust; Listening; Feedback; Non-Verbal Communication; Improving Effective Communication

UNIT II: Spoken Communication: Listening; Active Listening ; Poor Listening ; Poor Listening; Presentations: Features of effective Presentations; Effective Meetings: Preparation; Agenda; Conduct of Meetings; Preparation of Minutes of Meeting; Interviewing skills; Negotiating skills; Business etiquette; Liaison skills; E-Mail writing skills.

UNIT III: Preparatory Stages of Letter Writing; Letter Formats; Business Letters; Calling for a Post; Calling for an Interview; Appointment orders; Termination Orders; Enquiries; Cancellation of Orders; Report Writing.

UNIT VI: Management Information Systems; Concept and Definition; Impact of MIS on management; Functions; Decision, Making, Information Systems Analysis and Design, Development of MIS; Application of MIS: Application in Manufacturing Sector and in Service Sector.

UNIT V: Human Resource Information Systems: Introduction, Concept and Definition; HRIS Models; Acquiring and implementing HRIS; Database in HRIS; Enterprise Resource Planning: Concept and Variables; Decision Support systems; Database Management System.

Case Analysis:

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

Suggested Readings for Human Resource Information System:
2. Kumar, Muneesh, Business Information House Pvt. Ltd., New Delhi.

Course 207: 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:
Paper - 208 : Block Field Work (Internship) and Dissertation:

**INTERNSHIP AND PROJECT REPORT (MHRM) INSTRUCTIONS**

**Programme Details**

**Part-A**

Prepare a hand written report on Internship  
(50 marks)

**Part-B**

Prepare a typed Project Report based on Research, data collection and findings  
(50 marks)

1. Under this programme, a student shall be placed in an industrial establishment having well established Personnel/Human Resource management Department for a continuous period of 45 days. During this period of field work, each student is required to prepare a report as per schedule covering various areas of HRM and IR, and submit a Dissertation on a topic suggested by the organization in which the candidate is placed. The Dissertation shall be based on the empirical research.

2. Student’s absence for a maximum of 3 days shall be condoned during this period. The 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 be submitted to the course coordinator.

3. Student shall be required to submit the dissertation part, after taking necessary guidance from an approved guide. The Block Field work (Internship) report shall carry 50 marks and the dissertation report 50 marks. The student should secure 25 marks in Field work report and 25 marks in dissertation to pass.

4. A candidate shall submit the block field work report along with the diary, duly certified by the officer in-charge in the organization and the course coordinator.

5. The candidate is required to prepare dissertation under the guidance of a teacher of any University or affiliated college, possessing Ph.D., degree with a minimum of three years teaching experience in the relevant field. Synopsis and (the bio-data of the teacher should be submitted in advance for approval). Not more than twenty candidates can be accepted by a guide.

7. A student's report shall be accepted for valuation only after satisfactory Confidential Report from the organization, Guide and the course coordinator.

8. Follow the timings of the factory/organization i.e. starting and closing timings of administration factory without compromise. Visit Trade Unions, company Hospitals, Housing Colony and all related agencies of the company and document the same.

9. Finalize your project report topic, methodology schedules with your guides. Discuss the details of topic etc., before leaving to project work.

10. Submit final reports to the school in parts I and II separately to the date specified by the SDE duly corrected, guided by your guides.

11. Request the authorities for a programme for your work in organization.


Submit the following to the Course Coordinator, SDE, AU.

1. Provide your
   Email ID
   Contact No.:_______________________ (O) _______________Mobile

2. Send your joining report through company

3. Maintain Diary and obtain signature of your work supervisor everyday.

4. Send residence address (at Placement) to the course coordinator.

BLOCK FIELD WORK PLACEMENT 30 WORKING DAYS SCHEDULE:

PART - A:

The students shall familiarize in the following aspects of HRM in the field work organization. He/She should avail any opportunity of learning by participating in the Personnel/Human Resource Management Department Activities.

Brief Account of the Organization:


3. Manpower Particulars: Total Number of Employees - Category wise Managerial Supervisory/Workers; Skilled Unskilled Permanent/Temporary/Casual Badili/Contract, etc.

Human Resource Management:


1. Procurement
1. **Human Resource/Manpower Planning:**
Procedures for determination of manpower requirements. Job Analysis, Job specification. Three case studies on each aspect about Executives, Supervisors and Shop-floor workers basing on recorded data and interviews.

2. **Recruitment:**
   a. Recruitment Policy, procedures and practices.
   b. Manpower sources of the organization.
   c. Implementation of Reservation for various categories (collect statistics for the last one year).

3. **Selection Procedure:**
   a. Design of Application Blank
   b. Constitution of the Selection Committee.
   c. Administration of Tests: Aptitude, Trade, etc.
   d. Interviews
   e. Appointment Order
   f. Placement
   g. Induction: Procedure
   h. Probation
   (Study the above aspects in detail and analyze the policy, procedure and practices)

II. **Human Resources Development**
   a. Human Resource Development Policy
   b. Structure and Functions of HRD/Training and Development Department.
   c. Methods for the assessment of Training and preparation of Training Calendar.
   d. Organization and implementation of Development Programmes for:
      i) Individual Development
      ii) Group Development
      iii) Organization Development.
   e. Training Methods used in the organization.
   g. Administration, Rules and problems of the Apprentice Act, 1961.
   h. Statistics on various Training Programmes conducted by the organization for different categories of employees for the last one year.
   i. Performance Appraisal:
i) Study of Appraisal forms for Managerial and Non-Managerial Employees.
ii) Administration and Problems
iii) Uses of Performance Appraisal
j. Career Planning Policy and Practice in the Organization.
k. Promotions and Transfers:
   i) Policies and Procedures
   ii) Number of Promotions and Transfer during the last year in Managerial and Non-Managerial Categories.

III. Wage and Salary Administration

a. Methods of Job Classification used in the organization to determine the worth of a job.
b. Wage determination factors of the organization.
c. Present Wage structure of the organization.
d. Wage and Salary components
e. Policy and Procedure on DA fixation.
f. Payment methods and deductions.
g. Increments: Administration and Problems.
h. Wage Incentive Norms: Statistics for last one year about incentive programmes.
i. Bonus: Calculation of Bonus under the payment of Bonus Act, 1965.
j. Study and Analyze the relevant agreements/memorandum of settlement/awards/Wage Board recommendations.

IV. Industrial Relations

1. Discipline:
   a. Discipline policy of the organization.
   b. Administration of the employment (Standing Orders) Act, 1946.
   c. Study the Standing Orders of the Organization.
   d. Procedure in tackling breach of discipline; framing of charge sheet, procedure of conducting Domestic Enquiry, etc.
   e. Nature and Conduct of Misconducts in the organization. (collect Statistics for last two years)
   f. Study three cases of indiscipline and analyze the procedure.

2. Cooperation and Consultation:
   Constitution and functioning of Joint Management Committees.
   a. Works Committee
b. Safety Committee
c. Canteen Management Committee
d. Production Committee
e. Other Committees, if any
f. Role of Human Resources Management Department in cooperation and consultation.

3. Grievance Redressal
   a. Grievance Redressal Procedure
   b. Nature of Grievances: Cause wise analysis of grievances for one year
   c. Role of HRM Department in redressing the grievances
   d. Study three grievance cases of different types.

4. Trade Unions:
   a. Number of unions in the organizations and their affiliation.
   b. Union recognition procedure and problems.
   c. Study and analyze Union-by-laws.
   d. Trade Union activities.

5. Collective Bargaining:
   a. Study the Collective bargaining procedure in the organization.
   b. Role of HRM Department in collective bargaining process
   c. Study the Charter of Demands and compare with the settlement.

6. Industrial Disputes
   a. Study the dispute settlement procedure in the organization.
   b. Discuss with the officials about the effect of conciliation, arbitration and adjudication in settlement of disputes.

V. Maintenance
1. Employee Welfare and Social Security:
   a. Welfare Policy and Administration
   c. Social Security measures administration, viz., Employees Provident Fund, Gratuity, ESI, Maternity Benefit, workmen compensation etc.
   d. Non-statutory welfare facilities, viz., Medical, Housing, Cooperatives, Educational, Recreation etc.
   e. Role of Welfare Officer in the organization.

2. Safety:
   a. Safety policy of the organization
   b. Causes of Accidents
c. Safety programmes

3. Absenteeism, Turnover and Late Coming:
   a. Company Policy and procedure
   b. Calculation and Extent
   c. Causes Effects and Measures to tackle them
   d. Study of three cases in each of the three aspects
      (Collect statistics of the last one year, category wise, month wise etc.)

4. Leave and Holiday Administration
   a. Leave rules and procedure
   b. Different types of leaves and conditions

5. Time Office Management
   a. Administration of attendance
   b. Shifts Management
   c. Working hours and overtime

6. Communication
   Study and analyze the Communication Policy and Media of the Organization

VI. Separation
   a. Separation Policy of the Organization.
   b. Voluntary retirement Schemes, Resignations, Right sizing and Exit Interviews etc.
   c. Procedure of Board for Industrial Financial Reconstruction, (BIFR) and National Renewal Fund.

VII. Human Resource Information Systems
   a. Application of computers in HRM functional areas
   b. Employee Data Bank

VIII. Quality Management
   a. Procedure for ISO Certification followed in the organization
   b. Total Quality Management

IX. Marketing Management

X. Financial Management
GUIDELINES FOR PREPARATION OF PROJECT REPORT

Students of MHRM programme will have to take up project work in the second year.

1. The purpose of the project work is primarily to demonstrate the application of knowledge and skills acquired during the programme, by studying and analyzing the selected programme in the work situation in a systematic manner while suggesting solutions to be management.

2. The topic for project may be taken from any one of the following sources:
   I. Comprehensive case study, covering single organization with multi-functional area problem formulation, analysis and recommendations.
   II. Inter organizational comparison of performance in different functional areas including management practices
   III. Field Study /Empirical Study.

Project Proposal:

3. The Project Proposal (Synopsis) should be prepared in consultation with the guide and sent to the Course Coordinator, MHRM Programme. The Proposal should clearly state the significance, objectives, methodology, statistical techniques to be used, limitations if any and future directions for further research, etc.

4. Eligible project guide may be taken from any one of the following
   (i) Faculty of Department of MHRM and MBA with HR Specialization of University Campus and affiliated colleges.
   (ii) Teaching faculties of MHRM & MBA with HR Specialization of any other University recognized by Andhra University.
   (iii) Senior Executives holding Master’s Degree in MHRM or MBA with HR specialization with a minimum of 10 years of experience.

Students are advised to send their project proposal (synopsis) and Bio-data of Guide (in case of ii, iii & iv above) which must be duly signed by guide to the Course Coordinator. If the proposed Guide is not acceptable, the student shall be advised accordingly and in all such cases, the student should change the guide before the proposal is considered for approval. Similarly if a student wants to change his/her guide after some time, he/she would be required to submit the project proposal along with the signature of the new guide on a new project proposal proforma.

NOTE: Students are advised to select their guides who are either teachers or active Professionals in the relevant area of the selected topic.
5. The project proposal shall be sent in proforma (format) along with one copy of synopsis and bio-data of the guide to the Course Coordinator for approval. Proposals incomplete in any respect will straightway be rejected. Students are advised to retain a copy of the synopsis.

6. Communication of approval/non-approval of the project proposal will be sent to the candidate within 15 days of the receipt of the proposal.

7. Communication of non-approval of the proposal will be accompanied by comments/suggestions for reformulating the project. The revised project proposal should be submitted in the new proforma. A copy of rejected synopsis and project proposal proforma where in the comments or suggestions of the evaluator are given should be submitted.

A. Project Report Guidelines:
The report should consists of
(a) Significance of the study
(b) Objectives
(c) Sampling and Methodology
(d) Statistical Techniques used
(e) Limitations, if any, and
(f) Guidelines for future research

The length of the report shall be in between 60 and 80 double spaced typed A4 size pages (excluding Appendix and Exhibits). The report is to be submitted in a bound volume.

The Project Report should also contain:
(a) Project Approval
(b) Synopsis
(c) A certificate from the organization where the candidate underwent Practical Training for a period of six weeks.
(d) Certificate of the Project Guide as to the originality of work.
(e) A statement from the candidate mentioning that the work is an original one and has not been submitted earlier either to this University or to any other institution of the requirement of a course of study.

One typed copy of the project report is to be submitted to the Course Coordinator before the due date as Communicated in the Academic Calendar. One copy of the report is to be retained with the student and produced at the time of Viva-voce Exam. The Copy sent to the University will not be returned.
SCHOOL OF DISTANCE EDUCATION
ANDHRA UNIVERSITY
MASTER OF HUMAN RESOURCE MANAGEMENT
PROFORMA FOR PROJECT PROPOSAL

Regn. No ___________________  Study Centre: __________________________

Name and Address of the Student : ____________________________________

Telephone Nos. : _______________________________

Title of the Project : ____________________________________

Subject Area : HRM / HRD / IR / Welfare / OB /

Name, Designation and Official Address of the Project Guide:

Phone No. : _______________________________

Experience (in years) : Teaching _______ Executive _______

No. of students working under the guide for Project Report:

Signature of the student __________________________

Date : ____________________________

Signature of the guide __________________________

Date: ____________________________

Note: Enclose the synopsis of the project and bio-date of the guide _________

(For Office Use Only)

<table>
<thead>
<tr>
<th>Synopsis</th>
<th>Supervisor</th>
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<tbody>
<tr>
<td>Approved</td>
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<tr>
<td>Not Approved</td>
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</tbody>
</table>
1. Welfare facilities in Industries.
2. Welfare Measures in unorganized sector in A.P.
3. Incentives - Absenteeism.
4. Manpower Planning.
5. MBO and its applicability.
7. Management of training development.
8. Management of Human resources.
11. Workers participation in Management.
12. Assessment of training needs.
13. Employee attitude on the training programme.
15. Motivating problem employees.
20. Discipline in Industry with particular reference to Domestic enquiry.
21. Industrial Relations.
22. Productivity.
24. Psychology and Industrial Relations.
26. The sociological background of an Industrial Worker.
27. Labour migration in Andhra Pradesh.
28. Patterns of wage structure, incentive and other fringe benefits.
29. Trade Union Movement.
30. Working of Factories department in Andhra Pradesh.
31. Women empowerment.
32. Labour conditions in Hotel Industry in Andhra Pradesh.
33. Labour legislation in prospect and retrospect.
34. Selection, induction and recruitment.
35. Disciplinary proceedings: A study with reference to small industry / medium industry.
36. Interview as tool of personnel management.
37. Training system problems and solutions.
38. Employment provident fund scheme.
39. Trade unions in a public Enterprise.
40. A critical study on overtimes in industry.
41. Impact of workers education in Industry.
42. A study on communication system in an industry.
43. Study on Grievance procedure.
44. Performance appraisal.
45. Industrial unrest in Small industries.
46. Industrial Housing.
47. State Insurance benefits and its impact.
49. Organization for developing better understanding.
51. Law relating to strikes in India.
52. Executive development in an organization.
53. Morale in Industry.
54. Trade Unionism amongst Women Workers.
55. Implications of job attitudes on carrier development.
56. Leadership effectiveness.
57. Accident - Causes and Prevention.
58. Wage policy in relation to cigarette industry.
59. Wage safety and working conditions in coal mines.
60. Impact of Technology on Industrial Relations.
(MHRM) PROGRAMME
SCHOOL OF DISTANCE EDUCATION

PROJECT REPORT CONTENTS

1) Title Page
2) Company Certificate
3) Declaration by Student
4) Certificate by Guide
5) Preface
6) Acknowledgements
7) Contents
8) List of Tables
9) List of Charts / Figures
10) Chapter - 1: Theoretical Framework
    Chapter - 2: The Present Study / Methodology
    Chapter - 3: Organization Profile
    Chapter - 4: Analysis of Study
    Chapter - 5: Findings, Suggestions & Conclusions
11) Bibliography
12) Annexures.

Chapter 1: Theoretical Framework / Conceptual Framework

<table>
<thead>
<tr>
<th>Topic</th>
<th>Pages</th>
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<tbody>
<tr>
<td>a. Main Subject</td>
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<tr>
<td>b. Topic related concepts</td>
<td>15</td>
</tr>
<tr>
<td>c. Review of Literature</td>
<td>4</td>
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<td></td>
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<td></td>
<td>26</td>
</tr>
</tbody>
</table>
Chapter 2: The Present Study / Methodology

a. Need / Significance of Study 1
b. Objective of Study 1/2
c. Scope of Study 1/2
d. Research Design 1
   • Data Collection methods - Questionnaire.
   • Data Tabulation
   • Analysis Method
e. Presentation of the Study 1
f. Limitations of the Study 1

Chapter - 3: Organization Profile

a. Industrial Profile 4
b. Organization Profile 10
c. Topic Profile in the Organization 5

Chapter - 4: Analysis (Topic Title)
a. Each aspect require about 4 -5 lines & then
   tables and their analysis

Chapter - 5: Findings, Suggestions & Conclusions

a. Findings 5
b. Suggestions 2
c. Conclusions 2

Bibliography

Annexure - Questionnaires 11

Bibliography:

Books: Author name, year of publication, Title of the book in italics, place of publication, name of the publisher.

Articles: Author name, year of publication, Title of the article in Inverted commas, journal title in italics, Vol No, PP number.

**COURSE - 209**

**VIVA - VOCE (COMPREHENSIVE)**

Paper 209: 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 theory examinations and field work of both the years.

2. The viva-voce committee shall consist of the Head, Department of H.R.M. (Convener), Chairman, Board of studies and Senior faculty members from MHRM Department, One external Experts preferably either from the Industry or from the academic, the teacher in-charge from SDE.

3. The viva-voce shall cover all the theory papers and block field work and dissertation.

4. The Viva - Voce shall carry 100 marks and the student should secure 50 marks to pass.