

**ANDHRA UNIVERSITY  
DEPARTMENT OF COMMERCE AND  
MANAGEMENT STUDIES**



**Program - MHRM**  
Regulations and Syllabus  
Effective from 2021-2022 batch

## **OBE (OUTCOME BASED EDUCATION):**

To impart qualitative and value based management & commerce education to the student's in terms of knowledge, skills and attitudes of social services to enable them to have all-round development.

Students are able to design the deserved careers and obtain better placements and compete with the premier institutions offering similar courses.

### **POs (Program Outcomes) - MHRM**

PO1: Students are equipped with basic concepts of HRM and various functions of HRM including Industrial relations and will be able to get absorbed in Industry.

PO2: Understand the role of Manpower planning, recruitment and selection, effective utilization of human resources and human factor in overall Business strategy of the firm.

PO3: Analyze and understand the changing trends and challenges of HRM in the current business management and its application in problem solving to develop industrial harmony in the industry and trade.

PO4: Students will be able to apply modern methods and techniques in International HRM for effective utilization of Human resources in the MNCs in the changing environment and in the context of globalization.

PO5: To equip students with the tools necessary to effectively meet the challenges of an ever-changing business climate.

PO6: To inculcate specialized knowledge and skills required by managers who are responsible primarily of managing human resources and improving industrial relations

PO7: To develop a sound theoretical base in the domain of Human Resource Management.

### **Program Specific Outcomes (PSO)**

PSO1: Understand the basic concepts of Human resources management and its applications in the individual, team and organizational levels

PSO2: Theoretical Knowledge in Enterprise Resource Planning, Innovation and Change Management, Organizational Behavior, Labour Laws, Knowledge and Talent Management, Marketing Management, MIS etc.

PSO3:- Practical knowledge and training in various areas of HR such a recruitment, selection, induction, communication, performance appraisal, stress etc

PSO4 :- Practical exposure to the real life organizational situations and opportunities of Human resources management through the two practical project studies Internship and a Problem centered study

## **COURSE OUTCOMES**

### **Course Code 101:- Human Resource Management**

After Completion of the above Course, the student will able

- CO1:- To provide a synthesized framework theory and practice
- CO2:- To impart fundamentals of HR practices in organisations
- CO3:-To study the challenges and constraints of recruitment and selection process
- CO4:- To study the importance of imparting training and development programmes
- CO5:- To convey the concept of rewarding an employee

### **Course Code 102:- Principles and Practices of Management**

After Completion of the above Course, the student will gain Knowledge in/to

- CO1:- The concept and evolution of management
- CO2:- Know about the meaning and importance of planning
- CO3:- Understand the various forms of organisational structure and the concept of Staffing function
- CO4:- Understand the emerging trends and challenges in management
- CO5:- Study about various control techniques

### **Course Code 105: Organizational Behaviour**

After Completion of the above Course, the student will know

- CO1 :- To familiarize the concept of organisational behaviour and its applications
- CO2 :- To understand the concept of Personality and Perception
- CO3:- To study the various theories governing leadership and motivation
- CO4:- To get an insight about group behaviour
- CO5 :- To know about the organisational culture and management of stress

### **Course Code 301:- Business Law and Corporate Governance**

After Completion of the above Course, the student will gain Knowledge in

- CO1:- Basic understanding about the relevant provisions of various laws
- CO2:- Various laws, which are to be observed in performing the day -to-day business.
- CO3:- Formation, incorporation and working of a company
- CO4:- Latest provisions of the law relating to negotiable instruments
- CO5:- Knowing about Consumer Protection Act and various IPR

### **Course Code 304 :- Financial Management**

After Completion of the above Course, the student will know about

CO1:- The Fundamentals of Financial Management in an Organization

CO2:- Various techniques in Financial Management

CO3:- Various financial decisions and theories of capital structure

CO4:- The Policy and types dividend decisions

CO5:- The concept of working capital management

### **Course Code 305 :- Marketing Management**

After Completion of the above Course, the student will get Knowledge in

CO1:- Understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints

CO2:- Product and Pricing policies in market

CO3:- Various tools and techniques in product distribution and promotion

CO4:- The concept and importance of marketing research

CO5:- Service marketing

### **Course Code 104:- Industrial and Managerial Economics**

After Completion of the above Course, the student will get to Know

CO1:- The concepts and techniques of economics and global business environment

CO2:- How economic and business environment affects organisation

CO3:- About various market structure

CO4:- About international trade

CO5:- About the various and motives of foreign investment

### **Course Code 406 :- Human Resource Measurement and Analytics**

After Completion of the above Course, the student will get Know About

CO1:- Basic insights into application of HR Analytics to HR Management.

CO2:- The HR Analytics as a tool for HR Decision Making.

CO3:- The key components of HR planning analytics

CO4:- The insight about talent sourcing, acquisition and engagement analytics

CO5:- The analytical performance of the management

**REGULATIONS AND SYLLABUS RELATING TO  
MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)  
(Effective from the academic year 2021-2022)**

**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 multiple 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 with Test name – M.H.R.M.

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 Ninety Minutes (90 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

Section	Component	No. of Marks
A	Verbal Ability, Reading Comprehension and Writing Ability	30
B	Logical and Analytical Reasoning, Mental Ability	20
C	HRM Aptitude and General Awareness	50
	TOTAL	100

### 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 course 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.

Sl. No	Range of Marks	Grade	Grade Points	
1	>90 < 100	O	10	OUTSTANDING
2	>80 < 90	A+	9	EXCELLENT
3	>70 < 80	A	8	VERY GOOD
4	>60 < 70	B+	7	GOOD
5	>55 < 60	B	6	ABOVE AVERAGE
6	≥50 < 55	C	5	AVERAGE
7	≥40 < 50	P	4	PASS
8	< 40	F	0	FAIL
9			0	Ab (ABSENT)

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 placed 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) MHRM – Choice Based Credit System (CBCS) in PG Courses for Admitted Batch of 2021-2022**  
**COURSE STRUCTURE**

1<sup>st</sup> Semester

PAPER CODE	PAPER TITLE	NO OF CREDITS	HOURS PER WEEK	MAX MARKS: 100		EXAM TIME (Hrs)
				INTERNAL	EXTERNAL	
101	Core: Human Resource Management	5	5	20	80	3:30
102	Core: Principles and Practice of Management	5	5	20	80	3:30
103	Core: Labour Legislation and Case Laws-I	5	5	20	80	3:30
104	Non-Core: Industrial and Managerial Economics	5	5	20	80	3:00
105	Core: Organizational Behaviour	5	5	20	80	3:30
106	Non-Core: Social Research Methods & Statistics	5	5	20	80	3:00
107	Non-Core: Business Communication & HR Skills	5	5	20	80	3:30
108	Field Work 1 – Observation Visits to Industries	4	4	0	50	0
109	Viva-Voce	3	0	0	50	0
	Total:	42	39	140	660	23:30

2<sup>nd</sup> Semester

PAPER CODE	PAPER TITLE	NO OF CREDITS	HOURS PER WEEK	MAX MARKS: 100		EXAM TIME (Hrs)
				INTERNAL	EXTERNAL	
201	Core: Industrial Relations	5	5	20	80	3:30
202	Core: Human Resource Development	5	5	20	80	3:30
203	Core: Organizational Behavior and Organizational Development	5	5	20	80	3:30
204	Core: Labour Legislation and Case Laws – II	5	5	20	80	3:30
205	Core: Employee Welfare and Labour Administration	5	5	20	80	3:30
206	Non-Core: Information Technology & Human Resource Information Systems	5	5	20	80	3:00
207	Core: Employee Compensation and Administration	5	5	20	80	3:30
208	Field Work 2 – Observation Visits to Government Organizations/ Establishments	4	4	0	50	0
209	Viva-Voce	3	0	0	50	0
	Total:	42	39	140	660	24:00

3<sup>rd</sup> Semester

PAPER CODE	PAPER TITLE	NO OF CREDITS	HOURS PER WEEK	MAX MARKS: 100		EXAM TIME (Hrs)
				INTERNAL	EXTERNAL	
301	Non-Core: Business Laws and Corporate Governance	5	5	20	80	3:30
302	Core: Management of Unorganized Labour	5	5	20	80	3:30
303	Non-Core: Indian Business Environment	5	5	20	80	3:00
304	Non- Core: Financial Management	5	5	20	80	3:30
305	Non-Core: Marketing Management	5	5	20	80	3:30
306	Core: Corporate Social Responsibility	5	5	20	80	3:30
307	Optional Paper: 1. Core: Talent and Knowledge Management (or) 2. Core: Human Resource Management in Service Sector (or) 3. Core: Safety, Health and Environment	5	5	20	80	3:30
308	Concurrent Field work-30 days	4	4	0	50	0
309	Viva-Voce	3	0	0	50	0
	Intellectual Property Rights (IPR)	2				
	MOOCS	2				
	Total:	42	39	140	660	24:00

4<sup>th</sup> Semester

PAPER CODE	PAPER TITLE	NO OF CREDITS	HOURS PER WEEK	MAX MARKS: 100		EXAM TIME (Hrs)
				INTERNAL	EXTERNAL	
401	Core: International Human Resource Management	5	5	20	80	3:30
402	Core: Strategic Human Resource Management	5	5	20	80	3:30
403	Core: Performance Management and Counseling	5	5	20	80	3:30
404	Non- Core: Management of Technology and Productivity	5	5	20	80	3:30
405	Core: Collective Bargaining and Employee Empowerment	5	5	20	80	3:30
406	Core: HR Measurement and Analytics	5	5	20	80	3:30
407	Optional Paper 1. Core: Management of Discipline (or) 2. Core: Management of Trade Unions (or) 3. Core: Organizational Change and Development	5	5	20	80	3:30
408	Block Placement (Internship)- 60 days	4	4	0	50	0
409	Comprehensive Viva-Voce	5	0	0	100	0
	Intellectual Property Rights (IPR)	2				
	MOOCS	2				
	<b>Total</b>	44	39	140	710	24:30
				560	2690	
	<b>Grand Total</b>	<b>170</b>	<b>156</b>	<b>3250</b>		<b>96:00</b>

**NOTE:** In each semester – Two Non- credit hours per week for Seminars and Workshops.

**Fieldwork Hours** – Conducting orientation classes, arrangement of Industrial Visits, Group Discussions, Individual



supervisory for correcting reports, Teacher-Guide for Industrial Visits and Industrial Tour, arranging the permissions for third and final semester students for placement in and outside Visakhapatnam

**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.; HR Analytics; Human Resource Management Profession: Challenges and Opportunities in the Globalized Era; Outsourcing of HR functions.

***Case Analysis***

***Suggested Readings:***

1. Flippo, Edwin B., Personnel Management, McGraw Hill Publishing Company, Singapore.
2. Michael Armstrong, Handbook of Human Resource Management Practice (11<sup>th</sup> Edition), Kogan Page, London, 2009.
3. Gary Dessler, Human Resource Management, Pearsons Education, Delhi, 2004.
4. John Storey, Managing Human Resources: Preparing for the 21<sup>st</sup> Century, Beacon Booms, New Delhi, 2007.
5. Seema Sanghi, Human Resource Management, McMillan, Delhi, 2011.
6. Subba Rao P., Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing, Mumbai.
7. Louis R. Gontz Mejia et. al, Managing Human Resources, Pearson Education ,2001.
8. Aswathappa, K., Human resources and Personnel Management, Tata McGraw Hill Pub. Co., Ltd., New Delhi.
9. V.S.P.Rao, Human Resource Management: Text & Cases, Excel Books, Delhi.
10. Mamoria C.B. and Ghanakar, S.V., Personnel Management, Himalaya Publication House, New Delhi.
11. Dr.Rao, P.L., Comprehensive HRM, Excel Pub. New Delhi.
12. Venkatratnam C.S. and Srivastava, V.K., Personnel Management and HRM, Tata McGraw Hill Co.Ltd, New Delhi.
13. David, A.De Cenzo and Stephen P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi, 2005(8<sup>th</sup> Edition).
14. R.Wayne Mondy, Human Resource Management, Pearson Education, 2009(10<sup>th</sup> Edition).
15. Indian Journal of Industrial Relations
16. Personnel Today.
17. Harvard Business Review.

**102: Principles and Practice of Management**

Unit I: Management: Concept, Principles and Functions; Evolution of Management thought: Classical Approach: Scientific management approach, administration management: Neo – Classical approach – Human Relations Approach, Behavioral School Approach, Contribution of Peter Drucker. Modern Approaches: Systems Approach, Contingency Approach.

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

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

Unit V: Role of manager: Functions and responsibilities; Types of Managers, Management levels and Skills; Era of Dynamic engagement: New organization environment; Globalization and Management; Ethics and Social Responsibility; Intrapreneurship vs Entrepreneurship; Inventing and Re- Inventing organizations; Cultural and Multi culturalism

### ***Case Analysis***

#### ***Suggested Readings:***

1. Stoner, James A.F., Freeman R.Edward and Gilbert, Daniel R., Management, Prentice Hall of India Pvt. Ltd., New Delhi,2009(7<sup>th</sup> Edition).
2. Koontz and Heinz Wehrich, Essentials of Management, Penguin Books, New Delhi, 2006(Reprint).
3. Sherlekar, S.A., Management, Himalaya Publishing House, Mumbai.
4. Tripathy, P.C. and P.N.P. Reddy, Management, Tata McGraw Hill, New Delhi, 2007(3<sup>rd</sup> Edition).
5. Robbins Stephen, P. and Mary Coulter, Management, Pearson Education Ltd., New Delhi.
6. Carol W. Ellis, Management skills for new managers, Prentice Hall of India, New Delhi.
7. Rao, V.S.P and Hari Krishna, V., Management Text and cases, Excel Books, New Delhi.
8. Sherlekar, Management, Himalaya Publishing House, Mumbai.
9. Aswathappa and Shridhara Bhat, Production and Operations Management, Himalaya Publishing House, Mumbai.
10. R.P.Selvam, Production and Operation Management, Prentice Hall of India, New Delhi.
11. Mikel Harry and Richard Schroeder – Six Sigma, Crown Business,New Delhi,2006(Paper Back Edition).
12. Subbaraju, R., ISO 9000 Path to TQM, Allied Pub. Ltd., Chennai.
13. Lal, H., Total Quality Management, New Age International P. Ltd., Calcutta.

### **103: Labour Legislation and Case Laws - 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)

The A.P. Factories and Establishments (National, Festival and other Holidays) Act, 1974 and its Rules.

Unit III: The Mines Act, 1952 and its Rules

The Plantation Labour Act, 1951

Unit IV: The Contract Labour Regulation and Abolition Act, 1970 and its Rules.

The Apprentice Act, 1961

The Child and Adolescent Labour (Prohibition and Regulation) Act, 1986

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

The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959.

The Motor Transport Workers Act, 1961.

**Case Laws:**

The Factories Act 1948

1. J.K Industries Ltd Vs chief Inspector of Boilers and Others, 1996 (96) (SC)
2. Ardeshir. H. Bhiwandiwalla Vs state of Bombay, AIR: 1962(SC) (29)
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:**

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.
4. Sharma, A.M., Industrial Jurisprudence, Himala Pub. House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.
8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.
9. A.P Factories Rules, 1950.

**Journals:**

1. Labour Law Reporter.
2. Labour Law Journal.

**104: Industrial and Managerial Economics**

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

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

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

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

***Suggested Readings:***

1. Dewet K.K., Modern Economic Theory, Shyam Lal Charitable Trust, New Delhi.
2. Stephen Smith, Labour Economics, Routledge, London, 2003(2<sup>nd</sup> Edition).
3. Mukud Mahajan, S.D.Geet, Industrial and Labour Economics, Ninah Prakashan, Pune, 2008.
4. Mehata, P.L., Comprehensive Managerial Economics, Sultan Chand & Sons, New Delhi.
5. Sivayya, K.V., & Das, V.B.M., Industrial Economy of India, Sultan Chand, New Delhi.
6. Kuchhal, S.C., The Industrial Economy, Chaitanya Publishing House, Allahabad.
7. Joel Dean – Managerial Economics
8. Gupta GS, Managerial Economics, Tata Mc Graw Hill, New Delhi.
9. Bhagoliwala, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan Publishing, Agra.
10. Bartliwal, R.R, Industrial economics, New Age International pvt.ltd New Delhi.
11. Manik Khor, Coping with Technological Change, Response Books, New Delhi.
12. Premavart, G.D. Sarjana and B.S.Sahay, Productivity management: A Systems Approach, Narosa Publishing House, New Delhi.
13. Amiya Kumar Bagehi (ed.), New Technology and the workers Response, Sage Publications, New Delhi.
14. ILO, Measuring Labour Productivity, ILO, Geneva.

**105: Organizational Behaviour**

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:***

1. Stephen Robbins, Organizational Behaviour, Pearson Education, New Delhi.
2. Davis, Keith & Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
3. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.
4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour: Leading Human Resources, Pearson Education, New Delhi.
5. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New Delhi.
7. Udai Pareek, Understanding Organizational Behaviour, Oxford Press, New Delhi, (Second Edition) 2007.
8. Aswathappa K., Organizational Behaviour, Himalaya Publishing Co. Pvt. Ltd., Mumbai, 2011.
9. P.Subba Rao, Organizational Behaviour, Himalaya Publishing Co.Pvt.Ltd,
10. Jerald Green Berg, Organizational Behaviour, 2011.
11. T.V.Rao and Udai Pareek, Designing Organisation Systems,

### **106: 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:***

1. Krishnaswami, O.R., Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai, 2010.
2. Kothari, C.R., Research Methodology – Methods and Techniques, Wishwa Prakashan, New Delhi, 1998.
3. Young P.V., Scientific Social Surveys and Research, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Goode and Hatt, Social Research Method.
5. Wilkinson and Bhandarkar, Methodology and Techniques of Social Research, Himalaya Publishing House, Mumbai.
6. Mohsin, S.M., Research Methods in Behavioural Sciences, Orient Longman, Hyderabad.
7. Punch, Keith F., Introduction to Social Research – Quantitative and Qualitative Approaches, Sage Publications, New Delhi.
8. Dooley, David, Social Research Methods, Eastern Economy Series, New Delhi.
9. Lazars. Field, Social Research Methodology.
10. Wayne F. Casio & Herman Aguiñes: Applied psychology in HRM, PHI, 2008.

### **107: Business Communication & HR Skills**

Unit I: Communication: Meaning, Objectives and Functions; Communication in Organizational Selling: Process, Types, Media and Networks of Communication. Foundations of Interpersonal Communication: Process Model of Communication, Intrapersonal Variables of Communication: Motivation; Perception; Emotions; Interpersonal Variables of Communication: Exchange Theory: Johari Window: Transactional Analysis.

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; Report Writing.

#### ***Case Analysis***

#### ***Suggested Readings:***

1. Patrica Hayes, Andrews Richard T. Herschel, Organization Communication, AITBS Pub. & Dist., New Delhi.
2. Bovee Thill Schalzman, Business Communication Today, Pearson, New Delhi.
3. Vilanilam, J.V., More Effective Communication, Response Books, New Delhi.
4. Moripally, Matthukutty, Business Communication Strategies, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
5. Losikar, Raymond and Marie E.Flalley, Basic Business Communication – Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
6. Wollord, Jerr C., Dedwin A. Gerloff and Robert C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill, New York.
7. Hindle, Tim, Interviewing Skill, Dorling Kindersley (DK), London.
8. Hindle, Tim, Negotiating Skills, Dorling Kindersley (DK), London.
9. Heller, Robert, Communicate Clearly, Dorling Kindersley (DK), London.
10. Hindle, T.M., Making Presentations, Dorling Kindersley (DK), London.
11. Heller, Robert, Managing Teams, Dorling Kindersley (DK), London.
12. Shookla, M.S., Human Relations, Macmillan India Ltd., New Delhi.

## **II**

### **SEMESTER**

#### **201: Industrial Relations**

Unit I: Industrial relations: Concept, Determinants and Approaches – Dunlop approach, Gandhian approach, Marx approach, sociological and psychological approach; 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:***

1. Dunlop, J.T., Industrial Relations System, Henry Holt & Company, New York, 1958.
2. Beatrix Web & Sydney, Industrial Democracy, Routledge, London, 1958.
3. J.H.Richardson, An Introduction to the Study of Industrial Relations, Taylor & Francis Group, London, 2010(Reprint).
4. Ratnasen, Industrial Relations, Macmillan, New Delhi, 2009.
5. Jerome Joseph, Industrial Relations, Response Books, New Delhi.
6. Arun Monappa, Industrial Relations, Tata McGraw Hill, New Delhi.
7. Sharma, A.M., Industrial Relations: Conceptual and Legal Framework, Himalaya Publishing House, Mumbai.
8. Verma, Pramod, Management of Industrial Relations, Oxford & IBH Pub. Co., New Delhi.
9. Venkataratnam, C.S. (Ed.), Industrial Relations in Indian States, Global Business Press, New Delhi.
10. Sinha P.R.N. et. Al., Industrial Relations, Trade Unions and Labour Legislation, Pearson, New Delhi.
11. Sivanantiran, A., Venkatratnam C.S.: Prevention and Settlement of Disputes in India.
12. Sivananthiran, A., Venkataratnam C.S.: Social Dialogue-ILO.

## **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 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: OCTAPACE.

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.

**Case Analysis**

**Suggested readings:**

1. Nadler, Leonard, Corporate Human Resource Development, Van Nostrand Reinhold/ASTD, New York.
2. T.V.Rao, Human Resource Development, Sage Publications, New Delhi.
3. T.V.Rao and Udai Pareek, Designing and Managing Human Resource Systems, Oxford and IBR Pub., Ltd., New Delhi.
4. T.V.Rao, HRD Audit, Sage Publication, New Delhi.
5. T.V.Rao, HRD: Experiences, Interventions and Strategies, Sage Publications, New Delhi, 1996.
6. Peter Senge, Malcolm Warrant, Training for Results, Addison Wesley Pub.Co., London.
7. Arun Sekhri, Human Resource Planning and Audit, Himalaya Publishing House, Mumbai.
8. D.K.Bhattacharya, Human Resource Development, Himalaya Publishing House, Mumbai.
9. Hamel, Prahalad, Competing for the Future, Tata McGraw Hill Edition, New Delhi.
10. Steven J Stein and Howard Book, The EQ Edge: Emotional Intelligence and Your Success, Mc Millan, New Delhi
11. Nimit Chowdary and Bhagwati Prasad Sarawat, Organizational Culture and Human Talent, Mc Millan, New Delhi.
12. Greaves, Jim, Strategic Human Resource Development, Sage publications, London.
13. Raman, T., Knowledge Management: A Resource Book, Excel Books, ND.

**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; Fieldlers 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:**

1. Stephen Robbins, Organizational Behaviour, Pearson Education, New Delhi.

2. Keith Davis & Newstrom, Human Behaviour at Work, Tata McGraw Hill, New Delhi.
3. Fred Luthans, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.
4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour, Leading Human Resources, Pearson Education, New Delhi.
5. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New Delhi.
7. Udai Pareek, Understanding Organizational Behaviour, Oxford Press, New Delhi,(Second Edition)2007.
8. Prasad Kesho, OD for Excellence, Macmillan India Ltd., New Delhi.
9. Gangadhar Rao and V.S.P.Rao, Organizational Behaviour, Konark Publishers Ltd., Mumbai.
10. T.V.Rao and Udai Pareek, Designing Organization Systems,

### **204: Labour Legislation and Case Laws - 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.

Unit III : The Minimum Wages Act, 1948.

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.

The Maternity Benefit Act, 1961.

Unit V : The Employees' Provident Fund and (Miscellaneous Provisions) Act, 1952.

The Payment of Gratuity Act, 1972.

#### **Case Laws:**

Industrial Disputes Act, 1947:

1. Bangalore Water Supply & Sewage Board Vs Rajappa & Other, 1978 LLJ (1) p349.
2. Ravindra Kumar Mishra Vs Union of India & Other, 2005 (Jan) LLR P93.
3. Rajendra Singh Chauhan & others Vs State of Haryana & others, 2006 LLR P 49.

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:

1. Oriental Insurance Co.Ltd Vs Santhi and others, 2005 LLR p.1066.

The Employees' State Insurance Act, 1948:

1. Employee State Insurance Corporation & others Vs Chirala Cooperative Spinning Mills Ltd., 2005 LLR p.591.

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

1. Orient paper Mills Vs regional Provident Fund Commissioner, 2006 LLR p. 177.  
The Payment of Gratuity Act 1972:

1. Transport Manager, Kolhapur Municipal Transport Undertaking Vs Praveen Bharat Lal Shah & Others, 2005 LLR 503.

***Suggested Readings:***

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.
4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.
8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.

***Journals:***

1. Labour Law Reporter.
2. Labour Law Journal.

**205: Employee Welfare and Labour Administration**

Unit I: Industrial Sociology: Definition and scope, sociological approach to industry, Formation of industrial society; Concept of Social Welfare; Labour Welfare: Concept, Scope and Philosophy of Labour Welfare; Principles of Labour Welfare; Role of Welfare in Commitment and Structuring of Labour Force; Indian Constitution and Labour Welfare.

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 Programmes: Statutory and Non-Statutory, Extra Mural and Intra Mural: Financing of Welfare Program; Welfare Office: 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.

***Case Analysis***

***Suggested Readings:***

1. Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Pub. Co., New Delhi.
2. Vaid, K.N., Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.
3. Sharma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Pub. House, Mumbai.
4. Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., New Delhi.
5. Punekar, S.D., Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Pub. House, Mumbai.

6. Miller & Form, Industrial Sociology.
7. Gisbert Pauscal, Industrial Sociology
8. Stephen Cotgrove, Industry & Society.
9. Royal Commission on Labour Report - 1929, Government of India Publication, New Delhi.
10. Labour Investigation Committee Report, Government of India Publication, New Delhi.
11. National Commission on Labour Report - 1969, Government of India Publication, New Delhi.
12. Second National Commission on Labour Report-2002, Government of India Publication, New Delhi.

### **206: 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; Concept and Variables; 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 PowerPoint.

#### ***Suggested Readings:***

1. Jawedkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
2. Kumar, Muneesh, Business Information House Pvt. Ltd., New Delhi.
3. Gordon Davis, B., Management Information Systems: Conceptual Foundations, Structure and Development, McGraw Hill Book Company, New Delhi.
4. O'Brien, James, A., Management Information Systems – A Managerial End User Perspectives, Galgotia, New Delhi.
5. Kenneth Laudon, C., and Laudon, Jane Price, Management Information Systems – A Contemporary Perspective, Macmillan, New York.
6. Davis, B. Gordon and Olson H. Margrethe, Management Information Systems, McGraw Hill Pub., New York.
7. Jerome, Kanter, Management Information Systems, Prentice Hall of India, New Delhi.

### **207: 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 III: Wage Fixation Mechanisms: Statutory Wage fixation, Wage Boards, Collective Bargaining, Adjudication, Pay Commission; Wage Fixation in Public Sector.

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:**

1. Subramanian, K.N., Wages in India, Tata Mc Graw Hill Publishing Co. Ltd., New Delhi.
2. Sarma. A.M, Understanding Wages Systems, Himalaya Publishing House, Mumbai.
3. Varma, Promad, Wage Determination: concepts and cases, Oxford IBH publication. Ltd., New Delhi.
4. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allied Books Agency, Calcutta.
5. Aswathappa K., Human Resource and Personnel Management, Tata Mc Graw Hill Publishing Co., New Delhi.
6. ILO, Payment by Results, ILO Publications, Geneva.
7. Government of India, Wages, Income and Prices, Report of Boothalingam Committee, Government of India, New Delhi.
8. Joseph J, Martocchio, Strategic Compensation – A Human Resource Management Approach; Pearson Education, Singapore.
9. Tapomoy Deb, Compensation Management: Text and Cases, Excel Books, New Delhi, 2009.
10. Sony Shyam Singh, Compensation Management, Excel Books, New Delhi, 2008.

**III**

**SEMESTER**

**301: Business Laws and Corporate Governance**

Unit I: Meaning and Nature of Law, Classification of Law, Sources of Indian Law; Legal concepts; Business Law: Meaning and Scope; Principles of Business law

Unit II: Features of Companies Act, 2013

Unit III: Features of Indian Contract Act, 1872

Unit IV: Important Features of: Cyber law, and Right to Information Act; Resettlement and Rehabilitation.

Unit V: Corporate Governance: Concept, features and importance; Factors influencing Good Corporate Governance; Principles of Good governance; Mechanisms for enforcement of Corporate Governance: Companies Act, SEBI Act, Corporate Control, Participation of Shareholders, Statutory Audit; Business Ethics.

**Case Analysis**

**Suggested readings:**

1. K.Aswathappa, Essentials of Business Environment, Himalaya Publishing House, Mumbai, 2010.
2. K.R.Bulchandani, Business Law for Management, Himalaya Publishing House, Mumbai, 2010 (Edition).

3. U.Mathur, Corporate Governance and Business Ethics, McMillan Publishers, New Delhi.
4. Sharma R.K.Goel Puneet, Bhagwan Pooja, Business Ethics and Coporate Governance,Kalyani Publishers,New Delhi.
5. Garg, Sareen, Sharma Mukesh & Chawla R.C., Mercantile Law, Kalyani Publishers, New Delhi.
6. Satish Modh, Text Book of Ethical Management; Text, Cases in Business Ethics and Corporate Governance, Mcmillan, New Delhi.
7. Gaur V.P., Narang, Puja Ghai, Pratical Income Tax,Kalyani Publishers,New Delhi.
8. C.V.Baxi, Corporate Governance, Excel books, 2007.
9. J.Fred Weston, Takeovers, Restructuring & Corporate Governance, Pearson Education, 2007.
10. Dr.S.Singh, Corporate Governance, Excel books, 2005.
11. Swami(Dr.)Parthasarathy, Corporate Governance, biztantra, 2007.
12. Donald.H.Chew JR., Corporate Governance at the cross roads, TMH, 2006.
13. Jill Solomon, Corporate Governance & Accountability, Wiley, 2007.
14. Kesho Prasad, Corporate Governance, PHI, 2006.
15. Christine .A. Mallin, Corporate Governance, 2nd edition, Oxford, 2008.
16. Subhash Chandra Das, Corporate Governance in India, PHI, 200
17. Gulshan S.S., Mercantile Law 4<sup>th</sup> Edition, Excel Books, New Delhi 2013.

### **302: Management of Unorganized Labour**

Unit I: Unorganized Labour: Concept, Nature, Size, Structure and Problems, Its role in the Indian Economy. Unorganized labour in primary sector: Nature, Size, Structure, Wages and legal Implications of Agriculture Labour; Plantation Labour; Fisheries Labour; Forest and Tribal Labour.

Unit II : Unorganized Labour in Secondary Sector: Nature, Size, structure, Employment Status, Wages and Legal Implications of construction labour; Home based and domestic workers, Beedi Workers, Small and Medium Scale industries, Mines and Quarry Labour.

Unit III : Unorganized labour and Employment classes, Nature, Size and structure, Employment Status, wages and legal enactments of contract and Casual labor, bonded labour, Inter – State Migrant labour, women labour, child labour, scavengers.

Unit IV: Unorganized Labour in Service Sector: Nature, Size, Structure, Wages and Legal Implications of Shops and Establishments, Hotels, Loading and Unloading workers.

Unit V: HRD Interventions for Unorganized Labour; Human Rights and Unorganized labour. ILO and Unorganized labour; Important futures of second National Labour Commission Report on Unorganized Sector; social Security for Unorganized Labour, Social Security Act, 2008; Organizing the Unorganized labour: Role of Trade Unions, CBWE, Cooperative Organizations, Jana Sikshana Samsthan, NGO's and Government.

#### ***Case Analysis***

#### ***Suggested readings:***

1. Government of India, Report of the National Commission on Labour, New Delhi, 1969.
2. Government of India, Report of the Second National Commission on Labour, New Delhi, 2002.
3. Government of India, Report of the Royal Commission on Labour, New Delhi, 1929.
4. A.M. Sarma, Welfare of Unorganized Labour, Himalaya Publishing House, Mumbai.
5. Dutt, Rudra Organizing the Unorganized Workers, Vikas Pub. House. Pvt. Ltd., New Delhi.
6. Singh. I.S. (Ed.), Women as a Work force in the Organized Sector: Empirical Perspectives, Oxford IBH publication. Ltd New Delhi.

7. Jhabrala, Renana and RKA Subarmanya, the Unorganized Sector - Work Security and Social Protection, Sage Publications, New Delhi.
8. Holomstrom, Mark, Industry ad Inequality, Orient Longman, Hyderabad.
9. Gangrade, K.D., Gathia, J.A., Women and child Workers in Unorganized Sector: Non Government Organizations' Perspective, Concept Pub. Co., New Delhi.
10. John Koti, Child Labour in India : Perceptions and Problems, Uday Publishing House, New Delhi.
11. Neera, Burrra, Born to Work: Child Labour in India, Oxford University Press, New Delhi.
12. Government of India, Agricultural Labour Enquiry Reports, Labour Bureau, Simla.
13. RadhaKrishna, R., and Sharma, Alak, N.(e.d), Empowering Rural labour in India – Market state Mobilisation, Institute for Human Development. New Delhi.
14. Lakshmi dhar Mishra, Child Labour in India, Oxford University Press, New Delhi.
15. Oberai, A.S., et. Al., Perspectives on Unorganized labour ILO, 2000.

### **303: 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 III: Economic Environment: Industrial Policy Resolutions of 1948,56; Economic Reforms: New Economic Policy,1991 and After; Foreign Exchange Maintenance Act; Consumer Protection Act,1986; Public Sector Enterprises: Evolution and Growth, Micro; Industrial Sickness: Role of BIFR ,SICA; Export Promotion; Development Banks; Monetary and Fiscal Policy.

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, ASEAN and EEC.

#### ***Suggested Readings:***

1. Cherunilam, Francis, Business Environment, Himalaya Publishing House, Mumbai, 2011.
2. Paul, Justin, Business Environment, Tata McGraw-Hill, New Delhi.
3. K.Aswhathappa, Essentials of Business Environment, Himalaya Publishing House, Mumabi, 2011(Eleventh Revised Edition).
4. Ruddar Datt & K.P.M.Sundaram, Indian Economy, S.Chand &Co. Ltd., New Delhi, 2010.
5. Misra & Puri, Indian Economy, Himalaya Publishing House, New Delhi, 2011.
6. Francis Cherunilam, International Business Environment, Himalayan Publishing House, Mumbai, 2007.
7. K.V.Sivayya and Das, The Industrial Economy, Chaitanya Publishing House, Allahabad.
8. Refer Journals on Labour Economics.

### **304: Financial Management**

Unit I: Financial Management: Nature, Scope, Goals Objectives and Functions, Role of Financial Manager, Organization of finance function. Financial environment in India. Functions of Financial System, Financial Assets, Market and Intermediaries. (Theory Only)

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 III: Marketing Capital Management: Meaning, Significance and classification of Working capital. Determinants and working capital cycle, Components of working capital: cash, Receivable and Inventory Management sources of working capital finance. Changes and estimation of working capital. (Theory Only)

Unit IV: Financing Decision: Sources of short term and long term Funds. Techniques of Financing Decision. Capital Structure and leverages, optimum capital structure. Approaches to capital structure: Net Income approach, Net operating Income Approach, MM and Inter mediatory/ Traditional Approach, Cost of Capital, Individual components, Weighted Aggregate average of cost of Capital. (Theory Only)

Unit V: Dividend Decision: Meaning and Significance, Relevant and irrelevant theories of dividend, Dividend policy Walter's Model, Gordon' 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 and Working Capital

**Suggested Readings:**

1. Van Horne, James C., Financial Management in Policy, Prentice Hall of India Ltd., New Delhi.
2. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.
3. Kulkarni, P.V., Financial Management, Himalaya Publishing House, Mumbai.
4. Walker Earnest. W., Essentials of Financial Management. Prentice Hall Inc., New Jersey.

**Journals:**

1. Journals of Finance
2. Finance India.
3. Managerial Accountant.

**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 III: Product Policies and Strategies, New Product development, Product Mix Management, Product Life Cycle, Standing and Packaging Decisions.

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.
3. Dr.K.Karunakaran, Marketing Management: Texts and Cases, Himalaya Publishing House, Mumbai, 2012.
4. Stanton, Fundamentals of Marketing, Mc Graw Hill Publishing Co. Ltd., New Delhi.
5. Christopher, Martin, Marketing, Mac Milan press, UK.

**Journals:**

1. Advertising and Marketing.
2. Journal of the Academy of Marketing Science.
3. Marketing.

**306: Corporate Social Responsibility**

Unit I: Corporate Social Responsibility: Concept, Definition and Nature; Significance of CSR; Evolution of CSR; Models of CSR: triple bottom line, bottom of pyramid, Intersecting Circles Model, Concentrix Circles Model; CSR Strategies; Challenges in Implementation and Barriers.

Unit II: Theories of CSR: Legitimacy theory, Stakeholders theory, Institutional Theory, Social Contact Theory; Integrated CSR Framework; CSR based on level of involvement: Individual, Organizational, National and Transnational.

Unit III: Stakeholders and Social Issues; CSR Perspectives: Utilitarian, Managerial, and Relational; Stages of Corporate Moral Development: Amoral, Legalistic, Responsive, Emerging Ethical and Ethical stages; Stakeholder salience: Factors, Basis of Legitimacy, Sorting, Typology, Classes.

Unit IV: Comprehensive Stakeholders Management Model; Strategies for Managing Stakeholders; Stakeholder Dialogue; Levels of engagement of Stakeholders. Stakeholders Integration: Framework of Cramer, Khoo and Tan, Panapanaan; Stakeholders Expectation; Moan's Integrative Framework for Designing and Implementing CSR; CSR Process: CSR Strategy Development and Implementation.

Unit V: CSR in India; Factors responsible for development of CSR in India; National Voluntary Guidelines 2011; Companies Act, 2013: Chapter IX, Section 135, CSR Committee and Policy; CSR in global arena; Categories of CSR Activities: Philanthropy, Business, Product or Service Related; Types: Single, Focuss and Diffuse; Areas: Welfare, training, asset creation etc.; CSR Measurement and Evaluation: Environmental Impact Assessment, Social Impact Assessment, Social Audit.

**Case Analysis**

**Suggested readings:**

1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, Mumbai, 2010.
2. Blaikie, N. 1993. Approaches to Social Enquiry. Cambridge: Polity Press.
3. Clarkson, M.B. 1988. Corporate social performance in Canada, 1976-86. In L.E. Preston (Ed.), Research in Corporate Social Performance and Policy: 241-265. Greenwich, CT: JAI Press.

4. Cormack, M. 2002. Unilever's Approach to Corporate Social Responsibility—From Policy to Practice. Presentation made at the West LB conference on Social Responsible Investment, 32 May 28, Frankfurt.
5. Katz, D., & Kahn, R.L. 1978. *The Social Psychology of Organizations*, 2nd ed. New York: John Wiley & Sons.
6. Kotler, P. & Lee, N. 2005. *Corporate Social Responsibility: Doing the most good for your company and your cause*. Hoboken, NJ: John Wiley & Sons.
7. Smith, C., Bhattacharya, C.B., Vogel, D., & Levine, D. (Eds.), *Global Challenges in Responsible Business: Corporate Responsibility and Strategy*. Cambridge: Cambridge University Press.
8. Post, J.E., Frederick, W.C., Lawrence, A.T., & Weber, J. 1996. *Business and Society. Corporate Strategy, Public Policy and Ethics*. New York: McGraw-Hill Book Company.
9. Savitz, A.W., & Weber, K. 2006. *The Triple Bottom Line: How Today's Best-Run Companies Are Achieving Economic, Social, and Environmental Success—and How You Can Too*. San Francisco, CA: Jossey-Bass.
10. Philips. 2005. *Sustainability Report 2004: Dedicated to Sustainability*.
11. Whetten, D. A., Rands, G., & Godfrey, P. 2002. What are the responsibilities of business to society? In A. Pettigrew, H. Thomas, and R. Whittington (Eds.), *Handbook of Strategy and Management: 373-408*. London: Sage.
12. Sanjay K Agarwal, *Corporate Social Responsibility in India*, Sage Publications, Delhi, 2008.
13. David Chandler, *Strategic Corporate Social Responsibility*, Fourth Edition, Sage Publications, 2016.
14. Mitchell, R., Agle, B. and Sonnenfeld, J., Who Matters to CEOs? An Investigation of Stakeholder Attributes and Salience, Corporate Performance, and CEO Values, *The Academy of Management Review*, 22 (5), 1999.

### **307: Optional Papers**

#### **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 Sveiby'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***

#### ***Suggested Readings:***

1. Filemon A. Uriarte, *Introduction to Knowledge Management*, ASEAN Foundation, Jakarta, 2008.

2. T.Raman, Knowledge Management: A Resource Book, Excel Books, New Delhi, 2007(Reprint).
3. Awad, E. M. and Ghaziri, H. M., Knowledge Management, Pearson Education International, (2003).
4. Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier direct, New York.
5. Ratan Reddy, B, Knowledge Management, Himalaya Publishing House, Mumbai, 2008.
6. Stuart Barnes, Knowledge - Management Systems: Theory and Practice, Thomson Learning, London, 2002.
7. Donald Hislop, Knowledge Management in Organizations, Oxford University Press, 2009 (Second Edition).
8. Sudhir Warier, Knowledge Management, Vikas Publishing House Pvt. Ltd., New Delhi.
9. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill, New York, 2003.
10. Larry Israelite. Talent Management, ASTD Press.

### **Optional 2: Human Resource Management in Service Sector.**

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 III: Human Resource Management in Service Organizations: Concept, Functions, Utilization, Development, Environment, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Managing services across Boundaries.

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:***

1. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., Singapore.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

### **Optional 3: Safety, Health and Environment.**

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:**

1. R.C.Saxena, Labour Problems and Social Welfare, K.Nath & Co., Meerut.
2. Nick Hanley, Janan F. Shogron and Hen Waite, Environmental Economics Theory and Practice, Macmillan India Ltd., New Delhi.
3. Kemp D.D., Global Environmental Issues; A Climatological Disaster, Mittal Pub., New Delhi.
4. M.V.Moorthy, Principles of Labour Welfare, Oxford & IBH Pub., Co., New Delhi.
5. Government of India, Report of the National Commission on Labour, Publications Division, New Delhi.
6. Government of India, Report of the Second National Commission on Labour, Publications Division, New Delhi.

**IV**

**SEMESTER**

**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:**

1. Dowling, Peter, J and Welch Denice, International Human Resource

- Management, Thomson Learning, Bangalore, 2006.
2. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi.
  3. Hodgetts, Ricn M., and Luthan, Fred, International Human Resource Management, McGraw Hill Companies Inc., New York.
  4. Mead, Flichard, International Management, Blackwell Business, USA.
  5. ILO, Multinational Enterprises and Social Policy, ILO, Geneva.
  6. Briscoe, Dennis R., International HRM, Prentice Hall, NJ.
  7. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prentice Hall.
  8. Evans, P.et al., (ed.), HRM in International Firms: Change, Globalization and Innovation; Mac millan, London, 1989.
  9. Storey, John, Managing Human Resources: Preparing for the 21<sup>st</sup> Century, Beacon Booms, New Delhi.
  10. S.C.Gupta, Text Book of International Human Resource Management, New Delhi, 2006.
  11. Monir, H.Tayeb, IHRM: A multinational perspective, Oxford University Press, New Delhi, 2005.
  12. Charles M. Vance, Managing a Global Workforce: Challenges and Opportunities in IHRM, Prentice Hall, New Delhi, 2007.

#### **402: Strategic Human Resource Management**

Unit I: Concept of Strategy; Types of strategies: Corporate Strategy, Business strategy and functional strategy; Strategic Human Resource Management: Concept, Nature, Evolution and Growth.

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.

Unit IV: Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; Selection of employees; Dealing with employee surpluses and challenges. Reward and development systems: Strategically Oriented Performance Management Systems; Strategically Oriented Compensation Systems and employee development.

Unit V: Performance Impact of Human Resource Practices: Individual high – performance practices; Systems of high –performance practices; Individual Best practices vs. Systems of Practices; Universal Practices vs. Contingency Perspectives. Over view of HR Evaluation: Approaches to Evaluation; Evaluation of Strategic Contribution in Traditional Areas; Evaluation of Strategic Contributions in Emerging Areas.

#### ***Case Analysis***

#### ***Suggested Readings:***

1. Greer, Charles R., Strategic Human Resource Management – A General Managerial Approach, Pearson Education (Singapore) Pte. Ltd, New Delhi, 2003.
2. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.
3. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.

4. Porter, Michael S., *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, New York.
5. Hamel, Gary and Prahalad, C.K., *Competing for the Future*, Harvard Business School Press, Boston.
6. Porter, Michael S., *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Free Press, New York.
7. Armstrong, M., *Strategic Human Resources Management: A guide to Action*, Kogan Page, London.
8. Fombrun, Tichy and Devanna, *Strategic Human Resource Management*, Wiley, New York.
9. Ramakant Patra, *Strategic Human Resource Management and Organizational Development*, Himalayan Publication, New Delhi, 2010.
10. Rajesh Viswanathan, *Strategic Human Resource Management*, Himalaya Publishing House, New Delhi, 2010.

### **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 III: Overview of Traditional Performance Management Frame work: Integrated Performance Management Framework; New Dimensions to Integrated Performance Management; Concept of Maturity Alignment.

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.

#### ***Case Analysis***

#### ***Suggested Readings:***

1. Prem Chandha, *Performance Management*, Macmillan, New Delhi.
2. T.V.Rao, *Performance Management and Appraisal System*, Responses.
3. Dave, Indu, *The Basic Essentials of Counseling*, Sterling Pub. Pvt. Ltd., New Delhi.
4. Caroll, Michael and Walton, Michael, *Handbook of Counseling in Organizations*, Sage Publications, New Delhi.
5. Mabey, Christopher and Salaman, Graeme, *Strategic HRM*, Beacon Books, New Delhi.
6. T.V.Rao, and Pareek, Udai, *Redesigning Performance Appraisal Systems*, Tata McGraw Hill Publication Co. Ltd., New Delhi.
7. Neale, Frances, *Handbook of Performance Management*, Jaico Publication. House, New Delhi.
8. Benson, Gary, *Stepping Up Performance*, Jaico Publication House, New Delhi.
9. Walters, Mike, *The Performance Management Handbook*, Jaico Publication House, New Delhi.
10. Murphy, Kerin R. and Clevel and, Jeanette N., *Understanding Performance Appraisal*, Sage Publication, London.

11. David Wade and Ronald Recardo, Corporate Performance Management, Butterworth Heinemann, New Delhi.
12. Kurl Verweiro et al., Integrated Performance Management, Sage Publication, New Delhi.
13. A.M.Sarma, Performance Management Systems, Himalaya Publishing House, Mumabi,1998.
14. Kohli and T.Deb, Performance Management, Oxford Higher Education Press, New Delhi,2008.

#### **404: 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; Emerging Trends in New Technology(Robotics,AI,Virtual and Augmented Reality etc.)

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:**

1. Mikel Harry and Richard Schroeder – Six Sigma.
2. Viramana, B.R. and Kala Rao, Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi.
3. Manik Khor, Coping with Technological Change, Response Books, New Delhi.
4. Premavart, G.D. SarJana and B.S.Sahay, Productivity management: A Systems Approach, Narosa Publishing House, New Delhi.
5. Amiya Kumar Bagehi (ed.), New Technology and the workers Response, Sage Publications, New Delhi.
6. ILO, Measuring Labour Productivity, ILO, Geneva.
7. Subbaraju, R., ISO 9000 Path to TQM, Allied Pub. Ltd., Chennai.
8. Lal, H., Total Quality Management, New Age International P. Ltd. Publishes, Calcutta.

#### **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.

Unit V: Collective Bargaining Models: Intra - Organizational Bargaining, Distributive Bargaining, Integrative Bargaining, Attitudinal Bargaining; Pattern of Collective Bargaining: Conjunctive, Co-operative, Concession, Continuous, Productivity, Coalition and Coordinated Bargaining; Emerging Trends in Collective Bargaining.

### **Case Analysis**

#### **Suggested readings:**

1. Report on the study Group of Workers' Participation in Management.
2. Beatrix Web and Sydney Web, Industrial Democracy, Longmans, London, 1958(Reprint).
3. K.C.Alexander, Participative Management, Sriram Centre for Industrial Relations, New Delhi.
4. Neil Chamberlain and J.Wesley Kuhn, Collective Bargaining, Mc Graw Hill, New York, 1965
5. Virmani. B.R., Workers Participation in Management, Oxford & IBH, Delhi.
6. Ramesh. K., Participative Management, Ajantha Publication, New Delhi.
7. Tanic Zivan, Workers Participation in Management: Ideal and Reality in India, Shriram Center for Industrial Relations and Human Resources, New Delhi.
8. Cornells, Et.al., International Hand Book of Participation in Organization, Oxford.
9. Edward. S., Greenberg, Workplace Democracy, Cornell University Press Ithaca.
10. Poole, Michael, Towards a New Industrial Democracy.
11. Patil.B.R. Collective Bargaining, University Press Hyderabad.
12. Venkataratnam.C.S. Unusual Collective Agreements, Global Business New Delhi.
13. Dunlop, John.T., and Healy James, Collective Bargaining Principles and Cases, Richard

### **406: HR Measurement and Analytics**

Unit I: Introduction: Concept, Definition and Nature of Business Analytics, Significance of Business Analytics, Use of Analytics in business ; Analytics in Different Business Functions, HR Analytics : Concept and Evolution of HR Analytics , HR Analytics and strategies viz., corporate, business and HR

Unit II: Measurement and Analytics: Concept of Measurement and Analytics, Types of analytics: Descriptive Analytics, Prescriptive Analytics, Casual Analysis; Modeling: Predictors, prediction and predictive modelling; Business applications of modeling

Unit III: HR Data structuring and analysis: Information Sources: Types of Data, Preparing data; Different platforms for data analysis viz., MS Excel; Concept of Big Data; Qualitative Analysis of Data: Reports – descriptive and predictive; Statistical Significance, Types of statistical tests

Unit IV: Recruitment and Selection Analytics: Reliability and validity of selection process, Human bias in recruitment and selection, Measuring Effectiveness of Training Programs; Employee Engagement and Workforce Perceptions: Measuring Employee Engagement

Unit V: Psychological Testing in Industry: Fundamentals of testing, Test Construction: item analysis, reliability, validity, norms; Intelligence tests; Aptitude tests; Personality tests; Projective tests; Attitude and value scales.

### **Case Analysis**



***Suggested Readings:***

1. Jac Fitz-enz, The New HR Analytics: Predicting the economic value of your company's human capital investment, AMACOM – American Management Association, New York, 2010
2. Tracey Smith, HR Analytics: The What, Why and How, ISBN: 978-1492739166, 2013
3. Dr Martin R. Edwards and Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page Limited, London, 2016
4. Cohen–Swerdlik, Psychological Testing and Assessment: An Introduction to Tests and Measurement, Seventh Edition, McGraw Hill, USA, 2009
5. Kothari C.R. and Garg Gaurav, Research Methodology- Methods and Techniques, New Age Publishers, New Delhi, 2019

**407: Optional Papers**

**Optional 1: Management of Discipline**

Unit I: Discipline: Concept, Nature and Significance; Factors Promoting Discipline; Principles of Discipline: McGregor's Hot Stove Rule.

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 IV : Principles of Natural Justice; Disciplinary Procedure: Complaint, Charge sheet, Explanation, Domestic Enquiry, Enquiry report, Awarding Punishment, Judicial Interference.

Unit V : Positive Disciplinary Interventions: Organizational Change and Creation of Congenial Environment, Transparency equity and Fair 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:***

1. Varma, Pramod, Management of Industrial Relations, Oxford & IBH Publications Ltd., New Delhi.
2. G.P.Das Gupta, Maintaining Industrial Discipline, Response Books, New Delhi.
3. Prabhakara Rao, D.V.S.R., Management of Discipline, Law Pub. House, Allahabad.
4. Ramakrishna, K., Organisational Stress, University Press, Hyderabad.
5. Rao, S.B., Handbook of Domestic and Department Enquiry, Law Publishing House, Allahabad.
6. Srivastava, S.C., Industrial Relations and Labour Laws, Vani Educational Books, New Delhi.

**Optional 2: Management of Trade Unions**

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

Unit II : Trade Union movement in UK and USA, Profile of Indian Workers, Trade union Movement in India, National Movement and Trade union movement, 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 IV : Union Administration : Union Democracy, Decision making and Execution, Union Elections, Communication System, Trade union Finance, Income and Expenditure, Political Fund, Remuneration Systems, Multiplicity of Trade unions, Inter and Intra union Relations.

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:***

1. Heckscher, Charms. C., The New unionism, Basic Books, Inc., Publications, New York.
2. Ramaswamy, Uma, Union and community: Industrial man in South India.
3. Ramaswamy, E.A., Ramaswamy, Uma, Industry and Labour. Oxford University New Delhi.
4. Ramaswamy, E.A., Workers Consciousness and Trade union Response. Oxford University press Delhi.
5. Karnik. V.B., Indian Trade Union Moments, A survey, Popular Prakshan, Bombay.
6. Myres. C.A., Labour Problems in the Industrialisation in India. Harvard University, Cambridge.
7. Perlman, Selig, Theory of the Labour Moment, Macmillan New York.
8. Vaid. K.N., The New Worker, Asia Publishing House Mumbai.

### **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:***

1. Nilakant, V and Ramnarayan, S., Managing Organizational Change, Response Books, New Delhi.
2. Kanter, R.M., Stein, B.A. and Jick, T.D., the Challenge of Organizational Change, Free Press, New York.

3. Venkataratnam C.S., Varma, Anil(ed.), Challenge of Change: Industrial Relations in Indian Industry, Allied Pub. Ltd., New Delhi.
4. Advaian Thronhill et al., Managing Change, Penrson Ed., New Delhi.
5. Ramanarayana S., Rao, T.V., Singh Kuldeep (ed.), Organisational Development – Interventions and Strategies, Response Books, New Delhi.
6. French, Wendell L., Bell Jr. Cecil H. and Zawacki Robert A., Organisational Development; Theory, Practice and Research, Universal Book Stall, New Delhi.

## **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 6 orientation classes out of 8 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, individual supervisory Conference and Report Submission as scheduled are fulfilled.
4. Any student falling short of 4 visits he/she 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 – Observation visits to Government Agencies/Establishments:**

1. Field work - 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 4 out 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, Individual Supervisory Conference and Report Submission 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 Work –III: Concurrent Field Work** (at the end of II Semester during Summer Vacation)

1. The student shall be placed in an organization within Visakhapatnam and Andhra Pradesh for a continuous period of 30 Days for concurrent field work. During this period he is required to work on all HR aspects of the organization and submit a report. The concurrent field work shall be at the end of the 2<sup>nd</sup> Semester during the summer vacation. Student absence for two days shall be condoned during this period. Any absence over the above permitted two days shall be made good by the extension of the placement at discretion of the organization and Head of the Department (here extension means continuation of the field work beyond the scheduled date).
2. One month concurrent Field Work 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 will not be eligible to take up one month concurrent Field work.
3. The Student needs to attend Group Discussions pertaining to the 30 days concurrent field work during the 3<sup>rd</sup> Semester. Attendance for Group Discussions is mandatory.
4. The candidate shall submit a fair report of the concurrent field work in his own hand writing covering all the aspects studied.
5. Student shall be required to submit the field work report, after taking necessary guidance and approval from the Individual Supervisor.
6. The valuation of the Report by the dual examiners shall be taken up at the end of Semester III. The student shall appear for viva voce at the end of Semester III. The viva-voce shall cover the concurrent field work report and all the papers covered in all the three Semesters.
7. The viva-voce committee shall consist of the Head of the Department, Chairman- Board of Studies and one external examiner (either academician or HR practitioner).

**D. Industrial Study Tour (mandatory):**

The Industrial Study Tour is mandatory and it is scheduled at the end of the 3<sup>rd</sup> Semester during Pongal holidays for the benefit of students (MHRM-II year course students). It may consist of a minimum of 7/8 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, a hand written report to be submitted to the department.

**E: Project – IV: Block Placement (Internship)** (At the end of the IV<sup>th</sup> 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 60 days (tentatively April 15 to June 14) as decided by the university. During this period of field work, each student is required to prepare and submit a report basing on the fixed schedule and also submit a dissertation 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 4 days shall be condoned during this period.
2. Internship 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 will not be eligible to take up Internship.

3. Any absence over the above permitted 4 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)
4. The candidate shall submit a fair report of the internship programme in his own hand writing covering all the aspects studied. The report should focus mainly on the practical and learning aspects of the organization.
5. Student shall also 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.
6. The student’s Report shall be accepted for valuation only after satisfactory Confidential report from the organization, certificate of Teacher in charge of field work, Teacher - Guide and Head of the Department.
7. The valuation of the Report by the dual examiners shall be taken up at the end of Semester IV.

**F: Comprehensive Viva-Voce:**

1. No student shall be permitted to take up the comprehensive viva-voce Examination unless he/she 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 two external examiners (one academician and one HR practitioner).
3. The viva-voce shall cover all the papers of all semesters and project work dissertation.



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