ANDHRA UNIVERSITY

MHRM
Admission Information

Regulations and Syllabus

For

HUMAN RESOURCE MANAGEMENT
ANDHRA UNIVERSITY
VISAKHAPATNAM

Head Ph.No.0891 2844373, Office Ph.No.0891 2844372,
E mile-headirrpm@gmail.com
ADMISSION INFORMATION

1. Admission shall be based on the AUCET-2009 rank, subject to the fulfillment of eligibility criteria as given in Appendix-1.

2. Admission to all the courses offered at Andhra University Campus Colleges, its P.G centers and colleges affiliated to Andhra University shall be made at A.U campus, Visakhapatnam only through counseling. The venue and schedule will be intimated accordingly and also will be available in the web site www.andhrauniversity.info/doa.

3. The university shall not be responsible for either non-receipt or delayed receipt of communications in this regard.

4. Information regarding college-wise, course-wise and reservation category-wise seat distribution and fee structure will be made available after declaration of AUCET-2009 results on web site www.andhrauniversity.info/doa.

5. At the time of admission candidates should submit the following original certificates in support of the qualification and reservations claimed in the application along with a draft for the requisite amount of fees taken on any nationalized bank in the name of Admission account, Directorate of Admissions, Andhra University and payable at Visakhapatnam.

   i. AUCET-2009 Rank card and Hall ticket.
ii. Degree/Provisional Pass Certificates.

iii. Marks statements of Qualifying Examination.

iv. Transfer and Conduct Certificate from the institution where the candidate last studied for the qualifying examination. Candidates who have completed/studied already or discontinued and seeking admission to second PG or professional course should submit TC relating to first PG course only. Duplicate TC relating to UG/PG degree should be accompanied by proper evidence of loss of original TC and police complaint. Candidates submitting false TC are liable for cancellation of seat at any stage and are liable for prosecution.

v. Migration Certificate, if possible.

vi. Date of Birth Certificate (SSC/Matriculation or equivalent certificate).

vii. Study certificates for the last seven years or residence certificate for preceding seven years of the qualifying examination.

viii. Intermediate original certificate.

ix. Integrated community certificate issued by the competent authority in case if BC/SC/ST candidates.

x. Valid latest income certificate issued by M.R.O., if fee concession is claimed (the validity of income certificate is for one year from the date of issue).

xi. 4 attested recent passport size photos.

xii. Candidates opting for admission under NCC/sports/CAP/PH/NSS quota shall produce relevant original certificate in addition to the above.
GUIDELINES FOR ADMISSION
1) Admission will be given to only those students who submit C.C, T.C, P.C and D.D at the time of counseling without any of these certificates admission will not be given.

2) The conversion of reserved/special category seats into other category will not be made in the first phase.

3) The student has to select the course of study at the time of counseling for admission. Sliding from one collage to another course in the same test will not be allowed in the first phase. However, sliding is allowed to a candidate joined in a particular course of one test to another course of a different test as per rank order in first counseling if any. An amount of Rs 300/- has to be paid for every sliding.

4) Candidates who did not claim their reservation/special category at the time of submission of their applications will also be allowed under that particular category subject to production of original certificates.

5) Cancellation of seats: Cancellation of seats will be made with 10% deduction from the total fee collected before completion of first phase of counseling and 20% deduction before completion of second phase counseling and with no fee refund after second phase of counseling.

6) Late comers for the counseling on the scheduled date will be considered for counseling only for the remaining seats.

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

Objectives of the MHRM programme
The main purpose of the Master of Human Resource Management (MHRM) is to prepare young men and women for managerial and administrative positions in all management fields, especially in Human Resource Management in Industrial, Business, Government and Organizations in the service sector. The programme with its practical and field bias and behavioral thrust is intended to develop skills not only to understand and analyse problems but also to develop a problem solving approach to issues. To provide a perspective to comprehend the feel, a sound knowledge of concepts and theories is also 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 nation and global level. The programme basically aims are:

a) Developing a sound theoretical base of various concepts and theories to enable the student to develop a board 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 the competence to involve the problem solving approaches by applying conceptual and behavioral skills;

e) Developing interpersonal competence and leadership qualities to work in a group with team building approach;

f) Developing multi facets of the personality and to build self-confidence; and

g) Developing a spirit for continual learning and innovation

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

I) Eligibility Criteria For Admission:

1. (a) Any graduate securing minimum pass of the Andhra University recognized as equivalent thereto

   (b) Candidates seeking admission into the MHRM course are required to approach for the AUCET. Admission will be based on the rank obtained by the candidates in the AUCET.

II) Admission Test Design:

   General Information:
   a. The medium of Test shall be in English.

   b. The test is designed to assess of candidates for admission into the MHRM programme.

   c. The duration of the test shall be for Seventy Five Minutes (75 min).

   d. The test shall be of Objective Type and its questions are of multiple choice.

   e. The structure of the rest shall be as follows

<table>
<thead>
<tr>
<th>Section</th>
<th>Component</th>
<th>No. of Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Logical &amp; Analytical reasoning</td>
<td>40</td>
</tr>
<tr>
<td>B</td>
<td>HRM Aptitude &amp; General Awareness</td>
<td>30</td>
</tr>
</tbody>
</table>
C

a) IR Syllabus along with recent Human Resource Management Trends
Reading comprehension and Writing Ability, Quantitative Ability. 20

| Total | 90 |

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 field work.

c. To have passed the MHRM here in after prescribed.

IV) Course Structure and scheme of Examination:

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

V) **Attendance Requirement**

The rules which are in vogue shall be followed.

VI) **Class of Distinction:**

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

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

Only those candidates who have appeared and passed the examination in all the papers of the first and second semesters of *MHRM* and similarly all the papers of the third and fourth semesters of *MHRM, at first appearance* are only eligible to be 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 eligible to be appointed as an internal 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 if 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 exams and examination or who is not able to take it shall be eligible to take up the same examination along with the students of the next batch.

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

**Course Structure and Scheme of Examination**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>101</td>
<td>Human resource management</td>
<td>100</td>
</tr>
<tr>
<td>102</td>
<td>General Management</td>
<td>100</td>
</tr>
<tr>
<td>103</td>
<td>Labour Legislation and Case Law</td>
<td>100</td>
</tr>
<tr>
<td>104</td>
<td>Industrial and Managerial Economics</td>
<td>100</td>
</tr>
<tr>
<td>105</td>
<td>Organizational Behavior I</td>
<td>100</td>
</tr>
<tr>
<td>106</td>
<td>Social Research Methods &amp; Statistics</td>
<td>100</td>
</tr>
<tr>
<td>107</td>
<td>Project-1 Field Work- Observation Visits</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Viva-Voice</td>
<td>50</td>
</tr>
<tr>
<td>201</td>
<td>Industrial Relations</td>
<td>100</td>
</tr>
<tr>
<td>202</td>
<td>Business Environment</td>
<td>100</td>
</tr>
<tr>
<td>203</td>
<td>Organizational Behavior II</td>
<td>100</td>
</tr>
<tr>
<td>204</td>
<td>Labor Legislation and Case Law II</td>
<td>100</td>
</tr>
<tr>
<td>205</td>
<td>Employee Welfare and Labor Administration</td>
<td>100</td>
</tr>
<tr>
<td>206</td>
<td>Information Technology &amp; Human Resource</td>
<td>100</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Credits</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>207</td>
<td>Project-I field Work Placement in Government Agencies/Establishments</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Viva-voice</td>
<td>50</td>
</tr>
</tbody>
</table>

Sem 3

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>301</td>
<td>Human Resource Development</td>
<td>100</td>
</tr>
<tr>
<td>302</td>
<td>Employee Compensation Administration</td>
<td>100</td>
</tr>
<tr>
<td>303</td>
<td>Management of unorganized labour</td>
<td>100</td>
</tr>
<tr>
<td>304</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>305</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>306</td>
<td>Optional Paper: Management of Trade Unions (or) Participative Management &amp; Collective Bargaining (or) Women &amp; children in employment (or) HRM in service Sector</td>
<td>100</td>
</tr>
<tr>
<td>307</td>
<td>Project work (placement in organization for (17 days)</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Viva-voice</td>
<td>50</td>
</tr>
</tbody>
</table>

Sem 4

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>401</td>
<td>International Human Resource management</td>
<td>100</td>
</tr>
<tr>
<td>402</td>
<td>Strategic Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>403</td>
<td>Performance Management and Counseling</td>
<td>100</td>
</tr>
<tr>
<td>404</td>
<td>HR Skills &amp; Organization Communication</td>
<td>100</td>
</tr>
<tr>
<td>405</td>
<td>Management of Technology &amp; Productivity</td>
<td>100</td>
</tr>
<tr>
<td>406</td>
<td>Optional Paper: Advanced Marketing Management (or) Organizational Change and Development (or) Safety,Health and Environment (or) Management of Discipline</td>
<td>100</td>
</tr>
<tr>
<td>407</td>
<td>Project-Internship &amp; Project 2 clear Calendar Months. Students are placed in industrial Organizations in cities/towns other than places where the MHRM course is offered under Andhra University and preferably outside the state</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Viva-voice</td>
<td>100</td>
</tr>
</tbody>
</table>

TOTAL: 2900
SYLLABUS

I SEMESTER

COURSE 101: HUMAN RESOURCE MANAGEMENT


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, and Induction. Development; workers training; training process; training methods; Management Development Programs. Performance appraisal Methods and Problems, 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; 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 Date Base; HR Audit; HR Research, HR Accounting. Human Resource Management Profession: Challenges and Opportunities in the Globalized Era.

Case Analysis:

Suggested Readings:

Course 102: General Management


Unit II: Managerial Roles, Types of Managers; Management Levels and Skills; Challenges of Management; Era of Dynamic Engagement: New Organizational Environment; Ethics and Social Responsibility; Globalization and management; Inventing and Reinventing Organizations; Cultures and Multiculturalism and Quality. Ethical and Environmental Foundations of Management; Enterpreneuring and Intrapreneuring.

Unit III: The Management Process: Planning Concept, Objectives, Types and Steps In Planning; Strategic Planning; Management by objectives (MBO); Decision Making and forecasting; Techniques and Steps in Decision Making; Organizing; Structure; Nature, Types and Principles of Organization.

Unit IV: Directing; Definition and Nature; Leadership and Management; Motivation; Communication; Controlling; Meaning and Significance; systems and Process of Control; Key performance Areas.

Unit V: Ethics: Ethics and Business; Production Management Concept: Function and Operations; Project Management concept and process.

Case Analysis:

Suggested Readings:

Course 103: LABOUR LEGISLATION AND CASE LAW I

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

Unit II: The Factories Act, 1948 and its Rules (AP)
The AP National Festival Holidays Act, 1947 and its Rules.

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

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

Unit V: The A.P. shops and Establishment Act, 1988 and its Rules
The Dock Workers (Regulation and Abolition) Act, 1948.

Case Laws:

The Factories Act 1948
1. J.k Industries Ltd Vs chief Inspector of Boilers and Others 1996 (96) (sc)
3. Indian petrochemicals Corporation Ltd and another Vs Shramik Sena and others AIR 1999(SC) (2577)
4. Bharat Fritz Werner Ltd & others Vs State of Karnataka 2001(1) LLJ763 (sc)

The Contract Labour (Regulation & Abolition) Act, 1970
1. Air India Statutory Corporation Vs united Labour Union & other 1997(76) FLR 273(sc)
2. SAIL & others Vs National Union of water front workers & other 2001 II LLJ 1087
3. Haldia Refinery canteen Employees union & others M/s India Oil Corporation Limiter & others.2005 LLR 529.

The employment Exchange (Compulsory Notification of Vacancies) Act, 1959
1. DD.Kali Vs State of Maharastra 1997(1) LLN 704

The A.P Shops & Establishments Act 1988
1. Kirloskar Consultants Limited Vs ESI corporation 2001 LLR 57 (sc)

Child Labour (Prohibition & Regulation) Act, 1986
1. Mc Meheta Vs State of Tamilnadu & others 1993 (1) SCC 645

Suggested Readings:

**Journals:**

**Course 104: INDUSTRIAL AND MANAGERIAL ECONOMICS**

**Unit I:** Labour Economics: Nature and Scope; industrial Revolution; Social and Economic consequences; Labour Problems and Developing Economy Concept of Labour Market Structure, composition and Extent of Indian Labour force participation, supply and Demand, Flexibilities 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 Theories and State Policy; Factors Determining the Size of a firm and Industry; Concept of Optimum Firm.

**Unit IV:** Meaning and Nature of Managerial Economics Chief Characteristics of managerial Economics – significance and scope of managerial Economics – Role and responsibilities of a managerial Economist.

**Unit V:** Meaning and Determinants of Demand Introduction to Demand Forecasting – Methods of Demand Forecasting – Inventory Cost Management – inflation – Meaning, kinds, Causes and Remedies – Deflation.

**Suggested Readings:**

**Course 105: ORGANIZATIONAL BEHAVIOUR I**

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

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

**Unit III**: Foundations of Group Behavior key Group Concepts, Role, 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: Management of conflict and organizational performance; collaboration; concept Basis and Interventions on Techniques of Understanding Behaviour; Transactional analysis and Johari Window.

**Case Analysis:**

**Suggested Readings:**
Course 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.

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:

II SEMESTER

Course 201: INDUSTRIAL RELATIONS

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

Unit III: Industrial Conflict: Causes, Trends, Manifestations and Effects. Methods and Machinery for settlement of Industrial Disputes in India.

Unit IV: Employee’s Associations; Growth Functions, their role in IR Managerial Unionism, Trade Union: Concept, Objectives and Functions; Theories of Trade Unionism; Trade Union Movement in India, UK and USA.

Unit V: Trade Unionism in India; Problems of Trade Unions; Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance, Trade Union Structure; National Trade Union Federations; Emerging Trends in Unionism in India.

Suggested Readings:

Course 202: 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: (a) Technological Environment: Feature of Technology; Technology and Human Resources; Status of Technology in India. (b) Political Environment; Indian constitution; Regulatory Role of Central and State Governments, social and Cultural Environment: Social Relations at Work; Working Environment; Social Responsibility.


Unit IV: Privatization – Disinvestment: Concept, Pros and cons of Disinvestment; impact on Employment and Labour: Mergers and Take over’s; Role of MNCs in Indian Economy; foreign Direct Investment and Developing countries.

Unit V: Globalization and Business environment: Meaning and Rationale of Globalization, Strategies for Globalization; markets; Domestic and International, India and WTO; SAARC, NAFTA, ANZUS EEC.

Suggested Readings:


Course 203: ORGANIZATIONAL BEHAVIOUR II

Unit I: Motivation: Concept, process; theories of Motivation: Maslow, Herzberg, McGregor, McCleland, Vromm, 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, Implications of Leadership Theories to Managers.
Unit III: Organization Theory: Classical Theory; Neo-Classical Theory, Modern Behavioural Theories, contingency theory, system theory, modern structural models; Organizational Culture; Create and Sustaining Culture; Work Culture.

Unit IV: Organizational Effectiveness: Concept, Approaches to Organizational Effectiveness: Goal Attainment approach, systems approach, Behavioural Approach; Achieving Organizational effectiveness Organizational Climate; Morale and Job Satisfaction.

Unit V: Organizational change and Development; Organizational Change; Nature of Change; Levels of Change; Approaches for Managing Organizational change; Organizational Development: OD Interventions, OD Process.

Case Analysis:

Suggested Readings:


Course 204: LABOUR LEGISLATION AND CASE, LAW II

Unit I: The Industrial Disputes Act, 1947 and its Rules.

Unit II: The Industrial Employment (Standing Orders) Act, 1946 and its Rules.

The Trade Union Act, 1926.

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 Workmen’s Compensation Act, 1923.
The Employees State Insurance Act 1948.

Unit V: The Employees Provident fund and Miscellaneous Provisions
Act 1952.

The Payment of Gratuity Act, 1972.

Case Laws:
Industrial Disputes Act, 1947:
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.

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 tyers ltd. Vs falcon tyers 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 Workers Compensation Act, 1923:

The Employee State Insurance Act, 1948:

The Employees Provident fund and Miscellaneous Provisions Act, 1952:

The Payment of Gratuity Act 1972:

Suggested Readings:

**Journals:**


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**Course 205: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION.**

**Unit I: 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 Programmers: Statutory and Non-Statutory, Extra Mural and Intra Mural; Canteen, Crèche, Housing, workers Education Scheme, Financing of Welfare Programmers; Welfare Office, role Status and functions.**

**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; Provident fund Organization, ESI Scheme; Labour administration in A.P.**

**Suggested Readings:**


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**Course 206: INFOMATION TECHNOLOOH & 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: Concept and Variable; 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 Application 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 HRM; Database in HRIS.

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

Suggested Readings:

2. Kumar, Muneesh, Business Informa House Pvt. Ltd., New Delhi.
4. O’Brein, James, A., Management Information Systems – A Managerial end User Perspectives, Galgotia, New Delhi.

III SEMESER

Course 301 : Human Resource Development


UNIT II : HRD – Micro perspective : Systems Approach to HRD; Activity areas of HRD; HRD Interventions : performance Appraisal, Potential Appraisal, Feed back and performance coaching, Training and Career Planning, OD or
Systems Development; Rewards, Employee Welfare and Quality of work life and Human Resource information; Managing Organizing HRD Function, HRD Climate; HRD Audit; Strategic HRD.

UNIT III : HRD Trends : Behavioral Science; Organizational Development ; Transactional analysis; Assessment Center; Behavior Modeling and Self directed learning; Concept of Learning Organization; HRD Experience in Indian Organizations; Future of HRD.


UNIT V : Types and Methods of Training: Training with in Industry (TWI); On the job and of the job; Training Methods: Lecture, Incident Process, Role play, Structured and unstructured discussions, in basket exercise, Stimulation, Vestibule Training, management games, case study, Programmed instruction, Team development and sensitive training.

Suggested readings :

3. Nadler, leonard, Corporate Human Resource Development
6. Malcom W Warant Training for Results, Addision Wesley pub co., London.

Course : 302 : Employee Compensation and Administration

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

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

UNIT IV: Incentives: Principles and procedures for installing 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 MNC’s.

Case Analysis:  
Suggested readings:

6. ILO, Payment by Results, ILO, Geneva Ltd., New Delhi.

Course: 303: Management of Unorganized Labour


UNIT III: Construction Workers, Mine and Quarry workers, Fisheries, Beedi Workers, Inter State Migrant workers in shops and commercial establishments, Employees in small and Medium Enterprises, Relevant Acts and Legal Provisions. Accident Risk at Work – social security and social measures – unorganized Workers depending on common prosperity resources.

UNIT V: HRD Interventions for Unorganized Labour: Skill and Knowledge upgradation, Leadership Development, Creating awareness for Cooperative Organization, Involvement of Community Leaders, Non Government Organizations, Government Schemes, Organized the Unorganized labour, Role of Trade Union, Role of Trade union, Role of ILO, CBWE and Jana Sikshana Samasthan.

Case Analysis:

Suggested readings:


Course: 304: Financial Management


UNIT III: Financing Decision: Source of Funds, Short Term and Long Term Funds, Merits and Demerits, Capital Structure, Financial Leverage, Cost of Capital,
cost of individual components, weighted aggregate average cost of capital capitalization.


UNIT V: Dividend Decision: Meaning and Significance, Theories of dividend, divided policy, Dividend Policy, Dividend policies and practices, Legal Aspects of Dividends, bonus Shares and Stock splits.

Case Analysis:

Suggested readings:


Journals:

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

Course: 305: Marketing Management


UNIT V: Promotion Mix Decisions, Marketing Communications, Advertising, personal selling, sales Promotion, public/Public Relations, Direct Marketing, Designing Global market Offerings, Selection of Markets, Market Entry decisions, Developing Global Market program.
Case Analysis:
Suggested readings:

2. Gandhi, J.C., Marketing management.

Journals:

1. Advertising and Marketing.

Optional Papers

Course: 306A: Management of Trade Unions

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

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

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


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

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

Course : 306B : Participative Management and Collective Bargaining

UNIT I : Participative Management : Concept, Objectives, Importance and Evolution, Industrial Democracy, Participative Models, Workers Control, Co-partnership, Co-determination, and Trustee ship, 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 V : Pattern of Collective Bargaining: Conjunctive, distributive, Integrative, Co-operative, Concession, Continuous Productivity, Coalition and Coordinated Bargaining, Trends and Practice of Collective Bargaining in India, UK and USA.

Case Analysis :
Suggested readings :

1. Reported on the study Group on Workers’ Participation in Management.
7. Poole, Michael, Towards a New Industrial Democracy


UNIT IV : Child Labour: Concept, Types and Dimensions of Child Labour in India. Approaches to Child Labour: Elimination of Child Labour.


Case Analysis :
Suggested readings:

3. VVGNLI, WomenLabour in India. VVGNLI, New Delhi.
4. Lakshmidhar Misra, Child Labour In India, Oxford University press Delhi.
Course: 306D: 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 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:


IV SEMESTER

Course 401: International Human Resource Management
UNIT I : International Human Resource management: Concept, Scope and Significance, Approaches to International Human Resource Management; Differences between Domestic and international HR activities; Organizational Structure of Multinational Corporations; Theories and Models of Human Resource Management in MNC’s.

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

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

UNIT IV : Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems, Performance Management in MNCs.

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

Case Analysis:

Suggested Readings:

Course 402 : Strategic Human Resource Management

UNIT I : Concept of Strategy; Types of strategies: Corporate strategy and Business strategy, Integrating Human Resource Strategy with Corporate and Business and Strategies.


Case Analysis:

Suggested Readings:


Course 403: Performance Management Counseling

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


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


Suggested Readings:


Course 404  :  HR Skills & Organizational Communication

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-Interfairng skills; Liaison skills; E-Mail writing skills.

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

Case Analysis:

Suggested Readings:

8. Hindle, Tim, Interviewing Skill, Dorling Kindersley (DK), London.
9. Hindle, Tim,Negotiating Skills, Dorling Kindersley (DK), London.

Course 405 : Management of Technology and Productivity
UNIT I : Technology: Concept and Evolution, Economic Development and Technology Transfer: Kinds of Technology Transfer; Technology Diffusion; Technology Transfer Through Alliances; State Policy on Development and Transfer of Technology; Liberalization and Impact of Technology.

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

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

UNIT IV: Techniques of Productivity Improvement: Reducing Work Content; Method Study; Reducing Ineffective Time; Time Study; Just in Time; Business Process Reengineering; Behavioural Techniques; Ergonomics.

UNIT V : Quality Management: Concept and Approaches; Contribution of Deming and Juran, Total Quality Management; ISO Certification; Quality Circles Kaizen; Quality Control and Future Organizations; Six Sigma approach.

Case Analysis:
Suggested Readings:


OPTIONAL PAPAERS

Course 406A : Advanced Marketing Management


Case Analysis:

Suggested Readings:

Course 406B: Organizational Change and Development

UNIT I: Organizational Change: Concept and Significance; Managing Change; Concept of Analysing 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:

Course 406C: 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.
Course 406D: Management of Discipline


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

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


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

Case Analysis:

Suggested Readings:

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 6 arranged for the purpose. A student falling short of minimum attendance will not be eligible for observation visits.

2. Every student shall make a minimum of 4 visits out of 5 scheduled observation visits.

3. A visit shall be deemed to be complete only when the other integral parts of Orientation, Group Discussion, Report Submission and individual supervisory Conference as scheduled are fulfilled.

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

5. Each report shall be in candidates’ own handwriting and certified by the field work supervisor or teacher accompanying the student, teacher, guide and Head of the Department before it is sent for valuation for external and internal examiners.
6. If there is any unsatisfactory certificate 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 1st semester. The viva-voce committee shall consist of internal faculty members preferably with a practicing manager.

B: Project–II Field Work placement in government Agencies/Establishments:

1. Placement in Government Agencies/Establishments shall be preceded by attendance of the students 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 for placement.

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

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

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

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

6. Every student shall be required to appear for viva-voce (covering theory papers and field work) at the end of 2nd semester. The viva-voce committee shall consist of internal faculty members preferably with a practicing manager.

C: Industrial Study Tour:

Industrial Study tour a Non-Credit optional may be conducted at the end of the 2nd semester along with examinations during summer holidays for the benefit of students. It may consist of minimum 5 visits to industrial Establishments of different sectors in India. In fixing the visits, preference may be given to such organizations which are not locally found as
D: Field Work – III  Project Work (placement in organization for 15 days)

1. Placement in an industry shall be preceded by attendance of the student at a minimum of 6 orientation classes out of 8 arranged for the purpose. Student falling short of minimum attendance will not be eligible for placement in industry.

2. Under this programme, a student shall be placed in industrial organizations and establishments for 17 working days continuously.

3. Each student shall attend a minimum of 15 out of 17 scheduled field work days failing which he shall repeat the same placement along with the next year batch.

4. After completion of placement in industry, the student shall attend 2 group conferences out of 3, failing which he shall fulfill the same requirement along with the subsequent batch.

5. A candidate shall submit a draft report for individual Supervisory conference and fair report after the approval in his own handwriting for double valuation.

6. A student shall be deemed to have completed this requirement only after getting the satisfactory certificate from the Field Work Organization, Field Work Supervisor, Teacher, Guide and Head of the Department.

7. If there is any unsatisfactory certificate from any one of the above said persons the student shall be disqualified to submit the report for valuation.

E: Project – IV  Internship:

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 1-1/2 to 2 calender months as decided by the university. During this period of field work,
each student is required to prepare a report inclusive of dissertation report on topic suggested by the field work organization. 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.

2. Student’s absence for a maximum of 4 days shall be condoned during this period. The student shall maintain a diary duly signed by the concerned officer of the field work organization on a day-to-day basis and the same shall be submitted to the department.

3. Student shall be required to submit the dissertation part, after taking necessary guidance and approval from the Teacher, Guide. The Internship fieldwork report (Part-I) shall carry 50 marks and the dissertation (Part II) shall carry 50 marks.


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

6. 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)

F: Comprehensive Viva-Voce:

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

2. The viva-voce committee shall consist of the Head of the Department, Chairman, Board of studies and other senior faculty member on rotation (among Associate Professors) and two external experts. In affiliated colleges, other than the University Department, the Head of the Department of the college will also be associated in addition to the above members.

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