

**ANDHRA UNIVERSITY
HUMAN RESOURCE MANAGEMENT
(UG Courses)
Admitted Batch 2008 -2009**



Andhra University

**May 2008
A.P. State Council of Higher Education**

SUBJECT COMMITTEE:-

1. Prof.G. Mulini Darshini
Andhra University
 2. Prof.V. Shekhar,
Osmania University
 3. Prof.T. Subba Rayudu
Andhra University
 4. Prof.N.S.R. Krishna Murthy (Retd.,)
Andhra University
 5. Prof.B.L. Narayana (Retd.,)
Andhra University
 6. Prof.B. Mohan
Sri Venkateswara University
 7. Prof.Srinivasa Reddy (HRM)
Kakatiya University
 8. Prof.N. Vijaratnam
Acharya Nagarjuna University.
 9. Prof.Ch. Ramaprasada Rao
Sri Krishnadevaraya University.
 10. Dr.A. Vijaya Kumar
Pingle Govt. Degree College (W),
Warangal, Warangal Dist.,
 11. K.V. Krishna Kumar
D.A.R. College,
Nuziveedu, Krishna District.
- Coordinator

B.A. Course (Structure)

First year

S.No.	Subject	Hrs. Per Week
1.	English language including communication skills	6
2.	Second Language	4
3.	Core1-I	6
4.	Core2-I	6
5.	Core3-I	6
6.	Foundation Course	3
7.	Computer Skills	2
	Total:	33

Second Year:

S.No.	Subject	Hrs. Per Week
1.	English language including communication skills	6
2.	Second Language	4
3.	Core1-I	6
4.	Core2-I	6
5.	Core3-I	6
6.	Foundation Course	4
7.	Computer Skills	2
	Total:	34

Third Year

S.No.	Subject	Hrs. Per Week
1.	Core1-III	5
2.	Core1-IV	5
3.	Core2-III	5
4.	Core2-IV	5
5.	Core3-III	5
6.	Core3-IV	5
7.	Foundation Course	3
	Total:	33

REPORT OF THE COORODINATOR ON THE MODEL UG CURRICULUM IN HRM

The members of the UG Model Syllabus committee of the State Council on HRM Subject met twice (4th April & 12th April) at Andhra University. As per the direction of the State Council, as well on the observation of the HR scenario two basic considerations guided the deliberations and influenced the forming of the curriculum.

1. Inclusion of course that are relevant and appropriate to the changes in the environment.
2. Reviewed the existing courses offered with a view to integrate the pass outs (Bas) with global business and HR Education and as well to enhance employment opportunities.

Course Re-Structure:

The curriculum is revamped and the following new courses are introduced in addition to some of the existing courses.

1. General Management & Organizational Behavior (1st year)
2. Information Technology in Human Resource Management (3rd Year)
3. Labor Legislation & Rules in Andhra Pradesh (3rd year)
4. Viva Voce (Part of paper-IV)

Additional Optional:

To expand employment opportunities, the curriculum committee recommended to permit the students to offer one additional optional under paper-IV to be instructed in the II and III year program and examination be offered at the end of III Year.

Project Work & Viva-Voce:

Field Work, internship and viva-voce examinations are introduced in the programme to enable the students exposure to the business knowledge and help absorb HRM – business nexus. The Industry study reports will build student's documentation skills.

Orientation & Professionalization of Teachers:

The members resolved to recommend to the State Council to organize a 3 day Workshop to familiarize the teachers with new methodologies of teaching, state of art technologies of the industry, business and HR to enable them see the teaching of the HRM subject in the new business perspective.

BHRM & MHRM 5 YEAR PROGRAMME:

The industry expressed the need for competent HRM personnel to run shopfloor, small and medium enterprises, service industry, establishments and factories etc. Therefore the committee resolved to recommended to offer a 4 year BHRM (Honours) and 5 year MHRM Programme. The existing B.A. Programme may be re-titled as BHRM. (as given below).

Mr.Pushp Kumar Joshi, GM HR HPCL, Mumbai, offered to prepare a model 5-Year MHRM curriculum to be discussed in a meeting of University/State Council. The committee welcomed the proposal and resolved to recommend to conduct a 3 day workshop on the 5 year MHRM curriculum an requested Prof.G.M. Darshan to (Coordinate an directed) prepare a proposal and submit to the State Council. Prof. Srinivasa Reddy is also requested to associate as Joint Director.

The members of the committee resolved to admit candidates for BHRM degree if they have successfully fulfill the requirements for ht award of degree and have offered the following combinations*.

1. Human Resource Management, Psychology, Economics
 2. Human Resource Management, Psychology, Social Work
 3. Human Resource Management, Psychology, Computer Science
 4. Human Resource Management, Psychology, Public Administration
 5. Human Resource Management, Psychology, Sociology
- This will begin-force till full-fledged BHRM passouts are available in the market.

Recognition & Employment Promotion:

The meeting resolved to initiate steps for employment promotion of the HRM Pass outs and recommend to Council to entrust coordination work to obtain recognition for the curriculum from Industrial and other organizations.

Materials, Manuals & Books:

The meeting resolved to recommend to prepare special and focused text books or make adoption of the existing works suitable to the model Curriculum. The 3 year optional on labour legislation & rules in AP need immediate attention. All the other works may be assigned subsequently.

The meeting further resolved to recommend to the Council to initiate steps to prepare subject materials & manuals in the following areas:

1. HRM
2. Labour Legislation
3. Industrial Relations
4. Welfare administration.

The Committee resolved do thank and congratulate the State Council Chairman Prof.K.C. Reddy, Prof.U. Tataji & Prof. Jayaprakash Rao for carrying out this unprecedented task of Curriculum re-organization.

B.A. Human Resources Management
(subject of the 3-year BA Course)

Course Structure, Instruction and Scheme of Examination

I YEAR: Paper I

- i. Theory: General Management & Organizational Behavior.
- ii. Project: Survey of Labour problems & Counseling.

II YEAR: Paper-II

- i. Theory : Human Resource Management
- ii. Project : Field Work (Observation visits to Government offices, Factories & Establishments)

III YEAR Paper-III

- i. Theory: Industrial Relations & Industrial Law
- ii. Project: Internship report (in factories & Establishments)

Paper-IV

- i. Theory: One of the following optional papers:
 1. Employee Welfare, Social Security & Legislation
 2. Information Technology in Human Resource management
 3. Labour Legislation.

ii. Viva-Voce

Additional Study

The students may offer additional optional in paper-IV. The instruction may be commenced in II year and continue in the III year programme. The student shall offer examination at the end of the III year.

Project Study:

Project instruction will be offered in each year of study. Separate instructions are appended at the end of the syllabi of all papers.

Course Structure, Scheme of instruction and examination:

YEAR	PAPER	Maximum marks (Pass)	Minimum pass marks	Hours of Teaching
I	Paper-I	100	40	6
	i. Theory: General Management & Organizational Behavior	70	30	4
	ii. Project: Survey of Labour problems & Counseling	30	15	2
II	Paper-II	100	40	6
	I. Theory: Human Resource Management	70	30	4
	ii. Project: Field Work (Observation visits to Government offices, Factories & Establishments)	30	15	2
III	Paper-III	100	40	6
	I. Theory: Industrial Relations & Industrial Law	70	30	4
	ii. Project: Internship report (in Factories & Establishments)	30	15	2
IV	Paper-IV	100	40	6
	i. Theory: Optionals*	70	30	6
	ii. Viva Voce	30	10	

- One of the following optional papers:
 1. Employee Welfare, Social Security & Legislation
 2. Information Technology in Human Resource Management
 3. Labour Legislation & Rules in Andhra Pradesh

Paper-I

GENERAL MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Business- Management – Introduction to management: definition – Description of management functions- Nature, Role and principles of management approaches, application and limitations – Scientific Management, Behavioral approach, Human relations movement, Management science approach, systems approach to management process. Functions of Managers Management and Society, Challenges of management, Social responsibilities and ethics – International Management and Multinational Corporations.

The process of management:

Planning – Management by Objectives (MBO), Decision Making – steps in decision making. Strategic planning.

Organizing, nature, Enterpreneuring and Reengineering – Organization structure – Empowerment and Decentralization.

Direction: Motivation, Communication and leadership, Control mechanism

Organizational climate, Culture and Managing Change through Manger and Organization Development.

Organization Behavior- Models of Organization behavior, Individual and Interpersonal behavior Informal and formal Groups – Teams and Team Building- Organizational Conflict – Management of conflict and Organizational performance.

Change and its effect, managing Change, Stress and Counseling – Organizational Behavior across Cultures.

Suggested Radings:

1. Samuel C. Cereto & ST Cereto : " Modern Management" 12th Ed Pearson Education. (Para.I).
2. Harold Koontz and Cyril O" Donnell: principles of Management, Tata Mc Graw Hill, New Delhi.
3. Stoner, James A.F., Freeman "Management", Pearson Education.
4. Sherlekar, "Management", Himalaya publications, New Delhi.
5. John W. Newstrom, " Organizational Behavior", Tata Mc Graw Hill, New Delhi.
6. Robins, Stephen, "Organizational Behavior" pearson Education PVT. Ltd., New Delhi.
7. Khanka, S.S. "Organizational Behavior" S. Chand & Company, New Delhi, 2008.
8. Rao, VSP & Hari Karikrishna V, 'Management Text & Cases', Excel Books, New Delhi.
9. Carol W. Ellis Management skills for New Mangers (Chap.I) Printice Hall of India, New Delhi 2008.

**II year
Paper-II
Human Resource Management**

1. Human Resource Management: Meaning of HRM – Evolution of HRM-Role of HRM in the Organization – Personnel Management and HRM Functions of HRM (Managerial & Substantive) – HR scenario in India – Role of HR Practitioner – Contemporary challenge in HRM.
2. Human Resource Planning – meaning: Evolution – Need and objective of HRP – Process of HRP – Human Resource Planning in India.
3. Recruitment and Selection: Need – Objectives – Sources of Recruitment – (Internal and External)-e-Recruitment – Outsourcing – Selection Methods – Tests, Group Discussions, Interviews – Legal and constitutional framework relating to recruitment.
4. Induction, Training and Development: Definitions – Introduction to the Company and Workplace – Methods of training – On the Job Training and Off – Job Training – Human Resource Development.
5. Employee Compensation: Influencing factors –Fixation of Wages and Salary – Fringe Benefits – Employee Welfare – Wage Legislation and Pay Commissions.
6. Employee Separation: Redundancy – Outplacement – Downsizing – Voluntary Leavers – Retirement.
7. Performance Management: Definition – Importance – Methods of performance Appraisal – use of 360 degree feedback.
8. International HRM – Definition – International HRM Models – Issues.
9. Strategic HRM – Meaning – Aims – Approaches.
10. Talent Management: Definition – Elements of talent management – creating a great place to work – Attraction Strategies – Retention Strategies – Talent management in practice.
11. Knowledge Management – Definition – Purpose and Significance – Role of HR in knowledge Management.
12. Business Ethics and Corporate Social responsibility.

BOOKS:

Lallan Prasad & A.M Benerjee, Management of human Resources, Sterling publishers, New Delhi, 1997.

Flippo B. Edwin, Personnel Management, Mc.Graw Hill International Editions, 1984.

DeCenzo D.A & Stephen P. Robbins, Personnel/Human Resource Management, Printice Hall of India, New Delhi.

Lakshminarayana, Management of Public Sector Enterprises in India, S.Chand & Co (chapter on recruitment)

Diane Arthur, Recruitment, Interviewing, Selecting & orienting New Employees, Printice Hall of India, New Delhi, IV Ed, 2007.

Khanka SS, Human Resource Management, S. Chand & company, New Delhi, 2007.

Rao, VSP & Hari Karikrishna V, 'Management Text & Cases', Excel Books, new Delhi.

Subba Rao, P, Personnel & Human Resource Management, Text & Cases, Himalaya publishers, New Delhi, 2007.

Gerard.V. McMahon, Recruitment and selection, Printice Hall of India, 2007 (International context)

**III Year
Paper-III (Compulsory)
Industrial Relations and Industrial Law**

1. Concept of industrial relations, Dunlop's model of industrial relations. – Evolution of industrial relations in India.
2. a. Legislation on working conditions and Employment: Relevant areas of the Indian legislation on: Factories Act 1948, Contract Labour Act, Industrial Employment Standing Orders Act.
b. Grievance Management: Grievance handling, model grievance procedure, section 9C, of chapter II B of ID Act 1947 – Employee counseling.
3. Industrial conflicts causes, manifestations and effects.
4. Employers and Employees associations and Industrial Relations:
 - a) Trade Unionism – Concept, profile, functioning, problems and measures to improve functioning of trade unions. – the Trade Unions Act 1926 (Sections on objectives, registration and functioning of unions) – recognition of bargaining agent.
 - b) Managerial and Employers Associations in India – Role in Industrial relations.
 - c) Workers participation in management, Works Committee (ID Act), other schemes for participation.
5. a) Prevention and settlement of disputes – Study of relevant sections of Industrial Disputes Act 1947
b) Collective bargaining – Conciliation process, role and obligations of unions, management and government,. Levels of CB Settlements, National joint consultation models in steel, banking, ports and docks.
c) Arbitration and adjudication.
6. Employee discipline – Causes and consequences of indiscipline-Disciplinary procedure-Industrial Employment standing Orders Act 1946 and supreme Court directions.
7. Industrial disputes Act 1947: Objectives of the Act, Scope and applications, Definitions, sections on: Authorities under the Act, Notice of change, Strikes, lockouts, layoff, retrenchment, closure.
8. State of unionism, Industrial Relations and Collective bargaining.

Books:

Sarma AM: Industrial Relations., Himalaya Publication

Sinha, PRN. Et al.: Industrial Relations, Trade Unions and Legislation, Pearson Education
Singh, B.D.: Industrial Relations Emerging Paradigms, Excel Books. New Delhi.

Padhi PK: Labour and Industrial laws, Prentice Hall of India
(Teachers are advised to utilize solution manuals and Cds provided by the publisher of Books in 2 & 3 while instructing the course)

Malik, P.L., Industrial Law, Eastern Book Company, Luknow.

Kavita Singh., Counseling for Managers., Printice Hall of India, New Delhi.

N.K. Singh, Human Resource Management, excel Books, New Delhi.
CS. Venkataratnam, Industrial Relations, Oxford Publishers, New Delhi, 2006.

**III YEAR
PAPER-IV**

(Note: 1. Students must offer one of the following optional)
2. Universities are suggested to encourage the candidates to offer more than one optional adjusting the II & III year programmes)

OPTIONAL-I

Electives Subject: Employee Welfare, Social Security and Legislation

Part-A

Labour Welfare: Concept, Scope, aims and objectives, Necessity, Principles and Philosophy of labour welfare.

Agencies of Labour Welfare and their roles: State, Management, Trade Union and voluntary Agencies.

Labour Welfare Programmes: Statutory and non-statutory, extra mural and intra mural; canteen crèches, housing, washing, shelters, rest room and lunch rooms-Under factories act.

Welfare Officer: Role, status and function under Factories act 1948, Voluntary welfare measures; welfare work by employers, welfare work by workers organizations. labour welfare funds, central labour welfare funds, state labour welfare funds.

Industrial safety: Theoretical Perspectives, Trends of accidents, Causes of accidents and prevention, statutory safety provisions.

Industrial Health and Hygiene: Back ground of industrial Health, statutory provision .8 Occupational Health Services, Hygiene education, Occupational Hazards, Occupational Diseases, Industrial hygiene department, statutory Provisions.

Part-B

Social Security: Concept and scope; Social Assistance and social Insurance; Development of Social security in India; Social Security measures for Industrial Employees; Financing of Social Security schemes.

Social Security Legislation: Workmen's Compensation Act-Provident Fund Act-Gratuity Act-Coal Mines Act.

Schemes: Workmen's compensation, Employee's state insurance scheme, provident fund scheme, payment of gratuity.

Labour Administration; Evolution of Machinery for Labour Administration; Central labour.

Administrative Machinery in India; Labour Ministry; Labour Secretary: Chief Labour Commissioner, Director of factories., Director General of Employment and Training; Director General of factory Advice Service; provident Fund Organization; ESI Schemes; Central Board for Workers Education; Labour Administration in A.P.

Books:

1. Moorthy, M.V. Principles of Labour Welfare, Oxford & IBH Publishing Co., New Delhi.
2. Sharma, A.M. : Aspects of Labour Welfare and Social Security, Himalya Publishing House, Mumbai.
3. Bhogiliwala, T.N. Economics of labour & Industrial Relations, Sahityabhavan Publishing., Agra.

B.A. H.R.M. III YEAR

OPTIONAL-II

INFORMATION TECHNOLOGY & HUMAN RESOURCE MANAGEMENT

Introduction to Computers

Introduction to Computers, Generations, Classification of Computers, Importance of Computers, Input and Output Devices, Storage devices, Hardware and Software, Operating Systems and its applications, Computer Networks, Types of Networks, Internet Concepts, Client Server Technology. Introduction to Database, Database Management System and its Advantages, Database Types, Range of Databases, Components of Database, Costs and Risks of Database.

Management Information systems

Introduction to Management Information System, levels of Management Information System, Concept of system Analysis and design, MIS Design and Development, Components of MIS, Role and Importance of MIS, Management Control system, Application of MIS in Manufacturing and Service sector.

Human Resource Information Systems

Human Resource information systems: Introduction, Concept and Definition, Information needs in HRM, HRIS Models, Acquiring and Implementing HRIS, Decision support system in HR, Enterprise Resource Planning.

Introduction to > E-Commerce and its application

- Statistical packages
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LAB (Computer practical)

Word Processing and Desktop Publishing:

Entering text, Editing Text, Formatting Text and Documents, Working with Graphics, templates, Mail Merge and Macros in MS-Word, Desktop publishing and introduction to MS-Power point presentation of slides.

Spread Sheets:

Creating of worksheet, organizing and designing the worksheet, Entering Labels and values Editing, Formatting labels and cells, cell formatting, Adding Charts, Printing Worksheet in MS. Excel.

Managing Data:

Creating tables, forms printing reports, relational database, linking, importing and exporting records protecting and maintaining database in MS-Access.

Books (Theory & Lab)

1. Dharminder Kumar and Sangeeta Gupta, Management Information System.
2. Ashok Arora and Akshaya Bhatia, Management Information System.
3. Jawadekar, W.S. Management Information System, Tata McGraw Hill.
4. Davis, Gordon, Management Information System; Conceptual Foundations, Structure and Development, Mc Graw Hill Book Company.
5. Peter Norton, Introduction to Computers, second Edition.
6. R.K. Taxali, Working in MS-Office.
7. Sanjay Saxena, "MS-Office 2000 for Everyone" Vikas publications.
8. Robert G. Murdied, Joel E. Ross, James R. Clagget, Information Systems for Modern Management, 3rd e., 2004.
9. Robert Schultheis, Management Information Systems, The Managers view, Mary Summer, 2000.
10. R. Parameswaran, Computer Applications in Business, S. Chand & Company, New Delhi, 2006
11. Pandey, U.S. Rahul Srivatsava & Saurabh Shukla, E- Commerce and its Application, 2007.

Suggested examination pattern: Theory-50 Marks, practical-20 marks.

OPTIONAL-III
LABOUR LEGISLATION & RULES IN ANDHRA PRADESH

I. Law relating to Factories and establishments in AP.

1. AP Factories Rules
2. A.P. Shops & Establishments Rules.
3. Contract labour (Regulation & Abolition) Act, 1970
4. Industrial Employment (Standing Orders Act) & Rules.
5. Mines Act Rules.

II. Trade unions & industrial Relations Acts in AP.

1. Trade Unions Act 1926
2. Industrial Disputes Act AP Rules, 1947

III. Wage Rules

1. Payment of Wage Rules.
2. Payment of Gratuity rules.
3. Payment of Bonus
4. Minimum wages.

IV. Social Security Law

1. Workmen's Compensation Act Rules
2. Employee State Insurance Act Rules
3. Employee Provident Fund Act Rules
4. AP Welfare Fund Act & Rules
5. AP construction Workers Act & Rules (Building & Other)
6. Maternity Benefits Act Rules

Books:

B.D. Singh, Labour Laws for Managers, Excel Books, New Delhi, 2007.

G. Ramanuja Das: AP Labour Laws (ID & Factoreis Act Rules etc)

P. Rami Reddy & P. Srinivas Reddy, AP Shops & Establishments Act, 1990, Asia Law House, Hyderabad, 2006.

DVSR. Prabhakar Rao, Supreme Court on Industrial Employment.

P. Styanarayana, AP.. Factories Act & Rules, Asia Law House, Hyderabad.

VJ Rao, Factories Laws in AP (10TH ed), Asia Law House, Hyderabad.

VJ Rao, Shops & Establishments Act (14th ed), Asia Law House, Hyderabad.

FIELD WORK REGULATIONS

I YEAR Project

Survey of Labour Problems & Counseling

Students will have to study 5 labour problems and present an account on the problem and his counseling in a record. The record will be valued for 30 marks of which 15 marks are the paper minimum to pass the course.

Labour problems: Study of Chronic absenteeism, low productivity, indiscipline in the factory, Accident proneness and unsafe work behavior, alcoholism, gambling and their behavioral adjustment programmes. The student will counsel the person.

1. A visit to a factory where the student will have to study the problem will be conducted.
2. For each study and report of the student, a orientation on the problem be given, student will be assigned the study, a group discussion, draft report submission, Individual supervisory conference and correction will be done. Then a final report will be accepted. Student periodic performance will be monitored and filed in the institution.
3. Each report shall be certified by the filed work supervisor or Teacher accompanying the students, teacher guide and head of Department before it is sent for the valuation.
4. If there is any unsatisfactory certificate from any one of the above persons, the student shall not be permitted to submitted the report for valuation. The student shall submit the report after making good the deficiency along with the next year batch.

II YEAR PROJECT

Field Work (Observation visits to Government Officers,
Factories & Establishments: maximum
Marks 30, Pass minimum 15)

- 1a. A minimum of 6 observation visits shall be conducted one in every 15 days.
- 1b. The study of 6 observation visits shall be deemed to be complete only when the other integral parts: orientation group discussion, report submission an individual supervisory conference and final report submission on each of the visit is fulfilled.
2. Each report shall be certified by the filed work supervisor or Techer accompanying the student, teacher guide the head of the Department before it is sent for the valuation.
- 3.If there is any unsatisfactory certificate from any one of the above Persons, the student shall not be permitted to submitted the report for Valuation. The student shall submit the report after making good the deficiency along with the next year batch.

III YEAR PROJECT & VIVA VOCE

I. Project: Internship & Report: In Factors & establishments
Marks 25, pass minimum 15

1a. Each student shall be placed for a minimum of 15 working day sin a factory, establishment to study the HRM practices and to familiarize with working conditions.

1b. The study shall be deemed to be complete only when the other integral parts: orientation group discussion report submission and individual supervisory conference and final, report submission on each of the visit is fulfilled.

2. Each report shall be certified by the filed work supervisor or Teacher accompanying the students, teacher guide and head of the Department before it is sent for the valuation.

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

ii. Viva Voce: An external Cum internal viva-Voce examination will be conducted with an HR executive on the board. The maximum marks allotted is 25 and the pas mark is 10.