

MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)

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

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

Medium of Instruction: English Only

Eligibility for Admission;

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

Course of Study:

The MHRM programme is of two year duration and is offered modular form. If a candidate completes all the first year requirements (both theoretical and practical components) he is eligible for the award of one year P.G. Diploma in Human Resource

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

Programme Structure:

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

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

Contact Programme:

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

Assignments:

The assignments are designed for continuous evaluation of the student. In each paper the students are required to submit assignments by written the Answer to the

Question Papers. The assignments carry 25 marks and the theory paper of the year-end examination carries 75 marks. The assignments are to be written in the candidate's own handwriting and submitted to the Teacher in-charge of the course.

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

Qualifying Marks for Pass:

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

Classification of Successful Candidates:

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

First Class: Those who obtain not less than 60 percent of the total marks.

Second Class: Those who obtain not less than 50 percent of the total marks.

Third Class: Those who obtain not less than 40 percent of the total marks.

Provision for Improvement:

Candidates declared to have passed MHRM course obtaining Third or Second Class may reappear again for the same examination to improve their class by appearing for the whole examination of the previous or final or both the examinations under the existing regulations. Such reappearance shall be limited only to two chances within two years from the year of passing the examination. Such candidates are not required to cancel their earlier result unless they want to retain their later result.

MHRM (PREVIOUS)

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Paper	Title	Marks	Duration of Examination
Paper-101	Human Resource Management	75	3½ Hours
Paper-102	Principles & Practice of Management *	75	3½ Hours
Paper-103	Labour Legislation and Case Law - I	75	3½ Hours
Paper-104	Organization Behaviour	75	3½ Hours
Paper-105	Industrial Relations	75	3½ Hours
Paper-106	Human Resource Development	75	3½ Hours
Paper-107	Employee Welfare & Labour Administration	75	3½ Hours
Paper-108	I) Project Report (Field Work)		
	A. *Observation Visits	50	
Paper-109	Viva-voce (Comprehensive)	100	

101: Human Resource Management

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

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

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

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

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

Case Analysis:

Suggested Readings:

1. Flippo, Edwin B., Personnel Management, McGraw Hill Publishing Company, Singapore.
2. Michael Armstrong, Handbook of Human Resource Management Practice (11th Edition), Kogan Page, London, 2009.
3. Gary Dessler, Human Resource Management, Pearsons Education, Delhi, 2004.
4. John Storey, Managing Human Resources: Preparing for the 21st 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. Gomtz 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(8th Edition).
14. R.Wayne Mondy, Human Resource Management, Pearson Education, 2009(10th Edition).
15. Indian Journal of Industrial Relations
16. Personnel Today.
17. Harvard Business Review.

102: Principles and Practice of Management

Unit 1 - Management: Concept, Principles and Functions; Evolution of Management thought: Classical Approach: Scientific management approach, administration management: Neo - Classical approach - Human Relations Approach, Behavioral School

Approach, Contribution of Peter Drucker. Modern Approaches: Systems Approach, Contingency Approach.

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

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

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

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

Case Analysis:

Suggested Readings:

1. Stoner, James A.F., Freeman R.Edward and Gilbert, Daniel R., Management, Prentice Hall of India Pvt. Ltd., New Delhi,2009(7th Edition).
2. Koontz and Heinz Weihrich, 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(3rd 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.

Course 103: Labour Legislation and Case Law I

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

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

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 Labour (Prohibitions 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 Maharashtra, 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.

Course 104: Organizational Behaviour

Unit I: Organizational Behaviour: Concept, and scope, approaches to OB; Personality: Intelligence, Theories of Learning, job satisfaction, Fatigue, Causes of accidents.

Unit II: Group Dynamics: Nature of groups; Classification of groups; Group structure; Group decision making; Group cohesiveness, Humans; Blakes-Socio-Metric Analysis.

Unit III: Motivation: Concept; Motivation Theories; Maslow, Herzberg, Theory X and Y, Mc Clelland Theory; Communication: Processes, Media; Barriers to Communication Leadership: Concept; Leader Vs. Manager; Leadership Theories: Trait Theories, Behavioural Theories, Contingency Theories; Leadership Styles; Implications of Leadership Theories to Managers.

Unit VI: Organization Theory: Classical Meo-classical, Modern Behavioural Theories, Organizational change: Factors responsible for change; Organizational Conflict; Resolution of Conflict; Organizational Effectiveness, Organizational Culture; Organizational Climate.

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

Case Analysis:

Suggested Readings:

1. Keith Davis and New Strom, J.W: Human Behaviour at Work: Organizational Behaviour, New Delhi, McGraw Hill.
2. Fred Luthans, Organizational Behaviour, New Delhi, McGraw Hill
3. Paul Hersey and Keith Blanchard, Management of Organizational Behaviour, New Delhi, Prentice Hall of India Pvt. Ltd.
4. Stephen P. Robbins - Organizational Behaviour; Concepts, Controversies, Applications; New Delhi, Prentice Hall of India Pvt. Ltd.
5. Katz and Khan, Social Psychology and Organization, New Delhi, McGraw Hill.
6. V.S.P. Rao an Narayana: Organizational Theory and Behaviour, New Delhi, Vani Educational Books.
7. M.G. Rao and V.S.P. Rao, Organizational Behaviour; Text and Cases, New Delhi, Konark Publishers.
8. Abraham Korman, Organizational Behaviour.
9. Henry L. Tosi, John R.Rizzo and Stephen J. Carroll, Managing Organization Behaviour, New Delhi, McGraw Hill.

Course 105: Industrial Relations

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

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

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

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

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

Case Analysis:

Suggested Readings:

1. Dunlop, J.T., Industrial Relations System, Henry Holt & Company, New York, 1958.
2. Beatric 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.

Course 106: Human Resource Development

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

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

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

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

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

Suggested readings :

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, 1996, New Delhi.
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.

Course 107: Employee Welfare and Labour Administration

Unit I: 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 Programmers: 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.

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.

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

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

FIELD WORK PROGRAMME SCHEDULE:

Observation Visits Industrial Organization Schedule:

The primary observation visit is to familiarize the student with the general aspects of industry and work environment through direct observation and discussion with management personnel.

- a) **Observation:** It involves going round the factory to observe closely and keenly machine, environment, work environment, working conditions, safety, welfare facilities etc.
- b) **Discussion with management:** The discussion is meant to know the facts such as basic aspects of organization, work-force, industrial relations and welfare policies programmes, etc.
- c)
 1. Organization Chart
 2. Personnel Department Structure, functions, policies and practices.
- d) **Human Resources Management:** Policies and procedures of recruitment and selection, placement, induction, promotion systems, wage structure, training and development programmes, absenteeism and turnover.
- e) **Industrial Relations:** Union - Management relations, industrial disputes, joint committees, grievance redressal systems.
- f) **Working conditions & Welfare:** Hours of work, shift system, safety, Sanitation, canteen, co-operatives, amenities like bath room, cloak room,

drinking water, housing, recreation and education facilities other welfare facilities and programmes.

READING REQUIREMENTS:

1. Factories Act, 1948 and A.P. Factories Rules.
2. Flippo: Personnel Management (Relevant Chapter).
3. Monappa: Industrial Relations.

GOVERNMENT ORGANIZATION SCHEDULE:

1. Office of the Regional Provident Fund Commissioner: Employee Provident Fund: (Reading requirements: Employee Provident Fund and Miscellaneous Provisions Act. 1952)
 1. Brief Account of the Organization;
 2. Objectives of the Organization;
 3. Functions, Powers and Jurisdiction;
 4. Administrative set up (From Head Office to local);
 5. Procedure for collection of subscriptions and payment;
 6. Procedure for settlement of claims;
 7. Different types of forms maintained and returns submitted by the various organizations and also from the office;
 8. Problems of enforcement and administration;
2. Office of the Regional Inspector of factories (Reading Requirements: Factories Act, 1948 and Factories Rules)
 1. Brief account of the organization;
 2. Objectives of the organization;
 3. Functions, power and jurisdiction;
 4. Administrative set up (From Head Office to Local);
 5. Procedure for Indisposition and prosecution;
 6. Procedure for submission of Returns and reporting cases;
3. Office of the Deputy Commissioner of Labour (State): (Reading requirements: Industrial Dispute Act. 1947. Rules with reference to conciliation)
 1. Brief account of the organization.
 2. Objectives of the organization
 3. Functions, powers and jurisdiction.
 4. Administrative set up (From Head Office to Local)
 5. Conciliation procedures.
 6. Number of Industrial disputes referred conciliated during last year;
 7. Number of disputes settled through conciliation (last year);

8. Number of disputes in which failure reports were sent to the government;
4. Office of the Port Employees Union: (Reading Requirements: Trade Union Act, 1926 and Rules)
 1. Brief account of the organization.
 2. Objectives of the organizations
 3. Organization structure of union.
 4. Particulars of affiliation and membership;
 5. Functions and programmes;
 6. Particulars of record maintained;
 7. Particulars of income from various sources (last year)
 8. Important achievements so far;
5. Office of the Employee: State Insurance Scheme
(Reading Requirements Employee Act, 1948: Employee's State Insurance (Control) Rules 1959, Employee State Insurance (General Rules (1950))
 1. Brief account of the organization.
 2. Objectives of the organization
 3. Functions, powers and jurisdiction.
 4. Administrative set up (From Head Office to Local)
 5. Particulars and procedure of contribution;
 6. Particulars and problems of administration of benefits under the scheme;
 7. Facilities for in-patients and out-patients in the hospital;
 8. Particulars of returns received by the organization and records maintained by the organization.
6. Office of the Regional Director Workers Education:
 1. Brief account of the organization.
 2. Objectives of the organization
 3. Functions, powers and jurisdiction.
 4. Administrative set up (From Head Office to Local)
 5. Details of worker teacher training programme
 6. Details of the programmes and schemes;
 7. Details of workers education classes being conducted at the unit level.
7. Office of the District Labour Officer:

(Reading Requirements: (1) Minimum wages Act, 1948, (2) Motor Transport Workers Act, 1961, (3) A.P. Shops and Establishments Act, 1988)

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

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

- 1) Under this programme, a student shall be placed in industrial organizations and establishments for 21 working days continuously and the candidate shall maintain diary on day to day basis duly attested and stamped by the officer-in-charge of field work in the organization.
- 2) Each student shall attend a minimum of 19 out of 21 schedule field work days, failing which the student shall repeat the same placement along with the next year batch.
- 3) A student shall be deemed to have completed this requirement only after getting the satisfactory certificate from field work organization officer in-charge and teacher in-charge of the course.
- 4) If there is any unsatisfactory certificate from the organization officer in-charge or teacher in-charge the students shall be disqualified to submit the report for valuation. He/she shall make good with the next year batch.

COURSE - 109 PROJECT REPORT (FIELD WORK)

Paper 109: Comprehensive Viva-voce:

1. No student shall be permitted to take up the comprehensive viva-voce examination, unless the candidate completes all the course requirements including examination and field work.
2. The viva-voce committee shall consist of the Head, Department of H.R.M. (Convener), Chairman, Board of studies and Senior faculty members from MHRM Department, One external Experts preferably either from the Industry or from the academic, teacher in-charge from SDE.
3. The viva-voce shall cover all the papers and field work content.

MHRM (FINAL)

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Paper	Title	Marks	Duration of Examination
Paper-201	Business Environment and Labour Economics	75	3½ Hours
Paper-202	Labour Legislation & Case Law-II	75	3½ Hours
Paper-203	Employee Compensation & Administration	75	3½ Hours
Paper-204	Strategic and International Human Resource Management	75	3½ Hours
Paper-205	Management of Unorganized Labour	75	3½ Hours
Paper-206	Business Communication and Human Resource Information systems and HR skills	75	3 Hours
Paper-207	Social Research Methods and Statistics	75	3 Hours
Paper-208	I) Project Report and Dissertation		
	A. Block Field work (Internship)	50	
	B. Dissertation	50	
Paper-209	Viva-voce (Comprehensive)	100	

Course 201: BUSINESS ENVIRONMENT AND INDUSTRIAL & LABOUR ECONOMICS

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

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

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

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

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

Suggested Readings for Business Environment:

1. Cherunilam, Francis, Business Environment, Himalaya Publishing House, Mumbai, 2011.
2. Paul, Justin, Business Environment, Tata McGraw-Hill, New Delhi.
3. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, Mumbai, 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.

Suggested Readings for Industrial & Labour Economics:

1. Dewet K.K., Modern Economic Theory, Shyam Lal Charitable Trust, New Delhi.
2. Stephen Smith, Labour Economics, Routledge, London, 2003 (2nd Edition).
3. Mukund 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.

Course 202: Labour Legislation and Case Law - II

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

10. 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 Under Taking 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 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.

Journals:

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

Course 203: Employee Compensation and Administration

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

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

UNIT 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.

Course 204: STRATEGIC HRM AND INTERNATIONAL HRM

UNIT I: Concept of Strategy; Types of strategies: Corporate Strategy and Business strategy, Strategic Human Resource Management; Human Resource Environment: Technology and Organization Structure; Worker Values and Attitudinal Trends; Management Trends; Demographic Trends; Human Resource legal environment and Indian context.

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

UNIT III: Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Dealing with employee shortages and surpluses; Reward and development systems: Strategically Oriented Performance Management Systems; Strategically Oriented Compensation Systems and employee development; Individual high - performance practices; Systems of high -performance Human Resource Practices; Human Resource Evaluation.

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

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

Case Analysis:

Suggested Readings for SHRM:

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 Prahlad, 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.

Suggested Readings for IHRM:

1. Dowling, Peter, J and Welch Denise, 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 21st 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.

Course : 205 : 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. Dutt, Rudra Organizing the Unorganized Workers, Vikas Pub. House. Pvt. Ltd., New Delhi.
5. Singh. I.S. (Ed.), Women as a Work force in the Organized Sector: Empirical Perspectives, Oxford IBH publication. Ltd New Delhi.
6. Jhabrala, Renana and RKA Subarmanya, The Unorganized Sector - Work Security and Social Protection, Sage Publications, New Delhi.
7. Holomstrom, Mark, Industry ad Inequality, Orient Longman, Hyderabad.
8. Gangrade, K.D., Gathia, J.A., Women and child Workers in Unorganized Sector: Non Government Organizations' Perspective, Concept Pub. Co., New Delhi.
9. Sivaramakrishna, k., Ramensh.k., and Gangadhara Rao. M., HRM in Agriculture, Discovery Pub. House, New Delhi.
10. Neera, Burrara, Born to Work: Child Labour in India, Oxford University Press, New Delhi.
11. Government of India, Agricultural Labour Enquiry Reports, Labour Bureau, Simla.

12. RadhaKrishna, R., and Sharma, Alak, N.(e.d), Empowering Rural labour in India - Market state Mobilisation, Institute for Human Development. New Delhi.
13. Lakshmi dhar Mishra, Child Labour in India, Oxford University Press, New Delhi.
14. Oberai, A.S., et. Al., Perspectives on Unorganized labour ILO,2000.

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

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

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

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

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

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

Case Analysis:

Suggested Readings for Business Communication:

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.

Suggested Readings for Human Resource Information System:

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.

Course 207: Social Research Methods and Statistics

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

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

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

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

Unit V: Regression; Chi-square Test; 'T' test; Scaling Techniques; Index Numbers.

Suggested Readings:

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.

COURSE - 108 PROJECT REPORT (FIELD WORK)

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

INTERNSHIP AND PROJECT REPORT (MHRM) INSTRUCTIONS

Programme Details

Part-A

Prepare a hand written report on Internship (50 marks)

Part-B

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

1. Under this programme, a student shall be placed in an industrial establishment having well established Personnel/Human Resource management Department for a continuous period of 45 days. During this period of field work, each student is required to prepare a report as per schedule covering various areas of HRM and IR, and submit a Dissertation on a topic suggested by the organization in which the candidate is placed. The Dissertation shall be based on the empirical research.
2. Student's absence for a maximum of 3 days shall be condoned during this period. The student shall maintain a diary duly signed by the concerned officer of the field work organization on a day-to-day basis and the same be submitted to the course coordinator.
3. Student shall be required to submit the dissertation part, after taking necessary guidance from an approved guide. The Block Field work (Internship) report shall carry 50 marks and the dissertation report 50 marks. The student should secure 25 marks in Field work report and 25 marks in dissertation to pass.
4. A candidate shall submit the block field work report along with the diary, duly certified by the officer in-charge in the organization and the course coordinator.
5. The candidate is required to prepare dissertation under the guidance of a teacher of any University or affiliated college, possessing Ph.D., degree with a minimum of three years teaching experience in the relevant field. Synopsis and (the bio-data of the teacher should be submitted in advance for approval). Not more than twenty candidates can be accepted by a guide.
6. The block field work report shall be submitted in student's own handwriting and the Dissertation shall be neatly typed/printed and submitted in a book form in time.

7. A student's report shall be accepted for valuation only after satisfactory Confidential Report from the organization, Guide and the course coordinator.
8. Follow the timings of the factory/organization i.e. starting and closing timings of administration factory without compromise. Visit Trade Unions, company Hospitals, Housing Colony and all related agencies of the company and document the same.
9. Finalize your project report topic, methodology schedules with your guides. Discuss the details of topic etc., before leaving to project work.
10. Submit final reports to the school in parts I and II separately to the date specified by the SDE duly corrected, guided by your guides.
11. Request the authorities for a programme for your work in organization.
12. Visit the Factory/ Offices.

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

1. Provide your
Email ID
Contact No.: _____ (O) _____ Mobile
2. Send your joining report through company
3. Maintain Diary and obtain signature of your work supervisor everyday.
4. Send residence address (at Placement) to the course coordinator.

BLOCK FIELD WORK PLACEMENT 30 WORKING DAYS SCHEDULE:

PART - A:

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

Brief Account of the Organization:

1. Industry: Incorporation, Objectives, Nature of activity and Financial Structure- Initial and present.
2. Organization: Departmentalization of Functions, viz., Production, Finance Marketing Materials, R & D, Personnel etc., and Organization chart.
3. Manpower Particulars: Total Number of Employees - Category wise Managerial Supervisory/Workers; Skilled Unskilled Permanent/Temporary/ Casual Badili/Contract, etc.

Human Resource Management:

1. Human Resource Management Philosophy and Policy
 2. Human Resource Management Department-Structure and function.
- 1. Procurement**

1. **Human Resource/Manpower Planning:**
Procedures for determination of manpower requirements. Job Analysis, Job specification. Three case studies on each aspect about Executives, Supervisors and Shop-floor workers basing on recorded data and interviews.
2. **Recruitment:**
 - a. Recruitment Policy, procedures and practices.
 - b. Manpower sources of the organization.
 - c. Implementation of Reservation for various categories (collect statistics for the last one year).
 - d. Administration of the Employment Exchanges (Compulsory Notification of Vacancies) Act 1959.
3. **Selection Procedure:**
 - a. Design of Application Blank
 - b. Constitution of the Selection Committee.
 - c. Administration of Tests: Aptitude, Trade, etc.
 - d. Interviews
 - e. Appointment Order
 - f. Placement
 - g. Induction: Procedure
 - h. Probation

(Study the above aspects in detail and analyze the policy, procedure and practices)

II. **Human Resources Development**

- a. Human Resource Development Policy
- b. Structure and Functions of HRD/Training and Development Department.
- c. Methods for the assessment of Training and preparation of Training Calendar.
- d. Organization and implementation of Development Programmes for:
 - i) Individual Development
 - ii) Group Development
 - iii) Organization Development.
- e. Training Methods used in the organization.
- f. Procedure for Evaluation of Training programmes effectiveness.
- g. Administration, Rules and problems of the Apprentice Act, 1961.
- h. Statistics on various Training Programmes conducted by the organization for different categories of employees for the last one year.
- i. Performance Appraisal:

- i) Study of Appraisal forms for Managerial and Non-Managerial Employees.
 - ii) Administration and Problems
 - iii) Uses of Performance Appraisal
- j. Career Planning Policy and Practice in the Organization.
- k. Promotions and Transfers:
 - i) Policies and Procedures
 - ii) Number of Promotions and Transfer during the last year in Managerial and Non-Managerial Categories.

III. Wage and Salary Administration

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

IV. Industrial Relations

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

- b. Safety Committee
 - c. Canteen Management Committee
 - d. Production Committee
 - e. Other Committees, if any
 - f. Role of Human Resources Management Department in cooperation and consultation.
3. **Grievance Redressal**
- a. Grievance Redressal Procedure
 - b. Nature of Grievances: Cause wise analysis of grievances for one year
 - c. Role of HRM Department in redressing the grievances
 - d. Study three grievance cases of different types.
4. **Trade Unions:**
- a. Number of unions in the organizations and their affiliation.
 - b. Union recognition procedure and problems.
 - c. Study and analyze Union-by-laws.
 - d. Trade Union activities.
5. **Collective Bargaining:**
- a. Study the Collective bargaining procedure in the organization.
 - b. Role of HRM Department in collective bargaining process
 - c. Study the Charter of Demands and compare with the settlement.
6. **Industrial Disputes**
- a. Study the dispute settlement procedure in the organization.
 - b. Discuss with the officials about the effect of conciliation, arbitration and adjudication in settlement of disputes.

V. Maintenance

1. **Employee Welfare and Social Security:**
- a. Welfare Policy and Administration
 - b. Administration of Welfare Provisions under the Factories Act, 1948.
 - c. Social Security measures administration, viz., Employees Provident Fund, Gratuity, ESI, Maternity Benefit, workmen compensation etc.
 - d. Non-statutory welfare facilities, viz., Medical, Housing, Cooperatives, Educational, Recreation etc.
 - e. Role of Welfare Officer in the organization.
2. **Safety:**
- a. Safety policy of the organization
 - b. Causes of Accidents

- c. Safety programmes
- d. Role of Safety Officer in the Organization
- 3. **Absenteeism, Turnover and Late Coming:**
 - a. Company Policy and procedure
 - b. Calculation and Extent
 - c. Causes Effects and Measures to tackle them
 - d. Study of three cases in each of the three aspects

(Collect statistics of the last one year, category wise, month wise etc.)
- 4. **Leave and Holiday Administration**
 - a. Leave rules and procedure
 - b. Different types of leaves and conditions
- 5. **Time Office Management**
 - a. Administration of attendance
 - b. Shifts Management
 - c. Working hours and overtime
- 6. **Communication**

Study and analyze the Communication Policy and Media of the Organization
- VI. **Separation**
 - a. Separation Policy of the Organization.
 - b. Voluntary retirement Schemes, Resignations, Right sizing and Exit Interviews etc.
 - c. Procedure of Board for Industrial Financial Reconstruction, (BIFR) and National Renewal Fund.
- VII. **Human Resource Information Systems**
 - a. Application of computers in HRM functional areas
 - b. Employee Data Bank
- VIII. **Quality Management**
 - a. Procedure for ISO Certification followed in the organization
 - b. Total Quality Management
- IX. **Marketing Management**
- X. **Financial Management**

GUIDELINES FOR PREPARATION OF PROJECT REPORT

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

1. The purpose of the project work is primarily to demonstrate the application of knowledge and skills acquired during the programme, by studying and analyzing the selected programme in the work situation in a systematic manner while suggesting solutions to be management.
2. The topic for project may be taken from any one of the following sources:
 - I. Comprehensive case study, covering single organization with multi-functional area problem formulation, analysis and recommendations.
 - II. Inter organizational comparison of performance in different functional areas including management practices
 - III. Field Study /Empirical Study.

Project Proposal:

3. The Project Proposal (Synopsis) should be prepared in consultation with the guide and sent to the Course Coordinator, MHRM Programme. The Proposal should clearly state the significance, objectives, methodology, statistical techniques to be used, limitations if any and future directions for further research, etc.
4. Eligible project guide may be taken from any one of the following
 - (i) Faculty of Department of MHRM and MBA with HR Specialization of University Campus and affiliated colleges.
 - (ii) Teaching faculties of MHRM & MBA with HR Specialization of any other University recognized by Andhra University.
 - (iii) Senior Executives holding Master's Degree in MHRM or MBA with HR specialization with a minimum of 10 years of experience.

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

NOTE: Students are advised to select their guides who are either teachers or active Professionals in the relevant area of the selected topic.

5. The project proposal shall be sent in proforma (format) along with one copy of synopsis and bio-data of the guide to the Course Coordinator for approval. Proposals incomplete in any respect will straightway be rejected. Students are advised to retain a copy of the synopsis.
6. Communication of approval/non-approval of the project proposal will be sent to the candidate within 15 days of the receipt of the proposal.
7. Communication of non-approval of the proposal will be accompanied by comments/suggestions for reformulating the project. The revised project proposal should be submitted in the new proforma. A copy of rejected synopsis and project proposal proforma where in the comments or suggestions of the evaluator are given should be submitted.

A. Project Report Guidelines:

The report should consist of

- (a) Significance of the study
- (b) Objectives
- (c) Sampling and Methodology
- (d) Statistical Techniques used
- (e) Limitations, if any, and
- (f) Guidelines for future research

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

The Project Report should also contain:

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

One typed copy of the project report is to be submitted to the Course Coordinator before the due date as Communicated in the Academic Calendar. One copy of the report is to be retained with the student and produced at the time of Viva-voce Exam. The Copy sent to the University will not be returned.

SCHOOL OF DISTANCE EDUCATION
 ANDHRA UNIVERSITY
 MASTER OF HUMAN RESOURCE MANAGEMENT
 PROFORMA FOR PROJECT PROPOSAL

Regn. No _____ Study Centre: _____

Name and Address of the Student : _____

Telephone Nos. : _____

Title of the Project : _____

Subject Area : HRM / HRD/ IR/ Welfare /OB/
 Information System /Any other (specify)

Name, Designation and Official Address :
 of the Project Guide _____

Phone No. : _____

Experience (in years) : Teaching _____ Executive _____

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

Signature of the student

Signature of the guide

Date :

Date:

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

(For Office Use Only)

Synopsis	Supervisor
Approved	Approved
Not Approved	Not Approved

<p style="text-align: center;">MASTER OF HUMAN RESOURCE MANAGEMENT</p> <p style="text-align: center;">DISSERTATION TOPICS</p>

1. Welfare facilities in Industries.
2. Welfare Measures in unorganized sector in A.P.
3. Incentives - Absenteeism.
4. Manpower Planning.
5. MBO and its applicability.
6. Management, Organization and Administration.
7. Management of training development.
8. Management of Human resources.
9. Participative Management : A critical analysis based on the latest developments.
10. Organizing Process.
11. Workers participation in Management.
12. Assessment of training needs.
13. Employee attitude on the training programme.
14. Personnel Management.
15. Motivating problem employees.
16. Need for a wage structure for Agricultural sector.
17. Industrial employment Act, 1946 and its impact on Human Relations.
18. Directive principles of state policy vis-avis labour.
19. Discussions of labour.
20. Discipline in Industry with particular reference to Domestic enquiry.
21. Industrial Relations.
22. Productivity.
23. Collective Bargaining.
24. Psychology and Industrial Relations.

25. Industrial progress in A.P. since 1956.
26. The sociological background of an Industrial Worker.
27. Labour migration in Andhra Pradesh.
28. Patterns of wage structure, incentive and other fringe benefits.
29. Trade Union Movement.
30. Working of Factories department in Andhra Pradesh.
31. Women empowerment.
32. Labour conditions in Hotel Industry in Andhra Pradesh.
33. Labour legislation in prospect and retrospect.
34. Selection, induction and recruitment.
35. Disciplinary proceedings : A study with reference to small industry / medium industry.
36. Interview as tool of personnel management.
37. Training system problems and solutions.
38. Employment provident fund scheme.
39. Trade unions in a public Enterprise.
40. A critical study on overtimes in industry.
41. Impact of workers education in Industry.
42. A study on communication system in an industry.
43. Study on Grievance procedure.
44. Performance appraisal.
45. Industrial unrest in Small industries.
46. Industrial Housing.
47. State Insurance benefits and its impact.
48. Communication and its usefulness in the present World.

49. Organization for developing better understanding.
50. Productivity orientation for Management Personnel.
51. Law relating to strikes in India.
52. Executive development in an organization.
53. Morale in Industry.
54. Trade Unionism amongst Women Workers.
55. Implications of job attitudes on carrier development.
56. Leadership effectiveness.
57. Accident - Causes and Prevention.
58. Wage policy in relation to cigarette industry.
59. Wage safety and working conditions in coal mines.
60. Impact of Technology on Industrial Relations.

<p>(MHRM) PROGRAMME</p> <p>SCHOOL OF DISTANCE EDUCATION</p>

PROJECT REPORT CONTENTS

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

Chapter 1: Theoretical Framework / Conceptual Framework	<u>Pages</u>
a. Main Subject	7
b. Topic related concepts	15
c. Review of Literature	4
	26

Chapter 2: The Present Study / Methodology	<u>Pages</u>
a. Need / Significance of Study	1
b. Objective of Study	1/2
c. Scope of Study	1/2
d. Research Design	1
• Data Collection methods - Questionnaire.	
• Data Tabulation	
• Analysis Method	
e. Presentation of the Study	1
f. Limitations of the Study	1

	5
Chapter - 3: Organization Profile	
a. Industrial Profile	4
b. Organization Profile	10
c. Topic Profile in the Organization	5

	19
Chapter - 4: Analysis (Topic Title)	
a. Each aspect require about 4 -5 lines & then tables and their analysis	
Chapter - 5: Findings, Suggestions & Conclusions	
a. Findings	5
b. Suggestions	2
c. Conclusions	2
Bibliography	2

Annexure - Questionnaires	11

Bibliography:

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

Ex: Aguilar, Francis J, 1994. Managing Corporate Ethics.
London : Oxford University Press.

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

Ex: Adelman. H, 1991, "Morality and Ethics in Organizational Administration". Journal of Business Ethics, 10(9). 665 - 678.

COURSE - 209

VIVA - VOCE (COMPREHENSIVE)

Paper 209: Comprehensive Viva-voce:

1. No student shall be permitted to take up the comprehensive viva-voce examination, unless he completes all the course requirements including theory examinations and field work of both the years.
2. The viva-voce committee shall consist of the Head, Department of H.R.M. (Convener), Chairman, Board of studies and Senior faculty members from MHRM Department, One external Experts preferably either from the Industry or from the academic, the teacher in-charge from SDE.
3. The viva-voce shall cover all the theory papers and block field work and dissertation.
4. The Viva - Voce shall carry 100 marks and the student should secure 50 marks to pass.
