

Master of Human Resource Management

Scheme and Syllabus



**School of Distance Education
Andhra University, Visakhapatnam, Andhra Pradesh**

MHRM PROGRAMME

Programme Objectives

1. Developing a sound theoretical base in various concepts and theories to enable the student to develop a broad perspective of the Human Resources Management field.
2. Developing awareness and to sensitise about various issues of the Economic, Social, Political, Legal and Ecological Environment.
3. Developing HR managerial skills in different functional areas of management with practical focus on behavioural skills.
4. Developing the competence to evolve the problem solving approaches by applying conceptual and behavioural skills.
5. Developing interpersonal competence and leadership qualities to work in a group with team building approach.
6. Developing multi facets of the personality and to build self-confidence.
7. Developing a spirit for continual learning and innovation.
8. The course is framed to fulfill the norms laid under the rules of Factories Act, 1948 and the students are eligible for ratification as welfare officers. Also the successful candidates can seek career as HR in public and private organizations.
9. Student can have practical exposure by visiting industries and interact with HR team.
10. Demonstrating students' ability to reflect and think critically in real time through viva voce examination

FIRST YEAR

S.NO	TITLE OF THE PAPER
1	Human Resource Management
2	Principles of Management
3	Labour Legislation & Case Law-I
4	Organization Behaviour
5	Industrial Relations
6	Human Resource Development
7	Employee Welfare & Labour Administration
8	I) Project Work (Field Work) A. i) Observation Visits ii) Government Agencies B. Concurrent Field Work
9	Viva-voce (Comprehensive)

SECOND YEAR

S.NO	TITLE OF THE PAPER
1	Strategic and International Human Resource Management
2	Business Environment
3	Labour Legislation & Case Law-II
4	Industrial Economics and Management of Technology
5	Research Methods and HR Skills
6	Management of Unorganised Labour
7	Information Technology and Human Resource Information Systems
8	Project Report and Dissertation A. Block Field Work (Internship) B. Dissertation
9	Viva-voce (Comprehensive)

Course 101 Human Resource Management

Course objectives:

1. To equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment.
2. To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

Unit 1

Human Resource Management: Concept, Functions and Role.

Approaches to Human Resource of Management; Mechanical, Paternalistic, Social System and Human Resource Development System. Evolution and Growth of Human Resource Management. Human Resource Management and its Linkages with the Environment.

Unit 2

Managing HR Function: Organising the HR Unit; Line and staff relationship in Industrial Organisations . Human Resource Planning: Concept, Objectives and Process
Fore-Casting and Determination of Current and
Future Human Resource Requirements

Unit 3

Job Design, Job Analysis, Job Description and Job Specification.
Recruitment: Concept, Policy and Methods Selection concept and process
Selection Methods; Induction and Placement, Training Types and Methods
Assessing Training Needs and Evaluation of Training Programme
Performance Appraisal; Objectives, Methods and Problems
Performance and Reward System.

Unit 4

Employee Compensation: Wages Concepts; Wage Theories
Compensation Plan and Policy; Factors Influencing Wage Determination
Methods of Wage Determination , Employer - Employee Relations.
Standing orders Terms and Conditions of Employment; Employee Welfare: Concept and Scope
Leave and Holiday Administration. Employee Separation and Follow-up Programmes

UNIT-5

Concept, Nature, Application of HRM in Service Sector
HRM in Hospitals
HRM in Unorganised Sector
HRM in Service Sector: I.T. Sector, Banking and Insurance, Hotel Industry
HRM Challenges and Opportunities in Globalised Scenario

Suggested Readings:

1. Flippo, Edwin B., Personnel Management, McGraw Hill Publishing Company, Singapore.
2. SubbaRao P., Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing, Mumbai.
3. Louis R. Gomtz Mejia et. al, Managing Human Resources, Pearson Education ,2001.
4. Aswathappa, K., Human resources and Personnel Management, Tata McGraw Hill Pub. Co., Ltd., New Delhi.
5. V.S.P.Rao, Human Resource Management: Text & Cases, Excel Books, Delhi.

COURSE 102 PRINCIPLES OF MANAGEMENT

Course objective:

1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

Unit 1

Management Concept, Principles and Functions; Evolution of Management, Early Thinking about Management; Scientific Management Approach, Classical Organization Approach, Behavioural Approach and Modern Approaches.

UNIT - 2

Managerial Roles, Types of Managers: Management Levels and Skills; Challenges of Management: Era of Dynamic Engagement: New Organizational Environment-, Ethics and Social Responsibility; Globalisation and Management; Inventing and Reinventing Organizations; Cultures and Multiculturalism and Quality. Ethical and Environmental Foundations of Management; Entrepreneurship and Intrapreneurship.

UNIT-3

The Management Process: Planning Concept, Objectives, Types and Steps Planning; Strategic Planning; Management By Objectives (MBO)- Decision Making and Forecasting; Techniques and Steps in Decision Making ; Organizing, Structure; Nature, Types and Principles of Organization.

UNIT -4

Directing: Definition and Nature : Leadership and Management: Motivation: Communication; Directing Meaning and Significance; Management- Systems and Process of Control; Key Performance Areas; Ethics; Concept, Importance, Relation to Values and Morals, Ethics and Business; Production Management concept; Functions and operations; Project Management - concept and process.

UNIT – 5

Financial Management: Nature, Scope and objectives, Finance Function, Financial Environment in India: Financial Planning, Forecasting and Analysis; Funds Flow Analysis and Cash Flow analysis; Cost value profit analysis. Marketing Management: Introduction. Definition; Concepts, Philosophies; Importance of Marketing in Business and economy Marketing Environment; Microenvironment; Macro-environment; information System and Marketing Research. CASE

Suggested Readings 1 . Stoner, James A.F., Freeman R. Edward and Gilbert, Jr. Daniel R., Management, New Delhi, Prentice Hall of India Pvt. Ltd.

2. Koontz, O'Donnell, Principles of Management, Tokyo, McGraw Hill.

3. Sherlekar, S.A., Management, New Delhi, Himalaya Publications House.

4. Tripathy, P.C. and P.N. Reddy, Management, New Delhi, Tata McGraw Hill Pub. Co. Ltd.

5. Robbins Stephen, and Mary Coulter, Management, New Delhi, Pearson Education Ltd.

COURSE 103 LABOUR LEGISLATION AND CASELAW

Course objectives:

1. The students should know how labour law works in the organization and also how it helps the employees work in the workplace.
2. The course's main aim is to teach the students how to use the laws in the organization and also how it is used.
3. The course emphasis on imparting basic knowledge about the labour law system.
4. It focuses on proper management and grievances of the labour.

UNIT-1

1. Introduction: Labour Legislation, Need, objectives, scope, principles, evolution. Constitution of India and Labour Legislation.

UNIT-2

2. Protective legislation : The Factories Act, 1948 with A.P. Factories Rules 1950 and A.P. Shops and Establishment Act, 1988. The Contract Labour (Regulation & Abolition) Act, 1970 with Rules.

UNIT-3

3. Industrial Relations Legislation (A) : The Industrial Disputes Act, 1947 & Rules.

UNIT-4

4. Industrial Relations Legislation (B) : The Industrial Employment (Standing Orders) Act, 1946. The Indian Trade Unions Act, 1926.

UNIT-5

5. Social Security Legislation : The Employees Provident Funds and Miscellaneous Provisions Act, 1952 The Employees State Insurance Act, 1948. and Case Studies

COURSE 104 ORGANISATIONAL BEHAVIOUR

Course objectives:

1. To teach the student about the organizational dynamics
2. To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.
3. To understand the ways to motivate others and be self-motivated
4. To familiarize with the concepts of conflict, change, culture

UNIT-1 :

Organizational Behaviour: Concept, Significance, scope, components and approaches to OB; Evolution of organisational behaviour; Personality: Intelligence, Theories of Learning, Perception, Attitudes, Job satisfaction, Fatigue, Causes and Consequences of accidents.

UNIT-2 :

Group Dynamics: Nature of groups; Reasons for Group formation; Classification of groups; Stages of group development; Group structure; Group decision making; Group cohesiveness, Small groups; functions and behaviour, HomansBlakes–Socio–Matric Analysis.

UNIT-3 :

Motivation: Concept; Motivation Theories; Maslow, Herzberz, Theory X and Y, ERG Model, McClelland Model. Communication: Meaning, Process, Media; Barriers to Communication and Overcoming barriers; Leadership: Concept and Significance; Leader Vs. Manager; Leadership: Concept and Significance; Leader Vs. Manager; Leadership Theories: Trait Theories, Behavioural Theories, Contingency Theories, Fielders Contingency Theory; Leadership Styles; Implications of Leadership Theories to Managers.

UNIT-4 :

Organization theory: Classical Neo-classical, Modern Behavioural Theories, Organisational change: Factors responsible for change; Resistance to change; Change Process; Organisational Conflict; Reasons and Resolution of Conflict; Organisaional Effectiveness, Organizational Culture; Organizational Climate.

UNIT-5 :

Organizational Development: Concept of OD; Distinction between Management Development and 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: Organisational Behaviour, New Delhi, McGraw Hill.

2. Fred Luthans, OrganisationalBehaviour, New Delhi, McGraw Hill.

3. Paul Hersey and Keith Blanchard, Management of Organizational Behaviour, New Delhi, Prentice Hall of India Pvt. Ltd.

4. SteppenP.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 and Narayana: Organizational Theory and Behaviour, New Delhi, Vani Educational Books.

7. M.G. Rao 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 Organizational Behaviour, New Delhi, McGraw Hill.

COURSE 105 INDUSTRIAL RELATIONS

Course objectives:

- CO:1 To enlighten the students with the concepts and practical applications of Industrial Relations.
- CO:2 Constructs disciplinary and grievance redressal procedures.
- CO3. Knowledge to handling industrial disputes.
- CO4. Apply the various laws in industrial context

UNIT-1 Industrial Relations: Concept, Determinants, Approaches, Evolution of Industrial Relations in India, Comparative Analysis of IR Systems in UK and USA.

UNIT -2 State Policy on Industrial Relations: Tripartism; Indian Labour Conference; Standing Labour Committee, Industrial Committees; Wage Boards, Evaluation and Implementation of Committees, Code of Discipline and Code of Conduct. Joint consultation and workers participation in management; ILO and its impact; Economic reforms and IR.

UNIT - 3 Industrial Conflict: Causes, Trends, Manifestations and Effects. Methods and Machinery for Settlement of Industrial disputes in India; Major and Minor Misconducts; Principles and Procedure in Handling Disciplinary matters.

UNIT - 4 Employees' Associations' Growth and Functions, Their role in IR.; Managerial Unionism; Trade Union: Concept, Objectives and Functions; Theories of Trade Unionism; Trade Union Movement in India, USA and UK.

UNIT - 5 Trade Unionism in India: Problems of Trade Unions' Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance, Trade Union Structure; National Trade Union Federations; Emerging Trends in Unionism in India. CASE ANALYSIS

Suggested Readings : 1. Monappa, Arun, Industrial Relations, New Delhi, Tata McGraw Hill Pub. Co. Ltd. 2.Sinha P.R.N., et. al., Industrial Relations, Trade Unions and Labour Legislation, New Delhi, Pearson Education Ltd. 3. Sharma, A.M., Industrial Relations, Conceptual and Legal Framework, Mumbai, Himalaya Publishing House. 4. Jerome Joseph, Industrial Relations, New Delhi, Response Books. 5. RatnaSen, Industrial Relations, New Delhi, Macmillan. 6. Verma, Pramod. Management of Industrial Relations, New Delhi, Oxford & IBH Pub.Co.7.Venkataratnam, C.S. (Ed.), Industrial Relations in Indian States, New Delhi, Global Business Press. 8. Sivananthiran, A., Venkataratnam, C.S.: Prevention and Settlement of Disputes in India — ILO.

COURSE 106 HUMAN RESOURCE DEVELOPMENT

Course Objectives:

The objective of the course is to familiarize the students with HRD strategies, HRD experiences and main issues in HRD.

UNIT - 1 : Human Resource Development Macro-Perspective; Concept, Origin and Need for HRD; Approaches to HRD; Human Development and Human Resource Development; Dimensions and Targets of Development.

UNIT - 2 : HRD - Micro-Perspective: Systems Approach to HRD; Activity Areas of HRD; HRD Interventions; Performance Appraisal, Potential Appraisal, Feedback and Performance, Coaching, Training, Career Planning, OD or Systems Development; Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Managing & Organizing HRD Function, HRD Climate, HRD Audit, Strategic HRD.

UNIT - 3 : HRD Trend's Behavioural Science, Organization Development; Transactional Analysis; Assessment Centre; Behaviour Modelling and Self Directed Learning; Concept of Learning Organization; HRD Experience in Indian Organizations; Future of HRD.

UNIT - 4 : Employees' Associations Growth and Functions, Their role in IR.; Managerial Unionism; Trade Union: Concept, Objectives and Functions; Theories of Trade Unionism; Trade Union Movement in India, USA and UK.

UNIT - 5 : Types and Methods of Training: Training within Industry (TWI); On the Job and Off the Job; Training Methods; Lecture, Incident Processor Role play, Structured and Unstructured Discussions, In basket exercise, simulation, Vestibule training, Management Games, Case Study, Programmed Instruction, Team Development and Sensitivity Training.

CASE ANALYSIS:

Suggested Readings: 1) Rao, T.V., Human Resource, Development, New Delhi Sage Publications.

2) Rao, T.V. and Pareek, Udai, Designing and Managing Human Resource Systems, New Delhi, Oxford and IBR Pub. Ltd. 3) Nadler, Leonard, Corporate Human Resource Development, Van Nostrand Reinhold / ASTD. New York.

4) Rao, TV., Reading in Human Resource Development, New Delhi, Oxford IBH Pub. Ltd.

5) Rao, TV., HRD Audit, New Delhi, Sage Pub.. 6) Malcolm W. Warrant, Training for Results, London, Addison Wesley Pub.Co.

7) ILO, Teaching and Training Methods for Management Development Handbook, New York, McGraw Hill.

8) Graig, Robert L. and Bittel, Lester R. (ed.), Training and Development Handbook, New York, McGraw Hill Pub.Co.

9) Rao T.V. (et.al), HRD in the (New Economic Environment, New Delhi, Tata McGraw Hill Pub. House.

10) Rao, TV., Future of HRD, New Delhi, McMillan.

11) Greaves, Jim, Strategic Human Resource Development, London, Sage Publications.

12) Vijay Padakiet.al., Management Development in Non-Profit Organisations.

COURSE 107 EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

Course Objectives;

The objective is to enable students to acquire skills in Labour Welfare, Social Security&Social Security

Unit I a) Social Policy, Social Development and Social Welfare. b) Directive Principles of state policy and labour welfare. c) Labour Welfare: Concept, Scope, Evolution Approaches to Philosophy of Labour Welfare, Principles of Labour Welfare Admission. d) Need for Labour Welfare: Role of Welfare in the Commitment and Structuring of Labour force,

Unit II a) Development of Labour Welfare in India: Impact of I.L.O. b) Agencies of Labour Welfare: Relative roles of Management, Union, State and Voluntary Agencies.

Unit III a) Classification Labour Welfare Programmes: Statutory and Non-Statutory, Extra Mural and Intra-Mural such as Canteen, Creche, First aid appliances on ambulances room, housing, education including workers education. Medical facilities. Transport, Recreation, Worker's Co-operatives, Labour Community Development.

Unit IV Social Security: Concept and Scope of Social Assistance and Social Insurance: Development of Social Security in India, U.K, U.S.A., West Germany, New Zealand and Japan, Various social security measures available to industrial workers in India such as medical benefit, sickness benefit. Disablement benefit.Maternity benefit.Dependant's benefit.Provident Fund, Gratuity etc.

Unit V. a) Labour Welfare Officer: Role, Status and Functions. b) Labour Welfare Administration Plant, State and Central Levels.

Suggested Readings: 1. Agarwarl, S.L. :Labour Relations Law in India, Macmilan Company of India Ltd., New Delhi, 1978. 2. A.M. Sarma : Aspects of Labour Welfare and Social Security, Himalaya Publishing House, New Delhi – 110 002. 1986. 3. Sinha, G.P.and : Industrial Relations, Labour Legislation, Sinha PRN Oxford & I.B.H. Publisher & Co., New Delhi – 1977. 4. VaidyanathanN : I.L.O. Conventions and India, Minerva Associates, Calcutta – 1975. 5. A.M. Sarma : Industrial Jurisprudence, Himalaya Publishers House, New Delhi – 1990. 6. Government of India: Report of the Royal Commission on Labour, New Delhi-1931. 7. Government of India: Report of National Commmission on Labour, New Delhi-1969. 8. Government of India: The Constitution of India. 9. Malik, P.L. : Industrial Law, Eastern Book Company, Lacknow, 1996.

10. Vaid, K.N :Labour Welfare in India, Sri Ram Centre for industrial Relations, New Delhi – 1970.

COURSE 108 OBSERVATION VISITS AND CONCURRENT FIELD WORK

Course objectives

1. To understand the practical exposure by visiting manufacturing industries about HR Practices.
2. To know the functioning of Government enforcing authorities relating to Employment Practices
3. To expose the students to industry in concurrent field work.

COURSE 109 VIVA VOCE

Course objective

1. Demonstrating students' ability to reflect and think critically in real time through viva voce examination

COURSE 201 STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course objectives

1. To enable the students to the concepts and systems of Strategic HRM
2. Students will be able to apply modern methods and techniques in International HRM for effective utilization of Human resources in the MNCs in the changing environment and in the context of globalization.

Unit 1: Concept of Strategy; Types of strategies: Corporate Strategy, Business strategy and functional strategy; Strategic Human Resource Management: Concept, Nature, Evolution and Growth.

Unit II : Human Resource Environment: Technology and Organization Structure; Worker Values and Attitudinal Trends; Management Trends; Demographic Trends; Trends in the utilization of human resources and international developments; Human Resource legal environment and Indian context.

Unit 2 : Human Resources Contribution to Strategy; Strategic Human Resource Activity Typology Classifying Human Resource Types; Integration of strategy with Corporate Strategy and Business Strategy; Role of Human Resource manager in Strategic Planning; Strategic Human Resource Planning. Unit IV: Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; Selection of employees; Dealing with employee surpluses and challenges. Reward and development systems: Strategically Oriented Performance Management Systems; Strategically Oriented Compensation Systems and employee development.

Unit 3 : Performance Impact of Human Resource Practices: Individual high – performance practices; Systems of high –performance practices; Individual Best practices vs. Systems of Practices; Universal Practices vs. Contingency Perspectives. Over view of HR Evaluation: Approaches to Evaluation; Evaluation of Strategic Contribution in Traditional Areas; Evaluation of Strategic Contributions in Emerging Areas.

Unit 4: International Human Resource Management: Concept, Scope and Significance; Approaches to International Human Resource Management; Differences between Domestic and international HR activities; Organizational Structure of Multinational Corporations; Theories and Models of Human Resource Management in MNC's.

Unit 5: International Human Resource: Recruitment and Selection; Cross National Differences in Personnel and Organization Policies; Sources of Human Resources: Home – Country, Host –

Country, Third-Country Nationals ; Selection Criteria for International Assignment; Adaptability to Cultural Change; Motivation for a Foreign Assignment and Leadership Ability.

Suggested Readings:

1. Greer, Charles R., Strategic Human Resource Management – A General Managerial Approach, Pearson Education (Singapore) Pte. Ltd, New Delhi, 2003.
2. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.
3. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.
4. Porter, Michael S., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
5. Hamel, Gary and Prahalad, C.K., Competing for the Future, Harvard Business School Press, Boston.
6. Porter, Michael S., C
7. Dowling, Peter, J and Welch Denise, International Human Resource Management, Thomson Learning, Bangalore, 2006.
8. Anne WilHarzing et al., International Human Resource Management, Sage, New Delhi.
9. Hodgetts, Ricn M., and Luthan, Fred, International Human Resource Management, McGraw Hill Companies Inc., New York.
10. Mead, Flichard, International Management, Blackwell Business, USA.
11. ILO, Multinational Enterprises and Social Policy, ILO, Geneva.
12. Briscoe, Dennis R., International HRM, Prentice Hall, NJ.
13. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prentice Hall.
14. Evans, P.et al., (ed.), HRM in International Firms: Change, Globalization and Innovation; Mac millan, London, 1989.
15. Storey, John, Managing Human Resources: Preparing for the 21st Century, Beacon Booms, New Delhi.
16. S.C.Gupta, Text Book of International Human Resource Management, New Delhi, 2006.
17. Monir, H.Tayeb, IHRM: A multinational perspective, Oxford University Press, New Delhi, 2005.

COURSE 202 BUSINESS ENVIRONMENT

Course Objectives:

1. To familiarize the students with the business environment conditions prevailing in India and understand its implications to business.
2. To enable students to evaluate Indian economy and its environment
3. To understand the policies that shaped Indian Economic Growth

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

Unit II: Technological Environment: Features of Technology; Technology and Human Resources; Status of Technology in India. Political Environment: Indian Constitution; Regulatory Role of Central and State Governments; Social and Cultural Environment: Social Relations at Work, Social Responsibility.

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

Unit IV: Privatization - Disinvestment: Concept, Advantages and Disadvantages of Disinvestment; Impact on Employment and Labour; Mergers, Acquisitions and Takeovers; Emergence and role of MNC's in India; FDI, FII and Developing countries.

Unit -V: Globalization and Business Environment: Meaning and Rationale of Globalization; Strategies for Globalization; Markets: Domestic and International; India and WTO; Trading Blocs: SAARC, ASEAN and EEC.

Suggested Readings:

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

4. RudderDatt&K.P.M.Sundaram, Indian Economy, S.Chand&Co. Ltd., New Delhi
5. Misra&Puri, Indian Economy, Himalaya Publishing House, New Delhi

COURSE 203 LABOUR LEGISLATION AND CASE LAW II

Course Objective:

1. To understand the legal framework for securing labour force in Indian constitution
2. To make students to know the labour laws provisions.

Unit 1 Concept of Social justice and Natural Justice, ILO Conventions and Recommendations and their Impact on Labour Legislation; Labour Legislation and Judicial Activism.

Unit 2 The Minimum Wages Act, 1948.
The Payment of Wages Act, 1936.
The Payment of Bonus Act, 1965.
The Equal Remuneration Act, 1976.

Unit 3 The Mines Act, 1952 and its Rules
The Plantation Labour Act, 1951
The A.P.National and Festival Holidays Act,1972.

Unit 4 The Employees' Compensation Act, 1923.
The Maternity Benefit Act, 1961.
The Payment of Gratuity Act, 1972.

Unit 5 The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959
The Dock Workers (Regulation and Abolition) Act 1948
The Child and Adolescent Labour (Prohibition and Regulation) Act, 1986
Case laws.

COURSE 204 INDUSTRIAL ECONOMICS AND MANAGEMENT OF TECHNOLOGY

Course objectives:

1. To enable the students to understand economic concepts and theories and their application in management decision-making.
2. The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms.
3. Develop an understanding of the applications of managerial economics
4. develop an understating the concepts of technology using in organisations.

Unit 1: Labour Economics: Nature and Scope; Industrial Revolution: social and economic consequences; Labour problems and developing economy; Labour Market: Concept, composition to workforce participation, supply and demand; Flexibility and Rigidities in the Indian Labour Market; Changing Profile of Indian worker.

Unit 2: Economic Systems: Capitalism, Socialism, Communism, Mixed; Economy, Economics of Employment: Theories of Employment; Full Employment. Location of Industry; Factors of Location; Theories of Location, State policy on location; Factors Determining the size of a firm, Optimum Firm.

Unit 3: Managerial Economics: Meaning and Scope; Characteristics and significance, Role and Responsibilities of Managerial Economist. Demand and Supply: Meaning and determinants; Methods of demand forecasting – Inventory Cost Management - Inflation: Meaning, Causes and Remedies – Deflation.

Unit 4: Technology: Concept and Evolution, Economic Development and Technology Transfer: Kinds of Technology Transfer; Liberalization and Impact of Technology; Emerging Trends in New Technology , New Technology and work Organization; Technology and Human Resource Development; Trainability and Changes in Skill Development; Technology Transfer with a Human Face.

Unit 5: Productivity: Concept and Significance; Productivity Measurement: Importance, Organizational Applications; Productivity Measurement in Different Sectors; Productivity Management and External Environment. Techniques of Productivity Improvement: Reducing Work Content; Method Study; Reducing Ineffective Time; Time Study; Just in Time; Business Process Reengineering; Behavioural Techniques; Ergonomics; Quality Management: Concept and Approaches; Contribution of Deming and Juran, Total Quality Management; ISO Certification; Quality Circles Kaizen; Quality Control and Future Organizations; Six Sigma approach.

Case Analysis

Suggested Readings:

1. Bhagoliwala, T.N., Economics of Labour and Industrial Relations, SahityaBhawan Publishing, Agra.
2. Dewet K.K., Modern Economic Theory, ShyamLal Charitable Trust, New Delhi.

3. Mehata, P.L., Comprehensive Managerial Economics, Sultan Chand & Sons, New Delhi.
4. Sivayya, K.V., & Das, V.B.M., Industrial Economy of India, Sultan Chand, New Delhi.
5. Kuchhal, S.C., The Industrial Economy, Chaitanya Publishing House, Allahabad.
6. Mikel Harry and Richard Schroeder – Six Sigma.
7. Viramana, B.R. and Kala Rao, Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi.
8. ManikKhor, Coping with Technological Change, Response Books, New Delhi.
9. Premavart, G.D. SarJana and B.S.Sahay, Productivity management: A Systems Approach, Narosa Publishing House, New Delhi.
10. Amiya Kumar Bagehi (ed.), New Technology and the workers Response, Sage Publications, New Delhi.
6. ILO, Measuring Labour Productivity, ILO, Geneva.
11. Subbaraju, R., ISO 9000 Path to TQM, Allied Pub. Ltd., Chennai.
12. Lal, H., Total Quality Management, New Age International P. Ltd. Publishes, Calcutta

COURSE 205 SOCIAL RESEARCH METHODS AND HR SKILLS

Course objectives

1. To equip the students with the basic understanding of research methodology
2. To provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.
3. To provide participants with an introduction to research methods and report writing

Unit 1: Science: Theory and Fact; Scientific Method; Social Research; Methods of Social Research; Case Study Method: Historical Method and Survey Method. Research Process: Problem Formulation: Formulation of Hypothesis; Types of Research Designs; Sampling Techniques; Preparing a Research Design for a HR topic. Sources of Data Collection; Tools of Data Collection; Data Analysis; Report Writing.

Unit 2: Statistical Techniques: Measures of Central Tendency; Mean, Median and Mode; Measures of Dispersion: Range, Mean Deviation, Standard Deviation; Correlation. Regression; Chi-square Test; 'T' test; Scaling Techniques; Index Numbers.

Unit 3: Communication: Meaning, Objectives and Functions; Communication in Organizational Selling: Process, Types, Media and Networks of Communication. Foundations of Interpersonal Communication: Process Model of Communication, Intrapersonal Variables of Communication: Motivation; Perception; Emotions; Interpersonal Variables of Communication: Exchange Theory: Johari Window: Transactional Analysis.

Unit 4: Improving Communication Effectiveness: Communication Barriers; Physical Noise; Semantic Noise; Selective Perception; Distortion and Filtering; Communication Gateways; Interpersonal Trust; Listening; Feedback; Non-Verbal Communication. Spoken Communication: Listening; Active Listening ; Poor Listening ; Poor Speaking Good Listener ; Logical Traps ;Presentations ;Features of effective Presentations; Presentation Planning; Structure of Presentations; Delivery; Visual Support; Coping with Questions; Coping with Nervousness.

Unit 5 : Effective Meetings: Preparation; Agenda; Conduct of Meetings; Preparation of Minutes of Meeting; Interviewing skills; Negotiating skills; Team building skills; Business skills; Client-Interfering skills; Liaison skills; E-Mail writing skills; Business Etiquette. Unit V: Organization correspondence: Principals of Communication; Preparatory Stages of Letter Writing; Letter Formats; Basic Plans for Letters; Direct Request Plan; Good News Plan; Bad News Plan; Persuasive Request Plan; Business Letters; Calling for a Post; Calling for an Interview; Appointment orders; Termination Orders; Report Writing.

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, WishwaPrakashan, 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. Patrica Hayes, Andrews Richard T. Herschel, Organization Communication, AITBS Pub. & Dist., New Delhi.
10. BoveeThillSchalzman, Business Communication Today, Pearson, New Delhi.
11. Vilanilam, J.V., More Effective Communication, Response Books, New Delhi.
12. Moripally, Matthukutty, Business Communication Strategies, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
13. Losikar, Raymond and Marie E.Flalley, Basic Business Communication – Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
14. Wollord, Jerr C., Dedwin A. Gerloff and Robort C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill, New York.
- 15 .Hindle, Tim, Interviewing Skill, Dorling Kindersley (DK), London.
16. Hindle, Tim, Negotiating Skills, Dorling Kindersley (DK), London.
17. Heller, Robert, Communicate Clearly, Dorling Kindersley (DK), London.
18. Hindle, T.M., Making Presentations, Dorling Kindersley (DK), London.
19. Heller, Robert, Managing Teams, Dorling Kindersley (DK), London.
20. Shookla, M.S., Human Relations, Macmillan India Ltd., New Delhi

COURSE 206 MANAGEMENT OF UNORGANISED LABOUR

Course objectives:

1. To enable the students to understand concepts of unorganised labour
2. To study the problems faced by the labour force in India.
3. To understand the legal provisions to secure labour force.

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 features of Second National Labour Commission Report on Unorganized Sector; social Security for Unorganized Labour, Social Security Act, 2008; Organizing the Unorganized labour: Role of Trade Unions, CBWE, Cooperative Organizations, Jana Sikshana Samsthan, NGO's and Government. Case Analysis

Suggested readings: 1. Government of India, Report of the National Commission on Labour, New Delhi, 1969.

2. Government of India, Report of the Second National Commission on Labour, New Delhi, 2002.

3. Government of India, Report of the Royal Commission on Labour, New Delhi, 1929.

4. A.M. Sarma, Welfare of Unorganized Labour, Himalaya Publishing House, Mumbai.

5. Dutt, Rudra Organizing the Unorganized Workers, Vikas Pub. House. Pvt. Ltd., New Delhi.

6. Singh. I.S. (Ed.), Women as a Work force in the Organized Sector: Empirical Perspectives, Oxford IBH publication. Ltd New Delhi. 20

7. Jhabrala, Renana and RKA Subramanya, the Unorganized Sector - Work Security and Social Protection, Sage Publications, New Delhi.

8. Holmstrom, Mark, Industry and Inequality, Orient Longman, Hyderabad.

9. Gangrade, K.D., Gathia, J.A., Women and child Workers in Unorganized Sector: Non Government Organizations' Perspective, Concept Pub. Co., New Delhi.

10. John Koti, Child Labour in India : Perceptions and Problems, Uday Publishing House, New Delhi.

11. Neera, Burra, Born to Work: Child Labour in India, Oxford University Press, New Delhi.

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

COURSE 207 Information Technology & Human Resource Information Systems

Course objectives:

CO:1 To enable the basic concepts of Computers and its implications

CO:2 Understanding managerial aspects to use information technology effectively and efficiently

CO 3. Capability to integrate related aspects of information technology C

Unit I: Introduction to Computers: Origin, Growth, Development and Importance of Computers; Generations and Classification of Computers; Input and Output Devices; Storage Devices; Central Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and Software.

Unit II: Management Information Systems; Concept and Definition, role of MIS; Impact of MIS on management, Functions; Basics of MIS: Decision Making, Information Systems Analysis and Design, Development of MIS and Choice of Information Technology.

Unit III: Enterprise Resource Planning: Introduction; Concept and Variables; Decision Support systems; Basic concepts of Technology for MIS: Database Management System; Client Server Technology and Networks; Application of MIS: Application in Manufacturing Sector and in Service Sector.

Unit IV: Human Resource Information Systems: Introduction, Concept and Definition; Information needs in HRM; HRIS Models; Acquiring and implementing HRIS; Computers and HRIS and uses to HRM; Database in HRIS.

Unit V: Theory and Lab: MS Office; MS Word; MS Excel; MS PowerPoint.

Suggested Readings:

1. Jawedkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
2. Kumar, Muneesh, Business Information House Pvt. Ltd., New Delhi.
3. Gorden 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 208 PROJECT REPORT

Course objective

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 the management.

COURSE 209 VIVA VOCE

Course objectives

1. To assess the student performance about the concepts of the subject
2. To assess the practical knowledge undertaken during project work.