**B.A(HRM) :MoU between Andhra University and Kendriya Sainik Board**

I YEAR : PART I (I) ENGLISH

 (II) HINDI

(III) FOUNDATION COURSE

PART II (IV) INDUSTRIAL RELATIONS

(V) HUMAN RESOURCE DEVELOPMENT

(VI) EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

(VII) COMPUTER APPLICATIONS

II YEAR : PART I (I) ENGLISH

 (II) HINDI

PART II (III) HUMAN RESOURCE MANAGEMENT

(IV) PRINCIPLES OF MANAGEMENT

(V) LABOUR LEGISLATION AND CASE LAW

(VI) ORGANISATIONAL BEHAVIOUR

 (VII) INFORMATION TECHNOLOGY & HUMAN RESOURCES INFORMATION SYSTEM (IT AND HRIS)

III YEAR : PART I (I) RESEARCH METHODS AND HR SKILLS

PART II (II) STRATEGIC AND INTERNATIONAL HRM

(III) MANAGEMENT OF UNORGANISED LABOUR

(IV) BUSINESS ENVIRONMENT

(V) INDUSTRIAL ECONMICS AND MANAGEMENT OF TECHNOLOGY

(VI) PROJECT

(VII) COMPREHENSIVE VIVA

Total Subjects : 21, Total Marks : 2100, Duration : 03 Years, Every subject of 100 marks each. Min passes Mark: 40,

50 % - 59.99% : Second Class. 60% and above: First Class

**Detailed Syllabus**

**First Year (101 – 107)**

**Course 101: English**

**The Social and Literary Context: Medieval and Renaissance**

Marks 100 (80+20) [20 Marks Internal Assessment] Credits: 8

This paper acquaints students with the contexts of the English literary tradition. Students are expected

to read and relate the circumstances that influenced, shaped and contributed to the process of literary

production from the medieval period to the Renaissance. There would be four questions of 14 marks

each (14×4=56) and four questions of 6 marks each (6×4=24).

The literary history of the period from the Norman Conquest (1066) to the Restoration (1660) will be

studied with reference to the following:

 Medieval Romances: the late 12th century trouvère Jean Bodel’s division of these romances –

the ‘matter of France’, the ‘matter of Rome’ and the ‘matter of England’ (the ‘matter of

England’ to be studied with particular reference to *Sir Gawain and the Greene Knight*)

 Fabliau, Lyric, Dream-Allegory, Ballad

 Chaucer, Gower and Langland

 The ‘New Learning’ of the Renaissance, Humanism: Francis Bacon

 Tottel’s Miscellany: The poetry of Wyatt and Surrey

 Drama: Marlowe, Shakespeare, and the Jacobean playwrights

 Dramatic devices and techniques such as:

Aside, Soliloquy, entries and exits, Play within a play, Chorus, Songs and Music, Masques,

Disguises, Mime, Dance, Deus ex machina

 Metaphysical Poetry

 Milton: Prose and Poetry

*Recommended Reading:*

Alexander, Michael. *A History of English Literature*, Basingstoke Hampshire: Palgrave Macmillan, 2000

Birch, Dinah ed. *The Oxford Companion to English Literature*, Oxford: OUP, 2009

Sanders, Andrew. *The Short Oxford History of English Literature*, Oxford: OUP, 2004

Widdowson, Peter . *The Palgrave Guide to English Literature and its Contexts 1500-2000*, Basingstoke

Hampshire:Palgrave Macmillan, 2004

**Course 102: Hindi**

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| History of Hindi Language | This course introduces to the history of the Hindi language and its evolution to its current form. |
| History of Hindi Script | This course focuses on the history of the evolution of Hindi script over the time. |
| History of Hindi Literature | In this course, students learn the vast and rich heritage of Hindi literature. |
| Hindi Poetry through the ages | This course focuses specifically on the history of poetry in Hindi through last few centuries. |
| Hindi Novel and its development | This course aims to unravel the development of Hindi novel and its current status. |
| Hindi Prose and Essay | This course is about the various forms of prose and essays in the Hindi language. |
| Hindi Story | This course discusses the development of the story as a form of the genre in Hindi. |
| Hindi Plays | In this course, students learn about the types of plays and also study some Hindi plays by Hindi playwrights. |
| Literary Criticism | This paper focuses on the theories and ideas of literary criticism in Hindi language and literature. |
| Modern Poetry in Hindi | This paper exclusively discusses the modern form of Hindi Poetry. |

Text Books will be provided

**Course 103: Foundation Course (Soft Skills)**

UNIT-1 Team work

UNIT-2 Emotional Intelligence

UNIT-3 Adaptability

UNIT-4 Leadership

UNIT-5 Problem Solving

Ref: -Teaching English-Approaches, methods and Techniques. – Krishnaswamy and Lalitha

Krishnaswamy, Macmillan, 2005

**Course 104: 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. ArunMonappa,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 105: 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.

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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 UdaiPareek, 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,InterventionsandStrategies,SagePublications,1996,New Delhi.

6. Peter Senge, Malcolm Warrant, Training for Results, Addison Wesley Pub.Co., London.

7. ArunSekhri,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. NimitChowdary 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,ExcelBooks,ND.

**Course 106: 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 Officer: 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.

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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. GisbertPauscal, 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.

**Course 107: Computer Applications**

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|  Computer Fundamentals, Office Automation (Word, Excel, Power point), Network Fundamentals, Web Design (HTML,CSS,XML,JavaScript), Database System.

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| Text Book: 1. Diploma in Computer Applications, by Madhur Kumar |  |
| 2. Computer Applications, by Sumita Arora |  |
| **Second Year (201 – 207)** |  |

**201: English**

**Medieval and Renaissance: Poetry and Plays**

Marks 100 (80+20) [20 Marks Internal Assessment]. Credits: 8

In this paper students will study poetry and drama that emerged against the literary and historical

contexts studied in the previous paper. There will be 4 questions (4x 14=56) that may be both textual

and relate to the period, and 4 questions (4x6=24) that will examine the student’s ability to identify and

elaborate on lines and passages from the starred texts.

**Section I: Poems**

(2x14 + 2x6)

 Geoffrey Chaucer (1340-1400): Prologue to *The Canterbury Tales*; Introduction\*, Portraits

of the Knight\*, the Squire\* and the Wife of Bath.

 Edmund Spenser (1552-99): Sonnets from *Amoretti*: (a) What guyle is this ...;(b) The

Merry Cuckow, messenger of Spring; *The Faerie Queene*,

Book 3,Canto 3: The Visit to Merlin 1-10.

 Henry Howard (1517-1547): The Means to Attain a Happy Life

 Michael Drayton: (1563-1631) Love's Farewell

 William Shakespeare (1564-1616): Sonnets 30\*, 65\*,

 John Donne (1572-1631): Sweetest Love I do not go\* / Thou Hast made me.

 Mary Wroth (1587?-1651?): Sweetest love, return again\*.

 Katharine Philips (1632-1664): Friendship’s Mystery, To My Dearest Lucasia

**Section II: Plays**

(2x14 + 2x6)

 Anonymous: *Everyman* (performed c.1485)

 Christopher Marlowe (1564-93): *Dr. Faustus*\*

 William Shakespeare (1564-1616): *Othello*

*Recommended Reading:*

Beadle, Richard. *The Cambridge Companion to Medieval English Theatre*. Cambridge: Cambridge Univ. Press,

1994

Bradbrook M. C., *Themes and Conventions of Elizabethan Tragedy*, Cambridge: CUP, 1960

Braunmuller, A. R. & Michael Hattaway, *The Cambridge Companion to English Renaissance Drama*.

Cambridge: Cambridge Univ. Press, 2003

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Gurr, Andrew, *The Shakespearean Stage, 1574-1642,* Cambridge: CUP, 1992

Potter, Robert A. *The English Morality Play*: *Origins History and Influence of a Dramatic Tradition.* London :

Routledge& Kegan Paul, 1975

Preminger, Alex & Terry V. F. Brogan, *New Princeton Encyclopaedia of Poetry and Poetics.*New York: M J F

Books, 1996

Styan, J. L. *Drama, Stage and Audience*. Cambridge: Cambridge Univ. Press, 1975

Wells, Stanley W. & Margreta De Grazia *The Cambridge Companion* to *Shakespeare*. Cambridge: Cambridge

Univ. Press, 2001

**Course 202: Hindi**

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| Creative Writing in Hindi | In this course, students learn about the various forms of creative writing in the Hindi language. |
| Scriptwriting and Dialogue writing in Hindi | This course aims to teach the basic concepts of Script Writing and Dialogue writing for Hindi channels. |
| Popular Literature in Hindi | In this paper, students learn texts and literature in Hindi pertaining to a popular medium. |
| Translation Literature in Hindi | This course focuses on the literature from other languages translated into Hindi. |
| Hindi for Official Purposes | Hindi is also the official language of India. This course aims to teach the use of Hindi language for official purposes such as in banks, government offices etc. |
| Hindi Language and Society | Language form an integral part of a society. In this course, students learn the contribution of Hindi language towards the development of society. |
| Hindi Cinema | Hindi Cinema plays a crucial role in the advancement of language. This course examines Hindi Cinema through the lens of language. |
| Translation in Hindi | This paper is about translation techniques for translation in Hindi. |
| Hindi Language Teaching | This course is about the teaching methods for the Hindi language. |
| Hindi on the World stage | This paper examines the importance and evolution of Hindi language in a global context. |

 Text Books will be provided

**203: 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

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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. SeemaSanghi, Human Resource Management, McMillan, Delhi, 2011.

6. SubbaRao 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.DeCenzo and Stephen P. Robbins, Fundamentals Of Human Resource Management, Wiley

India, New Delhi, 2005(8th Edition).

14. R.WayneMondy, Human Resource Management, Pearson Education, 2009(10th Edition).

15. Indian Journal of Industrial Relations

16. Personnel Today.

17. Harvard Business Review.

**204: Principles 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: Contribution of

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Deming and Juran; Concepts of Quality: Kaizen, Six Sigma, Just-in-Time, Benchmarking, Business

Process Reengineering.

***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 ShridharaBhat, Production and Operations Management, Himalaya Publishing

House, Mumbai.

10. R.P.Selvam, Production and Operation Management, Prentice Hall of India, New Delhi.

11. Mikel Harry and Richard Schroeder – Six Sigma,CrownBusiness,New Delhi,2006(Paper Back

Edition).

12. Subbaraju, R., ISO 9000 Path to TQM, Allied Pub. Ltd., Chennai.

13. Lal, H., Total Quality Management, New Age International P. Ltd., Calcutta

**Course 205: Labour Legislation and Case Law**

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. BhiwandiwalaVs state of Bombay,AIR: 1962(SC) (29)

3. Indian Petrochemicals Corporation Ltd and another VsShramikSena and others, AIR 1999(SC)

(2577)

4. Bharat Fritz Werner Ltd & others Vs State of Karnataka, 2001(1) LLJ763 (sc)

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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.KaliVs State of Maharastra, 1997(1) LLN 704

The A.P Shops & Establishments Act 1988

1. Kirloskar Consultants Limited Vs ESI corporation, 2001 LLR 57 (sc)

Child Labour (Prohibition & Regulation) Act, 1986

1. McMehetaVs 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. PrabhakarRao, 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 206: Organizational Behaviour**

Unit I : Organizational Behaviour: Definition and Scope ; Fundamental Concepts of

Organizational Behaviour; Elements of Organizational Behaviour; Approaches to Organizational

Behaviour; Contribution of Social Sciences to OB; Historical Perspective of Organizational Behaviour;

Scientific Management; The Human Relations Movement; Behaviouralism.

Unit II: Foundations of Individual Behavior; Motivation; Personality; Intelligence; Emotional

Intelligence; Learning: Theories of Learning ; Perception; Attitudes; Values; Job Satisfaction and its

Implications; Work Stress; Fatigue and Monotony; Boredom and Frustration; Accident Process;

Alienation and Anomie.

Unit III: Foundations of Group Behavior; Key Group Concepts, Role and Status, Authority,

Power and Development; Group Dynamics; Process of Group Formation; types of Groups; Group Norms;

Group Cohesiveness; Decision Making in Groups, Team Building.

Unit IV: Conflict: Concept, Role, Sources and Manifestation; Classification of Conflicts;

Functional and Dysfunctional conflict: Intra-Personal Conflicts, Goal Conflict, Role Conflict, Inter-

Personal Conflict,

Unit V: Organizational Conflict: Approaches to conflict management; Collaboration;

Management of Conflict and organizational performance; Collaboration; Concept Basis and

Interventions and Techniques of Understanding Behaviour; Transactional analysis and Johari Window.

Case Analysis:

***Suggested Readings:***

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

2. Davis, Keith &Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd.,

New Delhi.

3. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.

4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson, Management of Organizational

Behaviour: Leading Human Resources, Pearson Education, New Delhi.

5. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.

6. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New

Delhi.

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7. UdaiPareek, Understanding Organizational Behaviour, Oxford Press, New Delhi, (Second Edition)

2007.

8. Aswathappa K., Organizational Behaviour, Himalaya Publishing Co. Pvt. Ltd., Mumbai,2011.

9. P.SubbaRao, Organizational Behaviour, Himalaya Publishing Co.Pvt.Ltd,

10. Jerald Green Berg, Organizational Behaviour,2011.

11. T.V.Rao and UdaiPareek, Designing Organisation Systems,

**Course 207: Information Technology & Human Resource Information Systems.**

Unit I: Introduction to Computers: Origin, Growth, Development and Importance of Computers;

Generations and Classification of Computers; Input and Output Devices; Storage Devices; Central

Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and

Software.

Unit II: Management Information Systems; Concept and Definition, role of MIS; impact of MIS

on management; Functions; Basics of MIS: Decision, Making, Information Systems Analysis and Design,

Development of MIS and Choice of Information Technology.

Unit III: Enterprise Resource Planning: Introduction to ERP; Concept and Variables; Introduction

to ERP; Decision Support systems; Basic concepts of Technology for MIS: Database Management

System; Client Server Technology and Net works; 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 Power Point and MS Access

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***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.

**Third Year (301 – 307)**

Course 301: RESEARCH METHODS AND HR SKILLS

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.

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***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. Lazars. Field, Social Research Methodology.

10. Wayne F. Casio & Herman Aguines: Applied psychology in HRM, PHI, 2008.

**Course 302: Strategic and International Human Resource Management**

UNIT I: Concept of Strategy; Types of strategies: Corporate Strategy, Business strategy and

functional strategy; Strategic Human Resource Management: Concept, Nature, Evolution and Growth;

UNIT II : Human Resource Environment: Technology and Organization Structure; Worker

Values and Attitudinal Trends; Management Trends; Demographic Trends; Trends in the utilization of

human resources and international developments; Human Resource legal environment and Indian context.

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UNIT III : Human Resources Contribution to Strategy; Strategic Human Resource Activity

Typology ;Classifying Human Resource Types; Integration of strategy with Corporate Strategy and

Business Strategy; Role of Human Resource manager in Strategic Planning; Strategic Human Resource

Planning.

UNIT IV: 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 V: Performance Impact of Human Resource Practices: Individual high – performance

practices; Systems of high –performance practices; Individual Best practices vs. Systems of Practices;

Universal Practices vs. Contingency Perspectives. Over view of HR Evaluation: Approaches to

Evaluation; Evaluation of Strategic Contribution in Traditional Areas; Evaluation of Strategic

Contributions in Emerging Areas.

**Case Analysis:**

**Suggested Readings:**

1. Greer, Charles R., Strategic Human Resource Management – A General Managerial Approach,

Pearson Education (Singapore) Pte.Ltd, New Delhi, 2003.

2. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New

Delhi.

3. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.

4. Porter, Michael S., Competitive Advantage: Creating and Sustaining Superior Performance, Free

Press, New York.

5. Hamel, Gary and 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. RamakantPatra, 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.

**Course : 303 : 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.

16

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 SikshanaSamsthan,

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 GangadharaRao. M., HRM in Agriculture, Discovery Pub.

House, New Delhi.

10. Neera, Burrra, 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 304 : Business Economics**

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.

Unit 3: Location of Industry; Factors of Location; Theories of Location, State policy on location;

Factors Determining the size of a firm, Optimum Firm.

Unit 4: Managerial Economics: Meaning and Scope; Characteristics and significance, Role and

Responsibilities of Managerial Economist.

Unit 5: Demand and Supply: Meaning and determinants; Methods of demand forecasting –

Inventory Cost Management - Inflation: Meaning, Causes and Remedies – Deflation.

***Suggested Readings****:*

1. Dewet K.K., Modern Economic Theory, ShyamLal Charitable Trust, New Delhi.

2. Stephen Smith,Labour Economics,Routledge,London,2003(2nd Edition).

3. MukudMahajan,S.D.Geet,Industrial and Labour Economics,Ninah Prakashan,Pune,2008.

4. Mehata, P.L., Comprehensive Mahagerial Economics, Sultan Chand & Sons, New Delhi.

8

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. Guptha GS, Managerial Economics, Tata McGraw Hill, New Delhi.

9. Bhagoliwala, T.N., Economics of Labour and Industrial Relations, SahityaBhawan Publishing, Agra.

10. Bartlliwal, R.R, Industrial economics, New Age International pvt.ltd New Delhi.

11. ManikKhor, 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 305: INDUSTRIAL ECONMICS AND MANAGEMENT OF TECHNOLOGY**

UNIT I : Technology: Concept and Evolution, Economic Development and Technlogy Transfer:

Kinds of Technology Transfer; Technology Diffusion; Technology Transfer Through Alliances; State

Policy on Development and Transfer of Technology; Liberalization and Impact of Technology.

UNIT II : Impact of Technology; Technological Adaptation; Perspectives and Issues;

Technological Change and its implementation; New Technology and work Organization; Technology and

Human Resource Development; Trainability and Changes in Skill Development Technology Transfer

with a Human Face.

UNIT III: Productivity: Concept and Significance; Productivity Measurement: Importance,

Organizational Applications; Productivity Measurement in Different Sectors; Productivity Management

and External Environment.

UNIT IV: Techniques of Productivity Improvement: Reducing Work Content; Method Study;

Reducing Ineffective Time; Time Study; Just in Time; Business Process Reengineering; Behavioural

Techniques; Ergonomics.

21

UNIT V : Quality Management: Concept and Approaches; Contribution of Deming and Juran,

Total Quality Management; ISO Certification; Quality Circles Kaizen; Quality Control and Future

Organizations; Six Sigma approach.

**Case Analysis:**

**Suggested Readings:**

1. Mikel Harry and Richard Schroeder – Six Sigma.

2. Viramana, B.R. and kalaRao, Economic Restructuring, Technology Transfer and Human Resource

Development, Response Books, New Delhi.

3. ManikKhor, Coping with Technological Change, Response Books, New Delhi.

4. Premavart, G.D. SarJana and B.S.Sahay, Productivity management: A Systems Approach, Narosa

Publishing House, New Delhi.

5. Amiya Kumar Bagehi (ed.), New Technology and the workers Response, Sage Publications, New

Delhi.

6. ILO, Measuring Labour Productivity, ILO, Geneva.

7. Subbaraju, R., ISO 9000 Path to TQM, Allied Pub. Ltd., Chennai.

8. Lal, H., Total Quality Management, New Age International P. Ltd. Publishes, Calcutta.

**Course 306:. Project – Dissertation**

 Student shall be required to submit the dissertation part, after taking necessary guidance and approval

from the Teacher –Guide, the dissertation report shall be submitted neatly printed and in book form

for double valuation.

**Course 307: Comprehensive Viva-Voce:**

1. No student shall be permitted to take up the comprehensive viva-voce Examination unless he

completes all the course requirements including examinations and field work.

2. The viva-voce committee shall consist of the Head of the Department, Chairman, Board of studies

and a senior faculty member on rotation (among Associate Professors) and two external examiners

(one academician and one practitioner Manager).

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

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