



**ANDHRA PRADESH STATE COUNCIL OF HIGHER EDUCATION**

(w.e.f. Academic year 2023-2024)

**Programme: BA (Honors) in Human Resource Management**

Semester	Paper No.	Major	Hours	Credits
I	1	Fundamentals of Social Sciences	4	4
	2	Perspectives on Indian Society	4	4
II	3	Human Resource Management	4	4
	4	Principles of Management	4	4
III	5	Labour legislation	4	4
	6	Group dynamics and OB	4	4
	7	Industrial Relations	4	4
	8	Performance Management Counselling	4	4
IV	9	Human Resource Development	4	4
	10	Employee Compensation Management	4	4
	11	Participative Management	4	4
V	12	Labour Welfare, Women & Child Labour	4	4
	13	Managerial Economics	4	4
	14	International Human Resource Management	4	4
	15	Management of Unorganised Labour	4	4
	16	HR Skills and Organisational Communication	4	4
VI	<b>INTERNSHIP</b>			
VII	7.1	HR Analytics	4	4
	7.2	Management of Discipline	4	4
	7.3	Human Resources Management in IT & ITES Sector	4	4
VIII	8.1	Talent Management	4	4
	8.2	Strategic Human Resource Management	4	4
	8.3	Contemporary Human Resource Management	4	4

## Paper – 1

### Fundamentals of Social Sciences

**Learning objectives:** The student will be able to understand the nature, various approaches, organs of the state, social perspectives and application of ICT.

**Learning Outcomes:** On successful completion of the course the student will be able to :

1. Learn about the nature and importance of social science.
2. Understand the Emergence of Culture and History
3. Know the psychological aspects of social behaviour
4. Comprehend the nature of Polity and Economy
5. Knowledge on application of computer technology

Unit – I – What is Social Science?

1. Definition and Scope of Social Science – Different Social Sciences
2. Distinction between Natural Science and Social Sciences
3. Interdisciplinary Nature of Social Sciences
4. Methods and Approaches of Social Sciences

Unit -II: Understanding History and Society

1. Defining History, Its Nature and Scope
2. History- A Science or an Art
3. Importance of History in the Present Society
4. Types of History and Chronology of Indian History

Unit – III – Society and Social Behaviour

1. Definition , Nature and Scope of Psychology
2. Importance of Social Interaction
3. Need of Psychology for present Society
4. Thought process and Social Behavior

Unit – IV – Political Economy

1. Understanding Political Systems
2. Political Systems – Organs of State
3. Understanding over Economics - Micro and Macro concepts
4. Economic Growth and Development - Various aspects of development

Unit - V – Essentials of Computer

1. Milestones of Computer Evolution - Computer – Block Diagram, Generations of Computers
2. Internet Basics – Internet History, Internet Service Providers – Types of Networks – IP – Domain Name Services – Applications
3. Ethical and Social Implications – Network and Security concepts – Information assurance fundamentals
4. Cryptography – Symmetric and Asymmetric –malware – Fire walls – Fraud Techniques – Privacy and Data Protection

**Reference Books**

1. The social sciences: An Integrated Approach by James M. Henslin and Danniell F. Chambliss
2. The Wonder that was India – A.L.Bhasham
3. Introduction to Psychology – Morgan and King
4. Principles of Political Science – A.C. Kapoor
5. Contemporary Political Theory – J.C.Johari
6. M.L.Jhingan – Economic Development – Vikas, 2012
7. ML Seth – Macro Economics - Lakshminarayana Agarawal, 2015
8. Fundamentals of Computers by V. Raja Raman
9. Cyber Security Essentials by James Graham, Richard Howard, Ryan Olson

**Activities:**

1. Group Project Work
2. PPT Presentation, Participation in Webinars
3. Field visits
4. Group Discussion
5. Survey and Analysis
6. Charts and Poster presentation
7. Identifying the attributes of network (Topology, service provider, IP address and bandwidth of your college network) and prepare a report covering network architecture.
8. Identify the types of malwares and required firewalls to provide security.
9. Latest Fraud techniques used by hackers.

## Paper – II

### Perspectives on Indian Society

**Learning objectives:** The student is expected to demonstrate the significance of social sciences through better understanding of various fields of social experience and would be able to apply methods and approaches to social phenomena.

**Learning Outcomes:** On successful completion of the course the student will be able to :

1. Learn about the significance of human behavior and social dynamics.
2. Remembers the Indian Heritage and freedom struggle
3. Comprehend the philosophical foundations of Indian Constitution
4. Knowledge on Indian Economy

#### Unit – 1 – Man in Society

1. Human Nature and Real-Life Engagement
2. Social Groups and Social Dynamics
3. Individualism and Collectivism – Ethical Concerns
4. Human Life – Social Influence and Social Impact

#### Unit-II: Indian Heritage and Freedom Struggle in India

1. Cultural & Heritage sites of Tourism in India
2. Indian Dance, Music and Yoga
3. Rise of Nationalism Under British Rule in brief (1857-1947)
4. Contemporary history of India-integration of Princely States, abolition of Zamindari, formation of linguistic states

#### Unit – 3 – Indian Constitution

1. Philosophical Foundations of Indian Constitution
2. Elements of Indian Constitution
3. Study of Rights in Indian Constitution
4. Directive principles to State

#### Unit – 4. Indian Economy

1. Indian Economy - Features – Sectoral contribution in income
2. Role of Financial Institutions - RBI - Commercial Banks
3. Monetary and Fiscal Policies for Economic Development
4. Economic Reforms - Liberalization - Privatization- Globalization

#### Unit – 5 - Impact on Society & Analytics

1. Role of Computer, impact of Computers on human behavior, e-mail,
2. Social Networking- WhatsApp, Twitter, facebook, impact of Social Networks on human behavior.
3. Simulating, Modeling, and Planning, Managing Data, Graphing, Analyzing Quantitative Data,
4. Expert Systems and Artificial Intelligence Applications in the Social Sciences

#### References

1. Introduction to Psychology – Atkinson RC
2. History of the freedom movement in India – Tarachand

3. India since Independence – Bipinchandra
4. Introduction to the Constitution of India D.D.Basu
5. S.K Misra & V.K Puri – Indian Economy, Himalaya Publishing House , 2015
6. Government of India, Economic Survey (Annual), New Delhi
7. Information and Communication Technology by APCCE
8. Computer Applications in the Social Sciences by Edward E. Brent, Jr. and Ronald E. Anderson

**Activities:**

1. Assignment
2. PPT Presentation, Participation in Webinars
3. Field visits
4. Group Discussion
5. Survey and Analysis
6. Charts and Poster presentation
7. Identify the peripherals connected to a system and label them as either Input or Output or both.
8. Identify the Operating System loaded in your system and compare the features with other existing Operating System.
9. Collect latest census data and draw a graph indicating the growth rate.
10. Predicting the risk of depression, substance dependency, drinking, obsessive compulsive disorders, and suicide using AI.

## II SEMESTER

### 3. HUMAN RESOURCE MANAGEMENT

#### Course Objectives:

1. To introduce basic conception of HRM, its role and functions with reference to any business organisation.
2. To equip the students the core understanding of HR activities, policies and procedural guidelines.
3. Enable the students to learn both Managerial and operative functions of HRM in detail.
4. To create an awareness among the students about HR opportunities and challenges.

UNIT I : Human Resource Management: Meaning – Evolution of HRM Role: Functions– Role of HRM in the organization Duties of HR Manager –, HR Scenario in India – Role of HR functional - contemporary challenges in HRM. CSR and business focused HRM.

UNIT II: Human Resource Planning – Meaning – evolution – need and objectives of HRP, Process of HRP – Recruitment– need – objectives – sources of recruitment (Internal and External) – e-recruitment – outsourcing – Selection – methods – tests - Group discussions, interviews – induction - Legal and Constitutional framework relating to recruitment.

UNIT III: Training & Development: Concepts – Methods of training:– Methods of training – On the job training and off the job training, Performance Appraisal: Methods and Problems. Career Planning and Development.Total Quality Management.

UNIT IV: Compensation - concept – factors affecting compensation. Wage theories –Job evaluation and wage fixation- principles of wage fixation - wage components, incentive plans, wage system in software industry– approaches to wage payment.

UNIT-V: Employee engagement and separation: Employee engagement – Redundancy – Downsizing – Out sourcing - Voluntary Leavers – Retirement.

#### Course Outcomes:

1. Students would be competent enough to understand basic HRM knowledge to manage the HR functions in Organisations. ( I)
2. Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes. (II)
3. Able to prepare the students on communication of the organisation's performance planning and development. (III)
4. Facilitate and support effective compensation plan and labour management relations in both union and non-union environments. (IV)
5. Help them to gain insight on HR professional challenges and opportunities in the globalized era. (V)

#### Text books:

1. Rao, V.S.P.,Personnel/Human Resource Management, Excel Pub. New Delhi
2. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw Hill Pub.Co., Ltd., New Delhi.
3. Dave Ulrich et.al (Dave Ulrich, Wayne Brockbank, DaniJohnson , Kurt Sandholtz, JonYounger) : HR Competencies: Mastery at the Intersection of People and Business by RBL Group , Publications 2009.
4. Edwin B. Flippo,, Personnel Management, McGraw Hill Pub., Co., Newyork.
5. David, A. De Cenzo and Stephen.P.Robin, Personnel/Human Resource Management, Prentice Hall India (P) Ltd., New Delhi.
6. Sharma, A.M. Personnel and Human Resource Management, Himalaya Publishing House, Mumbai.

**II SEMESTER**  
**4. PRINCIPLES OF MANAGEMENT**

**Course Objectives:**

1. To equip the students with basic understanding of nature of management and its evolution and functions of management.
2. To provide knowledge of management roles, management skills and ethical, environmental foundations of management. 3. To help them learn functions of management in detail.
4. To provide knowledge and understanding on production and project management areas.

UNIT-I: : Introduction To Management: Definition, Management functions-Nature, Role and Principles of Management, Management Approaches, Application, limitations-Scientific Management, Behavioral approach, Human relations movement and Hawthorne experiments.

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

UNIT - III: Planning: Concept, definition, Objectives, Types, Strategic Planning :MBO, Decision making, Strategic planning. Nature, Enterpreneuring and Reengineering.

UNIT - IV : Organizational Behaviour: Definition, Nature and Scope – Fundamental concepts of organizational Behaviour – Elements of Organizational Behaviour - Approaches of Organisational Behaviour - – Human Resource Approach, Productivity approach, systems approach, contingency approach.

UNIT - V : Motivation Theories, Communication and Leadership, Studies of Leadership, Leadership development emotional intelligence, learning theories.

**Course Outcomes:**

1. Students are prepared to discuss and communicate about processes of management and how they impact future managers in organisation. ( I ) 2. Enable them to identify and evaluate social responsibility and ethical, environmental issues involved in business situations. (II)
3. Help them to practice the core functions of management such as planning, organising, leading and controlling.(III)
4. Prepare them to practice the functions of leadership and management by way of motivation at work place. (IV)
5. The knowledge of other functional areas enables them to practice the management science effectively at the work place.(V)

**Text books:**

1. T. Ramasamy “Principles of management” Himalaya Publishing house, Mumbai.
2. Aswathappa.k, Organizational Behaviour, Himalaya Publishing Co., Pvt., Ltd., Mumbai.
3. Samuel C. Cereto& ST Cereto: “Modern Management” 12 th ED Pearson Education (Para.1).
4. Harold Koontz and Cyril O’Donnell: Principles of management, Tata McGraw, Delhi.
5. Stoner, James A.F., Freeman “Management”, Pearson Education.
6. Robbins, Stephen, “Organizational Behavior”, Pearson Education, Pvt Ltd., New Delhi.
7. Rao, VSP & hariKarikrishana V, “ management Text & Cases”, Excel Books, New Delhi.
8. Khanka, S.S, “Organizational Behavior” S.Chand& Company, New Delhi, 2008

### III SEMESTER

#### 5. LABOUR LEGISLATION

##### Course Objectives :

1. To impart students with the knowledge of industrial relations legislations in India (like Industrial disputes act, 1947 and its rules, Industrial employment standing orders act, 1946 and Trade unions act, 1926).
2. To equip the students with the basic understanding of wage legislations in India (such as Minimum wages act, 1948; Payment of wages act, 1936; Payment of bonus act, 1965 and Equal remuneration act, 1976).
3. To provide them with thorough knowledge on social security legislations in India (viz. Employee compensation act, 1923; Employee state insurance act, 1948; Employee provident fund and miscellaneous provisions act, 1952; Payment of gratuity act, 1972 and Maternity benefit act, 1961).
4. To create awareness on National Commission on Labour (NCL-II) recommendations and to make them learn various case laws pertaining to above legislations.

UNIT – I: Labour Legislation: Concept, Historical Development of Labour Legislation in India: Principles, and Classification Labour Legislation, Industrial Jurisprudence and Constitutional Frame work. Impact of ILO on Labour Legislation.

UNIT - II :The Factories Act, 1948, The Mines Act, 1952, Plantation act 1951

UNIT – III: The A.P. Shops and Establishments Act, 1988 and its rules. The Contract Labour (Regulation and Abolition) Act., Inter State Migrant Workmen (Regulation of Employment and Conditions of Services) Act, 1979

UNIT - IV :Industrial Disputes Act 1947 - Industrial Employment (Standing Orders) Act 1946 The Trade Union Act, 1926

UNIT V –: The Employees State Insurance Act, 1948, The Employees Provident Fund and miscellaneous Provisions Act, 1952, Maternity Benefit Act. 1961, The Payment of Gratuity Act, 1972. (calculation of contributions and benefits).

##### Course Outcomes:

1. Able to learn the aspects of emergence and historical development of labour legislation in India. (I of LL-I)
2. Understand the ways to protect the interests of the employee's environment of the organisation by implementing suitable labour laws. (II to V of LL-I) ( I,II of LL-2)
3. Acquire the competencies to facilitate organisational compliances with the appropriate legal provisions governing labour management relations (Employees and Organisations) (III, IV, V of LL-II)
4. Enable them to learn the statutory framework and institutions regulating industrial relations, collective bargaining and working conditions in India. ( II,IV,V of LL-I) ( III,IV,V of LL-II)
5. Helps to consider the understanding of issues around ethnicity, class, gender and discrimination at work place. (II,III,IV,V of LL-II)

##### Text Books

1. Kapoor, N.D., Elements of Labour Law, Sultan Chand and Sons, New Delhi.
2. Singh and Agarwal, Labour Industrial Laws, Pioneer Printers, Agra – 3.
3. Malik, P.L., Industrial Law, Eastern Book Co., Lucknow.
4. Sharma, A.M., Industrial Jurisprudence and Labour Legislation, Himalaya Publishing House, Mumbai.
5. Andhra Pradesh Shops and Establishments Act, 1988, S.Gogia and Company, Hyderabad.



### III SEMESTER

#### 6. GROUP DYNAMICS AND OB

##### Course Objectives:

1. To equip the students with the fundamental concepts and elements of Organisational Behaviour.
2. To help students learn individual behavioural dimensions of OB.
3. To provide an understanding of Group Behaviour at work place.
4. To understand the aspects of Conflict Management at work place.

UNIT – 1: 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; Behaviourism.

UNIT – 2: Foundations of Individual Behaviour: Motivation; Personality; Intelligence Learning; Theories of Learning; Perception; Attitudes; Values; Job satisfaction; Implications of Work: Stress: Fatigue; Monotony; Boredom and Frustration; Causes and Consequences of Accidents; Alienation and Anomie.

UNIT – 3: Foundations of Group Behaviour: Key Group Concepts; Role, Status; Authority; Power; Group Dynamics; Process of Group formation types of groups; Group Norms; Group Cohesiveness; Sociometric analysis, Decision Making in Groups; Team Building.

UNIT – 4: Conflict: Concept, role, Sources and Manifestations; Classification of Conflicts; Functional and Dysfunctional Conflict. Intra-Personal Conflict, Goal Conflict, Role Conflict, Inter Personal Conflict.

UNIT – 5: Organizational Conflict: Approaches to conflict Management; Management of Conflict and Organizational Performance; Collaboration Concept, Basis and Interventions. Techniques of Understanding Behaviour, Transactional Analysis, Johari Window and life positions.

##### Case Study Is Compulsory

##### Course Outcomes:

1. Able to learn and understand the fundamental concepts and approaches of Organisational Behaviour for better practice in Organisations. (I)
2. Able to analyse individual behaviour and understand their impact on Organisational processes. (II)
3. Able to analyse and interpret the group behaviour and understand their impact on Organisational processes. (III)
4. Have knowledge of conflict management and able to evaluate the appropriateness of conflict management strategies in Organisations (IV)
5. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations. (V)

##### References:

1. Organizational Behaviour – Stephen. P. Robbins, Pearson Education Pie Ltd., New Delhi.
2. Aswathappa.K, Organizational Behaviour, Himalaya Publishing Co., Pvt., Ltd., Mumbai.
3. Davis, Keith & Newstorm, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
4. Luthans, Fred, Organisational Behaviour McGraw Hill Publishing Co., Ltd., Singapore.
5. Hersey Paul, Kenneth H. Blanchard and Dewey E.Johnson Management of Organisational Behaviour, Leading Human Resources, Pearson Education Pvt, Ltd., New Delhi.
6. Korman, Abraham K. Organisational Behaviour, Prentice Hall of India Pvt, Ltd., New Delhi.
7. Dewedi, R.S. Human Relations and Organisational, Macmillan India Pvt., Ltd., New Delhi.
8. Abraham Coreman – Organizational Behaviour.
9. Pareek., Udai, Organisational Behaviour., Oxford Press, New Delhi.

### III SEMESTER

#### 7. INDUSTRIAL RELATIONS

**Course Objectives:**

1. To introduce the basic frame work of Industrial Relations system, Approaches of IR and understand the comparative analysis of IR systems in different countries.
2. To enable the students with a core understanding of State Policy on Industrial Relations with special focus on Evaluation and Implementation of various committees and Labour Conferences and their role in Joint consultation and Participative Management.
3. To discuss in detail the role of Employer Organisations and Worker Organisations (Trade Unions) and understand Trade Union Movement in India.
4. To provide a comprehensive understanding of Industrial Conflicts and discuss the Methods and Machinery for settlement of Industrial Disputes in India along with important recommendations of National Commission on Labour – II.

UNIT-I: Industrial Relations – Concept, Scope, determinants and importance, .Approaches to Industrial Relations – Psychological Approach, Sociological Approach, Human Relations Approach, Gandhian Approach, Systems Approach and Marxian Approach. Evaluation and Growth of Industrial Relations in India. - Dunlop model of Industrial relations.

UNIT –II: Trade Unions – Concept and functions of Trade Unions, Types and Structure of Trade Unions, Trade Union Movement in India, Problems of Trade Unions. Employer Organizations – Origin and Growth in India. -Indian Labour conference.

UNIT–III: Employee grievances – Concept and Nature of Grievances, Causes of grievances, Model grievance redressal procedure, Grievances and Industrial Relations. Negotiation, Collective Bargaining: procedure, strategies, tactics drafting a collective (CB) agreement, Joint Management Counsels

UNIT–IV: Industrial Disputes – Meaning and concept. Methods of Settlement of Industrial Disputes – Mediation and Conciliation, arbitration, adjudication.

UNIT–V: Discipline – Meaning, Concept, and Significance. Factors promoting Discipline, Aspects of discipline - positive discipline, preventive discipline. Mc Gregory’s Hot stove rule.

Procedure for disciplinary action (Principles of Natural Justice).

**Course Outcomes :**

1. Demonstrate descriptive knowledge of the field of industrial relations. (I)
2. Apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels. (II)
3. Investigate solutions to industrial relations problems based on research and assessment of current practices. (III)
4. Able to understand the Structural issues, leadership and problems of Trade Unions and can analyze the emerging trends in unionism at the work place (IV)
5. Identify different forms of industrial conflict and apply suitable conflict resolution mechanisms for promoting industrial peace and harmony. (V)

**Text Books:**

1. Sarma, A.M. Industrial Relations Conceptual Legal Frame Work, Himalaya Publishers, New Delhi.
2. Srivastava S.C., Industrial Relations and labour laws. Vikas Publishing house, 2012.
3. Ratna Sen, Industrial Relations, McMillan Publishers, New Delhi.
4. Venkataratnam, C.S., Industrial Relations, Global Business Press, New Delhi.
5. Sinha, P,R,N,, InduBalaSinha, SeemaPriyadarshiniShekhar, Industrial Relations Trade Unions, and Labour legislation, Pearson Publications, 2009.
6. ArunMonappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd., New Delhi.

### III SEMESTER

#### 8. PERFORMANCE MANAGEMENT COUNCELLING

##### Course Objectives:

1. Enable the students to understand the basic conception of performance management system, process and linkages of reward and development plans.
2. To create awareness on integrated performance management frame work and multi rater appraisal system (360-degree appraisal).
3. To provide core knowledge on appraising and rewarding employee performance, and understanding of modern concepts of performance management (via; learning organisation, competency mapping, balance score card, etc).
4. To impart knowledge on performance counselling process.

UNIT – 1: Performance Management: Concept and Brief History of the Performance Management, Objectives; Performance Management System Cycle: Performance Planning, Performance Monitoring and Coaching, Performance Measurement and Feedback, Performance Linked Reward and & Development Plan, Wages and Performance Management.

UNIT – 2: Performance Management Process: Goal Setting: Key Performance Areas and Key Result Areas; Goal Setting Levels: Corporate, Department and Individual; Monitoring Performance: Performance Review; Coaching: Counselling and Mentoring.

UNIT – 3: Overview of Traditional Performance Management Frame Work: Integrated Performance Management Framework; New Dimension to Integrated Performance Management; 360 Degree Appraisal.

UNIT – 4: Features of Effective Performance Appraisal System; Feedback Performance; Operationalizing Change through Performance Management; Building and Leading High Performance Teams; Competency Mapping; Learning Organizations: Balance scorecard.

UNIT – 5: Counselling: Meaning, Need of Counselling: Function of Counselling: Forms of Counselling: Counselling Process: Counselling Variables: Prerequisites of Effective Counselling: Skills of an Effective Councillor.

##### Course Outcomes:

1. Able to learn and understand the employee performance management system in the organisation and can draw effective reward and development plans for employees. (I)
2. Able to design integrated performance management frame work in the organisation by understanding goal setting process. (II)
3. Able to understand of traditional performance management frame work and align it to the new dimensions of integrated performance management system. (III)
4. Able to develop effective feedback mechanism in the organisation and can operationalize change through modern performance management systems like (learning organisation, balance score card, competency mapping etc).( IV)
5. Able to implement effective systems of counselling and mentoring for employee. (V)

##### References:

1. PremChandha, Performance Management, MacMillan, New Delhi.
2. T.V.Rao, Performance Management and Appraisal System, Responses.
3. Dave, Indu, The Basic Essentials of Counselling, Sterling Pub. Pvt. Ltd. New Delhi.
4. Carol, Michael and Walton, Michael, Handbook of Counselling in Organizations, Sage Pub. New Delhi.
5. Mabey, Christopher and Salman, Graeme, Strategic HRM, Beacon Books, New Delhi.
6. Rao, T.V., and Pareek, Udai (ed.), Redesigning Performance Appraisal Systems, Tata McGraw Hill Pub. Co.Ltd., New Delhi.
7. Wayne F.Casio&Herman Aguiñes : Applied Psychology in HRM, PHI,2008 (chapter V).

**IV SEMESTER**  
**9. HUMAN RESOURCE DEVELOPMENT**

**Course Objectives:**

1. To equip the students with an understanding of concept and significance of HRD and targets and dimensions of development.
2. To enable the students to have knowledge on (Activity areas, process mechanisms of HRD) Micro aspects of HRD.
3. To enrich the students on HRD trends and behaviour science organisation including leaning theories and instructional strategies for HRD.
4. To provide awareness among students on various training types and methods.

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

UNIT 2: HRD – Micro - Perspective; Activity Areas of HRD; Process Mechanisms of HRD: Performance Appraisal; Potential Appraisal; Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development; Rewards, Employee Welfare and QWL – Oldham and Hackman and Human Resource Information Systems.

UNIT 3: HRD Trends: Behavioral science; organizational development; assessment center; Behavioral Modeling and Self Directed Learning; Concept of learning; Learning theories; T.V. Rao and Abraham Model of HRD Climate; HRD experience in Indian organizations; Future of HRD.

UNIT 4: Human Resource Training: Concept and Importance; Assessing Training Needs; Process of Training; Designing and Evaluating Training and Development Programs; Krick Patrick's Model of Training; Competency; Types of competencies; Competency based Training;

UNIT 5: Types and Methods of Training; Training within the Industry (TWI); On the Job Training Methods: Job Rotation; Job Instruction Training; Coaching; Committee Assignments; Off the Job Training Methods: Lecture Method, Role Play, In Basket Exercise, Simulation, Vestibule Training, Management Games, Case Study, Programmed Instruction, Sensitivity Training.

**Course Out Comes :**

1. Students would be able to understand the significance, Scope and dimensions of HRD for the basic operation of HRD systems.(I)
2. Students would be able to practice the functions of HRD effectively in the organisation.( II)
3. They would be able to blend learning theories and practice for better organisational performance. (III)
4. Students will have deeper understanding of T&D activities of the organisation and contribute for developing competencies.(IV)
5. Students will have through knowledge of T&D activities of the organisation and contribute for leadership building .( V)

**6. Suggested Readings:**

1. Rao T.V, Human Resource Development, Sage Publications, New Delhi-1.
2. Rao T.V, and Pareek, Udai, Designing and Managing Human Resource Systems;
3. Oxford and IBR Pub. Ltd, New Delhi-1.
4. Nedler, Leonard, Corporate Human Resource Development; Van Nostrand Reinhold/ASTD, New York.
5. Rao T.V, Reading in Human Resource Development, Oxford IBH Pub.Ltd, New Delhi.
6. Rao T.V, HRD audit, sage pub new Delhi – 7
7. ILO, teaching and training methods for management development handbook, McGraw hill New York.

## IV SEMESTER

### 10. EMPLOYEE COMPENSATION MANAGEMENT

#### Course Objectives:

1. To equip students with the basic knowledge of Employee Compensation and Wage concepts.
2. To enable the students with the understanding of wage determinants and wage fixation mechanism.
3. To create awareness among students about wage incentive systems, schemes in selected industries and its benefits.
4. To equip the students with the knowledge of wage and salary policies, preparation of payroll and its packages.

UNIT – 1: Employee Compensation: Concept and Significance; Wage Concepts: CTC, Wage, Salary, Minimum Wage, Fair wage, Living Wage, Need-Based Minimum Wage, Wage Theories.

UNIT – 2: Wage Determination: Principles, Methods: Wage Survey and Job Evaluation: Concept and Methods. Wage Structure: Basic, Dearness Allowance, Variable Dearness Allowance, and Other Allowances; Wage Issues in Software Industries.

UNIT – 3: Wage fixation mechanisms: Statutory wage fixation, Wage Boards, Minimum wages 1948, Payment of wages act 1936, Bonus act 1965, Pay Commissions,

UNIT – 4: Incentives: Principles and Procedures for Installing Incentive Systems; Types of Wage Incentive Systems, Linking Wages with Productivity; Fringe Benefits: Concept and Types; Incentives Schemes in Selected Industries

UNIT – 5: Wage and Salary Policies in Organization: Role of HR Department in Wage and Salary Administration, Preparation of Payroll and Payroll Packages.

#### Case Study Is Compulsory Course

##### Outcomes:

Able to learn the basic compensation concepts and the context of compensation practice.(I)

1. Able to implement and administer a compensation system according to the firm's policies and needs.(II)
2. Able to design and maintain a equitable and pay system which is consistent for employees in the organisation. (Internal equity & Consistency) (III)
3. Identify and describe a variety of Incentives and reward systems used to determine the organisational performance effectiveness.(IV)
4. Develop a compensation structure that ensures firm's competitiveness with other similar firms and discuss recent trends executive remuneration.(V)

## SEMESTER -4

### 11. PARTICIPATIVE MANAGEMENT

#### Course Objectives:

1. To provide students with an understanding of basic concepts of Participative Management along with forms and levels of participation.
2. To impart knowledge of various Participative Management schemes in different countries (U.S.A, U.K, Germany etc;)
3. To introduce the concept of Collective Bargaining process and various theories. 4. To prepare them to learn to make trends and practices of Collective Bargaining within the nation.

#### UNIT – 1:

Participative Management: Concept, Objectives, Importance and Evolution, Industrial Democracy, Participative Models, Workers Control, Co-partnership, Co-determination, and Trusteeship, Participative Management and Employee Empowerment.

**UNIT – 2:** Forms of Participative Management: Informative, Consultative, Associative, Administrative and Decisive, Levels of Participative Management, Job Level, Shop level, Unit level, Board level, Industry level and National level, Worker Director, Barriers to Participative Management.

**UNIT – 3:** Working of Participative Management Schemes in India: Workers Committees, Joint Management Councils, Shop Councils and Joint Councils, Worker Director,

**UNIT – 4:** Collective Bargaining: Concept, Origin and Development, Theories of Collective Bargaining; Conflict Choice; Non-Conflict Choice; Behavioural Theory, Game Theory, Negotiating Skills, Implementation of Agreements.

**UNIT – 5:** Pattern of Collective Bargaining: Conjunctive, Distributive, Integrative, Co-operative, Concession, Continuous Productivity, Coalition and Coordinated Bargaining, Trends and Practice of Collective Bargaining in India

#### Case Study Is Compulsory

#### Course Out Comes:

1. Students would be able to gain insight on practices of Participative Management for the smooth conduct of ER/IR system at work place.(I)
2. Able to understand different forms and levels of participative management to ensure harmonious IR.(II)
3. Students will gain an insight on working of participative management schemes at various levels of participative in both India and other nations (Germany, UK etc).(III)
4. They would be able to process Collective Bargain agreements in the organisation harmoniously.(IV)
5. Able to differentiate the challenges for unions and employers and address them separately.(V)

#### References:

1. Viramani. B.R., Workers Participation in Management. IBH & Oxford, Delhi.
2. Ramesh. K., Participative Management. Ajanta Publication, New Delhi.
3. Edward. S., Greenberg, Workplace Democracy, Cornell University Press Ithaca.
4. Patil. B.R., Collective Bargaining, University Press Hyderabad.

#### References:

1. Subramanian, K.N., Wages in India, Tata McGraw Hill Publishing Co., Ltd., New Delhi.
2. Sarma, A.M., Understanding Wage Systems, Himalaya Publishing House, Mumbai.
3. Verma, Pramod, Wage Determination: Concepts and Cases, Oxford and IBH Publications, New Delhi.
4. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allied Book Agency, Calcutta.
5. Aswathappa, K., Human Resources and Personnel Management, Tata McGraw Hill Publishing Co.,
6. ILO, Payment by Results, ILO Geneva Ltd., New Delhi.

7. Government of India, Wages, Income and Prices, Report of the Boothalingam Committee, Government of India, New Delhi
8. Joseph.J, Martocchio, Strategic Compensation –A Human Resource Management Approach; Pearson Education.

## IV SEMESTER

### 12. LABOUR WELFARE AND WOMEN AND CHILD LABOUR

#### Course Objectives:

- 1) Developing understanding and skills to effectively handle legal aspects of Labour Management relations.
- 2) Develop understanding of constitutional provisions and industrial relations legislation relating to Labour.
- 3) To understand labour problems and welfare oriented remedial measures.
- 4) To identify various factors impinging upon women's health
- 5) To understand the health inequalities in girl children and women

**UNIT – I:** Globalisation - Characteristics of Indian Industrial Labour: Labour Commitment and labour welfare, Indian Constitution and labour welfare.

**UNIT – II:** Labour Welfare: Concept, Scope, Historical Development of labour welfare in India: Approaches to Philosophy of Labour Welfare; Principles of Labour, Agencies of Labour Welfare: Management, Trade Unions, Voluntary Organizations, State Government, Central Government role of NGOs.

**UNIT – III:** Classification of Labour Welfare Programmes: Statutory and Non- statutory; Intramural and Extra-mural Welfare facilities, Factories act and duties of statutory Labour Welfare Officer, Role of ILO in Labour Welfare.

**UNIT – IV:** Human Rights and Unorganized Labour ; Employment of Women and Children;Pattern of Women Employment – Wages Legal Provision ;

**UNIT-V:**Social Status ; Women and Trade Unions ; Employment of Children ; Nature and Extent ; Legal Provisions ; Problems of Girl Child ;ILO Conventions and Recommendations .

#### COURSE OUTCOMES:

- 1) To analyse and understand need for gender sensitive health care services.
- 2) To develop critical understanding about the health care infrastructure in India.
- 3) To locate the issues related to violence against women and understand its multifarious dimensions and contexts.



## V SEMESTER

### 13. MANAGERIAL ECONOMICS

#### Course Objectives:

1. To enable students to understand the dynamic conception and nature of Labour Economics and equip them with the knowledge of Indian Labour Market situation along with Labour force participation.
2. To Enrich them on Economics of Employment Theories and provide them basic understanding of Frame work of Industrial Economics.
3. To impart knowledge of Managerial Economics and to discuss the role and responsibilities of Managerial Economist.
4. To provide them with an understanding of Theory of Production and Cost Analysis, Demand Forecasting and the concepts of Inflation and Deflation.

**Unit – 1:** Labour Economics: Nature and Scope, Industrial Revolution: Social and Economic consequences. Labour Problems in a developing economy, Concept of Labour Market: Supply and Demand, Flexibilities and Rigidities in the Indian Labour Market.

**Unit – 2:** Employment: Economics of employment Theories of employment, full employment, employment and development relationship. Unemployment: Concept, Types and measurement.

**Unit – 3:** Frame work of Industrial economics: Concept and organization of firms, Optimum firm, Factors influencing optimum firms, Location of Industry: Factors, Theories and state Policy.

**Unit – 4:** Managerial economics: Nature and Scope of Managerial Economics, Chief Characteristics of Managerial Economics, Significance of Managerial Economics, Role and Responsibilities of Managerial Economist.

**Unit – 5:** Demand Production and cost analysis: Meaning and determinants of demand: Introduction to Demand forecasting, methods of demand Forecasting. Theory of Production, Inflation: Meaning, Causes, Effects and remedial measures. Deflation.

#### Course Outcomes:

1. Understand basic labour economics theory and modelling techniques and able to apply them to 'real world issues'. (I)
2. Construct and evaluate the theories of employment to comprehend work situations. (II)
3. Investigate the significance of industrial economics and apply them for the location advantage of industrial organisations. (III)
4. Able to understand the role of managers in firms by way of analysing realtime business problems with a systematic theoretical framework of managerial economics. (IV)
5. Able to understand the techniques of demand forecasting and different costs of production and measure their effects on short run and long run decisions. (V)

#### References:

1. Mehta, P.L., "Managerial Economics", Sultan Chand, New Delhi.
2. Varshney, R.L., and Maheswari, K.L., "Managerial Economics", Sultan Chand, New Delhi.
3. Bartliwal, R.R., Industrial economics, New Age International Pvt. Ltd., New Delhi.
4. Gupta, G.S., Managerial Economics, Tata McGraw Hill Pub. Co., Ltd., New Delhi.
5. Sivayya, K.V., Das, V.B.M., Industrial Economy of India, Sultan Chand, new Delhi.
6. Kucchal, S.C. "The Industrial Economy" Chaitanya Publishing house, Allahabad.
7. Joel Dean – Managerial Economics.
8. Bhagoliwala, T.N. "Economics of Labour and Industrial Relations" Sahitya Bhavan Publishing House, Agra.

## V SEMESTER

### 14. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

#### Course Objectives :

1. To provide students with the knowledge and Basic Understanding of International HRM conception, scope and equip them with cross-cultural models, theories, strategies and structures of MNC's.
2. To impart knowledge on cross-national differences in personnel and organisational policies and make them understand adaptability to cultural change.
3. To enable the students to understand cross-cultural HR Practices in MNC's ( such as T&D , compensation and performance management etc.,)
4. To create awareness among students on International and challenges of IHRM and make them understand IHRM practices in different nations along with cross border Mergers and Acquisitions.

**Unit – 1:** International Human Resource Management: Concept, Scope and Significance, Approaches to International Human Resource Management, Differences between Domestic and International HR activities, Strategy and Organizational Structure of Multinational Corporations,

**Unit – 2:** International Human Resource: Recruitment and Selection, Cross National Differences in Personnel and Organizational Policies, Sources of Human Resources, HomeCountry, Host-country, Third-Country Nationals Selection Criteria for International Assignment, Adaptability to Cultural Change.

**Unit – 3** Training and Development: Methods of Training, Process of Expatriate and Repatriation Management Development in International Settings, Global Leadership Development, Process of Repatriation.

**Unit – 4:** Compensation: Rewards and Benefits, Multinational Corporations and Compensation Systems, Performance Management in MNC's.

**Unit – 5:** Issues and Challenges of IHRM; HRM Practices in Different Countries U.S.A,U.K,Japan,China and Europe; HRM in Cross border Mergers and Acquisitions.

#### Case Study Is Compulsory Course

##### Out Comes:

1. Recognize, outline and illustrate the enduring global/International context of HRM Activities. ( I )
2. Develop, Prepare International staffing operations (Recruiting and selecting staff) for sustained global growth.(II)
3. Use concepts and tools for explaining and developing methods which can be integrated into practical applications of IHRM with regard to International training and development, Repatriation. (III)
4. Make use of an in depth understanding of research in IHRM to critically analyze approaches, perspectives and practical problems of International compensation and rewards in the context of multi-national firm's (MNC's) performance Management. ( IV )
5. Systematically illustrate and define, categorise and analyze a broad range of issues and problems faced by MNC's in the matters of labour-Management relations and conflict resolution in MNC's and also to understand IHRM practices in different countries. (V)

##### References :

1. Dowling Welch, Schuler, International Human Resource Management, Thomson, New Delhi.
2. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi.
3. Hodges's, Rican M., and Luthan, Fred, International Human Resource Management, the McGraw Hill Companies Inc., New York.
4. Briscoe, Dennis R., International HRM, Prentice Hall, NJ.
5. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prince Hall.
6. Evans, P. et al., (ed.), and HRM in International Firms: change, Globalization and Innovation; MacMillan, London, 1989.



## V SEMESTER

### 15. MANAGEMENT OF UNORGANIZED LABOUR

#### Course Objectives:

1. To equip the students with basic understanding of concept with basic understand of concept of unorganised labour, problems of unorganised labour and their role in National Economy.
2. To explain the nature, employment status and wage levels for the unorganised labour working in different sectors. (Agriculture, forest, plantation and domestic workers)
3. To discuss relevant acts and legal provisions pertaining to unorganised workers working in various sectors (such as Mines, construction, Quarry, Fishers and Beedi making)
4. To provide knowledge on Human rights and unorganised labour, pattern of employment of women and children including ILO conventions and Recommendations.
5. To create awareness among students about HRD interventions for unorganised Labour (like skill and knowledge upgradation, leadership development etc;) and to discuss the role of NGO's, Trade Unions and government agencies involved in organizing the informal labour.

UNIT – 1: Unorganized Labour; Concept; Nature: Size and Structure; its Role in the National Economy; Causes and Problems.

UNIT – 2: Unorganized Labour in Different Sector ; Nature ; Employment Status , Wage Levels and Problems Of Home Based Workers – Domestic Workers- Sex Workers – Plantation Workers – Scavengers – Causal Labour , Agriculture Labour , forest Labour ; Bonded Labour , Contract Labour . Relevant Acts and legal Provisions for all sectors.

UNIT – 3: Construction Workers, Mines and Quarry Workers; Fisheries, Beedi Workers, Inter State Migrant Workers; Workers in Shops and Commercial Establishments, Employees in Small and Medium Enterprises. Relevant Acts and Legal Provisions for all Sectors.

UNIT – 4: Human Rights and Unorganized Labour ; Employment of Women and Children; Pattern of Women Employment – Wages Legal Provision ; Social Status ; Women and Trade Unions ; Employment of Children ; Nature and Extent ; Legal Provisions ; Problems of Girl Child ;ILO Conventions and Recommendations .

UNIT – 5: HRD Interventions for unorganized Labour ; Skill and Knowledge Upgradation ; Leadership Development ; Creating Awareness for Cooperative Organization; Involvement of Community Leaders ; Non - Government Organizations Government Schemes ; Organizing the Unorganized Labour ; Role of trade Unions ; Role of ILO,CBWE and Jana SikshanSamsthan.

#### Case Study Is Compulsory Course

##### Out Comes:

1. Able to Understand the basic conception of unorganized labour, problems of informal sector and its role in the national economy.(I)
2. Able to Improve productivity and wage levels that influence living standards of workers in informal (Unorganized) sector.(II)
3. Enable the establishment of flexible mechanism with the help of legal provisions that respond to the characterises of various categories of unorganised workers.(III)
4. Students will have comprehensive knowledge of special categories of unorganised labour (Women and child) including the legal provisions and various ILO conventions and recommendations pertaining to them.(IV)
5. Able to attract investments in skill development, creating opportunities for disadvantaged groups to acquire skills and thereby strengthening the competitiveness of informal sector and facilitating coordination between various agencies of central and state for the development of informal sector.(V)

##### References:

1. Government of India, Report of the First Notational Commission on Labour, New Delhi.
2. Lakshmin DharMishra , Child Labour in India ,Oxford University Press, New Delhi.
3. Government of India, Report of the Royal Commission On –Labour, New Delhi.
4. Dutt, Rudra, Organizing the Unorganized Workers, Vikas Pub., House Pvt Ltd., New Delhi.

5. Singh, I.S.(E.D.) ., Women As a Workforce in the Organized Sector Empirical Perspectives, Oxford and IBH Pub .Co ., LTD ., New Delhi.
6. Jhabrala ,Renana and RKA Subrahmariya, The Unorganized Sector- Work Security and Social Protection, Saga Publications,New Delhi.
7. Homstrom, Mark, Industry and Inequality, Orient Longman , Hyderabad Sector; Non – Government Organizations Perspective ,Concept Pub.co.,New Delhi.
8. Radhakrishna, r., and Sharma, Alak N( ed.) , Empowering Rural Labour in India – Market State and Mobilization ,Institute for Human Development ,New Delhi.

## V SEMESTER

### 16. HR SKILLS AND ORGANIZATIONAL COMMUNICATION

Course Objectives :

1. To equip the students with the basic knowledge of organisational communication process and techniques.
2. To enrich them with the techniques of Inter-personal effectiveness and equip them with written common skills.
3. To help the students study learn different HR Skills such as Interviewing skills, negotiation skills etc;
4. To provide awareness on the organisation of meeting.

UNIT – 1: Communication: Meaning, Objectives , Functions; Types, Media and Networks of Communication. Communication Process and Barriers; Physical Noise, Semantic Noise, Selective Perception, Distortion and Filtering; Problems in Modern Techniques of Communication; Qualities of Ideal Communication.

UNIT – 2: Interpersonal Effectiveness; Coping with Nervousness, Body Language, Techniques of Understanding Interpersonal Behaviour-Transactional Analysis, Johari Window. Written Communication: Letter Formats, Good letter writing; Business HR Letters. Resume Writing; Job ad , Offer Letter Drafting a Contract; Resignation Letter; Leave and Station leaving letter; Termination Orders; Report Writing on HR issues.

UNIT – 3: Interviewing Skills: Behavioural, Technical, General and other Skills.

UNIT – 4: Oral Communication, Negotiation, Agenda, Demands and Counter Demand, Preparation for the Meeting and Negotiation Table. Toughness, Bluff, Adjournments, Table Pounding, Compromise, Integration, win – win Model.

UNIT – 5: Effective Meetings: Preparation; Agenda; Conduct of Meetings; Preparation of Minutes of Meeting; Group Discussion ; Team Building Skills; Business Etiquette; Liaison Skills; E-Mail Writing Skills.

Case Study Is Compulsory

#### Course Outcomes:

1. Students will become familiar with the main aspects involved in creating a comprehensive communication plan for any organisation.(I)
2. Able to gain and understanding of interpersonal communication effectiveness and learn to use written communication appropriate at workplace.(II)
3. Understand and effectively make use of specific HR management skills for a better practice in organisational environment.(III)
4. Gain an understanding of oral communication and learn to use for the conduct of meetings, negotiate and resolve conflicts at workplace.(IV)
5. Would be able to organise effective meeting at workplace by making use of appropriate skill sets. (V) References:

1. Patrica Hayes, Andrew 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 Pub Co. Ltd., New Delhi.
5. Losikar Raymond V and Marie E. Flalley, Basic Business Communication – Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Co.Ltd., New Delhi.
6. Edwin B.Flippo, Personnel Management McGraw Hi McGrath, Prentice Hal Inc.,New Jersey.
7. E H McGrath S.J Basic Managerial Skills for All Pub Co. Ltd.,PHI
8. Wayne F.Casio& Herman Aguires : Applied Psychology in HRM, PHI,2008
9. Walton and McKiersie: A Behavioural theory of Labour Negotiation.

## VII SEMESTER

### 7.1 HR ANALYTICS

#### Course Objectives:

The concepts and significance of HR analytics

The tools, methods, approaches and techniques of HR analytics

Application of analytics in various HR sub-systems

**UNIT-I:** HR Measurement :Need for HR Measurement, Significance and concept of HR Analytics, HR Analytics and business linkages,

Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital, need and rationale for HR Accounting & Audit, Approaches and methods of HR Accounting & Audit.

**UNIT-II** HRIS for HR Analytics ,What is Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation,

The development process- need analysis, systems design, structure and culture; HRIS Applications-Making HRISwork.

**UNIT-III** Analytics for HR sub-systems

HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems,Rewards and Compensation Management, Employee Relations Systems.

**UNIT-IV** Analytics for HR system

HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HRSystem. Measuring HR Effectiveness, The HR Scorecard

**UNIT V** Trends and Future Challenges, Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience.

#### Course Outcomes:

1. Analyze problems and issues in HR and the relevance of HR analytics.
  2. Logically synthesize the tools, methods and techniques of HR analytics to understand real world corporate scenario.
  3. Identify the application and uses of HR analytics in various HR sub-systems
- Suggested Readings:**
1. Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press.
  2. Fitz-enz, J. (2013). How to measure HRM. McGraw-Hill.
  3. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
  4. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill
  5. Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press
  6. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press

## VII SEMESTER

### 7.2 MANAGEMENT OF DISCIPLINE

#### Course Objectives:

1. To enable the students with the core knowledge of Discipline in Industry, Principles and types of Discipline.
2. To introduce to different approaches of Discipline and enable them to understand Industrial Conflicts , Approaches and Machinery for Conflicts resolution .
3. To provide a comprehensive understanding on Disciplinary procedure in the Industry .
4. Top Discuss in detail the Judicial Interference in the matters pertaining to Industry Discipline .
5. To impart the Knowledge on positive Disciplinary Interventions along with Employee Discipline in the context of Liberalisation, constitution and Judicial Activism.

**UNIT – 1:** Discipline: Nature and Concept: Significance of Discipline in Industry; Principles of Discipline: Aspects of Discipline; Positive Discipline and Preventive Discipline, McGregor’s Hot Stove Rule.

**UNIT – 2:** Approaches to Discipline: Judicial; Human Relation; Human Resources; Group Discipline and Leadership Approach. Industrial Conflict; Manifestation, Approaches and Machinery for Conflict Resolution.

**UNIT – 3:** Disciplinary Procedure: Complaint, Charge Sheet, Explanation, Domestic Inquiry; Steps in Domestic Inquiry, Principles of Natural Justice, Inquiry Report, Awarding Punishment, Indian Contract Act and Evidence Act.

**UNIT – 4:** Disciplinary Matters: Judicial Interference, Disciplinary Proceedings Pending Criminal Trail, After Acquittal by.

**UNIT – 5:** Positive Disciplinary Interventions: Organizational Change and Creation of Congenial Environment, Transparency, Equity, and Fair Deal. Communication; Rationalization of Discipline; Empowerment, Quality Circles; Quality of Work Life, Counselling; Employee Discipline in the Contest of Liberalization; Constitution and Judicial Activities. Study and Presentation of 2 Cases of Indiscipline and how they are Resolved. **Case Study Is Compulsory**

#### Course Out Comes :

1. Students would be able to understand the principles and aspects of discipline industry for an object implementation at work place.(I)
2. Students would be able to demonstrate the knowledge of discipline in Industry and apply the essential concepts and approaches for the amelioration of IR.( II)
3. Investigate solutions to disciplinary issues / Problems in Industry with a pragmatic approach of Judicial Interference. (III)
4. Identify and understand various disciplinary matters in industry with judicial interference and develop the ways to handle industrial disputes.(IV)
5. Identify various positive disciplinary interventions and apply them with a blend of judicial activism for promoting peaceful Industrial action. (V)

#### References :



1. Varma, Promod, Management of Industrial Relations, Oxford & IBM Pub Ltd., New Delhi.
2. G.P.Das Gupta Maintaining Industrial Discipline, Response Books, New Delhi.
3. PrabhakarRao, D.V.S.R., Management of Discipline, Law Pub. House, Allahabad.
4. Ramakrishna Rao, Organizational Stress, University Press, Hyderabad.
5. Rao, S.B., Handbook of Domestic and Department Enquiry Laws Publishing House, Allahabad.
6. Donald R. Lehmann & Russell S. Winner – Product Management – Tata McGraw Hill, New Delhi.

## VII SEMESTER

### 7.3 Human Resources Management in IT and ITES Sector

#### Course Outcomes

Knowledge of service sector and its activities.

- Comprehensive understanding of IT and ITES sector.
- The students shall understand the recruitment, selection theory, procedures and practices in IT and ITES sector.
- Able to design training and development programs for IT and ITES professionals.
- Understand the formation of associations, grievances and compensation management in IT and ITES sector.

#### Syllabus

Unit I: Services Management: Concept, Nature and Characteristics of Service Services Manufacturing -Types of services, Service sector Environment.

Unit II: IT and ITES: Nature, Characteristics of IT and ITES Services, Types: Software, KPO, BPO etc.-Growth of IT and ITES sector-Future Trends.

Unit III: Human Resource Management in IT and ITES: Concept, Functions, Utilization, Organizing HRM Functions in IT and ITES Sector, HRP, Recruitment and Selection Performance.

Unit IV: HRD in IT and ITES sector-Training and Development: Methods, Steps in designing Training and Development- Compensation-Wages, Incentives, Working Conditions: Problems.

Unit V: Grievance Redressal Mechanism – Employee Relations – Employee Engagement and Empowerment-Problems and Challenges.

#### Suggested readings:

1. Balaji.B., Services Marketing and Management, S.Chand & Co.Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S. Russel and Robert G. Murdik, Service Management and Operations, Pearson Education (pte)ltd., Singapore.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.
5. Subba,P., Human Resource Management, Himalaya Publications, New Delhi.

#### Case Study Is Compulsory Course

##### Outcomes:

1. Have knowledge and understanding about history of computers and digital logic.(I)
2. Able to get Familiarity with Management Information systems.(II)
3. Gains the knowledge about Enterprise Resource Planning.(III)
4. Proficient with Human Resource Information System models.(IV)
5. Able to work with MS-Office Applications.(V)

##### References:

1. Jawadekar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
2. Kumar, Muneesh, Business Information Systems, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Davis, Gordon, B., Management Information Systems: Conceptual Foundations, Structure and Development, McGraw Hill Book Company, New Delhi.
4. O'Brien, James, A., Management Information Systems – A Management End Users Perspectives, Galgotia, New Delhi.
5. Laudon, Kenneth, C., and Laudon, Jane Price, Management Information Systems- A contemporary Perspectives, McMillian, New York.
6. Davis, B. Gordon and Oison H. Margretne, Management Information Systems, McGraw Hill Pub., New york.

## VIII SEMESTER

### 8.1. TALENT MANAGEMENT

#### I. COURSE LEARNING OUTCOMES:

- 1) Illustrates the connections between factors identified, the strategy of the company and the talent management system
- 2) Develops talent management strategy for the organization chosen
- 3) Defends the talent management strategic plan for the organization chosen
- 4) Identify and acquire talent that meet organizational needs by sourcing the right candidate for the right role
- 5) Enhance performance of talent within the organization for development, retention and succession planning
- 6) Coach leaders within the organization to nurture talent and uplift capability within their work teams.

#### UNIT-1 Introduction to Talent Management

Talent Management: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent, Benefits of Talent Management

#### UNIT-2 Talent Management Planning

Understanding the Needs and Mindset of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modeling Excellence.

#### UNIT-3 Talent Acquisition

Defining Talent Acquisition, develop high potential employee-High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition.

#### UNIT-4 Talent Retention

"SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention.

#### UNIT-5 Opportunities and Challenges in Talent Management:

Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.

#### II. Reference Text Books:

1. A Framework for Human Resource Management, Dessler Gary, Pearson, Edition: 7th
2. Fundamentals of Human Resource Management, Varkkey Biju, Dessler Gary, Pearson, Edition: 14th
3. Talent Management Handbook, Lance A Berger, Dorothy R Berger, McGraw-Hill, Edition: 13th
4. Talent management in India: Challenges and opportunities, Hasan, & Singh, Atlantic Publications.

#### Course Outcomes:

1. Developing an understanding of how to manage other people (i.e. their subordinates or peers) and themselves with regard to career-related issues.
2. Students in a group of 2-4 to study and submit a spiral bound report on
3. Talent Management Strategy in any organisation of their choice.

## VIII SEMESTER

### 8.2. STRATEGIC HUMAN RESOURCE MANAGEMENT

#### Course Objectives:

1. To impart knowledge on concept of strategy of a business and make them understand various types of strategies and how HR Strategy can be integrated to business strategy.
2. To equip the students with the knowledge of Environmental scanning of business and related organisational structure.
3. To enable them to learn and understand the contribution of HRM in strategic business environment and integration of strategic HRM and its process.
4. To enable the students to understand the impact of Human Resource practices and evaluate the performance of the employees.

**UNIT – 1:** Concept of Strategy, Types of Strategies, Corporate Strategy and Business Strategy, Integrating Human Resource Strategy with Corporate and Business Strategies.

**UNIT – 2:** 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 – Indian Context.

**UNIT – 3:** Strategy Formation Human Resource Contributions to Strategy, Strategic Human Resource Activity Typology, Classifying Human Resource Types: Integration of Strategy and Human Resource Planning, The Human Resource Manager and Strategic Planning, Human Resource Processes, Human Resource Planning.

**UNIT – 4:** 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 Special Implementation Challenges. Reward and Development Systems, Strategically Oriented Performance Management Systems.

**UNIT – 5:** Performance Impact of Human Resource Practices: Individual High Performance Practices, Systems of High Performance Human Resource Practices: Individual Best Practices Vs. Systems of Practices and Universal Practices Vs. Contingency Perspectives, Human Resource Evaluation, Overview of the Evaluation: Approaches to Evaluation,

#### Case Study Is Compulsory Course

#### Out Comes :

1. Able to identify the key HRM functions and operations and their impact on business performance. ( I )
2. Describe the Dynamic nature of global competition and social, technological trends and their significance for HRM practice. (II)
3. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture. (III)

4. Describe how HR strategies can be informed by knowledge of manpower requirement and utilization. (IV)
5. Recognize and understand the performance impact of HR practices on business and evolution of strategic contribution of HRM on business performance. (V)

**References :**

1. Greer, Charles R. (2003) Strategic Human Resource Management-A General Managerial Approach New Delhi: Pearson Education (Singapore) Pie. Ltd.
2. Maybe, Christopher and Salman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.
3. Salman, Graeme, Human Resource Strategies, Sago Publications, New Delhi.
4. Porter, Michael S., and Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, and New York.
5. Joel Dean, Managerial Economics.
6. Wayne F.Casio&Herman Aguires: Applied Psychology in HRM, PHI,2008.

**References:**

1. Patrica Hayes, Andrew Richard T. Herschel, Organization Communication, AITBS Pub. & Dist., New Delhi.
2. BoveeThillSchalzman, 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 HillPub Co. Ltd., New Delhi.
5. Losikar Raymond V and Marie E. Flalley, Basic Business Communication – Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Co.Ltd., New Delhi.
6. Edwin B.Flippo, Personnel Management McGraw Hi McGrath, Prentice Hal Inc.,New Jersey.
7. E H McGrath S.J Basic Managerial Skills for All Pub Co. Ltd.,PHI
8. Wayne F.Casio&Herman Aguires : Applied Psychology in HRM, PHI,2008 9. Walton and McKiersie: A Behavioural theory of Labour Negotiation.

**VIII SEMESTER**  
**8.3. CONTEMPORARY HUMAN RESOURCE MANAGEMENT**

**Course Objectives:**

1. To enable students to provide basic understanding with the knowledge of changing environment of HRM in the globalised economy and make them aware of emerging challenges and prospects of HRM.
2. To equip them with the knowledge of modern and contemporary HR trends and practices (like HR Architecture, Knowledge Management, Talent management, New People Management etc.,)
3. To create awareness among them on human problems at workplace and make them learn to deal with them.
4. To provide a comprehensive understanding of technology and HR interface along with the understanding of contemporary HR issues in business (like outsourcing – BPO, ERP, TQM, Learning organisation, E-Learning, E.I etc.,)

**UNIT – 1:** Changing Environment of HRM in the Globalised Economy, Emerging Challenges and Prospects -Managing Global Diversity, Gender Diversity, HR in IT & IT enabled Services and SEZs.

**UNIT – 2:** Human Resource Acquisition: Human Resource Inventory, HR Architecture, E-Recruitment, Right Sizing – Significance and Methods, Alternatives to Redundancy, Delayering.

**UNIT – 3:** Knowledge Management – Dealing with Knowledge Workers, Workers Attitudes towards KM. Talent Management – Strategies, Mentoring, New People Management (NPM).

**UNIT – 4:** Human Problems at Workplace: Handling Difficult People – Problem Employee, Deadwood, and Plateaued Employees. Management of Stress: Causes of Stress, Individual and Organizational Consequences of Stress, Coping with Stress. Absenteeism: Types, Causes, Measures to Reduce Absenteeism. Managing Work-Life Balance – Role of Employers, Government, and Unions.

**UNIT – 5:** Technology and HR Interface: HRIS, HR issues in Outsourcing – BPO, ERP, TQM and Business Process Re – Engineering, Creating Learning Organization, E-Learning, Emotional Intelligence, Intellectual Capital, and HR Audit.

**Case Study Is Compulsory Course**

**Out Comes:**

1. Able to understand the changing Human Resource environment, describe and address the emerging issues, challenges of HRM. (I)
2. Able to Summarize the ways in which the New People Management practices support organisational flexibility and expansion. (II)
3. Able to understand the new practices of HRM in the contemporary areas such as knowledge management, Talent Management, Mentoring and new people management (NPM) etc.(III)
4. Discuss how technological developments at workplace can address human problems in organisations. (V)
5. Explain how the natures of employment relationships are changing at workplace. (IV)

**References:**

1. Biswajeet Pattnayak, “Human Resource Management”, Prentice Hall of India., New Delhi.

2. C.B. Memoria, S.V. Gankar, "Personnel Management Text and Cases", Himalaya Publications 2009.
3. Cynthia D. Fisher & Lyle F. Schoenfeld, "Human Resource Management", Wiley India, New Delhi.
4. P.L. Rao, "Comprehensive Human Resource Management", Excel Books 2004.
5. Jyothi, "Human Resource Management", Pearson Education, New Delhi.
6. Lawrence Kleiman, "Human Resource Management", Wiley India, New Delhi.
7. P. SubbaRao, "Essentials of Human Resource Management", Himalaya Publications 2009.
8. Ramaswamy, "Managing Human Resources – A Contemporary", Oxford University Press.

**FIELD WORK is mandatory for this course so we request you to include them where it can be applicable**

\* INDUSTRIAL VISIT --- includes orientation, visit, group discussion and report submission, VIVA-100 MARKS

\*\*Observation visit to government organisation/ establishments- includes orientation, visit, group discussion and report submission, VIVA-100 MARKS

\*\*\*17 DAYS COMPLUSORY FIELD WORK- includes orientation, visit, group discussion and report submission, VIVA-100 MARKS

\*\*\*\*\***60 DAYS BLOCK PLACEMENT FIELD WORK**- includes orientation, visit, group discussion and report submission, VIVA-100 MARKS