

SEMESTER – 2:: SYLLABUS
Course 201 – STRATEGIC HUMAN RESOURCE MANGEMENT
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT – 1 :

Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; **Strategy Formulation:** Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter’s Model;

UNIT - 2 :

Environment Forecasting: Analysing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; **Institutionalizing the Strategy;** Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.

UNIT – 3 :

Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; **Organizational Performance and HRS:** HRM Strategy and Difficulties in its implantation.

UNIT- 4

Strategic Human Resource Processes: Work force 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; oriented compensation systems and employee development

UNIT – 5

New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; **Human Resource Strategy:** Some Key Issues, HRM Strategy for Future.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi .
2. Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi .
3. Bowman, Cliff: The Essense of Strategic Management, Prentice Hall, New Delhi .
4. Monappa, Arun and Engineer, Mahrukh: Liberalisation and Human Resource Management, Response Books, New Delhi .
5. Starkey, Ken and Mc Kainlyu, alan: Corporate Strategy and Human Resources, Beacon Books, New Delhi .
6. Pearce II, John A, and Robinson , Jr. Richard B. : Strategic Management, AITBS Publishers and Distributors, New Delhi .
7. Druker, Peter F: Managing for the future, Butterworth – Heinmann Ltd., Oxford .
8. Senegal, Peter, M : The Fifth Discipline, currency and Doubleday , New York .

9. Deutsch, Arnold R. : The Human Resource Revolutions, Mc Graw-Hill Co., New Delhi .
10. Porter, Michael S. : Competitive Strategy: Techniques for Analysing Industries and Competitions, Free Press, New York .
11. Srivastava, R.M. : International Strategic Management, Himalaya Pub., House, Mumbai.
12. Rajib Lochan Dhar (2008) : Strategic Human resource Management Excel Books New Delhi
13. Rajib Lochan Dhar (2010) : Strategic Human resource Management Excel Books New Delhi

Course 202 – EMPLOYEE COMPENSATION MANAGEMENT
Maximum Marks: 100 (End Semester: 70 and Mid Semester: 30)

UNIT – 1 :

Employee Compensation Management: Concept, Principles; significance; **Wage Concepts:** Wage and Salary; Minimum Wage; Need-based Minimum Wage; Fair Wage; Living Wage; ;Money and Real Wages: **Wage Theories; Compensation Policy.**

UNIT – 2 :

Wage Determination: Principles, Determinant Factors; Job Evaluation Methods and its Role in Wage Determination; Wage Differentials;

UNIT – 3 :

Wage fixation: Statutory Wage Fixation, Wage Boards, Collective Bargaining, Adjudication, Pay Commissions; Wage fixation in Public Sector Undertakings.

UNIT-4:

Wage Payment Methods: Time and Piece Rate Systems, Payment by Results (PBR); Payment Methods in Different Countries; **Incentives:** Principles, Procedure for Installing Incentive System: Wage incentive Schemes in India; Linking Wages with Productivity.

UNIT – 5:

Wage Components: Significance, Basic Wage; Dearness Allowance; Bonus and General Allowances; Fringe Benefits; Managerial Compensation: Recent Trends in Indian Organizations and MNCs: Role of H.R. Department in Compensation Management.

Case Analysis: The Question paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Aswathappa, K: Human Resources and Personnel Management, Tata Mc Graw Hill Publishing Company Ltd, New Delhi , 2004.
2. Belcher, W. David: Wage and Salary Administration, Prentice-Hall, Inc, Englewood Cliffs, New Jersey, 1962.
3. Bhagoliwala, T.N: Economics of Labour and Industrial Relations, Sahitya Bhavan Publications, Agra .
4. Chatterjee, N.N: Management of Personnel in Indian Enterprises, Allied Book Agency, Calcutta .
5. Government of India Report: Wages, Income and Prices, Report of the Bhoothalingam Committee, Government of India , New Delhi .
6. Government of India , National Commission on Labour Report
7. ILO .Payment by Results, ILO, Geneva .
8. Sarma, A.M: Understanding Wage System, Himalaya Publishing House, Mumbai, 2004.
9. Subramanian, K.N(1977)Wages in India, Tata Mc Graw Hill Publishing Co. Ltd., New Delhi ,
10. Verma, Pramod(1991) Wage Determination: Concepts and Cases, Oxford and IBH, Pub. Ltd., New Delhi ,
11. Tampomoy Dec(2008) Compensation Management Text and Cases Excel Books New Delhi
12. B.D.Singh (2007) compensation and Reward Management Excel Books New Delhi.

Journals:

1. Indian Journal of Industrial Relations
2. Personnel Today
3. Human Capital
4. Vikalpa

Course 203 – EMPLOYEE WELFARE AND LABOUR ADMINISTRATION
Maximum Marks: 100 (End Semester: 70 and Mid Semester: 30)

UNIT – 1

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 – 2

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

UNIT – 3

Labour Welfare Programmers: Statutory and Non-Statutory, Extra Mural and Intra Mural; Canteen, Creche, Housing, workers Education Scheme, Financing of Welfare Programmers; welfare officer; role Status and functions

UNIT-4

Social Security: Concept and Scope; Social Assistance and Social Insurances, Development of Social security in India; Social Security Measures for Industrial employees; Towards a Comprehensive Social Security System in India.

UNIT – 5

Labour Administration; Central Labour Administrative machinery in India; Labour Ministry; Labour Secretary; Chief Director General of Employment and Training; Director General of Factory Advice Service; Provident fund Organisation; ESI Schemes; Labour Administration in A.P.

Case Analysis: The Question Paper shall have a compulsory question on case analysis.

Prescribed Books:

1. Moorthy, M.V .Principles of Labour Welfare, Oxford & IBH Publishing Co., New Delhi .
2. BVaid, K.N. Labour Welfare in India , Sree Rama Centre for Industrial Relations and Human Resources, New Delhi .
3. Sharma, A.M.Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Mumbai.
4. Ram Chandra P. Singh, Labour Welfare Administration in India , Deep & Deep Pub., New Delhi .
5. Punekar, S.D.Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Pub. House, Mumbai.
6. Pant, S.C., Indian Labour Problems, Chaitanya Pub. House, Allahabad.
7. Saxena R.C., Labour Problems and Social Welfare, K. Nath and Co., Meerut .
8. Bhogiliwara, T.N. Economics of Labour & Industrial Relations, Sahitaya bhavan Pub., Agra .
9. Memoria, C.B.Dynamics of Industrial Relations in India , Himalaya Pub. House, Mumbai.

Course 204 – ORGANISATIONAL BEHAVIOUR – 1
Maximum Marks: 100 (End Semester: 70 and Mid Semester: 30)

UNIT – 1

Organisational Behaviour (OB): Definition, Scope, Elements of Organisational Behaviour; Approaches to OB: Classical organization Approach: F.W.Taylor, Henry Fayol: Human Relations Movement and Behaviouralism.

UNIT – 2

Foundations of Individual Behaviour: Personality; Learning; Attitudes; Alienation; Stress; Counselling;

UNIT – 3

Foundations of Group Behaviour: Process of Group Formation, Types of Groups, Group Cohesiveness, Decision Making in Groups; Job Satisfaction

UNIT – 4

Conflicts: Goal Conflict, Role Conflict; Frustration; Defence Mechanisms; Transactional Analysis: Johari Window; Force Field Analysis.

UNIT-5

Organisational Conflict; approaches of Conflict management: Management of conflict and organizational Performance; Collaboration; concept Basis and Interventions on Techniques of Understanding Behavior; Transactional analysis and Johari Window

Case analysis: The question paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Euthans, Fred: Organisational Behaviour, Tata McGraw-Hill co. New Delhi ,2004.
2. Stepehn, P. Robins: Organisational Behavior, Prentice – Hall of India Pvt., Ltd., 2004.
3. John, W. Newstrom & Davis, Keith: Organisational Behavior (Human Behaviour at Work), Tata McGraw-Hill, New Delhi , 2002.
4. Bhatia, Hans Raj: General Psychology, Oxford and I BH Publishers, New Delhi ,2004.
5. Harrel, W. Thomas : Industrial Psychology, Oxford IBH Publishers, New Delhi , 1998.
6. Hilgard, R.E. Nest and Atkinson C. Richard & Atkinson L. Rita: Introduction to Psychology, Oxford and IBH Publishers, New Delhi , 1976.
7. Mc Cormic J. Earnest and Ilgen, Daniel: Industrial Psychology, Prentice-Hall of India Pvt., Ltd., New Delhi ,1994.
8. Munn L. Norman, Fernald, Jr. L Dodge, & Fernald s. Peter: Introduction to Psychology, Oxford IBH Publishers, New Delhi ,2000.
9. Korman, K. ;Abrahm : Organisational Behaviour.
10. Tifen, J.I and McCormic: Industrial Psychology.
11. Sehneider Engene, V: Industrial Sociology.
12. VSP Rao, Organisational Behavior Excel Books New Delhi 2009

Course 205- BUSINESS ENVIRONMENT
Maximum Marks:100(End Semester:70 and Mid Semester :30)

Unit-1

Business Environment- Concept and Significance, Elements of Business Environment, Indian Business Environment, Globalization and Business Environment: The Meaning and Rationale of Globalization; Strategies for Globalization; Markets; Domestic and International; India-WTO

UNIT -2

- (a) **Technological Environment:** Impact of Technology; Technology and Human Resources; Status of Technology in India
- (b) **Political Environment:** Indian Constitution; Regulatory Role of Central & State Governments, Legislative, Executive, Judiciary.

UNIT-3

- (a) **Social Environment:** Social Relations at work; Working Environment; Social responsibility and Business
- (b) **Cultural Environment:** Nature of Culture, Impact of culture on Business, Business Participation in cultural affairs

UNIT-4

Economic Environment: New Economic Policy and Industrial Policy Resolutions; Objectives and Sailable Features of MRTP Act 1969, The companies Act, 1956, Public Sector Enterprises: Evolution and Growth: Industrial Sickness and Exit Policy

UNIT-5

Privatization- Disinvestment: concept, Pros and cons of Disinvestment; impact of Employment and Labour: Mergers and Take overs; Role of MNCs in Indian Economy; Foreign Direct Investment and Developing countries

Case Analysis : The question paper shall have a compulsory question on Case Analysis

Prescribed Books :

1. Dhameji, N. and Sastry, K.S.Privatisation : Theory and Practice Wheeler Pub., New Delhi .
2. Monappa, Arun and Engineer, Mahruki, Liberalisation and Human Resource Management Reponse Books, New Delhi .
3. Cheruilam, Francies, Business Environment, Himalaya Public House, Mumbai.
4. Aswathappa., K., Business Environment for Strategic Management, Himallaya Pub. House Mumbai.
5. Peters, tom and Austin , Nancy , A Passsion for Excellence, Fontana , New York .
6. Steward, David Business Ethics, Tata, McGraw Hill Pub.Co.Ltd.New Delhi.
7. Chakraborty, S.K.Managerial Transformation by values, Sage, New Delhi .
8. Aswathappa, k., Essentials of BusinessEnvironment, Himalaya Pub.House, Mumbai.
9. Weaver, Paul H., The Suicidal Corporation, Simon & Schuster Inc., New Delhi .
10. Clark, Kerr, Herbinson and Hyders, Industrialism and Industrial man, Harvard University Press, Cambridge .
11. Adarkar, B.P. Report on Health Insurance for industrial Workers, Government of India, New Delhi .

12. Government of India (1983) , Report of Royal commission on labour in India , New Delhi , (Reprinted).
13. Government of India(1969), National Commission of Laobur, New Delhi ,.
14. Government of India , Report of the Committee on Labour Welfare, New Delhi ,.
15. Government of India(1969) , Report on Health Insurance for Industrial Workers, New Delhi .
16. Suresh Bedi (2006) Business Environment Excel Books New Delhi

Journals:

1. Indian Journal of Labour Economics
2. Indian Journal of Industrial Relations.

Course 206- MANAGEMENT OF TECHNOLOGY AND PRODUCTIVITY

Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT - 1:

Technology: Concept and Evolution; Economic Development and Technology Transfer; Kinds of Technology Transfer; Technology Transfer Through Alliances; State Policy on Development and Transfer of Technology; Liberalization and Impact of Technology.

UNIT – 2:

Impact of Technology Transfer: Technological Adaptation; Perspectives and Issues; Technological Change and its Implementation; New Technology and Work Organization; Technology and HRD; Trainability and Changes in Skill Development; Modernization and Labour Relations; Technology transfer with a Human face.

UNIT – 3:

Productivity: Concept and Significance; Perspectives on Productivity; Productivity Measurement: Concepts and Models of Productivity Measurement in Different Sectors: Manufacturing, Service; Measurement of Productivity at Enterprise Level; Productivity Management and External Environment.

UNIT – 4:

Techniques of Productivity Improvement : Reducing Work Content; Method Study; Ineffective Time; Just in Time; Business Process Re-engineering; Behavioral Techniques; Ergonomics;

UNIT – 5:

Quality Management: Contribution of Deming and Juran; Total Quality Product Management (TQPM); TQM; ISO Certification; ISI Certification; Quality Circles; Kaizan; Quality Control and Future Organizations. ; Six Sigma approach

Case analysis: The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Viramani, B.R. and Kala rao, Economic restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi .
2. Manik Kher, Coping with Technological change, Response Books, New Delhi .
3. Premvrat, G.D.Sardana and B.S.Sahay, Productivity Management: A Systems Approach, Narosa Publishing House, New Delhi .
4. Roy Mac Leod (Ed.) New Technology and the workers Response, Sage Publications, New Delhi .
5. Granstrand, Ove, Technology Management and Markets, Frances Printer (Publishers), London .
6. Lal, B.B., Industrial Productivity and Economic Growth, Chaitanya Publishing House, Mumbai.
7. ILO, Measuring Labour Productivity, ILO,
8. Geneva .
9. ILO, Productivity Measurement at the Enterprise and Sectoral Levels, Geneva .
10. Asian Productivity Organisation, Guideline for Productivity Measurement and analysis for APO Membbers, Tokyo .
11. APO, Labour Management Cooperation : A key to productivity promotion, Tokyo

12. APO, Linking Wages with Productivity, Tokyo .
13. Drucker, Peter F., Towards the Next Economics and Other Essays, Harper and Row Publishers, New York .
14. Patrick Townsend & Joan Gebhardt, Quality in Everybody's business, East West Books, Chennai.
15. Subbaraju, R., ISO 9000 Path to TQM, Allied Pub. Ltd., Chennai.
16. Lal, H., Total Quality Management, New Age International (P) Ltd., Publishers, Calcutta .
17. Raju, M.K., Managerial Perspectives, University Press Hyderabad .

SEMESTER – 2 :: SYLLABUS

Course 201 – STRATEGIC HUMAN RESOURCE MANGEMENT
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

Course 202 – EMPLOYEE COMPENSATION MANAGEMENT
Maximum Marks: 100 (End Semester: 70 and Mid Semester: 30)

Course 203 – EMPLOYEE WELFARE AND LABOUR ADMINISTRATION
Maximum Marks: 100 (End Semester: 70 and Mid Semester: 30)

Course 204 – ORGANISATIONAL BEHAVIOUR – 1
Maximum Marks: 100 (End Semester: 70 and Mid Semester: 30)

Course 205 – BUSINESS ENVIRONMENT
Maximum Marks: 100 (End Semester: 70 and Mid Semester: 30)

Course 206- MANAGEMENT OF TECHNOLOGY AND PRODUCTIVITY
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)