

**MASTER OF HUMAN RESOURCE MANAGEMENT
ACHARYA NAGARJUNA UNIVERSITY
M.HRM FIELD WORK REGULATION**

I SEMESTER

OBSERVATION VISITS TO INDUSTRIES.

1. Observation Visits shall be preceded by attendance of the students at a minimum of six (6) orientation classes out of eight (8) arranged for the purpose. A student falling short of minimum attendance will not be eligible for observation visit
2. Every student shall make a minimum of four (4) visits out of five (5) scheduled observation visits.
3. A visit shall be deemed to be complete only when the other integral parts of Orientation, Group Discussion, Report Writing and Individual Supervisory Conference as scheduled are fulfilled.
4. Any student short of Four (4) visits he shall make good along with the subsequent batch and the report valuation shall be done along with the next year batch students.
5. Each Report shall be in candidate's own handwriting and certified by the fieldwork supervisor or teacher accompanying the students/teacher guide and before it is sent for valuation by the external examiners.
6. If there is any unsatisfactory certificate from any one of the above said persons, the student shall not be permitted to submit the report for valuation. The students shall submit the report making good the deficiency along with the next year batch.

II SEMESTER

A) CONCURRENT FIELDWORK (Placement in Government Agencies / Establishments):

1. Placement in Government Agencies Establishments shall be preceded by attendance of the students at a minimum of six (6) orientation classes out of eight (8) arranged for the purpose. A student falling short of minimum attendance will not be eligible for placement.
2. Every student shall be required to cover a minimum of four (4) Government Agencies/ Establishments/ Service Organizations for twelve (12) continuous working days.
3. The placement shall be deemed to be complete only when the other integral parts of Orientation, Group Discussion, Report submission and individual supervisory conference as scheduled are fulfilled.
4. Any student falling short shall make good along with the next batch and the report valuation shall be done along with the next year batch.
5. The same regulations are applicable in respect of certification of the work as mentioned under 5 and 6 sub-sections under observation visits.

B) INDUSTRIAL STUDY TOUR (At the end of Second Semester):

1. Industrial Study Tour, a Non-credit curricular requirement, shall be conducted at the end of the Second Semester Examinations. It shall consist of minimum ten (10) visits to Industrial establishments of different sectors in India. In fixing the visits preference shall be given to such organizations, which are not locally found such as Plantations, Mines etc.
2. After completion of the tour every student shall submit a Report to the Department. The report shall be in the candidate's own handwriting.
3. A student shall be deemed to have fulfilled this requirement only after a satisfactory report given by the teacher accompanying the students, based on the student's participation in tour and report submission.
4. Any student failing to fulfill the requirement of Industrial Study Tour shall make good along with the next year batch. If he/she fails this requirement then he/she shall be deemed to have not completed the requirements of the M.HRM course.

C) COMPREHENSIVE VIVA-VOCE (At the end of Second Semester):

1. Viva-voce shall be conducted at the end of Second Semester. The Viva-voce Committee shall consist of one subject Professor of other University, Head of the Department, Chairman Board of Studies and a Faculty Member.
2. Viva –voce shall be conducted at the end of Second Semester. The Viva –voce Committee for Affiliated Colleges shall consist of one subject professor of other University, Head of the Department of the college and Faculty Member from University Department.

III SEMESTER

CONCURRENT FIELDWORK (Placement in Industrial Establishments):

1. Placement in industry shall be preceded by attendance of the student at a minimum of six (6) of Orientation classes out of eight (8) arranged for the purpose. Students falling short of minimum attendance will not be eligible for placement in industry.
2. Under this programme, a student shall be placed in Industrial Organizations and Establishments for three (3) weeks.
3. Each student shall attend twenty one (21) days, failing which he/she shall repeat the same placement along with the next year batch.
4. After completion of placement in Industry, the student shall attend Group Discussions, failing which he/she shall fulfill the same requirement along with the subsequent batch.
5. A candidate shall submit a Draft Report for Individual Supervisory Conference and Fair Report after approval in his own handwriting for double valuation.
6. A student shall be deemed to have completed this requirement only after getting the satisfactory certificate from Fieldwork organization, Fieldwork Supervisor or Teacher entrusted with fieldwork, Teacher guide and Head of the Department.
7. If there is any unsatisfactory certificate from any one of the above said persons the student shall be disqualified to submit the report for valuation.

IV SEMESTER

A) INTERNSHIP (Two Months at the end of Fourth Semester):

1. Under this programme, a student shall be placed in an Industrial Establishment having well-established Personnel / Human Resource Management Department for a continuous period of (2) calendar months. During this period of fieldwork, each student is required to prepare a report inclusive of a Dissertation Report on a topic suggested by the fieldwork organization. For this purpose, each student shall be assigned to a teacher for guidance. The report shall cover various areas of Human Resource Management and Industrial Relations (Part-I) and a Dissertation based on the Field Research on a topic suggested by the organization (Part-II).
2. Student's absence for a maximum of four (4) days shall be condoned during this period. The student shall maintain a Diary duly signed by the concerned officer of the fieldwork organization on a day-to-day basis and the same shall be submitted to the Department.
3. Student shall be required to submit the Dissertation part, after taking necessary guidance and approval from the Teacher Guide. The Internship fieldwork report (Part-I) shall carry fifty (50) marks and Dissertation (Part-II) Fifty (50) marks. Total One hundred and fifty marks (100).
4. A candidate shall submit a fair report of part—I in his/her own handwriting and dissertation report part-II shall be submitted, neatly printed and in book form, for double valuation.
5. A student's report shall be accepted for valuation only after getting satisfactory confidential report from the organization, Teacher in-charge of Internship, Teacher guide and Head of the Department.
6. Any absence over the above the permitted four (4) days shall be made good by extension of the placement at the discretion of the organization and the Head of the Department (here extension means continuation of the placement beyond the schedule date).

B) COMPREHENSIVE VIVA-VOCE (At the end of Fourth Semester): Consists of 100 marks

1. No student shall be permitted to take up the comprehensive Viva-voce Examination, unless he/she completes all the course requirements including examinations and fieldwork.
2. The viva-voce committee shall consist of the Head of the Department Chairman, Board of studies and other senior faculty member on rotation and two external experts (one Professor from other university and one practicing Manager)
3. In affiliated colleges and other than University the viva-voce committee shall consist of Head of the Department of the college, one senior faculty member from university Department, one professor from university and one practicing manager
4. The viva –voce shall cover all the papers of the semester and project work dissertation

MASTER OF HUMAN RESOURCE MANAGEMENT**ACHARYA NAGARJUNA UNIVERSITY**

The course structure and detailed course content for Master of Human Resource Management (MHRM) Semester Pattern.

SEMESTER – 1

Course No.	Course Title	Maximum Marks	Hours of Teaching per Week
101	HUMAN RESOURCE MANAGEMENT	100	5
102	PRINCIPLES AND PRACTICES OF MANGEMENT	100	5
103	LABOUR LEGISLATION AND CASE LAW - I	100	5
104	LABOUR AND A MANGERIAL ECONOMICS	100	5
105	HR SKILLS AND ORGANISATIONAL COMMUNICATION	100	5
106	SOCIAL RESEARCH AND STATISTICAL TECHNIQUES	100	5
107	FIELD WORK (Observation visits to Industries)	100	5

SEMESTER – 2

Course No.	Course Title	Maximum Marks	Hours of Teaching per Week
201	STRATEGIC HUMAN RESOURCE MANGEMENT	100	5
202	EMPLOYEE COMPENSATION MANGEMENT	100	5
203	EMPLOYEE WELFARE AND LABOUR ADMINISTRATION	100	5
204	ORGANISATIONAL BEHAVIOUR - I	100	5
205	BUSINESS ENVIRONMENT	100	5
206	MANAGEMENT OF TECHNOLOGY AND PRODUCTIVITY	100	5

207	CONCURRENT FIELD WORK (Placement in Government Agencies -----INDUSTRIAL STUDY TOUR (Non- credit Requirement but compulsory, to be conducted during the vacation/at the end of Second Semester	100	5
208	COMPREHENSIVE VIVA-VOCE	100	

SEMESTER – 3

Course No.	Course Title	Maximum Marks	Hours of Teaching per Week
301	HUMANF RESOURCE DEVELOPMENT	100	5
302	INDUSTRIAL RELATIONS	100	5
303	ORGANISATIONAL BEHAVIOUR – II	100	5
304	PERFORMANCE MANAGEMENT & COUNSELLING	100	5
305	MANAGEMENT OF UNORGANISED LABOUR	100	5
306	INFORMATION TECHNOLOGY AND HRIS	100	5
307	CONCURRENT FIELD WORK (Placement and Statistical Techniques)	100	5

SEMESTER – 4

Course No.	Course Title	Maximum Marks	Hours of Teaching per Week
401	ORGANISATIONAL CHANGE AND ORGANISATIONAL DEVELOPMENT	100	5

402	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	100	5
403	LABOUR LEGISLATION AND CASE LAW - II	100	5
404	<p>OPTIONAL PAPER</p> <p>OPTIONAL :A</p> <p>(I)MANAGEMENT OF TRADE UNION AND (II) PARTICIPATIVE MANAGEMENT AND COLLECTIVE BARGAINING (OR)</p> <p>OPTIONAL: B</p> <p>(I)HRM IN SERVICE SECTOR AND (II) WOMEN AND CHILDREN IN EMPLOYMENT</p>	<p>100</p> <p>100</p> <p>(OR)</p> <p>100</p> <p>100</p>	<p>5</p> <p>5</p> <p></p> <p>5</p> <p>5</p>
405	<p>INTERNSHIP (Two Months)</p> <p>*Students are placed in Industrial Organisations in Cities/Towns preferably outside the State.(Block fieldwork Record + Dissertation Record)</p>	50+50	8
406	COMPREHENSIVE VIVA-VOCE	100	

SEMESTER – 1
COURSE 101- HUMAN RESOURCE MANAGEMENT
Total Marks : 100 (End Semester : 80 and Mid Semester : 20)

UNIT – 1

Human Resource Management: Concept, Scope, Objectives, Functions, Evolution, Approaches to HRM Vs. PM., Line and Staff relations and Role of HRM; HRM Model Competitive Advantage.

UNIT – 2

Human Resource Planning: Concept and objectives: Job Analysis, Job Description: Job specification;; Job Design, Redesign, HR Inventory; GRP process; Forecasting and Determination of current and future HR requirements; Right-sizing and down sizing.

UNIT – 3

Recruitment: Policy/Philosophy, Sources of Recruitment, Methods of Recruitment.

Selection: Concept, Process and Techniques: Application Blank: Selection Tests: Employment interview; selecting Managerial Personnel: Induction: Probation; Placement and Socializing the new employees.

UNIT – 4

Career Planning and Industrial Engineering: Career Planning and career paths: Promotions, Transfers and policies, Separation Policy and problems; Exit Interview. Work Study: Method Study and Time study: TQM; Business Process Re-engineering.

UNIT – 5

Maintenance : communication and Counseling: welfare, Health and safety Separation: Turnover, Retirement, lay off, Retrenchment; Discharge; Dismissal, and V.R.S. Maintenance of HR Data Base; HR Audit; HR Research, HR Accounting, Human Resource Management Profession: Challenges and Opportunities in the Globalization.

Case Analysis: There shall be a compulsory question on case analysis in the subject.

Prescribed Books:

1. Edwin B. Flippo, Personnel Management, Mc.Graw Hill Book Co. Ltd., Tokyo .
2. Decenzo and Robbins, Personnel/Human Resource Management, Prentice Hall of India Pvt. Ltrd., New Delhi .
3. Monappa, Arun and Saiyadain, Mirza, Personnel Management, Tata McGraw Hill Publications Co. Ltd., New Delhi .
4. Storey, Hohn, Managing Human Resources – Preparing for the 21st Century, Beacon Books, New Delhi .
5. Fisher, SWchoenfeldt and Shaw, Human Resource Management, All India Publishers and Distributors, Chennai.
6. Mondy, wayne and Noe, Rober, Human Resource Management, Allwyns and Bacon, London .
7. Yoder, Dale and Staudohar, Paul, D. Personnel Management and Industrial Relations, Prentice Hall of India Ltd., New Delhi.
8. French, Windell, Human Resource Management, All India Publishers and Distributors, Chennai.
9. Venkataratnam, C.S. and Shrivastav, Personnel Management and Human Resources,

- Tata Mc Graw Hill Publishing Co., Ltd., New Delhi.
10. Aswathappa, K., Human Resources and Personnel Management, Tata Mc Graw Hill Publishing co., Ltd., New Delhi .
 11. Dwivedi, R.S Managing Human Resources, Galgotia, Publishing Co. Ltd., New Delhi
 12. Porter, Michael, competitive Advantage, The Free Press, New York .
 13. Monappa, Arun and Engineer, Mahrukh, Liberalisation and human resource management, Response Books, New Delhi .
 14. Pigors, Paul and Myers, Charles, A., Personnel Administration, Mc Graw Hill Book Publishing Co., Ltd., New York .
 15. Werther, William and Davis , Keith, Human Resource and Personnel Management, Mc Graw Hill Publishing Co., Ltd., Tokyo.
 16. Paranjpe, Vivek, Human Resource Planning, Allied Publishers, New Delhi .
 17. Akhilesh, K.B. and Nagraj, D.R (Edz)., Human Resource Management 2000 – India Perspectives, Wiley Eastern Ltd., New Delhi .
 18. Bratton, John and Gold Jeffers, Human Resource Management, Macmillan , U.K.
 19. Subba Rao, P., Essentials of Human Resource Management and Industrial Relations, Himalaya Publishers, Mumbai.
 20. Ramaswami, N., The Management of Human Resources, T.R.Publications, Cehnnai.
 21. P.L.Rao: Comprehensive Human Resource Management , (2004) Excel Books New Delhi

Journals:

1. Harward Business Review.
2. Human Capital
3. Indian Journal of Industrial Relations
4. Indian Management
5. Personnel Today
6. Vikalpa.

COURSE 102: PRINCIPLES AND PRACTICES OF MANAGEMENT

Total Marks : 100 (End Semester : 80 and Mid Semester : 20)

UNIT – 1

Management: Concept, Functions, Principles;; Management and Administration: Management as Science as well as Art; Management as Profession Management Theories; Systems Approach; Behavioral Approach; Contingency Approach; Managerial Roles.

UNIT – 2

Planning: Definition, Concept Objectives; Strategic Planning: MBO; Decision Making; Forecasting Techniques; **Organising:** Structure; Span of Control; Departmentalization and Divisionalisation: Centralization; Delegation; Decentralization; Line and Staff Functions.

UNIT – 3

Directing: Concept, Nature; Leadership, Motivation **Communication:** Process, Barriers of Communication; **Control:** Meaning and Importance: Types of Control Methods; Characteristics of Effective Control System and Techniques.

UNIT – 4

Financial Management: Functions, Sources of Finance; Financial Reporting; Budgeting; **Production Management:** Functions; Operations and Layout; Facilities location, Project Management; **Marketing Management:** Concept Importance, Producer – Consumer Relationships; Consumer Behaviour; Marketing Research and Information Market Mix.

UNIT – 5

Globalization and Management: Inventing and Re-inventing Organization; Cultures and Multiculturalism and Quality; Environment- Foundations of Management; Ethics and Business

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

Prescribed Books:

1. Stoner, A.F.James and Freeman Edward: Management, Printice –Hall of India Pvt. Ltd. New Delhi , 2003.
2. Robins, P. Stephen: Management Concepts and Practices, Prentice-Hall Inc., engle Wood Cliffs, New jersey , 1984.
3. Koontz, O. Donnel and Weirich: Management, Mc Graw-Hill Ltd., New Delhi ,2002.
4. Prasad, L.M : Principles and Practice of Management, sultan chand and sons, New Delhi , 2005.
5. Pandey, I.M: Financial Management, Vikas Publishing House Pvt., Ltd., New Delhi , 1993.
6. Khanna, O.P: Industrial Engineering and Management, Dhanpat Raj and sons, New Delhi , 1993.
7. Elvin and Others: Production Management, Printice3-Hall of India Pvt. Ltd., New Delhi .
8. Kotler Philip: Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi ,2004.

COURSE 103: LABOUR LEGISLATION AND CASE LAW-1

Total Marks : 100 (End Semester : 80 and Mid Semester : 20)

UNIT – 1 :

Industrial Jurisprudence: Concept and Objectives; Classification and Principles of labour Legislation: Growth of Labour Legislation in India; Indian Constitution and Labour Legislation: Labour Legislation and Judicial Activism; **International Labour Organisation (ILO) Conventions:** Recommendations and their impact on Labour Legislation; **Social Justice:** Concept and its Role in Labour Legislation: Natural Justice: Concept and Principles of Natural Justice.

UNIT – 2 :

The Factories Act, 1948 and A.P. Factories Rules 1950;
The A.P. National and Festival Holidays Act, 1974 and its Rules.

UNIT – 3 :

The Mines Act, 1952 and its Rules:
The Plantation Labour Act, 1951:

UNIT – 4 :

The Contract Labour Regulations and Abolition Act, 2001 and its Rules
The Apprentice Act, 1961.
The Child Labour (Prohibition and Regulation) Act, 1986;

UNIT – 5 :

The Andhra Pradesh Shops and Establishments Act, 1988;
The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959.

Case Law: There shall be a compulsory question on Case Law in the Paper.

Note: The Case Laws in respect of below listed circulated to the students and the same covered in the question paper setting.

CASE LAW

1. The Factories Act, 1948

1. Chintaman Rao Vs. State of Madhya Pradesh
Reported in A.I.R., 1958 Sc 388.
2. J.K. Industries Limited etc., Vs. the Chief Inspector of Factories and Boilers and Others etc., Reported in 1996 LLR 961 (SC)
3. Ardeshir H. Bhiwaniwala Vs. State of Bombay.
Reported in A.I.R. 1962 SC (29)

2. The Contract Labour (Regulations and Abolition) Act, 1970

4. Gammon India Limited Vs. Union of India 1974(11) LLJ 489 (SC)
Reported in 1974 (1), LLJ 489 (SC).
5. Hindustan Steel Works Construction Limited Vs. The Commissioner of Labour and Others, Reported in 1996 LLR., 865 (SC).
6. Steel Authority of India Ltd., and Others Vs. National Union Water Front Workers and Others. Reported in 2001 – II – LLJ (SC – 1087)

Prescribed Books:

1. Sharma, A.M: Industrial Jurisprudence, Himalaya Publishing House, Mumbai,2002.
2. Agarwal, S.L: Labour Relations Law in India , Macmillan company of India Ltd., New Delhi , 1990.
3. Vaid, K.N: Labour Welfare In India , Sri Ram Centre for Industrial Relations, New Delhi .
4. Government of India , Report of the Royal Commission on Labour, New Delhi .
5. Government of India Report on the National Commission on Labour, I&II, New Delhi .
6. Malik, P.L : Industrial Law, Eastern Book Company, Lucknow , 1999.
7. Vaidyanathan, N: ILO Conventions and India , Menerva Associates, Calcutta , 1975.
8. Sinha, G.P & Sinha. P.R.N: Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi , 1980.
9. Sharma A.M: Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Mumbai, 2002.
10. Goswamy, V.G: Labour and Industrial Relations Law, Cetnral Law Agency, Allahabad , 2004.
11. Prabhakara Rao, D.V.R.S.R: Contract Labour: Abolition and Absorption , law Publishing House, Allahabad .
12. Jagannadha Rao, V: Andhra Pradesh Factories Rules, 1950.
13. B.D.Singh(2007) Labour Laws for Managers Excel Books , New Delhi

JOURNALS;

1. Labour Law Reporter
2. Labour Law Journal
3. Indian Labour Year Book
4. Supreme Court of India Judgements

COURSE 104 – LABOUR AND MANAGERIAL ECONOMICS
Total Marks : 100 (End Semester : 80 and Mid Semester : 20)

UNIT – 1

Labour Economics: Nature, Scope; Industrialisation;; Industrial Revolution; Labour Problems in Developing Economy; Concept of Labour Force; Structure of Indian labour Force and participation; Labour Market; Supply and Demand.

UNIT – 2

Economic Systems: Capitalism, Socialism; Communism; Mixed Economy;
Employment: Theories of Employment: Full Employment; Technology and Employment.

UNIT – 3

Location of Industry: Factors and Theories on Location: State Policy on Location of Industries in India. Factors Determining the size of a firm and Industry: Concept of Optimum firm: New Economic Policy (NEP): and Globalisation.

UNIT – 4

Managerial Economics: Concept and Principles of managerial Economics; Business Cycles; Banks and Financial Institutions; Main Features of International Trade; Foreign Exchange; Role of Government in Economic Management.

UNIT – 5

Managerial Decision Making: Analysing Market Demand; Business and Economic Forecasting; Theory of Production; Theory of Costs; Pricing Policies and Practices; profits and Profitability Analysis.

Prescribed Books:

1. Sivayya, K.V. & Dasm, V.B.M: Indian Industrial Economy, Sultan Chand & Co., New Delhi , 2004.
2. Kuchhal, S.C: The Industrial Economy, Chaitanya Publishing House, Allahabad , 1998.
3. Bhagoliwala, T.N: Economics of Labour and Industrial Relations, Sahitya Baavan Pub. Agra .
4. Verma, Promod: Labour Economics and Industrial Relations, Tata Mc Graw Hill Pub.company, New Delhi .
5. Sen, Amartyuasen, K: Employment Technology and Development, Oxford University Press, Delhi .
6. Arthur D. Butler, Labour Economics Amerind Pub. Co.Pvt. Ltd., New Delhi .
7. Holstorm, Mark: Industry and Inequality, Orient Longman, Hyderabad .
8. Dutt, Ruddar: Indian Economy, Sultan Chand & Co., New Delhi .

9. Dhooaklia, Ravindra, H. and Oza, Ajay, N: Micro Economics for management students, Oxford University Press, Delhi .
10. Baumol, W.S: Economic Theory and Operations Analysis Printice Hall of India Ltd, New Delhi .
11. Reekie, W.D. and J.N. Crook, Managerial Economics, Heritage Publishers.
12. Tiwari, D.B: Principles of Macro Economics, New Age International (P) Ltd., Calcutta .
13. I.L.O, India , Economic Reforms and Labour Policies, ILA, Geneva .
14. Government of India Report on Royal commission on Labour, New Delhi .
15. Government of India report on National commission on Labour, New Delhi .

Journals:

1. Indian Journal of Labour Economics
2. The Economist
3. The Economic and Political Weekly

Course 105 : HR SKILLS & ORGANIZATIONAL COMMUNICATION
Total Marks : 100 (End Semester : 80 and Mid Semester : 20)

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

UNIT II : Improving Communication Effectiveness: Communication Barriers; Physical Noise; Semantic Noise; Selective Perception; Distortion and Filtering; communication Gateways; Interpersonal Trust; Listening : Feedback; Non Verbal Communication.

UNIT III : Spoken Communication: Listening; Active Listening ; Poor Listening ; Poor Speaking Good Listener ; Logical Traps ;Presentations ;Features of effective Presentations; Presentation Planning; Structure of Presentations; Delivery; Visual Support; Coping with Questions; Coping with Nervousness.

UNIT IV : Effective Meetings: Preparation; Agenda; Conduct of Meetings; Preparation of Minutes of Meeting; Interviewing skills; Negotiating skills; Team building skills; Business skills; Client-Interfacing skills; Liaison skills; E-Mail writing skills.

UNITV: Organization correspondence: Principles of Communication: Preparatory Stages of Letter Writing: Letter Formats: Basic Plans for Letters; Direct Request Plan; Good News Plan; Bad News Plan; Persuasive Request Plan; Business Letters; Calling for a Post; Calling for an Interview; Appointment orders; Termination Orders; Enquiries; Cancellation of Orders; Complaints and Adjustments: Sales Letters: Report Writing.

Case Analysis: There shall be a compulsory question on case analysis in the subject.

Suggested Readings:

1. Patrica Hayes, Andrews Richard T. Herschel, Organization Communication, AITBS Pub. & Dist., New Delhi.
2. Bovee Thill Schalzman, Business Communication Today, Pearson, New Delhi.
3. Vilanilam, J.V., More Effective Communication, Response Books, New Delhi.
4. Moripally, Matthukutty, Business Communication Strategies, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
5. Losikar, Raymond V and Marie E.Flalley, Basic Business Communication – Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Co. Ltd., New Delhi.

6. Bovee, Thill & Schatzman, Business Communication Today, Pearson Education (Ple.) Ltd., New Delhi.
7. Wollord, Jerr C., Dedwin A. Gerloff and Robert C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill Book Company, New York.
8. Hindle, Tim, Interviewing Skill, Dorling Kindersley (DK), London.
9. Hindle, Tim, Negotiating Skills, Dorling Kindersley (DK), London.
10. Heller, Robert, Communicate Clearly, Dorling Kindersley (DK), London.
11. Hindle, T.M., Making Presentations, Dorling Kindersley (DK), London.
12. Heller, Robert, Managing Teams, Dorling Kindersley (DK), London.
13. Shookla, M.S., Human Relations, Macmillan India Ltd., New Delhi

106 – SOCIAL RESEARCH AND STATISTICAL TECHNIQUES

Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1

Scientific Method and Social Phenomena : Science – Theory and Fact, Research : Research Bias, Equipment of a Researcher, Social Research and Social Survey. Research Process : Problem Formulation : Defining problem; Components of the problem; Exercise of the Problem Formulation and Review of Literature; Conceptualization and Reconceptualisation; formulation of Hypothesis; Planning a Research Design, Types of Research Designs.

UNIT-2

Type of Social Research : Historical, Case study, Experimental and Community Studies; Experimental Research in India for Human Resource Management.

Statistical Methods : Definition, Scope, Importance and Limitations of Statistical Methods.

UNIT – 3

Sampling : Random, stratified Random, Cluster and Purposive sampling; Data collection and Research Tools : Documentary Information, Observating, Interview, Questionnaire, Schedule, Interview Guide, Scaling Techniques : Likert, Gutman and Thurstone scales. Pilot Study; and pretesting for validity and reliability of the tools. Data analysis : Qualitative and Quantitative Data analysis, Report writing.

UNIT – 4

Presentation of Data : Classification, Frequency Distribution, Tabulation, Diagrams, Graphs, Pictograms and Cartograms.

Measures of Dispersion : Range, Mean Deviation, Quartile Deviation and Standard Deviation.

Correlation : Simple, Multiple and Partial Correlation (Karl Pearson's Coefficient or Correlation); Rank Correlation.

UNIT – 5

Regression : Association of Attributes, Chisquare Test, Sample Tests, X Tezt, “t” Test and “f” Test. Index Numbers : Definition, Computation Consumer and whole sale price index in India, Types of index Computation – Laspayer's, Pasche's; Marshall; Edgeworth's and Fisher's Index, Mathematical Tests of Consistency.

Prescribed Books:

Allen L. Edward	:	Techniques of Attitude Scale Construction
Festnger and Katz	:	Research Methods in Behavioural Sciences.
Elhance	:	Fundamentals of Statistics
Goode and Hatt	:	Methods in Social Research.
Gopal, H.M.	:	Introduction to the study of Research Procedures in Social Sciences.
Gupta C.B.	:	Statistical Methods
Gupta S.P.	:	Statistical Methods
ICSSR Survey Reports	:	I.C.S.S.R. Publication.

Michael V.B. : Research Methodology in Management
Sadhu and Singh : Research Methodology in Social Sciences.
Singh V.B (Ed) : Labour Research in India .
Young P.V. : Scientific Social Surveys and Research.

SEMESTER – 2:: SYLLABUS
Course 201 – STRATEGIC HUMAN RESOURCE MANGEMENT
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

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. Senega, 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: 80 and Mid Semester: 20)

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: 80 and Mid Semester: 20)

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. B.Vaid, 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, Allhabad.
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: 80 and Mid Semester: 20)

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. Thaomas : Industrial Psychology, Oxford IBH Publishers, New Delhi , 1998.
6. Hilgard, R.E. Nest and Atkinson C. Richard & Atkinson L. Rita: Introduction to Psycholoyg, 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:80 and Mid Semester :20)

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: 80 and Mid Semester: 20)

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 Membders, 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 – 3 SYLLABUS
COURSE 301- HUMAN RESOURCE DEVELOPMENT
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1

HRD-Macro Perspective : HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.

UNIT -2

HRD–Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD

UNIT – 3

Instructional Technology for HRD : Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD

UNIT – 4

Human Resource Training and Development : Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

UNIT – 5

Training Methods: Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training Program, Review on T&D Programmes in India.

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

Prescribed Books :

1. Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
3. Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
5. Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
6. Rao, T.V: HRD Audit, Sage Publications, New Delhi .
7. ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill , New York .
8. Rao, T.V: Human Resource Development, Sage Publications, New Delhi .

9. Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi .
10. Lynton, Rolf. P and Pareek, Udai: Training for Development, Vastaar Publishers, New Delhi .
11. Viramani, B.R and Rao, Kala: Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi .
12. Jaya Gopalk, R: Human Resource Development : Conceptual analysis and Strategies, Sterling Publishing Pvt. Ltd., New Delhi .
13. Truelove, Steve.A: hand book of Training and Development, Beacon Books, New Delhi .
14. Goldstein, Irwin : Training in Organisations, Cole Publishing Co., California .
15. Malcom W. Warrant : Training for Results, Addison Wesley Pub. Co., London .
16. Graig, Robert L. and Bittel, Lester r. (Ed): Training and Development Hand Book, McGraw-Hill, New Delhi .
17. Padmalita Routry Kalyani Mohanthy, Human Resource Development and Organisational Effectiveness, Excel Books New Delhi 2009

Journals

1. Indian Journal of Training and Development
2. HRD News Letter (NHRD Network)
3. American Journal of Training and Development
4. Personnel Today

COURSE 302- INDUSTRIAL RELATIONS

Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1

Industrial Relations: Concept, Determinants of Industrial Relations; Perspectives of Industrial Relations; Evolution of Industrial Relations. Origin and Development of Industrial Relations. Economic Restructuring and Industrial Relations Systems in India.,

UNIT – 2

Public Policy on Industrial Relations in India : Constitution and Labour, Industrial Policy Resolutions; Five Year Plans; Tripartism: Indian Labour Conference; Standing Labour Committee; Industrial Committees; Wage board; Evaluation and Implementation of Committees; Voluntarism; code of Discipline and code of Conduct; Industrial Trade Resolutions.

UNIT – 3

Labour Management Cooperation in India : Works committees; JMCS; Worker's Participation in Management; Worker Director; Employee Grievance Redressal System; Industrial employment Standing Orders and its Role in Industrial Relations; Management of Discipline in Industry; Misconduct; Process of Domestic Enquiry and Punishment.

UNIT – 4

Industrial conflict : Causes, Manifestation, measures of conflict resolution. Industrial Relations System in U.K., U.S.A., and Japan. Recent Trends in Industrial Relations.

UNIT – 5

Trade Union movement; Historical development; growth of trade unions in India; Problems of Trade unions; challenges before trade unions Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance, Trade Union Structure; National Trade Union Federations; Emerging Trends in Unionism in India

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

Prescribed Books:

1. Dunlop, John t., Industrial Relations System, Host, New York .
2. Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub.Comp. Ltd., New Delhi .
3. Chaterjee, N.N Industrial Relations in India 's Developing Economy, Allied Book Agency, New Delhi .
4. Joseph, Jarome, Industrial Relations, Global Business Press, New Delhi .
5. Sharma, A.M. Industrial Relations, conceptual and Legal Framework, Himalaya Publishing House, Mumbai.
6. Kennedy, V.D Unions, Employers and Government, Manaktalas, Bombay .
7. John niland, Chrissieverevis and Russell Lansburg, The future of Industrial Relations, Sage, Pub. London .

8. Poole Michael, Industrial Relations : Origins and Patterns of National Diversity; Routledge & Kegan Paul, London .
9. Keer, Clerk and Staudohar, Paul D., Industrial Relations in a New Age, Jossey – Bass publishers, San Francisco.
10. Bamber Greg J. and Lansbury, Russel D., International and Comparative Industrial Relations, Allen and Unwin, London .
11. Government of India , Report of the National Commission on Labour in India ; Government of India ; Government of India , New Delhi .
12. Government of India , Indian Labour Yearbook, Labour Bureau, Government of India, New Delhi .
13. Sodhi, J.S and Ahluwalia (ed), Industrial Relations : Coming Decades, Sri Rama Centre for Industrial Relations and Human Resources, New Delhi .
14. Verma, Pramod, Management of Industrial Relations, Oxford & IBH Pub. Co. New Delhi .
15. Pylee, M.V. and George, Simon, Industrial Relations & Personnel Management, Vikas Pub. House Pvt. Ltd., New Delhi .
16. Venkataratnam, C.S. and Varma, Anil, Challenge of Change, Allied Pub. Ltd., New Delhi .
17. Kochan, Thomas A., Katz.,; Harry C. and Mc Kesie, Robert B., the Transformation of American Industrial Relations, Basic Books inc., Pub. New York .
18. Hare, A.E.C. The First Principles of Industrial Relations, Macmillan, London .
19. Dunlop, John T., Dispute Resolutions : Negotiation and Consensus Building , Auburn House, Dover M.A.
20. Kerr, C., Dunlop, John T., Harbison, F and Mers, C.A Industrialism and Industrial Man, Penguin, Harmondsworth.
21. Myers, C.A and Kannappan, S., Industrial Relations in India , Asia Pub. Mumbai;
22. Johri C.K Industrialism and Industrial Relations in India , Oxford University , Delhi .
23. Richardson , J.H. An Introduction to Industrial Relations, George Allen & Unwin, London .
24. B.D.singh 2008 Industrial Relations Excel Books New Delhi
25. PL Rao and PRK Raju (2010) Industrial Relations in India, Excel Books, New Delhi
26. B.D.singh (2010) Industrial Relations Emerging Paradigms Excel Books, New Delhi

Journals:

1. Indian Journal of Industrial Relations.

COURSE 303 – ORGANISATIONAL BEHAVIOUR – II
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1

Motivation: Types of Motives; Theories of Maslow; Herzberg, McGregor, Alderfers, Porter and Lawler's Model; Job Enlargement, Job Enrichment, Behaviour Modification.

UNIT – 2

Leadership : Concept, Leader Vs. Manager; Classical Studies on Leadership; Trait Theories; Behavioral Theories; Group and Exchange Theories; Contingency Theory of Leadership; Leadership Styles.

UNIT – 3

Formal and Informal Organisations: Origin of Formal and Informal Organisations; Problems Associated with Informal Organisations.

UNIT – 4

Organisational Effectiveness (OE) : Concept; Approaches to O E; Adoptive Coping Cycle for Effectiveness; Achieving OE; **Organisational Climate:** Concept, Determinants of Organisational Climate; Physical Environment; Values and Norms

UNIT-5:

Organization Theory: Classical Theory; Neo-Classical Theory, Modern Behavioural Theories, contingency theory, system theory, modern structural models; Organizational Culture; Creating and Sustaining Culture; Work Culture

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

Prescribed Books:

1. Luthans, Fed : Organisational Behaviour, Tata McGraw-Hill Co. New Delhi , 2004.
2. Stephen, P. Robins : Organisational Behaviour, Prentice-Hall of India Pvt., Ltd., 2004.
3. John, W. NMewstrom & Davis, Ketih : Organisational Behavior (Human Behavior at Work), Tata McGraw-Hill, New Delhi , 2002.
4. Bhatia, Hans Raj : General Psychology, Oxford and IBH Publishers, New Delhi , 2004.
5. Gangadhara Rao, M. & Raok VSP & Narayana, P.S: Organisational Behaviour, Konark Publishing Pvt., Ltd., New Delhi , 2003.
6. Harrel, W. Thamoas : Industrial Psychology, Oxford IBH Publishers, New Delhi , 1998.

7. Hilgard, R.E. Nest & Atkinson C. Richard & Atkinson L. Rita : Introduction to Psychology, Oxford and IBH Publishers, New Delhi , 1976.
8. Mc Cormic J.Earnest and Ilgen, Daniel : Industrial Psychology, Prentice-Hall of India Pvt., Ltd., New Delhi , 1994.
9. Munn L. Norman, Fernald, Jr. L Dodge, & Fernald S. Peter : Introduction to Psychology, Oxford IBH Publishers, New Delhi, 2000.
10. Korman, K. Abrahm : Organisational Behaviour.
11. Tiffen, J.I and McCormic : Industrial Psychology.
12. Sehneider Engene, V: Industrial Sociology.

Journals:

1. Human Relations
2. Journal of Human Values
3. Management and Change

COURSE 304 – PERFORMANCE MANAGEMENT AND COUNSELLING
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1

Performance Management as a Business Strategy : Theoretical Framework; Designing Performance Management Systems: Setting Goals, Measuring Performance, Rewarding Performance, Process Links, Feedback and Amendments.

UNIT – 2

Performance Appraisal : Concept, PA Process, Methods of PA, MBO, 360 Degree Appraisal; Developing an Appraisal: Choosing the Appraiser; Role of HR Manager; Reliability and Validity of Appraisal.

UNIT – 3

Feedback, Potential Appraisal, Career Planning, Identification of Training Needs, Benchmarking

UNIT-4

Counselling : Meaning; Need for Counselling in Work Place; Goals of Counselling: Immediate, Long Term; Types of Counselling; Counselling Process: Problem Identification; Strategies and Skills; Counsellor – Counselee Relationship.

UNIT – 5

Content of Counselling: Preparation, Intake Procedure, Rapport, Counselling Environment; Specifics of Counselling: Observation, Listening, Nonverbal Behaviour, Communication, Questioning, Science, Transference, Follow-up; Post-Appraisal Counselling; Counselling for Separation.

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

Prescribed Books:

1. Rao T.V. and Pareek, Uday (ed) : Redesigning Performance Appraisal Systems, Tata McGraw-Hill Pub.Co., New Delhi .
2. Neale. Francis : Hand Bookk of Performance Management, Jaico Pub. House, New Delhi .
3. Benson , Gary : Stepping up performance, Jaico, Publishing House, New Delhi .

4. Walters, Mike : The Performance Management Hand Book, Jaico Pub., House, New Delhi .
5. Murphy, Kerin r, and Cleveland, Jeanette N: Understanding Performance Appriasal, Sage, London .
6. Mabey, Christefer and Salman, Graeme : Strategic Human Resource Management, Beacon Book, New Delhi .
7. Dave, Indu,: Th Basic Essentials of Counselling, Sterling Pub . Pvt. Ltd., New Delhi .
8. Barclay, James, R : Foundations of Counselling Strategies, John Wiley & sons, Inc., New York .
9. Blocher, Donald. H.,: Developmental Counselling, Ronald Press, New York .
10. Hahn, Milton E, and Macldanm, Malcom, S. : Counselling Psychology, McGraw-Hill Book Co., New York .
11. Patterson, CH, Theories Of Counselling & Psychotherapyk Harper & Row Pub., New York .
12. Mehta, Perin H, Odgers, Hohn & Wadia Khorshed. A : A Handbook of Counselling, NCERT, New Delhi .
13. Dinesh K.Srivastava (2005) Strategies for Performance Management Excel Books New Delhi
14. R.KrishnaVeni(2008) Human Resource Development Excel Books New Delhi
15. Tapomoy Feb (2008) Performance appraisal and Management Excel Books New Delhi

Course 305 – MANAGEMENT OF UNORGANISED LABOUR
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1:

Unorganised Labour :Unorganised labour:Concept, nature, size and structure its role in the national economy: size causes and problems

UNIT – 2:

Unorganized Labour in the Different sectors: Nature, Employment Status, Wage levels and Problems of Home based workers – Domestic workers – Sex Workers – Plantation Workers – Scavengers- Casual Labour, Agriculture Labour, Forest Labour, Bonded Labour, Contract workers, relevant acts and legal Provisions for all Sectors

UNIT – 3:

Construction workers, Mine and Quarry workers, Fisheries, Beedi workers, Inter State Migrant workers in shops and commercial establishments, Employees in small and Medium Enterprises, Relevant acts and Legal Provisions, Accident Risk at Work – social security and social measures – unorganized Workers depending on common prosperity resources

UNIT – 4:

Human Rights and Unorganized Labor; Employment of Women and Children, Pattern of Women Employment Wages, Legal Provisions, social status, Problem, Women and Trade Unions, Employment of Children, Nature and extent, Legal Provisions, Problems of Girl child, ILO Conventions

UNIT – 5:

HRD Interventions for Unorganized Labor; Skill and Knowledge up gradation, Leadership Development, Creating awareness for Cooperative Organization, Involvement of Community Leaders, Non Government Organizations, Government Schemes,

Organized the Unorganized Labor, Role of Trade Union, Role of ILO, CBWE and Jana Sikshana Samasthan

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

Prescribed Books :

1. Government of India , Report of the National Commission on Labour, New Delhi
2. Government of India , Report of the Royal Commission on Labour, New Delhi .
3. Rastyannikaar, V.G. Agrarian Revolution in multiform Structure Society of Experience of Independent India, Routledge, London .
4. Holmstrom, Mark, Industry and Inequality, Orient Longman, Hyderabad .
5. Gangrade, K.D. Gathia, J.A. Women and Child Workers in Unorganised Sector; Non-government Organizations Perspective, Concept Pub. Co., New Delhi ;
6. Sinha, G.P., and Ranade, S.N. Women Construction Workers (Two Vol.) Allied Pub., New Delhi .
7. Rao, usha, N.J. Women in a Devleoping socie, Ashish Pub. House, New Delhi .
8. Bahatia, Ajit S., rural Urban Migration; Deep and Deep Pub., New Delhi .
9. Nirmala, Banerjee women Construction Workers in Unorganised Sector, Sangam books, Hyderabad .
10. Sethuraman, S.V. Urban Informal Sector in Developing Countries, ILO, Geneva .
11. Sivramakrishna, K. Ramesh, K. and Ganghadhara Rao, MHRM in Agriculture; discovery Pub. House, New Delhi .
12. Dhanagare, D.N. Peasant Movement in India , Oxford University Press, Bombay .
13. Etienne, Gibert; studies in Indian in Agriculture; University of California Press , California .
14. Krishna, Daya, Indian Farmer at Crossroads, Swan Pub., New Delhi .
15. Dutt, Ruddra organized Workers, Vikas Pub. House Pvt. Ltd., New Delhi .
16. Papola, T.S. Urban Informal Sector in a Developing Economy, vikas Pub. House New Delhi .
17. Godbole, Madhav; Rural Employment Strategy – A Quest in the Wilerness, Himalaya Pub. House, Bombay .
18. Raja Mutthirulandi, Human Rights, Soorga Pathippkam, Tiruchirapalli.
19. Neera, Burra, born to work; Child Labour in India , Oxford University Press, New Delhi .
20. ILO, Child Labour – Targeting the Intolerable ILO, Geneva .
21. Shah, N.A. Child Labour in India , Anmol Publications, New Delhi .
22. Varandhani, G., Child Labour and Women wokers, Ashish Publishing House, New Delhi .
23. Government of India , Report on Child Labour in India Industries, Labour Bureau, Shimla.
24. Government of India , Agricultural Labour Enquiry Reports, Labour Bureau, Shimla.
25. Khatu, K.K., Jamang, A.K an rao, R.R. Working Children in India, National Labour Institute, Noida.
26. Paramahaamsa, V.R.K (Ed), Changing Agrariar relations In India , NICD, Hyderabad .

27. Radhakrishna, R and Sharma, Alak, N (Ed). Empowering Rural Labour in India – Market, State and Mobilization, Institute for Human Development, New Delhi .

**Course 306: INFORMATION TECHNOLOGY AND
HUMAN RESOURCE INFORMATION SYSTEMS
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)**

UNIT 1:

Information Technology and Business : Information Systems; Introduction to Computers: Origin, Development and Importance of Computers; Generation and Classification of Computers.

UNIT 2:

Input and Output Devices: Storage Devices; Central Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and Software.

UNIT 3 :

Management Information Systems: Concept and Definition; Role of MIS; functions; Impact of MIS on Management; Information Systems Analysis and Design; Decision Making; Development of HRIS and Users in HRM; Database in HRIS.

UNIT 4 :

Human Resource Information Systems: Introduction, Concept and Definition; Information Needs in HRM; HRIS Models; Acquiring and Implementing HRIS; Computers and HRIS and Users in HRM; Database in HRIS.

UNIT 5 :

Theory and Lab MS-office, MS-Word, MS-Excel, MS-Access

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

Prescribed Books :

1. Jawadekar, W.S. : Management Information Systems, Tata McGraw-Hill Co. 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 Co. New Delhi.
4. O'Brien James A, : Management Information Systems – A managerial end user Perspectives, Galgotia, New Delhi .
5. Laudon, Kenneth, C. and Laudon, Jane Price : Management Information systems – A contemporary Perspective, Macmillan , New York .
6. Jerome, Kanter, : Management Information Systems, Prentice Hall of India, New Delhi
7. Murdick and Ross R. Claggett, : Information system for Modern Management, Prentice Hall of India, New Delhi .
8. Sonn, James, A, : Information system Management, Wordsworth Pub. Co., USA , 1982.
9. Lucas: The Analysis, Design and Implementation of Information Systems, McGraw-Hill co., New Delhi .
10. Eigenhaun, Edward A. & Mc Corduck, Pamela, : The Fifth Generation : Artificial Intelligence and Japan 's Computer Challenge to the World, Singet Books, New York .
11. Sadagopan : Management Information Systems, Prentice Hall of India Pvt. Ltd., New Delhi .
12. Murdick, Ross and Claggett, : Information System for Modern Management, Prentice Hall of India Pvt. Ltd., New Delhi .
13. Rajaraman, P : Fundamentals of Computers, Tata McGraw Hill Company, New Delhi

Semester – 4:: Syllabus
Course 401 – ORGANISATIONAL CHANGE AND DEVELOPMENT
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

UNIT – 2

Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

UNIT – 3

Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

UNIT – 4

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

UNIT - 5

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

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

Prescribed Books:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
4. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .
5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .

7. Morgan, Gareth, Imagination, Response Books, New Delhi .
8. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi .
9. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi .
10. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .
11. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010

Course 402- INTERNATIONAL HUMAN RESOURCE MANGEMENT

Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT I :

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 II :

International Human Resource : Recruitment and Selection ; Cross National Differences in Personnel and Organization Policies ; Sources of Human Resources ; Home – Country, Host –Country, Third-Country Nationals ; Selection Criteria for International Assignment; Adaptability to Cultural Change, Motivation for a Foreign Assignment and Leadership Ability.

UNIT III:

Training and Development: Methods of training, Process of Expatriate and Repatriation Management Development in International Settings; Global Leadership Development; Process of Repatriation.

UNIT IV:

Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems, Performance Management in MNCs.

UNIT V:

Labour Relations and Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.

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

Suggested Readings :

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. Hodgetts, Ricn M., and Luthan, Fred, International Human Resource Management, The McGraw Hill Companies Inc., New York.
4. Mead, Flichard, International Management, Blackwell Business,USA.
5. ILO Multinational Enterprises and Social Policy, ILO, Geneva.
6. Briscoe, Dennis R., International HRM, Prenticse Hall, NJ.
7. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prentice Hall.
8. Evans, P.et al., (ed.), HRM in International Firms: Change, Globalization and Innovation; Macmillan, London, 1989.
9. Storey, John, Managing Human Resources : Preparing for the 21st Century, Beacon Booms, New Delhi.
10. Dr.Nilanjan Sengupta, Dr.Mousuni S.Bhattacharya International Human Resource Management Excel Books New Delhi 2007

Course 403 – LABOUR LEGISLATION AND CASE LAW – II
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1

The Industrial Disputes Act, 1947 and its Rules.

UNIT – 2

The Industrial Employment (Standing Orders) Act, 1946 and its Rules.

The Trade Unions Act, 1926

The Payment of Wages Act, 1936

UNIT – 3

The Equal Remuneration Act, 1976

The Minimum Wages Act, 1948

The Payment of Bonus Act, 1965

UNIT – 4

The Workmen's Compensation Act, 1923

The Employee State Insurance Act, 1948

The Maternity Benefit Act, 1961

UNIT – 5

The Employee Provident Fund (Miscellaneous Provisions) Act, 1952

The Payment of Gratuity Act, 1972

Case Law: There shall be a compulsory question on Case Law in the Paper.

Note: The Case Law in respect of below listed circulated to the students and the same covered in the question paper setting.

CASE LAW

1. The Industrial Disputes Act, 1947

1. Bangalore Water Supply and Sewage Board Vs. A. Rajappa and Others
Reported in A.I.R 1978 (SC 548)
2. Miss A. Sundarambai Vs. Government of Goa, Daman and Diu.
Reported in 1989 (I) LLJ 61 (SC)

3. Karibetta Estate, Kotagiri Vs. Its Workmen,
Reported in 1960 (II) LLJ 257 (SC)
4. Express News Papers Limited Vs. Their Workmen and Staff.
Reported in 1960 (2) LLJ Page 227 (SC)
5. Workmen, Fire Stone Tyre and Rubber Co.of India (P) Ltd. Vs. Management of
Fire Stone Tyre Rubber Co.of India (P) Ltd.
Reported in SCLJ, Vol.6 – Page 456.
6. State Bank of India Vs. N. Sunder Money.
Reported in AIR 1976 SC IIII.
7. Workmen of American Express International Banking Corporation Vs.
Management of American Express International Banking Corporation.
Reported in 1985 (II) LLN, 817 (SC).
8. Barauni Refinery Pragatisheel Shramic Parishad Vs. Indian Oil Corporation Ltd.
And Others,
Reported in 1990 II LLN, (SC) 288.

2. Employee State Insurance Act, 1948

9. The Regional Director, E.S.I Corporation and Others Vs.
Francis Decosta and another, Reported in 1996 LLR, 953 (SC).

3. Minimum Wages Act, 1948

10. Haryana Unrecognised School Association Vs. State of Haryana.
Reported in 1996 LLR, 560 (SC).

Prescribed Books:

1. Sharma, A.M : Industrial Jurisprudence, Himalaya Publishing House, Mumbai, 2002.
2. Agarwal, S.L : Labour Relations Law in India, Macmillan Company of India Ltd., New Delhi , 1990.
3. Vaid, K.N : Labour Welfare In India , Sri Ram Centre for Industrial Relations, New Delhi .
4. Government of India , Report of the Royal Commission on Labour, New Delhi .
5. Government of India , Report on the National Commission on Labour, I & II, New Delhi .
6. Malik, P.L : Industrial Law, Eastern Book Company, Lucknow , 1999.
7. Vaidyanathan, N : ILO Conventions and India , Menerva Associates, Calcutta , 1975.
8. Sinha, G.P. & Sinha,, P.R.N : Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi , 1980.
9. Sharma, A.M : Legal Framework on Industrial Relations, Himalaya Publishing House, Mumbai, 2002.
10. Sharma, A.M : Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Mumbai, 2002.

11. Goswamy, V.G : Labour and Industrial Relations Law, Central Law Agency, Allahabad , 2004.
12. Prabhakara Rao, D.V.R.S.R : Contract Labour : Abolition and Absorption, Law Publishing House, Allahabad .

Journals:

1. Labour Law Reporter
2. Labour Law Journal
3. Indian Labour Year Book
4. Supreme Court of India Judgment

OPTIONAL PAPERS

Course : 404 A (I): MANAGEMENT OF TRADE UNIONS

Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT 1:

Trade Union: Concept, Objectives, Origin and Growth of Labour movement and Trade union Movement, Theories of Trade Union Movement, Marx, Webbs, Pearlman, Tannenbaum, Gandhi and Hoxie, Trade Union in contemporary Industrial Society, Trade union and Economic Development.

UNIT 2:

Trade Union movement in UK and USA, Profile of Indian Workers, Trade union Movement in India, National Movement and Trade union movement, Political Involvement in Trade Unions, National Trade Union Federation: Philosophy, Structure, Objectives, White Collar Unions, Trade Unions in Civil Services, Managerial Unionism, Women in Trade Unions, Organization of Unorganized Labour.

UNIT 3 :

Management of Trade Unions In India: Registration , Structure, Functions, Membership, Union Security, Leadership, Trade Union Disputes.

UNIT 4 :

Union Administration : Union Democracy, Decision making and Execution, Union Elections, Communication System, Trade union Finance, Income and Expenditure, Political Fund, Remuneration Systems, Multiplicity of Trade unions, Inter and Intra union Relations.

UNIT 5 :

Recognition of Trade Union: Methods of Membership Verification, Secret Ballot, Rights of Recognized Trade unions, Role and Status of Minority Unions, Role of Trade union in Industrial Relations, Trade unions and social responsibilities, Emerging trends in Unionism in India.

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

1. Heckscher, Charms. C., The New unionism, Basic Books, inc., pubc., New York.
2. Ramaswamy, Uma, Union and community: Industrial man in south India.
3. Ramaswamy, E.A., Ramaswamy, Uma, Industry and Labour. Oxford University New Delhi.
4. Ramaswamy, E.A., Workers Consciousness and Trade union Response. Oxford University press Delhi.
5. Karnik. V.B., Indian Trade Union Moments, A survey, Popular Prakshan, Bobay.
6. Myres. C.A., Labour Problems in the Industrialisation in India. Harvard University, Cambridge.
7. Perlman, Selig, Theory of the Labour Moment, Macmillan New York.
8. Vaid. K.N., The New Worker, Asia Publishing House Mumbai.

Course 404A (II)– PARTICIPATIVE MANAGEMENT AND COLLECTIVE BARGAINING

Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT – 1:

Participative Management (PM): Concept, Objectives; Evolution; Industrial Democracy; Workers Control; Co-partnership and Participative Management; Approaches to Maslow, McGreger, Chris Argyris, Likert on Participative Management;

UNIT – 2:

Forms of Participative Management: Forms and Levels of Participation; Barriers of Participation; Participative Management in India, Yugoslavia, U.K and West Germany, Training and Education for Participation.

UNIT – 3:

Degree of Participative Management: Informative, Consultative, Associative, Administrative and Decisive; Quality of Work Life, Measures in QWL in Factors in QWL

UNIT – 4:

Collective Bargaining (CB): Concept, Growth of CB; Theories of Collective Bargaining; Determination of Bargaining Unit; Recognition of Bargaining Agent; CB Process; Pre-requisites for Effective C.B.

UNIT – 5:

Types and Contents of Collective Agreement; Administration of Collective Agreement; Public Policy on Collective Bargaining; Recent Trends In Collective Bargaining in India; Collective Bargaining in U.K and U.S.A.

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

Prescribed Books :

1. Alexander, K.C : Participative Management : The Indian Experience, SCIR, New Delhi .
2. Varma, R.K : Workers Participation in Management, Oxford IBH Pub. Co., New Delhi .
3. Virmani, B.R, : Workers Participation in Management, Macmillan Pub., Hyderabad .
4. Mehatras, V.G : Labour Participation in Management, Manaktalas, Mumbai.
5. Varandhani, G : workers Participation in Management, Deep and Deep, New Delhi .
6. Micheal, V.P : Industrial Relations in India and Workers Involvement in Management, Himalaya Publishing House, Mumbai.
7. Narasimha Rao, GBVL and Ramesh, K, : Participative Management, Ajantha Publications (India) Ltd, New Delhi .
8. Report of the Study Group on Workers Participation in Management, 1957 Govt. of India .
9. Report of the Committee of Enquiry on Industrial Democracy (Lore Bullock's Report).
10. ILO : Participation of Workers in Decision Making, Geneva .
11. Patil, B.R : Collective Bargaining, University Press (I) Ltd., Hyderabad .
12. Bhatia, s.K : collective Bargaining, Deep Deep Publications, New Delhi .
13. Venkata Ratnam, C.S : Unusual Collective Agreements, Global Business, New Delhi .
14. Shukla, B.N and Bimla Shukla : Collective Bargaining, Tata McGraw-Hill, New Delhi .
15. Das, R.K and Murty, B.s : Collective Bargaining in India , Discovery Pub., New Delhi .
12. Prasad, Kesho Organisational Development for Excellence, Macmillan India Ltd., New Delhi .
13. Ramnaryana S., Rao, T.V., Singh Kuldeep (ed): Organisational Development – Interventions and Strategies, Response Books, New Delhi .
14. Burke, W.W., Organisational Development ; Principles and Practice, Little Brown, Boston :
15. Blake, R.R. and Mouton, J.S., The Managerial Grid, Gulf Publishing, Houston .
16. Argyris, C and Schein, D.A., Organisational Learning : Theory and Action Perspectives Addison – Wesley, Maddison.
17. Beckhard, R. and Harris, R., Organizational Transition, Addison – Wesley, Maddison
18. Varma, Madhurendra K., Managing More Effectively, Response Books.
19. Heresy, Paul and Blandhcard Kenneth H., Management of Organisational Behaviour Utilizing Human Resources, Prentice Hall India, New Delhi.
20. Pereira R., Changing Face, Himalaya Publishing House, Mumbai.

Course : 404B(I) : HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT 1 : Concept of Service, Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.

UNIT 2: Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, Identifying customer Groups, Service Process, Classification of Servicing operating systems, Balancing Supply and Demand, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.

UNIT 3 : Human Resource Management in Service Organizations: Concept, Functions, Utilization, Development, Environment, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Managing services across Boundaries.

UNIT 4: Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, other Financial Institutions, Ports and Docks, Managing Salary Levels, Working Conditions, Legal provisions, Unionism, Problems and Challenges.

UNIT 5 : HRM in IT Sector, Software Industry and BPO Sector, Wage Salary Levels, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias, Problems and Challenges.

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

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., New York.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

Course : 404B(II) : WOMEN & CHILDREN IN EMPLOYMENT.

Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

UNIT 1:

Women workers in India: A macro picture, Trends in women's Participation in the Labour Force, Work Force participation, Work force Estimation, distribution of Male and Female Workers by Broad Industry Groups, Distribution of Women Workers, The Organized sector, The Unorganized sector, Time use Analysis.

UNIT 2 :

Women Workers in Liberalising Economy, The Primary Sector, The Secondary Sector, The Tertiary sector, The Service Sector, Wage Levels, Working Conditions, Behavioral Conditions, at Work: Physical, Social, and Emotional Problems, gender bias, sexual Harassment, Entering main stream through voice and Empowerment, Women and vulnerability, Empowerment, Organizations in India.

UNIT 3 :

Legal Protection for Women: ILO Conventions and Recommendations, Labour Legislationon Women: Working Hours and Leave, Equal Wage, Maternity, Special Benefits, Promotional Activities, Government Programmes, Role of NGOs., Education and Training Interventions.

UNIT 4 :

Child Labour: Concept, Types and Dimensions of Child Labour in India. Approaches to Child Labour: Elimination of Child Labour.

UNIT 5 :

Problems and Consequences of Child Labour, Human Rights and Child Labour, ILO and its Role, Legislative provisions on Child Labour, National Child Labour policy, NGOs., and Child Labour.

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

1. Neera Burra, Born to Work: Child Labour in India. Oxford University press Delhi.
2. Padmini Sengupta, Women Workers of India. Aziz publishing house.
3. VVGNLI, Women Labour in India. VVGNLI, New Delhi..
4. Lakshmidhar Misra, Child Labour In India, Oxford University press Delhi.
5. Factories Act 1948 and its rules, Other Relevant Acts.
6. Usha sarma, Gender Main Streaming and Women's Rights. Authors press New Delhi.
7. B.Sreenivasa Reddy, et.al., Girl & Child Labour Dominani publishing, New Delhi.
8. Nalini sastry, subrata padey, Women Employees and Human Resource Management. University press Hyderabad.