Board of Studies in Public Administration & Human Resource Management

MHRM Course Structure w.e.f.2017-2018

Prof. T. Yadagiri Rao
Chairman, Board of Studies

DEPARTMENT OF PUBLIC ADMINISTRATION & HUMAN RESOURCE MANAGEMENT
KAKATIYA UNIVERSITY
WARANGAL-TELANGANA
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# Master of Human Resource Management: Course Structure

## COURSE MATRIX: SEMESTER I

<table>
<thead>
<tr>
<th>COURSE CODE</th>
<th>COURSE TITLE</th>
<th>TYPE OF COURSE</th>
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CC: Core Course; IDC: Inter Disciplinary Course; EC: Elective Course

## COURSE MATRIX: SEMESTER II

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CC: Core Course; IDC: Inter Disciplinary Course; EC: Elective Course

Master of Human Resource Management: Course Structure

**COURSE MATRIX: SEMESTER III**

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CC: Core Course; IDC: Inter Disciplinary Course; EC: Elective Course
SEMESTER-I
HR101: HUMAN RESOURCE MANAGEMENT

I. HUMAN RESOURCE MANAGEMENT

II. HUMAN RESOURCE PLANNING AND RECRUITMENT

III. TERMS AND CONDITIONS OF EMPLOYMENT

IV. EMPLOYEE COMPENSATION

V. STRATEGIC HUMAN RESOURCE AND COMPETITIVE ADVANTAGE

Suggested Readings
SEMESTER – I
HR102: MANAGEMENT: THEORY & PRACTICE

I. MANAGEMENT: Concept – Definition – Nature – Importance; Administration Vs Management; Management: Science or Arts; Management as Profession; Management Functions – Principles; Evolution of Management thought – Classical, Human Relations Behavioral and Systems Approach to Management.


V. MANAGEMENT ENVIRONMENT: Internal and External Environment Influencing Managerial Performance – Social Responsibility – Business Ethics – Elements – Challenges of Modern Manager

Suggested Readings:
2) Peter F. Drucker – The Practice of Management.
3) S.L. Goel – Modern Management Techniques.
4) Ernest Dale – Management: Theory and Practice.
5) B.S. Mathur – Principles of Management.
7) Camping, Poole, Weisner, Schermerhorn, Management, 2008, Wiley
SEMESTER-I
HR103: BUSINESS ENVIRONMENT & ETHICS

I. BUSINESS ENVIRONMENT
   Concept, Scope and importance, Components and their impact on business, state and business - Public Policies influencing business such as location of industry, role of state in business, inter-state commerce - Micro and Macro Environmental Analysis.

II. COMPARATIVE ECONOMIC SYSTEMS
   Comparative Economic Systems - Features of developed and developing economies - problems and prospects of business in emerging economies - Economic and trade grouping such as WTO, EC, NAFTA, ASEAN, SAPTA, BRICS & OECD.

III. ECONOMIC AND INDUSTRIAL POLICIES IN INDIA
   Economic and Industrial Policies in India; Integration of Indian economy into Global market - Public and Private Sector Restructuring of Business; Management of sickness in Industry - BIFR.

IV. CAPITAL MARKETS AND FOREIGN INVESTMENT

V. TECHNOLOGY, BUSINESS ENVIRONMENT & ETHICS

Suggested Readings:
1) Adhikari, M, Economic Environment and Business.
2) Das Gupta and Sen Gupta, Government and Business.
3) Cherunilam, Francis, Business Environment, Himalaya.
4) K. Ashwathappa, Essentials of Business Environment, Himalaya.
7) Melving, J, Stanford, Management Policy, Prentice Hall.
8) R. Nanjundiah, Strategic Planning and Business Policy.
9) Barbara Townley, Reframing HRM, Sage.
10) Cherunilam, Francis, Business and Government.
SEMESTER - I
HR104: ORGANIZATIONAL BEHAVIOUR – I
(Industrial Psychology and Industrial Sociology)

I. INTRODUCTION
   c) Concept, Scope, Evolution and Importance of Organizational Behaviour.

II. ASPECTS OF HUMAN BEHAVIOUR AND PERSONALITY
   Need, Drive, Perception, Motives, Conflicts – Individual & Group
   Conflicts, Frustration, Defense Mechanism, Personality & its
   Determinants, Intelligence, Cognitive Skills, IQ, Attitudes, Values.

III. INDIVIDUAL DIFFERENCES
   Importance of individual differences in Jobs, Reactions to Job
   experiences, Alienation, Dissatisfaction, Stress and Counseling –
   Individual Vs. Situational Factors, Fatigue, Monotony, Boredom,
   Psychology of Learning, Theories of Learning, Accident Proneness and
   Measures for Accident Prevention.

IV. INDUSTRIALISATION AND INDUSTRIAL SOCIETY
   Evolution of Industrialization and Industrial society, Pre-industrial
   society, Guild system, Domestic system, Factory system; Indian
   Industrialization and Industrial Management; Career and Occupational
   mobility – Features of Industrial society and Nature of Industrial society
   in India.

V. INDUSTRY AND SOCIETY
   Impact of Industrialization on Family, Caste, Religion, Tradition, Social
   Transformation, Stratification and Urbanization, Problems of Industrial
   society: Alcoholism, Slums, Social Conflicts, Social Vices, Social
   Alienation, Stress and Strain. Problems of specialized categories of
   workers – women, child, handicapped, contract labour and bonded
   labour.

Suggested Readings:
1) Fred Luthans – Organisational Behaviour.
2) Vatsayan, Industrial Psychology.
3) Donald E. Pastor – Studies in Organisational Behaviour and Management.
4) Munrea Fraser, Industrial Psychology.
5) N. R. Seth, Industrial Sociology in India.
6) Pascal Gilbert, S.J., Fundamentals of Industrial Sociology.
7) Vatsayan, Industrial Sociology.
SEMESTER – I
HR105: HR SOFT SKILLS & ORGANIZATIONAL COMMUNICATION

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; Exchange Theory: Johari Window; Transactional Analysis.

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

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.

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


Suggested Readings:

8. Hindle, Tim, Interviewing Skill, Dorling Kindersley (DK), London.
9. Hindle, Tim, Negotiating Skills, Dorling Kindersley (DK), London.
SEMESTER - I
HR106: LABOUR LEGISLATION - I (Protective & Welfare)


b) ANDHRA PRADESH FACTORY RULES, 1950: General Rules relating to application for registration and Grant of License; Inspecting staff, Safety, Health, Welfare, Working Hours Employment of Young persons, Leave with wages and other miscellaneous provisions.


IV. a) A.P. SHOPS & ESTABLISHMENTS ACT, 1966: Scope & Objectives of the Act; Definitions, Registration of Establishment, Working Hours, Functions of Inspectors; Penalties for offences and enforcement of the Act.

b) Apprentices Act, 1961: Scope & Coverage, who is apprentice; Definitions; Apprentice & his training; Qualification for being engaged as an apprentice; Contract of Apprenticeship and other terms and conditions; Hours of Work; Overtime; Leave and Holidays; Authorities under the Act and an Assessment

V. a) EMPLOYMENT OF CHILDREN ACT, 1938: Introduction, Definitions, Prohibition of Employment in certain occupations, Notice to Inspectors before coming on work in certain processes; Disputes as to Age; Maintenance of Regularity, Display of Notice; Penalty procedure relating to offences; Appointment of Inspectors, powers to make rules

b) THE CONTRACT LABOUR (REGULATION & ABOLITION) ACT, 1970: Salient features of the Act; Definitions: Contractor, Advisory Boards;
Registration of Establishment Licenses of Contractors, Welfare & Health of Contract Labour

Suggested Readings:
1) Mahesh Chandra – Industrial Jurisprudence.
2) Samanth - Industrial Jurisprudence.
5) S.N. Misra – An Introduction to Labour and Industrial Laws.
7) Bagri, P.R. – Law of Industrial Disputes in India, Calcutta
SEMESTER - II
HR201: SOCIAL RESEARCH & STATISTICAL METHODS

I. INTRODUCTION
   a) Nature and Importance of Social Science Research.
   b) Characteristics of Scientific Research.
   c) Selecting a problem: review of literature.
   d) Hypothesis - Meaning & Importance of Hypothesis - types of hypothesis.
   e) Research Design : Meaning and Types of Research Design

II. METHODS OF RESEARCH
   a) Survey of Methods.
   b) Observation.
   c) Questionnaire.
   d) Interview.
   e) Case Study.

III. SCALES OF MEASUREMENT
   a) Sampling Techniques.
   b) Scaling Techniques.
   c) Use of Computers.

IV. STATISTICAL METHODS AND PRESENTATION OF DATA
   a) Classification of data.
   b) Frequency distribution.
   c) Tabulation methods.
   d) Diagrams, Graphs, pictogram & cartogram.
   e) Measures of central tendency, measures of dispersion, correlation, regression analysis.

V. DATA ANALYSIS AND PRESENTATION
   a) Data Processing, Data Analysis and Research Report Drafting,
   b) References & Footnotes, Bibliography, Indexing.

Suggested Readings
1) Ackoff. R. the Design of Social Research.
4) Bajpai. S.R., Methods of Social Survey Research.
5) Carroll. M., Carole & Carre, Frederic, Methods of Social Research.
6) Dasqupta & Sengupta., Methodology of Social Science Research.
SEMESTER - II
HR202: INDUSTRIAL AND LABOUR ECONOMICS

I. INTRODUCTION
   a) Meaning, and Importance of Labour Economics and Industrial Economics.
   b) Industrialization and Economic Development with reference to India.

II. INDUSTRIAL LABOUR IN INDIA
   a) Origin, Growth, Socio-economic Characteristics and Role of Labour Force in India.
   b) Division of Labour, Labour as Factor of Production, Concept of Labour.
   c) Occupational Distribution of Work Force - Labour in organized and unorganized Sectors.

III. INDUSTRIAL POLICY
   a) Industrial Policy Resolutions and their impact on Labour.

IV. LABOUR MARKET

V. LABOUR WAGES
   a) Concept and Theories of wages
   b) Types of wages - Wage Differentials - Wage Determination - wage Standardization.

Suggested Readings
1) T.N. Bhagoliwal., Economics of Labour and Industrial Relations.
2) Aggarwal, A.N., (ed), Labour Problems in India.
3) Gadgil, D.R., The Regulation of Wages and other Problems of Industrial Labour in India.
4) V.V.Giri, Labour Problems in Indian Industry.
5) C.B. Mamoria., Dynamics of Industrial Relations in India - 1981.
6) M.C.Kuchal., Industrial Economics.
7) Mishra & Puri., Indian Economy.
SEMESTER - II
HR203: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

I. SOCIAL AND LABOUR WELFARE IN INDIA
   a) Social Policy, Social Development and Social Welfare.
   b) Labour Welfare - Concept, Scope, Principles and Approaches.
   d) Latest Trends in Labour Welfare work.

II. EVOLUTION OF LABOUR WELFARE POLICY
   a) Industrialization and Rise of Labour Problems.
   b) Characteristics of Indian Labour Force.
   d) ILO - Organization, Objectives, Functions and its Impact on Labour Welfare in India.

III. LABOUR WELFARE AND SOCIAL SECURITY MEASURES
   a) Programs: Statutory and Non-Statutory, Intra-mural and Extra-mural.
   b) Safety and working conditions, Canteen, Crèches.
   c) Housing, Workers' Education, Health, Recreation, Co-operatives, Welfare Centers, Transportation.
   d) Social Security: Concept and Scope, Social Insurance and Social Development; Social Security Measures; ESI, Workmen’s Compensation, Provident Fund, Gratuity.

IV. LABOUR ADMINISTRATION IN INDIA
   a) History of Labour Administration.
   b) Central and State Labour Departments
   c) Special Agencies of Labour Administration: Director General of Employment and Training, Chief Inspector of Factories, Director General of Mines Safety, Central Board for Workers' Education, NPC, Labour Bureau, etc.
   d) Role of Labour Welfare Officer and Labour Inspectors.

V. WELFARE OF SPECIAL GROUPS
   a) Women work force.
   b) Child Labour.
   c) Physically Handicapped Labour.
   d) Contract Labour.

Suggested Readings
1) K.N. Vaid, Labour Welfare in India.
5) T.N. Bhagollwal, Economics of Labour and Social Security.
6) V.V. Giri, Labour Problems in Indian Industry.
7) A.B. Rawat, Labour Welfare in India.
8) I.L.O., Approaches to Social Security.
10) S.C. Pant, Indian Working Class.
SEMESTER - II
HR204: ORGANIZATIONAL BEHAVIOUR - II

I. ORGANISATION

II. GROUP DYNAMICS

III. ORGANISATIONAL COMMUNICATION

IV. ORGANISATION CHANGE
   Factors responsible for change - Resistance to change - Overcoming resistance to change - Organizational conflict - Reasons for conflict - Conflict resolution methods - Organizational effectiveness - Strategies to achieve Organizational effectiveness.

V. ORGANISATION DEVELOPMENT
   Concept of Organization Development; Industrial Democracy and Organization Development; Sensitivity Training and Rational Training; Job Enrichment as Development Intervention.

Suggested Readings
1) Fred Luthans, Organizational Behaviour.
2) Jhon B. Minor, Organizational Behaviour.
3) Robbins, P., Organizational Behaviour.
4) Megginson, Organizational Behaviour.
5) Williams and Huber, Organizational Behaviour.
6) Benerjee, M., Organizational Behaviour.
7) Udai Pareek, Organizational Behaviour Process.
9) Peter F. Druc, Managing in Turbulent Times.
SEMESTER – II
HR205: MARKETING MANAGEMENT


V Promotion Mix Decisions, Marketing Communications, Advertising, personal selling, sales Promotion, public/Public Relations, Direct Marketing, Designing Global market Offerings, Selection of Markets, Market Entry decisions, Developing Global Market program.

Suggested readings:
2. Gandhi. J.C., Marketing management.

Journals:
1. Indian Journal of Marketing
2. Advertising and Marketing.
SEMESTER – II
HR206: LABOUR LEGISLATION – II (Wage & Social Security Legislation)


b) PAYMENT OF WAGES ACT, 1936: Definitions, Rules for payment of wages, Deductions form wages, Maintenance of Registers & Records, Enforcement of the Act, Obligation of Employer under the Act.

II. a) PAYMENT OF BONUS ACT, 1965: Meaning of Bonus, Bonus Formulae, Bonus Commission, Abolition of Bonus, Restoration of minimum bonus, Object of the Act, Eligibility for bonus, Computation of Gross Profit, Determination of available surplus and allocable surplus, Set-on and Set-off principle.

b) PAYMENT OF GRATUITY ACT, 1972: Scope & Coverage; Definition, Payment and Protection of Gratuity; Determination & Recovery of the Amount of Gratuity.


IV. EMPLOYEES’ PROVIDENT FUND ACT, 1952 & FAMILY PENSION ACT, 1971: Provident Fund Schemes; Scope & Object of the Act; Application; Employees Family Pension Scheme and Fund; Employees De-linked Insurance Scheme and Fund, Administration of the Scheme, Inspectors; Penalties & Offences.

V. a) MATERNITY BENEFIT ACT, 1961: Scope & Coverage of the Act; Prohibition of Employment; Leave & Nursing breaks & its evaluation.

b) National Festivals & Holidays Act, 1974
Scope & Object of the Act, Definitions of Employer, Employee, Establishment & Wages; Grant of National Festivals & Other Holidays, Wages; Appointment of Inspectors; Rights & Privileges under other laws not affected; Power to make rules
Suggested Readings

1) ILO. Labour Legislation in India, 1957
2) Indian Law Institute, Labour Law and Labour Relations
3) Kulkarni, R.S., Industrial Adjudication, 1973
5) Sharaym. H., Industrial and Labour Laws in India, Book Syndicate Pvt. Ltd., Calcutta, 1972,
8) Sharma, G.S., Labour Law and Labour Relations, Bombay
HR301: COMPENSATION AND REWARDS MANAGEMENT

I. Employee Remuneration
   Concept and Significance to Management; Employee, Consumer and Society; Components of Employee Remuneration – Monetary and Non-Monetary Benefits

II. Wage Components
   Evolution and Significance; Darness Allowance; Principles and Norms of Fixation and Payment Practices in India; Methods of Wage Payment; Wage Deductions

III. Incentives
   Wage and Non-Wage Incentives, Types of Bonus such as Production Bonus, Efficiency Bonus, Profit Sharing Bonus, etc., Calculation of Bonus under Payment of Bonus Act – 1965

IV. Fringe Benefits
   Scope and Extent, Economic Aspects of Fringe Benefits, Statutory and Non-Statutory Fringe Benefits in India

V. Managerial Compensation
   Practices and Problems in India; Elements of Managerial Compensation; Impact of Managerial Compensation on Plant, Employee Wages and Industrial Relations

Suggested Readings

Pramod Verma, Wage Determination – Concepts and Cases
Flippo, Personnel Management
Bachelor, Wage and Salary Administration
Ll.O., Payment by Results
Husband T.M., Work Analysis and Pay Structures
Govt. of India, Report of the Study Group on Wages, Incomes and Prices
HR302: MANAGEMENT OF INDUSTRIAL RELATIONS

I. Introduction
Concept, Scope and Importance of Industrial Relations; Approaches to Industrial Relations: Sociological, Psychological, Marxian, Gandhian and Systems Approaches

II. Industrial Relation Systems
   a) State Policy on Industrial Relations in India
   b) Industrial Relations Systems of India, U.K., U.S.A., and Japan

III. Organisations of Workers and Employers
   a) Trade Unions: Origin and Growth; Functioning of Trade Unions; Problems of Indian Trade Union Movement
   b) Employers' Organizations: Origin, Growth, Role and Functions, Managerial Unionism and its Implications for Industrial Relations

IV. Labor-Management Cooperation
   a) Concept and Importance; Bipartite and Tripartite Bodies, Ethical Codes, Standing Orders and Grievance Procedure
   b) Collective Bargaining and Workers Participation in Management in India, U.S.A., U.K., Germany and Yugoslavia

V. Labor – Management Conflicts
   a) Trends, Causes, Manifestations and Impact
   b) Settlement Machinery – Conciliation, Arbitration and Adjudication

Suggested Readings
Memoria, C.B., Dynamics of Industrial Relations in India
A.M. Sharma, Industrial Relations – Conceptual and Legal Frame Work
Michael Poole, Industrial Relations
V.B. Singh, Climate for Industrial Relations
R. Ram Reddy, Industrial Relations in India
Dunlop J.T., Industrial Relations Systems
Greg, T. Bauber & Russel D. Laibshury (ed), International and Comparative Industrial Relations
R. Bean, Comparative Industrial Relations
Subramanyam K.M., Labor-Management Relations in India
A.S. Mathur, Labor Policy and Industrial Relations in India
B.S. Bhir(ed), Dynamics of Industrial Relations in India
HR303: FINANCIAL MANAGEMENT

I. Introduction

II. Capitalization
Concepts & Theories; Over-Capitalization and Under Capitalization – Causes, Consequences and Remedial Measures – Over Trading and Under Trading

III. Working Capital Management
Determining the Level of Working Capital – Management of Current Assets & Liabilities - Management of Receivables. Inventory and Cash (Problems) – Importance of Balance Sheet

IV. Capital Structure Decisions
Sources of Long Term Financing, Basic Tools of Capital Structure Management – Leverage Analysis - Financial Leverage and Operating Leverage – Concepts & Managerial Implications

V. Capital Budgeting

Suggested Readings

1) James C. Vanhorne, Fundamental of Financial Management
2) Weston & Brigham, Managerial Finance
3) P.V. Kulakami, Business Financial: Principles and Challenges
4) Hund William & Donaldson, Basic Business Finance
5) E.W. Walker, Essentials of Financial Management
HR304: STRATEGIC MANAGEMENT

I. THEORIES OF DECISION MAKING
Conceptual and Definition Context with special reference to Rationality of Simon, Amitave, Etzioni; Organization and Decision making, Decision Making and Decision Analysis.

II. COMPONENTS OF DECISION ANALYSIS
Social Determinants, Choice Vs. Chances, Selection of ends and means, Structural Factors, Possibility Factors, Compulsive Factors.

III. STRATEGIC MANAGEMENT

IV. STRATEGIC MANAGEMENT PROCESS

V. COMPETITIVE ANALYSIS OF INDUSTRIES
Analysis of Threat of Entry, Rivalry among Competitors, Threat of Substitutes, Structural Analysis and Competitive Strategy and Advantage.

Suggested Readings
HR305: HUMAN RESOURCE DEVELOPMENT

I. Introduction
Concept, Scope and Importance of Human Resource Development

II. Human Resource Development Mechanism
Assessment of H.R.D. Requirements; Performance Appraisal and Development; Performance Coaching; Career Planning, Education and Training Quality of Work Life

III. Instructional Strategies of Human Resource Development
Modules, Curriculum, Learning Theories, Individual Learning, Self-directed Learning and Behaviour Modeling

IV. Training and Development
On-the-Job and Off-the-Job Training Stimulation; Vestibule Training Management Games; Team development

V. Evaluating the Human Resource Development Effect

Suggested Readings:

1) Fortin, Bernard, the Concept of Human Resource Planning – A New Approach
Madras Management Association, Human Resource Development.

HR306: PROJECT AND OPERATIONS MANAGEMENT

I. Project Management
Concept and Scope of Project Management; Importance of Effective Project Management, Process of Project Management – Initiation, Planning or design, Production or execution, Monitoring and controlling and Completion and Closing.

II. Operations Management
Concept and Role of Operations Management in total management System - Interface between the operation systems and systems of other functional areas, Process planning and process design, Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies. Project, Job Shop, Assembly, batch and Continuous - Inter Relationship between product life cycle and process life cycle.

III. Scheduling and control of production operations

IV. Quality control
Standards and specifications, Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts for Variables – Average, Range and S.D., Control charts for Attributes – fraction defective and number of defects, Acceptance Sampling Plans, OC Curve Work Study, various techniques in the Methods Study for identifying
the most appropriate method. Work measurement - its uses and different methods, computation of allowance and allowed time.

V. Materials and Stores Management
Objectives of Stores Management - Requirements for efficient Management of Stores Safety, Stock Inventory Control - Different Systems of Inventory Control, Types of Inventory, Concept of waste management.

Suggested Books:
HR401: HUMAN RESOURCE INFORMATION SYSTEMS


Suggested Readings

7) Robert Murdick, Joel, E. Ross, James, R. Closet, Information System for Modern Management, Practice Hall of India, New Delhi, 1988.
HR402: ORGANIZATIONAL CHANGE AND DEVELOPMENT

I. Introduction
   b) Categories of OD Programmes – Importance of Organization Development

II. a) History of Organization Development – Assumptions and Values of Organization Development
    b) Organization Development Relevant Systems Concepts – Action Research and Organization Development

III. The Management of Organizational Change
    a) Identifying the need for change – Planning the change Programme
    b) Change Agents and Change Strategies – The Process of Organizational Change and Development

IV. The Organization Development Interventions and Techniques
    a) Framework of various Organization Development Interventions and Techniques – Team Interventions – Inter group Interventions
    b) Personal, Inter personal and Group Process Interventions – Structural Interventions – Comprehensive Interventions

V. Implementation Organization Development Programme
    a) Identifying Problem Areas – Issues in Consultant – Client Relationship Operationalizing Organization Development Programme

Suggested Readings

1) French, Bell and Zawacki, Organization Development, UBS, New Delhi, 1994.
3) Sahagul, Organization Development, Printwell, Jaipur, 1988
6) Sangeeta Sharma, Organization Change, Printwell, Jaipur, 1985
0HR403: INDUSTRIAL RELATIONS LEGISLATION & COLLECTIVE BARGAINING

I. Indian Trade Unions Act, 1926
The background Law Relating to Trade Unions, Definition of terms; Registration of Trade Union; Effect of Registration; Procedure for Cancellation of Registration and Appeal; Rights & Liabilities of Registered Trade Unions; An Assessment

II. Industrial Employment (Standing Orders) Act, 1946
Object of the Act, Scope & Application of the Act; Definitions; Matters to be provided in Standing Orders; Procedure for submission of Draft Standing Orders; Certification Process – Its Operation & Binding effects; Procedure for modification certified Standing Orders; Enforcement of the Act

III. Industrial Disputes Act, 1947 – I
Object of the Act, Definition of Industrial; Concept of Appropriate Government; What is an Industrial Dispute; Industrial Disputes and Individual Disputes; Procedure for Settlement of Industrial Disputes: Works Committee, Conciliation, Court of Inquiry, Adjudication Machinery of Labor Courts, Industrial Tribunal and National Tribunals; Procedure, Powers & Duties of Authorities

IV. Industrial Disputes Act, 1947 – II
Voluntary Arbitration: Awards and Settlements, Strikes & Lockouts; Lay – off and Retrenchment; Discharge and Dismissal

IV. Collective Bargaining
   a) Nature and Scope of Collective Bargaining
   b) Theories of Collective Bargaining – Game Theory, Conflict – Choice Theory and Behavioural Theory
   c) Bargaining Approaches, Techniques, Strategies; Administration of Collective Agreement
   d) Problems and Issues in Collective Bargaining

V. Evolution of Collective Bargaining in India
   a) Public Policy and Collective Bargaining
   b) Trends in Collective Bargaining in India
   c) Collective Bargaining in Public Sector Industries
   d) CB in USA, UK, Japan & Australia, Issues in Collective Bargaining

Suggested Readings
1. Kapoor, N.D., Hand Book of Industrial Law, New Delhi, 1986
4. Arun Monappa, Industrial Relations
5. Singh, G.P., & Sinha, P.R.N., Industrial Relations and Labour Legislation,
6. Saharay, H.K. Industrial and labour Laws of India
7. Memoria CB, Dynamics of Industrial Relations in India.
8. Amar Singh Setti, Role of Collective Bargaining in Industrial Relations in India.

**HR404: PERFORMANCE AND TALENT MANAGEMENT**

I. Performance Management: concept and Objectives; Performance Management as a Business Strategy; Goal Setting and Expectancy Theory; Performance management Model; Designing Performance Management Systems; Performance Measures; Process, Job and Individual.

II. Performance Management Process: Goal Setting: Key Performance areas and Key Result Areas; Goal Setting Levels: Corporate, Department, Group and Individual; Monitoring Performance: Performance Review; Coaching; Counseling and Mentoring; forms of Counseling; Counseling Process.


IV. Features of Effective Performance Appraisal System; Feedback, Rewarding Performance: Operationalizing Change through Performance Management; Building and Leading High Performance Teams.

V. Talent Management: concept, Scope and Importance; Evaluations, Process of Talent Management; competency mapping; Talent marketplace, Learning organizations; HR Balanced Scorecard Approach to Talent Management.

**Suggested Readings:**

**HR405: STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

I. Internationalization, Globalization and Emergence of Transnational Enterprises; International Division of Labor, Cross-National Difference in Personnel and Organization – Describing Diversity and Homogeneity; Cultural Factors in Human Resource Policies; Corporate Culture and National Cultures in Multinational Corporations.

II. Strategic Human Resource Planning and Models in MNCs; Competitive Advantage in Global Markets and Human Resource Policies: Expatriates and Native Executives and Work Force Recruitment; Induction of workforce; Remuneration and Service Conditions of Executives and Workforce.


IV. International Labor Standards and Quality of Work life – The OECD Guidelines for Multinational Enterprises and the ILO Tripartite Declaration of Principles; Integration of Standards Across the Nations; Organization and Management of Human Resource In Foreign Companies in India.

V. Management of Industrial Relations in Multinational Enterprises; Methods of Prevention and Settlement of Industrial Disputes; Attitude towards Trade Unionism; Bargaining Practices-Individual, Enterprise and Industry Levels; Employee Participation, Small Group Activities and Team Working – Quality Circles and TQM; Industrial Relations in Indian Multinational Corporations.

**Suggested Readings:**
5) ILO Multinational Enterprises and Social Policy.

**HR406: TOTAL QUALITY MANAGEMENT AND HR EXCELLENCE**

I. Introduction
   b) The Concept of TQM, Principles of TQM, Significance of TQM
   c) History of TQM, Quality circles approach

II. Total Quality Oriented H.R.M.
   a) Strategic Quality Plans, Strategic Quality Management, HRD & Management
   b) Human Resource Utilization, Organizing for Involvement, Training and Development
   c) Measurement of Customer Satisfaction, The Role of Marketing & Sales, Service Quality, Customer Relations & Profitability

III. Management of Processes Quality, Customer Focus & Satisfaction
   a) Organizing for TQM, Peoples Dimension, Organizing for Quality, Implementation, Making the Transmission from Traditional to TQM
   b) Production & Quality – The Leverage of Productivity & Quality, Basic Measures of Productivity, Ratio of output to input
   c) Measurement of Customer Satisfaction, The Role of Marketing & Sales, Service Quality, Customer Relation & Profitability

IV. Methods for Total Quality Management
   a) Management Methods – Acceptable Quality Levels, Bench Marking, CBA – ISO 9,000 Quality Circles Criterion Testing, Customer Contingency Table
   b) Analytical Methods – Cause & Effect Method & Critical Path Analysis & Fault Tree Analysis, Reliability, System Design, Tolerance Decision
   c) Idea Generation, Brain Storming, Idea writing, Imagineering, Suggest Solutions
   d) Data Collection, Analysis & Display, Bar charts, Basic Statistics for changes, check lists, Process Analysis, Geometric Analysis, Histogram

V. TQM and HR Excellence: Job Design and Job Analysis; Recruitment, Selection and Induction; Compensation Management; Training and Development; employee Welfare and Empowerment; Teamwork and Leadership; Employee Participation and Employment Relations.

**Suggested Readings**
1) Bhatt, Sridhara, Total Quality Management.
2) L. Sugandhi, anand A. Samuel, Total Quality Management, Phi Learning Pvt., Ltd., 01-Jan-2004
3) S. Kumar, Toal Quality Management, Laxmi Publications Pvt Ltd., 2005