

Board of Studies in Public Administration & Human Resource Management

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



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**DEPARTMENT OF PUBLIC ADMINISTRATION &
HUMAN RESOURCE MANAGEMENT
KAKATIYA UNIVERSITY
WARANGAL-TELANGANA**

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Master of Human Resource Management: Course Structure

COURSE MARTRIX: SEMESTER I

COURSE CODE	COURSE TITLE	TYPE OF COURSE	PPW	CRE DITS	IA	ESE	TOTAL MARKS
Code-101	HUMAN RESOURCE MANAGEMENT	CC	4	4	20	80	100
Code-102	MANAGEMENT: THEORY & PRACTICE	CC	4	4	20	80	100
Code-103	BUSINESS ENVIRONMENT & ETHICS	CC	4	4	20	80	100
Code-104	ORGANIZATIONAL BEHAVIOUR – I	CC	4	4	20	80	100
Code-105	HR SOFT SKILLS AND ORGANISATIONAL COMMUNICATION	CC	4	4	20	80	100
Code-106	LABOUR LEGISLATION – I (PROTECTIVE AND WELFARE)	CC	4	4	20	80	100
Code-107	INDUSTRIAL VISITS AND ASSIGNMENT&SEMINAR	CC	2	2	50	0	50
Total			26	26	170	480	650

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

COURSE MARTRIX: SEMESTER II

COURSE CODE	COURSE TITLE	TYPE OF COURSE	PPW	CRE DITS	IA	ESE	TOTAL MARKS
Code-201	SOCIAL RESEARCH & STATISTICAL METHODS	CC	4	4	20	80	100
Code-202	INDUSTRIAL AND LABOUR ECONOMICS	CC	4	4	20	80	100

Code-203	EMPLOYEE WELFARE AND LABOUR ADMINISTRATION	CC	4	4	20	80	100
Code-204	ORGANIZATIONAL BEHAVIOUR – II	CC	4	4	20	80	100
Code-205	MARKETING MANAGEMENT	CC	4	4	20	80	100
Code-206	LABOUR LEGISLATION – II (WAGE AND SOCIAL SECURITY LEGISLATION)	CC	4	4	20	80	100
Code-207	GROUP RESEARCH PROJECT & SEMINAR	CC	2	2	50	0	50
Total			26	26	170	480	650

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

Master of Human Resource Management: Course Structure

COURSE MARTRIX: SEMESTER III

COURSE CODE	COURSE TITLE	TYPE OF COURSE	PPW	CRED ITS	IA	ESE	TOTAL MARKS
Code-301	COMPENSATION AND REWARDS MANAGEMENT	CC	4	4	20	80	100
Code-302	MANAGEMENT OF INDUSTRIAL RELATIONS	CC	4	4	20	80	100
Code-303	FINANCIAL MANAGEMENT	CC	4	4	20	80	100
Code-304	STRATEGIC MANAGEMENT	CC	4	4	20	80	100
Code-305	HUMAN RESOURCE DEVELOPMENT	CC	4	4	20	80	100
Code-306	PROJECT AND OPERATIONS MANAGMENT	CC	4	4	20	80	100
Code-307	SEMINAR PRESENTATION	CC	2	2	50	0	50

Total			26	26	170	480	650

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

COURSE MARTRIX: SEMESTER IV

COURSE CODE	COURSE TITLE	TYPE OF COURSE	PPW	CRED ITS	IA	ESE	TOTAL MARKS
Code-401	HUMAN RESOURCE INFORMATION SYSTEMS	CC	4	4	20	80	100
Code-402	ORGANIZATIONAL CHANGE AND DEVELOPMENT	CC	4	4	20	80	100
Code-403	INDUSTRIAL RELATIONS LEGISLATION & COLLECTIVE BARGAINING	CC	4	4	20	80	100
Code-404	PERFORMANCE AND TALENT MANAGEMENT	CC	4	4	20	80	100
Code-405	STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT	CC	4	4	20	80	100
Code-406	TOTAL QUALITY MANAGEMENT AND HR EXCELLENCE	CC	4	4	20	80	100
Code-407	PROJECT INTERNSHIP	CC	0	0	0	100	100
Code-408	SEMINAR VIVA-VOCE	CC	2	2	0	50	50
Total			26	26	120	630	750

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

SEMESTER-I
HR101: HUMAN RESOURCE MANAGEMENT

I. HUMAN RESOURCE MANAGEMENT

Personnel Management Vs. Human Resource Management – Concept, Scope, Functions and Approaches – Structure of HRM Department and its Relationship with other departments – Environment and HRM – Competency Framework for HR Professionals – Professional Ethics.

II. HUMAN RESOURCE PLANNING AND RECRUITMENT

Human Resource Planning: Concept and Process – Job Analysis: Job Description, Job Specification and Job Evaluation – Human Resource Planning process – Recruitment: Meaning and concept – Policy, Sources, Methods and procedure – Selection: Concept, Methods and Process of Selection – Placement: Concept and Process – Induction: Meaning, Factors of Induction Programme.

III. TERMS AND CONDITIONS OF EMPLOYMENT

Standing Orders – Terms of employment – determinants; Leave and Holiday Administration – Superannuation – Retrenchment, VRS, GHS – Employee Discipline: Concept – Factors of Indiscipline; Consequences – Discipline Procedure – Employee Grievance: Causes – Types – Grievance Procedure – Promotion, Motivation and Morale.

IV. EMPLOYEE COMPENSATION

Concept – Factors influencing compensation plan and policies – Rewards and Expectancy theory – Fixation of wage and salary – Fringe Benefits: Concept – Objectives – Types – Performance Appraisal: Importance – Methods of appraising performance – Performance and reward system – Development: Assessing training needs – Types and methods of training – Planning and implementation of Training programs – Employee welfare: Need and Importance – Employer - Employee Relations.

V. STRATEGIC HUMAN RESOURCE AND COMPETITIVE ADVANTAGE

Globalization – Technology Up-gradation – Multi-Skilling – Retraining and Redeployment of Human Resources – Employee Retention – Employer Branding – Strategic HRM, Competitive Advantage and Labour Standards – HR Accounting – HR Auditing.

Suggested Readings

- 1) Sharma, V.K., "Human Resource Management", 2010, Viva Books.
- 2) Mathis and Jackson, "Human Resource Management", 2009, Cengage.
- 3) Madhurima Lal, S. Qzaidi, "Human Resource Management", 2009, Excel Books.
- 4) M. Armstrong, "Human Resource Management", 2010, Kogan Page.
- 5) Sanghi, "Human Resource Management", 2010, MacMillan.
- 6) David Lepak, "Human Resource Management", 2009, Pearson.
- 7) Raymond A. Noe, "Human Resource Management", 2009, McGraw Hill, Irwin.
- 8) P. B. Beamont – Human Resource Management, Sage, 1993.
- 9) Y.R.K. Reddy – Strategic Approach to HRM, Wiley Eastern, 1990.
- 10) M. N. Rudrabasavaraj, Cases in HRM, 1986.
- 11) Arun Monappa – Human Resources Management.

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.
- II. PLANNING: Nature – Process; Business Objectives: Nature - Areas of Objectives; MBO: Nature – Process – Significance – Limitations; Decision making – Process Rationality in Decision-Making – Participation in Decision Making; Strategic Planning Concept – Significance; Operations Research.
- III. ORGANISING: Organizational Design – Factors – Principles; Departmentation – Bases Merits and Demerits; Authority – Power – Responsibility – Accountability: Concept Delegation of Authority – Process – Need – Limitations, Centralization – Decentralization Factors influencing Decentralization – Span of Management – Factors Influencing Span Graicunas Theory – Line and Staff – Concept - Conflicts – Resolution Techniques – O & M.
- IV. DIRECTING AND CONTROLLING: Nature – Purpose – Elements; Leadership Concept; Co-ordination: Meaning, Principles and Techniques; Communication: Importance Process; Controlling: Meaning – Process- Resistance – Requirements of an effective control system – Control Techniques – Network Analysis – PERT – CPM – BE Analysis – ZBB Concept – Quality Circles and TQM.
- V. MANAGEMENT ENVIRONMENT: Internal and External Environment Influencing Managerial Performance – Social Responsibility – Business Ethics – Elements – Challenges of Modern Manager

Suggested Readings:

- 1) George R .Terry –Principles of Management.
- 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.
- 6) Knootz, O. Donnel & Weihrich – Essential of Management.
- 7) Campling, Poole, Weisner, Schermerhorn, Management, 2008, Wiley
- 8) Danny A, Samson, Richard L. Daft, Management, 2008, Thomson Learning
- 9) Cook, Thomas M. & Russell – Contemporary Operation Management: Text & Cases, Prentice Hall, 1984.
- 10) Ackoff R.L. & Sasiuni – Fundamentals of Operation Research, J. Wiley, 1967.

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
Capital Markets – Structure – Emerging Trends – SEBI and its role in promoting capital markets in India – Role of IMF, World Bank, ADB etc., in promoting industrial development – Foreign Direct Investment in India – Policies, problems and prospects.
- V. TECHNOLOGY, BUSINESS ENVIRONMENT & ETHICS
Technological Environment – Features of Technology, Status of Technological Development in India – Changing Business Environment and its impact on HRM particularly in Attracting, Retaining, Motivating and Utilizing competent people, Compensation systems, HR Benefit Programmes, Business Ethics – Social Responsibility of Industry.

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.
- 5) Kindleberger, C.P., International Economics.
- 6) Maltrias, T. A, Corporate Ethics, Allied Publications.
- 7) Melving. J, Stanford, Management Policy, Prentice Hall.
- 8) R. Nanjundiah, Strategic Planning and Business Policy.
- 8) P. B. Beaumont, Human Resource Management, Sage.
- 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
- a) Industrial Psychology: Nature, Scope, Evolution and Importance.
 - b) Industrial Sociology: Nature, Scope, Evolution and Importance.
 - 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.

8) Mukherjee R. K., Indian Working Class.

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.
- V. Nature and importance of Public Relations, Principles of Public Relations, Process of Public Relations, Functions of Public Relations Officer, Corporate Image – Process involved in building and maintaining corporate image.

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. Frank Jeflim – Public Relations for your Business, Excel Books, 1995.
13. J.M. Kaul, Public Relations in India, Naya Prakash, Calcutta, 1976.

SEMESTER – I
HR106: LABOUR LEGISLATION – I (Protective & Welfare)

- I. HISTORY OF LABOUR LEGISLATION IN INDIA: Industrial Jurisprudence – Industrial Law as distinguished from Common Law. Growth of Industrial Legislation in India. Principles of Social & Labour Legislation. Labour Legislation and the India Constitution.

- II. a) FACTORIES ACT, 1948: Origin of the Factories Act, 1891; The Indian Factories Act, 1891, 1911, 1922, 1934 & 1948: Objectives, Scope & Coverage of the Act; Provisions Relating to Health, Safety, Welfare, Working Hours, Employment of Women and Young Persons, Annual Leave with Wages, and other provisions, Legislation with regard to unregulated factories.

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.

- III. MINES ACT, 1952: Introduction of Indian Mines Act, 1963, Indian Mines Act, 1952: Scope & Coverage of the Act, Provision relating to Health, Safety and Welfare; Employment Conditions of Young Persons Leave facilities; Penalties under the Act.

- 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.
- 3) Malik P.L., Industrial Law, 1981.
- 4) Labour Law Journal.
- 5) S.N.Misra – An Introduction to Labour and Industrial Laws.
- 6) Agarwal. S.L. – Labour Relations Law in India, 1978.
- 7) Bagri.P.R. – Law of Industrial Disputes in India, Calcutta
- 8) Chopra, S.D. – Industrial and Labour Law, 1977.
- 9) Dayal. R. – Text Book of Labour and Industrial Law, 1976.

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.
- 2) Agnihotri, Vidhyadhar, Techniques of Social Research.
- 3) Backstrom. C.K. & Hursh. G., Survey Research.
- 4) Bajpai. S.R., Methods of Social Survey Research.
- 5) Carroll. M., Carole & Carre, Frederic, Methods of Social Research.
- 6) Dasgupta & Sengupta., Methodology of Social Science Research.
- 7) Moser, C.A., Survey Methods in Social Investigation.
- 8) Parameshwaran.E.G., & Rechichandra. K., Experimental Psychology.
- 9) Philips. EX., Social Research: Strategy and Tactics.
- 10) Plutchik. R., Foundations of Behavioral Research.
- 11) Wilkinson & Bhandarker, Methodology and Techniques of Social 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.
- b) Economic Policy, 1991.

IV. LABOUR MARKET

- a) Concept, Nature and types of Labour Market, Characteristics of Labour Market in India: Supply and Demand - Unemployment in India - Extent - Causes and remedies.
- b) Labour Statistics - Sources, Shortcomings, Agencies Compiling Labour Statistics, Compilation of Consumer Price Index for Industrial Workers.

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.
- 8) ILO., Labour Economics - The Workers Education Manual.

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.
 - c) Difference between Social Welfare and Labour Welfare.
 - 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.
 - c) Evolution of Labour Welfare Policies.
 - 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.
- 2) A.M. Sharma, Aspects of Labour Welfare and Social Security.
- 3) J.N. Mongia, Labour Economics and Social Welfare.
- 4) B.P. Tyagi, Labour Economics and Social Welfare.
- 5) T.N. Bhagoliwal, 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.
- 9) M.B. Murthy, Principles of Labour Welfare.
- 10) S.C. Pant, Indian Working Class.

SEMESTER – II
HR204: ORGANIZATIONAL BEHAVIOUR – II

- I. ORAGANISATION
Concept – Characteristics – Formal Vs Informal Organization – Organizational Behaviour: Concept – Significance – Scope – Relationship with other Sciences – Evolution of Organizational Behaviour: the Hawthorne Studies. Models of Organizational Behaviour – SOBC Model – Cognitive Model – Reinforcement Model – Psycho-Analytical Model.
- II. GROUP DYNAMICS
Nature of Groups – Reasons for Group Formation – Stages of Formation – Types – Group Decision Making – Group Cohesiveness – Small Groups: Functions - Small Group Behaviour – Models of Small Group Behaviour – Homans – Sayles and Socio-metric Analysis - Teams Work Building.
- III. ORGANISATIONAL COMMUNICATGION
Barriers to Communication - Overcoming barriers – Leadership Theories: Trait – Behavioral and Contingency Theories; Decision – Leadership Styles – Leadership continuum - Managerial Grid; Motivation – Concept – Motivation Theories: Maslow – Herzberg – Theory 'X' – Theory 'Y' - Theory 'Z' - ERG Model – McClelland Model.
- 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.
- 8) R.D. Pathak, Organizational Behaviour in Changing Environment.
- 9) Peter F. Fruc, Managing in Turbulant Times.
- 10) Lorsch, J.W., (ed), Handbook of Organisation Behaviour.

SEMESTER – II
HR205: MARKETING MANAGEMENT

- I Introduction to Marketing , Definition, Concepts, Marketing Philosophies, Importance of Marketing Business and Market Economy: Marketing Environment, Macro Environment, Micro Environment, Marketing Information System and Marketing Research.
- II Consumer Behaviour; Behavioural Determinants, Purchase Decision Process, Organizational Consumer Behaviour: Market Segmentation, Market Targeting and Positioning, Marketing mix.
- III Product Policies and Strategies, New Product development, Product Mix Management, Product life Cycle, Branding and Packaging Decisions.
- IV Pricing: Objectives, Methods, Policies and Strategies, Pricing a New Product, Distribution, Factors Influencing choice of Distribution, Channel Designing and Management, Channel Conflicts.
- 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 :

1. Kotler, Philip, Marketing Management.
2. Gandhi. J.C., Marketing management.
3. Stanton, Fundamentals of Marketing, Mc Graw Hill Publishing Co. Ltd., New Delhi.
4. Christopher, Martin Marketing, Macmillan press, UK.

Journals :

1. Indian Journal of Marketing
2. Advertising and Marketing.
3. Journal of the Academy of Marketing Science.
4. Marketing.

SEMESTER – II
HR206: LABOUR LEGISLATION – II (Wage & Social Security Legislation)

- I. a) MINIMUM WAGES ACT, 1948: Object & Scope of the Act, Minimum Wage, Fair-wage and Living Wage. Constitutionality of the Minimum Wages; Machinery for fixation of Wages; Enforcement of the Act.
- 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.
- III. EMPLOYEES' STATE INSURANCE ACT, 1948: Scope & Applicability of the Act, Definitions, who is Insurable Workman? Administration of the scheme: Employees State Insurance Corporation, Standing Committee; Medical Benefits Council and its Constitution: Different kinds of Benefits; adjudication of Disputes & Claims; Constitutions of ESI Courts; ESI Courts: Functions & Powers.
- 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
- 4) Mathurubutham, R. & Srinivasan. R., Indian Factories & Labour Manual, The Madras Law Journal Office, 1958
- 5) Sharaym. H., Industrial and Labour Laws in India, Book Syndicate Pvt. Ltd., Calcutta, 1972,
- 6) Sen, A.K.S., Indian Labour Law-I: Supervisor Should Know, AIMA, 1980 Vol. I

& II

- 7) Sen, A.K., Indian Labour Legislation, 1980
- 8) Sharma, G.S., Labour Law and Labour Relations, Bombay
- 9) Somasekar, S.S., Implementation of Labour Enactments, 1976

MHRM NEW SYLLABUS
SEMESTER – III

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; Dearness 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

I.L.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. Banber & Russel D. Lahsbury (ed), International and Comparative Industrial Relations

R. Bean., Comparative Industrial Relations ail

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

The Concept and Role of Financial Management – The Goals of the Firm – Function of the Finance Manager; Finance Function in Business – Human Resource Management and Financial Management – Human Resource Accounting: Concept, methods and problems

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

Capital Budgeting – Managerial Considerations – Methods & Techniques of Appraising Investment Projects; Pay Back Method – Average Rates of Return – Discounted Cash Flow Technique and Net Present Value Method.

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 Definitional 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

Meaning, Context, Role, Policy and Strategy; Components of Strategic Management: Objectives, Goal, Mission, Diagnosis of the performance. Kinds of Strategy – Stability Strategy, Retrieval Strategy, Growth Strategy.

IV. STRATEGIC MANAGEMENT PROCESS

Business Mission, Company Profile, The External Audit, Internal Audit (Tools and Techniques), Strategic Analysis and Choice, Institutionalizing the Strategy, Control and Evaluation and Feedback.

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

- 1) Fred R. David, Concept of Strategic Management, Maxwell Mac Millan Publishing, New York, 1991.
- 2) Brown, Kahr and Peterson, Decision Analysis for the Manager, Holt Inc., New York, 1974.
- 3) Howard Raiffa, Decision Analysis, Addison – Wesley, New York, 1970.
- 4) Nanjundaiah R., Strategic Planning and Business Policy, Himalaya, Bombay, 1985.
- 5) Rue and Holland, Strategic Management, Mc Graw Hill, New York, 1986.

- 6) Dess and Miller, Strategic Management, Mc Graw Hill, New York, 1993.
- 7) Pearce and Robinson, Strategic Management, Richard D. Irwin, London, 1991.
- 8) Krishna Kumar, Cases in Strategic Management Global Business Press, New Delhi, 1996.
- 9) P.K. Ghosh, Business Policy and Strategic Management.

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

Evaluation of H.R.D. Programmes, Planning for Evaluation, Human Resource Development Accounting

Suggested Readings:

- 1) Fortin, Bernard, the Concept of Human Resource Planning – A New Approach Madras Management Association, Human Resource Development.
- 2) Mehta, M.M., Human Resource Development Planning.
- 3) Taylor.B., & Pranila Seth, Evaluating Management Training & Development.
- 4) T.V. Rao & Pereira. D.F., Recent Experiences in Human Resource Development.
- 5) Nadler, Leonard, Corporate Human Resource Development.
- 6) Silvera. D.M., Human Resource Development – The Indian Experience, New India Publications.

- 7) Jae Fitz-Enz, How to measure Human Resource Management, McGraw Hill World Bank Report on Worker Development.
- 8) R. Jayagopal (1992), Human Resource Development, Sterling.
- 9) P.P. Araya and B.B. Tandan (1995), Human Resource Development, Deep & Deep.
- 10) A.M. Sharma (1995), Personnel & Human Resource, Himalaya.

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

Aggregate planning, MPS, Operations scheduling, Product sequencing: Sequencing of products in multi- product multi-stage situations - Plant Capacity and Line Balancing. Plant layout –different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies

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

Need and importance of Materials management-Materials Requirement Planning-Materials Budgeting-Techniques for prioritization of materials-Sources of Supply of Materials -selection, evaluation and Performance of suppliers-make or buy decisions and its implications under various circumstances, 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:

1. Mahadevan. B, "Operations Management", 2010, Pearson Education.
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. James R Evans, David A. Collier, "Operations Management", 2007, Cengage Learning.
4. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH.
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge press.
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", 2007, 2nd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. Donald Waters, "Operations Management", 2010, Kogan page India.
10. Upendra Kachru, "Production and Operations Management", 2010, Excel Books.

MHRM NEW SYLLABUS
SEMESTER – IV

HR401: HUMAN RESOURCE INFORMATION SYSTEMS

- I Business System and Information Systems in Organization – System concepts – Types and Characteristics – MIS: Meaning, Evolution, Definition and Functions – Organization of MIS Centralization – Decentralization – Human Resource Information Systems – Information Systems for Manpower Planning, Human Resource Administration and Control.
- II. Information Systems for Decision-Making – Decision-Making Concepts – Models – Information System as a Technique in Making Programmed Decision – Concept of Decision Support System – Decision Analysis – Decision Tables – Decision Tree and Data Flow Diagrams.
- III. Planning Designing and Implementation of MIS – Strategic Planning for MIS Techniques – Implementation of MIS – Pitfalls – Constraints – Gross Design Concepts and Detailed Design Concepts – System Development Plans.
- IV. Management and Computer Systems – Concept of DBMS – Components of Computerized Information Systems – Data Bank Concept – Types of Data Bases – Advantage of DBMS – Data Base Controls – File Design – Types and Structure
- V. Evaluation and Maintenance of MIS, Technical, Economic and Operational Evolution Value of Information – cost Benefit Analysis of System – Reliability, Maintenance and Security – MIS Audit

Suggested Readings

- 1) Ivancevich & Donnelly Gibson, Management: Principles and functions, The India Traveler Books seller, New Delhi, 1991.
- 2) J.S Chandan, Management Theory and Practice, Vikas Publishing House, N. Delhi, 1994.
- 3) Murdick, R.G., MIS: Concept and Design, Prentice Hall, 1980.
- 4) Steller, David.S, and Richard, L. Van Harn, Design of a Management Information System, The Rand Corporation, 1958.
- 5) Letro, Samual. C, Principles of Modern Management: Functions and Systems, Williams C. Brown, 1983.
- 6) Richard. A, Johnosn, Fremont. E, Kest, and James. E, Rosenzweig, The Theory and Management of Systems, Mc Graw Hill, New York, 1978.
- 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

- a) Nature and Concept of Organization Development – Characteristics of Organization Development – Operational components of Organization Development
- b) Categories of OD Programmes – Importance of Organization Development Globalization and 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
- b) Essential Conditions for the success of Organization Development Programme – Research on OD effects – Problems in Evaluation of Attitudinal Change – Taking Corrective Steps – The Future of Organization Development

Suggested Readings

- 1) French, Bell and Zawacki, Organization Development, UBS, New Delhi, 1994.
- 2) French and Bell, Organization Development, Prentice Hall of India, New Delhi, 1992.
- 3) Sahagal, Organization Development, Printwell, Jaipur, 1988
- 4) Warren.G, Bennis, Changing Organizations, McGraw Hill, New York, 1966.
- 5) David. K., Carr, Hard and Trahan, Managing the Change Process, McGraw Hill, New York, 1996
- 6) Sangeeta Sharma, Organization Change, Printwell, Jaipur, 1985

OHR403: 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
2. Sharma. A.M., Industrial Relations: Conceptual and Legal Framework, Bombay, 1985
3. Kumar. H.L., Law Relating to Strike, Lock-out, Gherao & Demonstration
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.
9. Das.R.K., & Murthy, B.S., Collective Bargaining in India.
10. Patil.BR., Collective Bargaining: Perspectives and Practices.

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.

- III. Overview of Traditional Performance Management Frame Work: Integrated Performance management Framework; New dimension to Integrated Performance Management: concept of Maturity alignment.

- 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:

1. Prem Chandra, performance management, Macmillan, New Delhi
2. T.V. Rao, Performance management and Appraisal system, Response, New Delhi.
3. Dave, Indu, The Basic essentials of counseling, Sterling Pub. Pvt. Ltd., New Delhi.
4. Caroll, Michael and Walton, Michael, Handbook of Counseling in Organizations, Sage Pub. New Delhi.
5. Mabey, Christoper and Salaman, Graeme, strategic HRM, Beacon Books, New Delhi.
6. Rao, T.V., and Pareek, Udal(ed.) Redesigning Performance Appraisal systems, Tata Mc Graw Hill Pub. Co. Ltd., New Delhi.
7. Neale, Frances, handbook of Performance management, Jaico Pub. House, New Delhi.
8. Benson, Gary, Stepping Up Performance, Jaico Pub. House, New Delhi
9. Walters, Mike, the Performance Management Handbook, Jaico Pub. House, New Delhi

10. Murphy, Kerin R., and Cleveland, Jeanette N., Understanding Performance Appraisal, Sage, London.
11. David Wade and Ronald Recardo, corporate performance Management, Butterworth Heinemann, New Delhi.
12. Kurl Verweiro et al., Integrated performance Management, Sage, New Delhi.

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.

III. Career Planning, Performance Appraisal, Promotion and Transfer Systems in a Multinational perspective; Employee Empowerment – Training, Multi-Skilling, Retraining and Redeployment Policies and Practices; the Japanese Approach to Human Resource Management and its Impact on Multinational Corporations.

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:

- 1) G.R.Krishna (1993), HRM in Multinationals, Kansihkha, New Delhi.
- 2) P.B. Beaumont (1994), HRM, Sage, New Delhi.
- 3) Crayco.C., Collective Bargaining in the Conglomerate Multinational Firm.
- 4) Duming.J.H., International Production and the Multinational Enterprise.
- 5) ILO Multinational Enterprises and Social Policy.
- 6) La Palombara, J & Blank S., Multinational Corporations and National Elite: A Study of Tensions.
- 7) IIRA Conference Volume No.III, 1992.

- 8) Greg. T., Bdmber & Russel, T.Lansbury, International and Comparative Industrial Relations.
- 9) Bean.R., Comparative Industrial Relations (1992).
- 10) Y.R.K.Reddy (1990), Strategic Approach to Human Resource Management, Wiley Eastern, New Delhi.
- 11) Barbara Townely (1994), Reforming HRM, Sage.

HR406: TOTAL QUALITY MANAGEMENT AND HR EXCELLENCE

I. Introduction

- a) Total Quality Management – The Basics of Management, Basics of Quality, Functions of Quality Management
- 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. Suganthi, anand A. Samuel, Total Quality Management, Phi Learning Pvt., Ltd., 01-Jan-2004
- 3) S. Kumar, Toal Quality Management, Laxmi Publications Pvt Ltd., 2005
- 4) William Edwaqrds Deming, Out of the Crisis, MIT Press, 2000
- 5) Andrea Gabor, The man who discovered quality, Penguin Books, 1992
- 6) S. Rajaram, Total quality Management, Dreantech Press, 2008.