

ACHARYA NAGARJUNA UNIVERSITY

CENTRE FOR DISTANCE EDUCATION

NAGARJUNA NAGAR, GUNTUR, ANDHRA PRADESH



**PROGRAMME PROJECT REPORT
(PPR)**

**MASTER OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE MANAGEMENT)**

Programme Code: 198

MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

Programme Code: 198

MISSION :

To educate and develop leaders and builders of enterprises who create value for their stakeholders and society at large; to develop new scholars and teachers, and to create and disseminating pathbreaking knowledge, concepts, and tools which advance the understanding and practice of management.

OBJECTIVES :

The main objective of this programme is to provide intensive theoretical and practical knowledge of management along with relevant case studies and technical knowhow. This programme is designed for leaders seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. ... In the first class, students analyze the overall role in business and basic frameworks.

RELEVANCE :

The MBA programme offered through Open and Distance Learning mode is purely relevant and aligned with the goals and mission of CDE, ANU. The Management programmes are impregnated with the concepts and practices of globalised business scenario with a focus on innovation and creativity retaining fundamentals. This programme is helpful for enhancing the employability skills with the global perspective and conforming to the vision and mission of ANU which is thriving to empower the students at every portal of the University in building of the core competence.

NATURE OF PERSPECTIVE TARGET GROUP OF LEARNERS :

Aim of open and distance education is to enhance the academic competence in those who were deprived of higher education for various socio-economic reasons. This programme is designed for candidates to provide quality education at affordable cost to larger sections of population by facilitating the reach of education to the doorsteps of people living in remote and far-flung areas. This program is also useful for candidates interested in career advancement, improving skills, upgrading the qualification, add on course, Working Professionals, Entrepreneurs, Service Personnel, Academic Faculty, Government Officials, Researchers, Home Makers etc.

SKILLS AND COMPETENCE OF THE PROGRAMME :

Inconsideration of the huge gap in education and industry and also in skill development now it is imperative on the part of every university to reach out every nook and corner of the country where the institutions with significant infrastructure are not available in order to elevate the status of the marginalised sections of the society especially living in rural areas of the country. The only solution appears to be "open and distance education" and Acharya Nagarjuna University takes initiative by reaching out those unreached by ICT enabled blended mode of distance learning programmes. MBA programme is an innovative programme. The learning outcomes of this programme are as follows:

- Professional development of teachers.
- Incorporating generic transferrable skills and competencies
- To develop critical learning, analytical skills and research skills.

INSTRUCTIONAL DESIGN: Course structure and detailed syllabi

Acharya Nagarjuna University

Centre for Distance Education

Nagarjuna Nagar, Guntur-522510

MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

Programme Code: 198

PROGRAMME STRUCTURE

Course Code	Course Name	Internal Assessment	External Assessment	Max. Marks	Credits
FIRST YEAR: Semester-1					
101HR26	Principles and Practices of Management	30	70	100	4
102HR26	Human Resource Management	30	70	100	4
103HR26	Business Environment	30	70	100	4
104HR26	Marketing, Finance and Production Management	30	70	100	4
105HR26	Labour Legislation and Case Law- I	30	70	100	4
106HR26	Employee Welfare and Labour Administration	30	70	100	4
FIRST YEAR: Semester-2					
201HR26	Organizational Behaviour	30	70	100	4
202HR26	Labour Legislation and Case Law-II	30	70	100	4
203HR26	Industrial & labour Economics	30	70	100	4
204HR26	Digital HRM	30	70	100	4
205HR26	Research Methodology & Data Analytics	30	70	100	4
206HR26	Employee Compensation Management	30	70	100	4
SECOND YEAR: Semester-3					
301HR26	Human Resource Development	30	70	100	4
302HR26	Industrial Relations Management	30	70	100	4
303HR26	HRM in Service Sector	30	70	100	4
304HR26	Managerial Skill Development	30	70	100	4
305HR26	Entrepreneurship Development	30	70	100	4
306HR26	Management of Unorganised Labour	30	70	100	4
SECOND YEAR: Semester-4					
401HR26	Organizational Change and Development	30	70	100	4
402HR26	Global HRM	30	70	100	4
403HR26	Strategic Human Resource Management	30	70	100	4

404HR26	HR & Corporate Social Responsibility (CSR)	30	70	100	4
405HR26	Performance Management and Counselling	30	70	100	4
406HR26	Generational Diversity at Work Place	30	70	100	4
407HR26	Project Work	-	-	100	4
408HR26	Viva-Voce	-	-	100	4
-	Total Credits	-	-	-	104

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MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

Programme Code: 198

PROGRAMME SYLLABUS

1st YEAR – 1st SEMESTER SYLLABUS

101HR26: PRINCIPLES AND PRACTICES OF MANAGEMENT

UNIT-I MANAGEMENT

Concept –Nature- Functions –Management & Administration- Management as an Art, Science and Profession – F.W.Taylor’s Scientific Management Theory - Fayol’s Theory of Management, Human Relations Approach, Behavior Approach, System Approach, Contingency Approach, Managerial Roles.

UNIT- II PLANNING

Concept-Nature-Purpose-Process of Planning-Types of Plans – Premising; Decision Making: Concept- Decision Making Processes; Objectives: Management by Objectives: Concept - Process.

UNIT- III ORGANISING

Nature- Purpose- Process- Formal and Informal Organisation- Departmentation- Span of control- Delegation, Decentralization – Line and staff Functions

UNIT- IV DIRECTING

Concept – Significance - Theories of Motivation; Leadership – Leadership Styles, Communication – Meaning, Process, Barriers of Communication.

UNIT –V CONTROLLING

Concept- Pre-Requisites and characteristics of effective control systems- Basic control process - Controlling Techniques.

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

REFERENCE BOOKS:

1. Dalton McFarland, Management: Foundations and Practices, Macmillan, New York, 1979.
2. F.W. Taylor, Principles of Scientific Management, New York, Harper and Row, 1947.
3. Henry Fayol, General and Industrial Management, Sir Isaac Pitman and Sons Ltd., 1949
- 4.J. Stoner, Management, Prentice-Hall of India, New Delhi, 1990.
5. Parag Diwan, Management Principles and Practices, Excel Books Peter Drucker, The Practice of Management, New York,
- 6.Harper, 1954 W.J. Duncan, Essentials of Management, Illinois, The Dryden Press, 1975.
- 7.Principles and Practices of Management, LM Prasad, Sulthan Chand & Sons, New Delhi-2019.
- 8.Management An Introduction, David Boddy, Pearson Education, Seventh Edition2018.
- 9.Principles of Management, 6th Edition, PC Tripathi and PN Reddy, McGraw Hill Education-2017.
- 10.Management Principles for Health Professionals, Joan Gratto Liebler, Charles R.M Connell, Jones and Bartett Publishers, Inc, 7th Edition-2016.

102HR26: HUMAN RESOURCE MANAGEMENT

UNIT – I

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 – II

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 downsizing.

UNIT – III

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 – IV

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 – V

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(1984) Principles of Personnel Management (McGraw-Hill International Editions: Management Series)
- 2) P.Subba Rao (2014) Essentials of Human resource Management and Industrial Relations 5th Edition, Himalaya Publishing House
- 3) Gary Dessler (2017) HRM, 15th edition Pearson Publication 2017
- 4) Raman Preet (2019) Future of HRM- Case studies with Strategic Approach, Wiley Publications
- 5) VSP Rao (2020) Human Resource Management 2nd Edition Taxman Publications 2020
- 6) Dr.Gauravjangra (2020) Human Resource Management Theory and Concept 2nd edition, www.easynotes.4u.com
- 7) Case studies in HRM, Wiley Publication, 2020
- 8) Sanjeev Bansal, Jaya Yadav, Hargovind Kakkar (2020) HRM CBCS, VSP Rao, 2nd edition, Taxman Publications 2020
- 9) T.N Chabra (2020) Introduction to HRM, ,Sun India Publications. 2020.
- 10) Rama Shankar Yadav (2021) HRM (Indian Adapation), 13th edition Wiley Publications.
- 11) P.Gopalakrishnan (2021) Case Incident in HRM Understanding cases with Cartoon, wiley Publication.

103HR26: BUSINESS ENVIRONMENT

UNIT -I Concept, significance and nature of business environment; Internal and External; Changing dimensions of business environment, Techniques of environmental scanning and monitoring; Planning Commission- NITI Aayog

UNIT -II

Economic Environment - Significance and elements of economic environment, Problems of Growth: Unemployment, Inflation, Regional imbalances and Social Injustice. Industrial Policy Resolution, Monetary Policy, Fiscal Policy, Balance of Payments, National Manufacturing Policy, MSME, Significance, Growth, challenges & Strategies,

UNIT -III

Political Environment- Concept and Meaning of Political Environment Political and Government Environment-Role of Government in Business-The Indian Political System-Political System- Political Institutions

UNIT- IV

Demographic and Socio cultural Environment, Size of the population, Age structure, population Control policy, Human Development in India - The Concept and Measures of Human Development, National Human Development Report, Poverty in India; Unemployment in India; Human development, Rural Development, Business Ethics, Corporate Governance and Corporate Social Responsibility

UNIT -V

International Business Environment – Liberalization- Privatization- Globalization IBRD(World Bank), IMF, GATT, WTO: the WTO agreement, TRIPS, TRIMS, Non-Tariff Barriers and Dispute Settlement Mechanism, MNCs,

REFERENCE BOOKS:

- 1) Francis Cherulinam, Business Environment, Himalaya Publishing House.
- 2) VSP Rao Business Environment, Excel Publications.
- 3) Starling, Grower, *The Changing Environment of Business*, Cincinnati, OH, South-Western College Publishing, 1996
- 4) K.Chidaram & V.Alagappan, Business Environment, Vikas Publishing House, 1999. 5) K.Ashwatappa Business Environment, 12th Revised Edition 2014.
- 6) Paul Justin, *Business Environment: Text and Cases*, Tata McGraw Hill, New Delhi.
- 7) Saleem Sheikh, *Business Environment*, Pearson Education, New Delhi.
- 8) Vivek Mittal, *Business Environment*, Excel Books, New Delhi.
- 9) Bedi Suresh, *Business Environment*, Excel Books, 2006.
- 10) Janet Morrison **The global business environment meeting the challenges 3rd ed.**

104HR26: MARKETING, FINANCE AND PRODUCTION MANAGEMENT

UNIT -I

Introduction to Marketing, Concept, scope, Importance, Approaches of Marketing, Segmentation, Targeting, Positioning, Marketing Information system.

UNIT -II

Marketing Mix Product- Product Life Cycle, New Product Development- Packaging, Branding, Pricing- Channel of Distribution , Promotion.

UNIT -III

Financial Management : An Overview Introduction – Meaning of Financial Management – Significance – Scope- Objectives- Functions; Methods and Tools of Financial Management; Role of Finance Manager; The Changing Scenario of Financial Management in India; Financial Management under Resource Constraints, Time value of Money.

UNIT- IV

Introduction- Financial Needs and Source of finances of a business- Long term source of finance- Venture Capital- Long term Source of Finance- Venture Capital Finance- Debt Securitization- Lease Finance, Short term source of finance- Other Source of Finance- New Instruments- International Financing .

UNIT -V

Introduction to Production & Operations Management, Types of Production Process, Process Analysis, Layout planning, Types of Production Lay out Planning, Facilities Location Analysis,

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

REFERENCE BOOKS:

- 1) Philip Kotler, Marketing Management, Analysis Planning, Implementation and control, Pearson Publications
- 2) William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
- 3) Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
- 4) I.M.Pandey Financial Management, 12th Edition, Pearson Publications.
- 5) M.K Khan and P.K Jain, Financial Management, 8th Edition, Mc Graw Hill, 2018
- 6) Prasanna Chandra (2022) Financial Management: Theory & Practice | 11th Edition, Mc Graw Hill Edition
- 7) K.Ashwatappa, Production and operations Management, Himalaya Publications, 2021
- 8) K.Sudarshan Reddy, Production and Operations Managment Himalaya Publications,
- 9) Paneer Selvan, Production and operations Management, Prentice Hall India Learning Private Limited, 2012.
- 10) Dr.S.P.Gupta, Financial Management, sahitya Bhawan Publications, 2012

105HR26: LABOUR LEGISLATION AND CASE LAW- I

UNIT – I

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 – II

The Factories Act 1948, Contract labor (Regulation and Abolition) Act, 1970, the Inter-state Migrant Workmen (Regulation of Employment and Conditions of service) Act, 1979, Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996

UNIT – III

The Mines Act, 1952, Dock Workers (Safety, health and Welfare) Act, 1986, Plantation Labor Act 1951,

UNIT – IV

Working Journalist (Fixation of Rates of wages) Act, 1958, Motor Transport Workers Act, 1961, Sales Promotion employee (Condition of Service) Act, 1976, Beedi and Cigar Workers (Conditions of Employment) Act, 1966

UNIT – V

The Working Journalist and other Newspaper Employee (Condition of Service) and Miscellaneous Provision Act, 1955, Cine workers Cinema theatre workers (Regulation of Employment) Act, 1981

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. Ardesir H. Bhiwandiwalla 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. L.C.Kaku A study on Mine Management, Legislation & General Safety,.
2. Sharma R.C(2016) Industrial Relations and Industrial Legislation 2nd Edition Eastern Economy Edition .

3. PBN sinha, Indu Bala Sinha (2017) Industrial Relations and Trade Unions & Labor Legislations, , 3rd Edition Person Publication
4. M.C. Kuchhal, VNK Kuchhal (2018) Business Legislation & Management, 3rd editions, Vikas Publications 2018.
5. Jeremy Bentham (2020) Theory of Legilsation, , Alpha Edition
6. Lakshmi Narain Aggarwal, CBCS L.N (2020) Labor Legislation. Koli Publications,
7. Jayant K.Jaiswal (2020) OSHWCC- The Occupational safety Health, Working Conditions code,
8. Dr.O.P.Gupta (2021) Labor Legislations in India, Sanjay Publication 2021
9. Pooja Dubey & Dr.Sweta, (2021) Business Legislation and Industrial Relations , AB Publications,
10. Padam Singh, Sudeshna Singh, Praveen kumar (2021) Labor Legsilation, Vayu Education of India .

106HR26: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

UNIT – I

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 – II

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 – III

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

UNIT-IV

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 – V

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 Organization; ESI Schemes; Labour Administration in A.P.

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

PRESCRIBED BOOKS:

- 1) Dr.Debasish Biswas (2013) Industrial Relations Labor Welfare, Text Cases, 1st Edition,
- 2) Palavi Dinesh, N. Devpriya Dev (2015) Employee Welfare and Social Security, Vision Book House,
- 3) A.M.Sharma (2015) Aspects of Labor Welfare and Social Security, , 12th edition, Himalaya Publishing House
- 4) P.Subba Rao & A.M.Sarma (2015) Employee Welfare Social Security, , 5th Edition, Himalaya Publishing House,
- 5) M.KSingh, Vaju (2015) Social Welfare Administration and Social Policy Education of India, JBC press.
- 6) R.Sivarethinamohan (2020) Industrial Relations and Labor welfare Text Cases, , Prentice Hall India Learning
- 7) Dr.B.Jagadish Rao, Sahitya Bhawan (2020) Labor Welfare Law, Publication, Lucknow,
- 8) Hugh Bochel, Andrew Defty (2020) Welfare Policy Under New Labor codes Policy Press Publisher, 2020
- 9) Vijetha M Lambert (2021) Effectiveness of Employee Welfare Measures with referenceto SCCL Swetha 10) Thiruchanuru, Academic Publishing House 2021
- 11) K.Mariappa (2021) Employment Policy and Labor welfare in India.

1st YEAR – 2nd SEMESTER SYLLABUS

201HR26: ORGANIZATIONAL BEHAVIOUR

UNIT – I

Organisational Behaviour (OB): Definition, Scope, Elements of Organizational Behaviour; Approaches to OB; Challenges and Opportunities for OB, OB Models; Formal and Informal Organisations: Origin of Formal and Informal Organisations; Problems Associated with Informal Organisations.

UNIT – II

Foundations of Individual Behaviour: Personality; Learning; Attitudes; Alienation; Foundations of Group Behaviour: Process of Group Formation, Types of Groups, Group Cohesiveness, Decision Making in Groups; Job Satisfaction. Motivation Theories; Leadership.

UNIT – III

Conflicts: Goal Conflict, Role Conflict; Frustration; Defense Mechanisms; Transactional Analysis: Johari Window; Force Field Analysis. Organisational Conflict; approaches of Conflict management: Management of conflict and organizational Performance; Collaboration; concept -Basis and Intervention Techniques of Understanding Behavior.

UNIT – IV

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

UNIT-V

Organizational Culture; Creating and Sustaining Culture; Work Culture, Cross Culture, Stress Management; Counselling;

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

PRESCRIBED BOOKS:

- 1) S.S.Chanda (2006) Organizational Behavior S.chand Publishing house
- 2) KCS Ranganayakulu (2006) Organizational Behavior Atlantic Publishers,
- 3) V.G.Kondalkar (2007) Organizational Behavior New Age Publication House
- 4) M.N.Mishra(2009) Organizational Behavior Vikas Publishing House
- 5) Krishna Prakashan (2009) Organizational Behavior Media private Limited 2nd Edition
- 6) Paul Smith, Marilyn Farmer Wendy yellow ley, (2012) Organizational Behavior Routledge Publication
- 7) Richard D.Irwin (2021) Organizational Behavior Angelo Kinchi, 5th edition Incorporation,
- 8) P.Robbins, Timothy A.Judge (2016) Organizational Behavior Pearson Publications,
- 9) FCsharma, Shree Mahavir (2016) Organizational Behavior, Book Depot
- 10) Organizational Behavior University of Minnesota Libraries Publishing House 2017

202HR26: LABOUR LEGISLATION AND CASE LAW-II

UNIT – 1

Employee Compensation Act 1923, Employee State Insurance Act 1948, Employee State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provision Act 1952.

UNIT – 2

Employment Exchange (Compulsory Notification of Vacancies) Act 1959, Maternity Act 1961, Payment of Gratuity Act 1972,

UNIT – 3

Cine Workers Welfare Fund Act, 1981, Building and other Construction Workers Welfare Cess Act, 1996,

UNIT – 4

Equal Remuneration Act, 1976, Minimum wage Act, 1948,

UNIT – 5

Payment of Wages Act, 1936, Payment of Bonus Act, 1965
Building and other Construction Workers welfare Cess Act, 1996,
Unorganised Workers Social Security Act, 2008.

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

- a) Bangalore Water Supply and Sewage Board Vs. A. Rajappa and Others Reported in A.I.R 1978 (SC 548)
- b) Miss A. Sundarambai Vs. Government of Goa, Daman and Diu. Reported in 1989 (I) LLJ 61 (SC)
- c) Karibetta Estate, Kotagiri Vs. Its Workmen, Reported in 1960 (II) LLJ 257 (SC)
- d) Express News Papers Limited Vs. Their Workmen and Staff. Reported in 1960 (2) LLJ Page 227 (SC)
- e) 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.
- f) State Bank of India Vs. N. Sunder Money. Reported in AIR 1976 SC IIII.
- g) Workmen of American Express International Banking Corporation Vs. Management of American Express International Banking Corporation.
- h) Reported in 1985 (II) LLN, 817 (SC).
- i) 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

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

3. Minimum Wages Act, 1948

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

PREScribed BOOKS:

- A study on Mine Management, Legislation & General Safety
L.C.Kaku, www.weblibbox.com
- Sharma (2016) Industrial Relations and Industrial Legislation R.C 2nd Edition
Eastern Economy Edition 2016
- PBN sinha, Indu Bala Sinha (2017) Industrial Relations and Trade Unions
& Labor Legislations, 3rd Edition Person Publication.
- M.C. Kuchhal, VNK Kuchhal (2018) Business Legislation & Management, 3rd
edition, Vikas Publications
- Jeremy Bentham (2020) Theory of Legislation, Alpha Edition,
- Jayant K.Jaiswal, (2020) OSHWCC- The Occupational safety Health,
Working Conditions code, 2020
- Dr.O.P.Gupta Sanjay (2021) Labor Legislations in India, Publication
- Pooja Dubey & Dr.Sweta (2021) Business Legislation and Industrial
Relations, AB Publications,.
- Lakshmi Narain Aggarwal (2021) Labor Legislation, CBCS L.N. Koli Publications
- Singh, Sudeshna Singh, Praveen kumar (2021) Labor Legislation Padam, Vayu
Education of India

JOURNALS:

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

203HR26: INDUSTRIAL & LABOUR ECONOMICS

UNIT – I

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- II

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

UNIT III

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 Globalization.

UNIT- IV

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- V

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) Labor Economic A.K. Sharma 2006
- 2) J.E.King(2021) Labor Economics Springer Link Publication 2021
- 3) Pierre Cahue, Stephane Cascilla Andre zyllberg (2015) Labor Economics EasternEconomy Edition 2nd edition,
- 4) Borjas G.J. (2021) Labor Economics 5th Edition, Mc.Graw hill publications, 2021
- 5) Esrafil Ali (2021) Labor Economics Everest Publishing House
- 6) R.R. Barthwal (2021) Industrial Economics 4th edition, Newage International publishers,2021
- 7) Dominick Salvatore and Siddhartha Rastogi (2020) Managerial Economics: Principles And Worldwide Applications, 9E , Oxford Publications.
- 8) Paul G. Keat, Philip K. Young, et al Managerial Economics Economic Tools for Today Decision Makers 7th Revised Edition - Pearson
- 9) Lila J. Truett , Dale B. Truett, et al.Managerial Economics, 8ed, (An Indian Adaptation): Analysis, Problems, Cases, wiley Publications.
- 10) D N Dwivedi Managerial Economics, 9E (2021) Vikas Publications.

204HR26: DIGITAL HRM

UNIT – I

MIS System: Introduction to MIS, Meaning and Nature, Types of information and information systems. Information concepts and information technology: Definition and difference between data and information, relevance of information to decision making, source and types of information.

UNIT – II

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 – III

Digital Transformation in HRM- Digitization, Digitalization, Digital Transformation- Importance- Steps in HR Digital Transformation Process- Strategies to turn HR Digital – HR Challenges of Digital Transformation- Benefits of Digital Transformation- HR Role in Digital Transformation

UNIT – IV

Digital Technologies and their impact: On the hiring/ on boarding, Selection and Training – Types of digital Technologies- Implications of digitalization for the employment of different categories of workers- Transformation of labor relations – wages- performance- Digitization of search, hiring, selection and dismissal of personnel when introducing the digital technologies

UNIT – V

HR Analytics: Concept, Key HR Analytics Metrics, Data Requirement for HR Analytics Tools, HR Analytic Process, Descriptive and Prescriptive HR Analytics.

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

PRESCRIBED BOOKS:

- 1) Yadav D(2011) Foundation of Information Technology. New Age International Private limited, Publisher.
- 2) Efrain Turban(2012) Introduction to Information Technology 2nd Edition, Wiley Publication
- 3) Introduction to Information Technology, 2nd Edition, Pearson Education, 2012
- 4) Introduction to Information Technology 2nd Edition, Pearson Education 2012.
- 5) Pradeep K.Sinha, Priti Sinha(2016) Information Technology Theory & practice, PHI Learning
- 6) V.Rajaraman (2018) Introduction to Information Technology, 3rd Edition, Online 2018
- 7) Eric Frick(2019) Information Technology Essentials An Introduction to Information Technology, ERIC Frick Industries.
- 8) Goyal Brothers (2021) Text book of Information Technology 1st Edition Prakashan Publications
- 9) Puneet Kumar, Sushil Bhardwaj (2021) Fundamentals of Information Technology, , Kalyani Publications 2021
- 10) Girodhar Joshi Management Information Systems OXFORD PRESS

205HR26: RESEARCH METHODOLOGY & DATA ANALYTICS

UNIT – I

Scientific Method and Social Phenomena: Science – Theory and Fact, Research: Research Bias, Equipment of a Researcher, Social Research and Social Survey. Research Process Review of Literature; Hypothesis; Research Design- Planning and Types

UNIT–II

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 – III

Sampling: Random, stratified Random, Cluster and Purposive sampling; Data collection and Research Tools: Documentary Information, Observation, 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 – IV

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 – V

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

PRESCRIBED BOOKS:

- 1) Dr.C.Rajendra Kumar (2008) Research Methodology, APH Publishing House, 2008
- 2) Mukul Gupta Deepa Gupta (2011) Research Methodology Prentice Hall India Learning Private Limited.
- 3) Dr.Ranith Kaur Bhalla Dr.Mohith Puri, Kanisha (2012) Advanced Research Methodology Publication
- 4) R.Paneerselvam (2013) Research Methodology, 2nd Edition Eastern Economy Edition,
- 5) Dipak Kumar Bhattacharya (2013) Research Methodology, 3rd Edition, Pillappa Publication
- 6) R.D.Misra (2015) Research Methodology handbook of Concept Publishing Company
- 7) Deepak Chawla, Neena Sondhi, (2016) Research Methodology, Concepts and Cases, 2nd Edition Vikas Publishing House
- 8) C.R.Kothar, Gaurav Garg (2020) Research Methods & Techniques, Newage 3rd Edition International Publishers
- 9) Mustafa (2021) Research Methodology, AITBS Publisher
- 10) Sergey K.Aityan (2022) Business Research Methodology, I Edition Springer Publication.

206HR26: EMPLOYEE COMPENSATION MANAGEMENT

UNIT – I

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 – II

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

UNIT – III

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

UNIT-IV

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 – V

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) Richard I.Henderson (2006) Compensation Management knowledge Based World, Prentice HallIndia, 2006
- 2) Dipak Kumar Bhattacharya (2014) Compensation Management 2nd Edition, Oxford University,Press 2014.
- 3) Jerrynewman, George Milkovichm, (2017) Compensation 12th edition,
- 4) Compensation Management Special India Edition, 9th Edition Mc.Graw Hill Education 2017
- 5) HL Kumar(2019) Employee Compensation 9th Edition, Universal Lexi Nexis Publication
- 6) RC Sharma(2019) Compensation Management, 1st Edition, Sage Publications.
- 7) Charbanda & Kharbanda (2020) Employee Compensation Act, 1923, Law Publishing House,2020
- 8) Compensation Management SIA Publisher & Distributions Latest Edition 2022.

2nd YEAR – 3rd SEMESTER SYLLABUS

301HR26: HUMAN RESOURCE DEVELOPMENT

UNIT – I

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 -II

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 – III

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 – IV

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 – V

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) Biswanath Ghosh (2000) HRD Vikas Prentice Hall India limited.
- 2) Sheikh AM (2007) HRD & Management. S.Chand & company.
- 3) T.V. Rao (2010) Reading HRD, Oxford & IBH Publishing Company
- 4) Pippariley (2012) HRD & Employment Relations Viva Books Publications
- 5) P.C Tripathi, (2013) HRD Sultan Chandson
- 6) HRD Randy(2020) L.Desimone, Jon M.Wermer, 6th Edition Cenage India Publications, HumanResource Development
- 7) Dr.Mukund Chandra Mehta, Doelkar, 1st Edition Bharati Publication,
- 8) HRD Hrdvid(2021) Interface Approach, Atlantic Publisher Distributor Private Limited 2021
- 9) HL kaila (2020) HRD & Business Growth Wiley Publications India
- 10) HRD Gully Baba(2021) Publishing House Private limited, Latest Edition.

302HR26: INDUSTRIAL RELATIONS MANAGEMENT

UNIT – I

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 – II

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 – III

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 – IV

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

UNIT – V

Trade Union act 1926, 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) SEN (2010) Industrial Relations Text and Cases Laxmi Publications 2010
- 2) Dr.Ajit JKumar Ghosh Manas (2011) Industrial Relations Text and Cases Publications
- 3) Arun Monappa (2012) Industrial Relations and Labor Laws (2e) Tact Mc Graw Hill- New Delhi
- 4) AM Sharma (2015) Industrial Relations & Labor laws, Himalaya Publishing House
- 5) C.S.Venkata ratnam, Manoranjan Dhal(2017) Industrial Relations, 2nd Edition Oxford University Press
- 6) PRN Sinha (2017) Industrial Law and Trade Union, Labor laws, Pearson Publication
- 7) Dr.S.K.Puri (2017) Labor and Industrial Law, Prabhat Praksan Publications
- 8) S.N.Mishra (2018) Labor & Industrial Law Central Law Publication
- 9) S.C.Srivastava (2020) Industrial Relations and Labor Laws, Vikas Publishing House, 2020
- 10) Taxman (2022) New Labor and Industrial Laws Taxaman Publications 2022.

303HR26: HRM IN SERVICE SECTOR

UNIT –I

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 – II

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 –III

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 –IV

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- V

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

Prescribed Books

1. Marck Korczynski,(2001) HRM in Service Sector Palgrave Mac Millan Publications
2. Vindo Singh Tarun Singhal (2010), Gaining Competitive Advantage through HRM practices in Service Sector , Lambert Academic Publishing house.
3. Dr.A.K.Tiwari, Dr.Abhijaat sahu, (2015) HRM in Service Sector, 1st Edition Ruby Press & Company
4. Prerna Sharma Praveen Nagapal (2015) HRM in Service Sector, Vipuls BMS series 2
5. James S.Bowman, Jonathan P.West (2019) HRM in Public Services, Sage Publishing House
6. Rakhi Bhattacharya & Rajiv S.Mishra (2019), HRM in service Sector Management 1st edition. Himalaya Publishing House
7. VSP Rao (2020) HRM CBCS, 2nd edition, Taxman Publications
8. T.NChabra,Sun (2020) Introduction to HRM, India Publications.
9. Rama Shankar Yadav(2021) HRM (Indian Adapatation), 13th edition Wiley Publications
10. P.Gopalakrishnan (2021) Case Incident in HRM Understanding cases with Cartoon, wiley Publication.

304HR26: MANAGERIAL SKILL DEVELOPMENT

UNIT-I:

Communication: Introduction – Meaning- Definition- Nature- Functions- Process- Forms of Communication- Formal – Informal Communication – Barriers of Communication- Seven Cs of Communication: Intrapersonal Communication and Interpersonal Communication- Johari Window

UNIT-II:

Methods of Communication – Verbal, written and Non-verbal Communication;
Channels of Communication- Downward, Upward, Horizontal and Diagonal
Communication Networks of Communication – Formal Networks, Grapevine/Informal communication Networks
Listening – Meaning, The Listening Process- Hearing Versus Listening, Types of Listening

UNIT-III:

Presentation skills: Oral presentation- Importance of Presentation skills – stages of Presentation , Group Discussion: Meaning of Group Discussion - Group Discussion Vs. Debate- Importance of Group Discussion

UNIT-IV:

Effective Meetings: Preparation – Agenda- Conduct of Meetings- Preparation of Minutes of Meetings- Interviewing Skills- Negotiating skills- Liason skills – Team Building Skills.

UNIT-V:

Letter writing: Importance of Letter writing- Personal letters- Business Letters; Employment Letter: Calling for a post, calling for interview, Appointment orders, Termination orders, Email writing skills.
Resumes and Job Applications: Writing Resumes- Resume Design- Resume Styles- Writing job Application Letters or Cover Letters- Job Application letter Design – Additional Tips.

References:

1. Vikram Bisen and Priya (2019) Business Communication, New Age International Private Limited, Publisher.
2. M. Ashraf Rizvi (2018) Effective Communication, Second Edition, Mc Graw Hill, Education India Private Limited, Chennai.
3. Vilanilam, J.V., More Effective communication, Response Books, New Delhi.
4. J. Mathew, Business Communication, RBSA Publishers, 2008, p. 260.
5. Meenakshi Raman, Prakash Singh, Business Communication, Oxford University Press, 7th Impression 2008.
6. P.D. Chaturvedi, Mukesh Chaturvedi, Business Communication-Concepts, Cases and Applications, 2007, Pearson Education.
7. Herta A. Murphy, Herbert Writing Hildebrandt, Jane P. Thomas, Effective Business Communication, 7th Edition, McGraw Hill.
8. P.D. Chaturvedi, Mukesh Chaturvedi, Business Communication – Concepts, Cases and Applications, Pearson Education.
9. M.K. Sehgal, Vandana Khetarpal, Business Communication, Excel Books.
10. Meenakshi Raman, Prakash Singh, Business Communication, Oxford University Press, 7th Impression 2008.

305HR26: ENTREPRENEURSHIP DEVELOPMENT

UNIT- I

Introduction: Entrepreneurship – Meaning, importance- Entrepreneur; Characteristics- women entrepreneurs; Classification of entrepreneurs-Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship

UNIT -II

Idea Generation and Opportunity Assessment: Importance of Ideas in entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

UNIT -III

Project preparation and Financing Ventures: Meaning of and Preparation of Project- Importance of Report- Content; Guidelines for Report preparation- Network Analysis- PERT and CPM – Sources of Finance- Concept of working Capital; Seed Capital; Venture Capital

UNIT-IV

Institutions Supporting Small Business Enterprises: Introduction- Central Level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII -State Level Institutions- DIC- SFC- SSIDC- Industry Associations- CII ; FICCI; ASSOCHAM

UNIT-V

Start Up Management: Definition, Characteristics and Their Types- How to Build a Startup Management Team- Startup Management Team Roles of startup Compete Your Team with Expert Software Developers

BOOKS:

- 1) Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
- 2) Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
- 3) Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011.
- 4) Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
- 5) Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi, 2011
- 6) Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi, 2011.
- 7) Anitha soni Entrepreneurial Development, Regal Publications, 2015.
- 8) Sangeetha Sharma, Entrepreneurial Development, PHI Publication 2nd Edition

306HR26: MANAGEMENT OF UNORGANISED LABOUR

UNIT – I

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

UNIT – II

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 – III

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 – IV

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 – V

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. Dr.S.N.Tripathy (2008) Laws for Unorganized Labor in India Manglam Publishers
2. AM Sharma(2010) Welfare of Unorganised Labor Himalaya Publishing House
3. Ministry of labor & Employment e-book (2015)
4. S.C.Sriviastava (2020),. Industrial Relations and Labor laws, Text book, Vikas Publishing
5. L.C.Kaku A study on Mine Management, Legislation & General Safey, www.weblibbox.com
6. Sharma (2016)Industrial Relations and Industrial Legislation R.C 2nd Edition Eastern Economy Edition
7. PBN sinha, Indu Bala Sinha (2017)Industrial Relations and Trade Unions & Labor Legislations, 3rd Edition Person Publication
8. M.C. Kuchhal, VNK Kuchhal (2018) Business Legislation & Management, 3rd editions, Vikas Publications
9. Jeremy Bentham, (2020) Theory of Legilsation, Alpha Edition, 2020
10. Jayant K.Jaiswal, (2020)OSHWCC- The Occupational safety Health, Working Conditions code
11. Government of India , Report of the National Commission on Labour, New Delhi
12. Government of India , Report of the Royal Commission on Labour, New Delhi .

2nd YEAR – 4th SEMESTER SYLLABUS

401HR26: ORGANIZATIONAL CHANGE AND DEVELOPMENT

UNIT – I

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

UNIT – II

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

UNIT – III

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 –IV

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 - V

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) S.S.Chanda (2006) Organizational Behavior S.C hand Publishing house.
- 2) KCS Ranganayakulu (2006) Organizational Behavior Atlantic Publishers,
- 3) V.G.Kondalkar (2007) Organizational Behavior , New Age Publication House
- 4) M.N.Mishra (2009) Organizational Behavior Vikas Publishing House
- 5) Harsh Patha (2010) Organizational Change, Pearson Publications
- 6) French Wendell (2017) Organisational Development Behavioral Science Intervention for organizational Improvement Pearson Publication
- 7) Gully Babu (2017) organizational change Gully Baba Publishing House.

402HR26: GLOBAL HRM

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

PRESCRIBED BOOKS:

- 1) Tony Edward (2007) International Human Resource Management, Pearson Publications
- 2) Yong sun Paik (2013), Managing Global Force Challenges & Opportunities PHI Learning
- 3) S.C.Gupta (2014) International Human Resource Management, 1st Edition, Laxmi Publications
- 4) Vernon & Elizabeth Houldsworth (2017), International Human Resource Management, Viva book Private Limited
- 5) K.Ashwatappa (2017), International Human Resource Management 2nd Edition, Mc Graw Hill Education
- 6) Dr.Saroj Kumar (2020) International Human Resource Management, Thakur Publications
- 7) J. Dowling, Marion Festing, International Human Resource Management, 7th Edition, Cengage Publications
- 8) Michael M.Harris (2020), International Human Resource Management, Taylor Francis Publications
- 9) Tony Edward & Chriskus (2021) International Human Resource Management, Pearson Education Limited.
- 10) International Human Resource Management by S.K.Bhatia.

403HR26: STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT – I

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 - II

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 – III

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- IV

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 – V

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) Rajib Lochan Dhar (2008) Strategic Human resource Management Excel Books New Delhi
- 2) David Manking (2014) Strategic Human Resource Management, Oxford University Press,
- 3) John A.Pearce Richard B.Robinson (2017) Strategic Management Formulation, Implementation & Control 12th edition, Mc.Graw Hill Publications
- 4) Ashih Malik (2018), Strategic Human Resource Management, International Perspective, Springer Publications.
- 5) Ekta Sharma (2019), Strategic Human Resource Management ,1st Edition Pearson Publications
- 6) Ananda Das Gupta (2020) Strategic Human resource Management, Routledge Publication
- 7) Dr.Ravi Kumar (2021), Strategic Human resource Management, Notion Press
- 8) Gary Rees(2021) Strategic Human resource Management- International perspective, 3rd Edition, Sage Publishing House
- 9) Catherine Bailey David MakinClare Kelliher(2021), Strategic Human Resource Management, Oxford University Press
- 10) Koren Beaven (2021), Strategic Human Resource Management, Kogan Page E- book

404HR26: HR & CORPORATE SOCIAL RESPONSIBILITY (CSR)

UNIT-I

Concept of business ethics, the importance of ethics in business, myths about business ethics, morale reasoning, the morality of profit motive, ethics and philosophy, ethics and morality, benefits of business ethics, code of conducts; meaning and importance of social responsibility, the evolution of CSR, a morale argument of CSR, increasing relevancy of CSR, social responsibility and ethics, CSR domains.

UNIT -II

The problem of just wage, sexual harassment, gift-giving and bribery, the morality of advertising, office romance, the problem of fair pricing, trade secrets and corporate disclosure, product misinterpretation and Caveat Emptor, the morality of labor strikes, whistle-blowing, unfair competition, money laundering, conflict of interest, insider trading, privacy issues, discrimination and corporate intelligence.

UNIT -III

Scholastic philosophy, Kantian ethics, Machiavellian principle, utilitarianism of Jeremy Bentham, and John Stuart Mill, the morale positivism of Thomas Hobbes, Divine command ethics, virtue ethics.

UNIT-IV

Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society. Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India. CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India. Role of NGO's and International Agencies in CSR, Integrating CSR into Business

UNIT-V

CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society. CSR and environmental concerns. Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. CSR and Sustainable Development CSR through Triple Bottom Line in Business

PRESCRIBED BOOKS:

- 1) CS Rupanjana De (2017) Corporate Social Responsibility- A Practical Guide Bloomsbury
- 2) Sanjay Kumar Panda (2018), Corporate Social Responsibility in India, Concept Publishing Company Private Limited
- 3) Sandeep Goel (2019), Corporate Governance Principles & Practices, Mc.Graw Hill
- 4) Madhumitha Chatterji (2020) Corporate Social Responsibility Oxford University Education Press.
- 5) Dr.Navjeet Sidhukundal (2020), Corporate Social Responsibility, Aggarawal Law House
- 6) Ravi Raju (2020), Exploring Corporate Social Responsibility, 2nd Edition Studera Press

405HR26: PERFORMANCE MANAGEMENT AND COUNSELLING

UNIT – I

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

UNIT – II

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 –III

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

UNIT-IV

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 – V

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. Michael Armstrong (2006), Performance Management 3rd Edition kogan publications
2. A.S.Kohli & Tapomoy deb, (2008) 1st Edition Oxford Publications
3. Dipak kumar Bhattacharya(2011) Performance Management & strategies Pearson Publications
4. Robert Bacal , (2012) Performance Management 2nd Edition Tata Mc.Graw Hil Education.
5. Kevin R.Murthy, Leanette N.cleveland Maidson E.Hans (2019) Performance and Appraisal Management, Sage Publications
6. P.Madhavilatha , P.Kranti, P.Satya vathi (2021) Performance Appraisal and Counselling, Himalaya Publishing House
7. Dr.Saroj Kumar & Virkant Verma (2021) Performance Management & Counselling, Thakur Publication
8. SIA Publisher (2021) Performance Appraisal and Counselling SIA Publishers and Distributors
9. Dewakar Goel (2021) Performance Appraisal and Compensation Management- A Modern Approach 2nd Edition Prentice Hall of India.
10. Camcald Well & Verl Anderson (2021)Performance Management Nova Science Publishers.

406HR26: GENERATIONAL DIVERSITY AT WORK PLACE

UNIT- I

Managing Workforce Diversity - An Overview Meaning of Workforce, Workforce Diversity- Meaning, Features and Significance, Dimensions of Workforce Diversity, Advantages and Limitations of having a diverse workforce, Positive and Negative effects of workforce diversity in workplace

UNIT- II

Steps to Recruiting and Retaining a Diverse Workforce -Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance - Role of Recruiter in Hiring Diversified Workforce -Workforce Diversity – Key to Organizational Performance - Workforce Diversity as a Determinant of Sustainable Competitive Advantage

UNIT- III

Organizational Strategies for Managing Workforce Diversity –Workplace Inclusion Strategies through Corporate Leadership, Diversity Training and Mentoring Diversity Management Programmes – Concept Corporate Culture and Diversity at workplace - Techniques of Managing Work Force Diversity - Approaches to Diversity Management System

UNIT-IV

Baby Boomers Generation X Gen Y & Z; Millennial, Overview LGBTQ (Lesbian, Gay, Bisexual and Transgender) Employees Legal Remedies in the US Policies and Practices for Creating a Fair and Inclusive Workplace Environment Sexual Orientation Gender Identity, Conditions for US Women Employees Gender Pay Gap

UNIT-V

Best Practices in Achieving Workforce Diversity-Diversity and Multi-culturism Global workforce diversity management- Recent Trends of Diversity- Role of Technology in Handling Workforce Diversity- Workforce Diversity Management for Creativity and Innovation - Ethical and Legal Issues in Managing Diversity

REFERENCE BOOKS:

- 1) Phil Clement, John Jones (2004) Diversity Training Kogan Page India Private limited.
- 2) Bahuadin G.Mujtaba (2009) Work Force Diversity Management Challenges Competencies, Strategies 2nd Editions,
- 3) Harvey (2015) Understanding Managing Diversity, Pearson Publications
- 4) Harvey & Allard (2009) understanding and Managing Diversity 4th Edition Prentice Hall India Publications.
- 5) Taylor & Francies (2015) Managing diversity in Public Sector Taylor & Francies Limited.
- 6) N.Powell (2015) Managing Diverse Work force Garry N.Powell, 3rd Edition Sage Publication
- 7) Marilyn Y.Byrd & Chaundal & Scott (2021) diversity at work place I Edition Routledge Publications
- 8) Jaquina Gilbert (2022) Diversity in Work place Essentials Virban Publisher

Duration of the Programme:

Minimum: Two Academic Years from the year of joining of the course (Four Semesters).

Maximum: Five Academic Years from year of joining of the course for securing First Class or Second Class.

INSTRUCTIONAL DESIGN :**Instructional delivery mechanism:**

University has its own faculty for MBA department and all the faculty members will act as resource persons. Counselling session for theory is 12 hours for each course. Our University has blended mode delivery mechanism i.e., ICT and Conventional modes.

Media of delivery mechanisms:

- **Printing:** The study material delivery media include Printing of books which are issued to the students who are enrolled for the programme.
- **conducting virtual classes:** Virtual classes are also being conducted at regular intervals for students.
- **Interactive sessions, and Discussion boards:** In distance Education, for each course 12 hours face to face contact between the learners and their tutors and therefore interactive sessions are conducted. The purpose of such interactive session is to answer some of the questions and clarify doubts that may not be possible in other means of communication. This programme provides an opportunity to meet other fellow students. The Counsellors at the study centres are expected to provide guidance to the students. The interactive sessions are conducted during week ends and vacations to enable the working students to attend.
- **Student support services:** Student support services include Internet enabled student support services like e-mails, SMS and even an app is planned. Student feed back mechanism is created and feed back is designed. Student Learning Management System (LMS) is customized to every student. For every student customized examination management system (EMS) is also created facilitating self evaluation, demo tests, model question papers and periodical Internal Assessments.
- **Credit System:** University has adopted Choice Based Credit System (CBSE) under semester mode from 2013. The same has been approved by relevant Statutory boards in Distance mode also.
- **Admission procedure:**
- **Eligibility Criteria:** The eligibility for admission into this course is admissions are governed by the rules and regulations that are issued by Andhra Pradesh State Council for Higher Education (APSCHE) from time to time. Eligibility is pass in AP-ICET or ANUCDE Entrance Test and pass in any Bachelor Degree with 50% aggregate (45% for BC, SC & ST) (other than BFA & BOL) with Mathematics at 10th or Inter or Degree.
- **Fee Structure:** The total two years programme fee is Rs. 47,700/-.

- **Policy of programme delivery:** Our University has blended mode delivery mechanism i.e., ICT and Conventional modes. In conventional mode printed material is given and also online mode of delivery with learning management system is adopted.

- **Activity planner:** There is an yearly academic plan and as per plan interactive sessions, assignments, examinations etc are conducted to the candidates.

- **Evaluation System:** Periodical progress of learning is evaluated by web based feed back mechanism in the Learning Management System. Evaluation of learner progress is conducted as follows:

- (i) The examination has two components i.e., continuous evaluation by way of assignments (30 %) and term end University Examination (70 %).

- (ii) Each student has to complete and submit assignment in each of the theory paper before appearing to the term end examination. The term end examination shall be of 3 hours duration.

- (iii) Minimum qualifying marks in each paper is 40 % individually in internal and term end examination. The candidates who get 60 % and above will be declared as pass in First Division, 50 % to below 60 % as Second Division and 40 % to below 50 % as Third Division.

- (iv) The Centre for Distance Education, Acharya Nagarjuna University will conduct the examinations, evaluations and issue certificates to the successful candidates.

- (v) All the term end examinations will be conducted at the examination centres fixed by the CDE.

- (vi) Qualitatively the examinations conducted for the students of the Distance Education are on par with the examinations conducted for the regular University students.

LIBRARY SUPPORT AND LIBRARY RESOURCES :

The MBA programme is based on the theory and does not contain practical papers. Hence, no need of Laboratory support. However, University Library is accessible to all the students of distance education. University provides computer library facility with internet facility to learners for their learning. Additionally every department in the University has a well equipped library which is accessible to all the students. CDE also provides a compendium of web resources to every student to support learning.

COST ESTIMATE :

The Programme fee for I year is Rs.23,000/-, and II year is Rs. 24,700/-. The university will pay the remuneration to Editors and lesson writers as per university norms. DTP charges, Printing of books and Examination fees will be paid by the ANUCDE as per prescribed norms. This institution is providing high quality programmes at low cost.

QUALITY ASSURANCE :Quality assurance comprises the policies, procedures and mechanisms which that specified quality specifications and standards are maintained. These include continuous revision and monitoring activities to evaluate aspects such as suitability, efficiency, applicability and efficacy of all activities with a view to ensure continuous quality improvement and enhancement. The programme is designed with a focus on the proposed

learning outcomes aimed at making the learner industry ready also for career advancement, enterprenureal development, and as wealth creators. There is a continuous evaluation of learning and of competence internally and also by ICT enabled feed back mechanism and Centre for Internal Quality Assurance (CIQA). The University ensures maintaining quality in education provided through open and diatance learning mode. As per the need of the information society and professional requirement, the University ensures to change the mechanism from time to time along with enhancement of standard in course curriculum and instructional design. Therefor, the outcomes of the programme can meet the challenges in the changing society.



DIRECTOR
CENTRE FOR DISTANCE EDUCATION
ACHARYA NAGARJUNA UNIVERSITY
NAGARJUNA NAGAR - 522 510.



REGISTRAR
ACHARYA NAGARJUNA UNIVERSITY
NAGARJUNA NAGAR - 522 510.
GUNTUR (A.P.) INDIA.