

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	Managerial Skill Development	30	70	100	4
Student Must Choose ONE Elective Group only The same elective group must be continued in Semester IV The change of elective group is not permitted under any circumstances					
Elective Group A: Advanced HRM					
304HR26	HRM in Service Sector	30	70	100	4
305HR26	Performance Management and Counselling	30	70	100	4
306HR26	Talent Acquisition and	30	70	100	4

	Workforce Planning				
Elective Group B: Industrial Relations and Labour Studies					
307HR26	Legal & Ethical Compliance in HRM	30	70	100	4
308HR26	Trade Unions & Collective Bargaining	30	70	100	4
309HR26	Management of Unorganized & Gig Workforce	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
The same elective group chosen in Semester III must be continued in Semester IV					
The change of elective group is not permitted under any circumstances					
Elective Group A: Advanced HRM					
404HR26	HR & Corporate Social Responsibility (CSR)	30	70	100	4
405HR26	Ethical, Legal & Governance issues in Digital HR	30	70	100	4
406HR26	Employee Engagement and Experience Design	30	70	100	4
Elective Group B: Industrial Relations and Labour Studies					
407HR26	Industrial Dispute: Courts & Arbitration	30	70	100	4
408HR26	Occupational Health, Safety & Labour Welfare	30	70	100	4
409HR26	Social Security & Labour Policy Reforms	30	70	100	4
410HR26	Project Work	-	-	100	4
411HR26	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: PRINCIPLESANDPRACTICESOFMANAGEMENT

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, 1954.
6. W. J. Duncan, Essentials of Management, Illinois, The Dryden Press, 1975.
7. Principles and Practices of Management, L M Prasad, Sultan Chand & Sons, New Delhi-2019.
8. Management An Introduction, David Boddy, Pearson Education, Seventh Edition 2018.
9. Principles of Management, 6th Edition, P C Tripathi and P N Reddy, McGraw Hill Education-2017.
10. Management Principles for Health Professionals, Joan Gratto Liebler, Charles R. McConnell, Jones and Bartlett Publishers, Inc, 7th Edition-2016.

102HR26: HUMAN RESOURCE MANAGEMENT

UNIT-I

Human Resource Management: Concept, Scope, Objectives, Functions, Evolution, Approaches to HRM Vs. PM., Lineand 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, SourcesofRecruitment, MethodsofRecruitment.

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.

CaseAnalysis: Thereshallbeacompulsoryquestiononcaseanalysis inthesubject.

PRESCRIBEDBOOKS:

- 1) EdwinB. Flippo(1984) PrinciplesofPersonnelManagement (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) GaryDessler(2017)HRM,15theditionPearsonPublication2017
- 4) RamanPreet (2019) FutureofHRM- Case studies withStrategic Approach, Wiley Publications
- 5) VSPRao(2020)HumanResourceManagement2ndEditionTaxmanPublications2020
- 6) Dr.Gauravjangra (2020) Human Resource Management Theoryand Concept 2nd edition, www.easynotes.4u.com
- 7) Casestudies inHRM, WileyPublication,2020
- 8) SanjeevBansal,JayaYadav,HargovindKakkar(2020)HRMCBCS,VSPRao,2nd edition, Taxman Publications 2020
- 9) T.NChabra(2020)IntroductiontoHRM,,SunIndiaPublications.2020.
- 10) Rama Shankar Yadav (2021)HRM (Indian Adapatation), 13th editionWiley Publications.
- 11) P.Gopalakrishnan(2021) CaseIncident inHRMUnderstandingcaseswithCartoon, wileyPublication.

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,

REFERENCEBOOKS:

- 1) Francis Cherulnam, *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 Layout 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, McGrawHill, 2018
- 6) Prasanna Chandra (2022) Financial Management: Theory & Practice | 11th Edition, McGrawHill Edition
- 7) K. Ashwatappa, Production and operations Management, Himalaya Publications, 2021
- 8) K. Sudarshan Reddy, Production and Operations Management, 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: LABOURLEGISLATION 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 Interstate 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

CaseLaw: 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.

CASELAW

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. Bhiwandiwala 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. PBNsinha,InduBalaSinha(2017)IndustrialRelationsandTradeUnions&Labor Legislations, , 3rd Edition Person Publication
4. M.C.Kuchhal,VNKKuchhal(2018)BusinessLegislation&Management,3rd editions, Vikas Publications 2018.
5. JeremyBentham(2020)TheoryofLegilsation,,AlphaEdition
6. LakshmiNarainAggarwal, CBCSL.N(2020)LaborLegislation. KoliPublications,
7. JayantK.Jaiswal (2020) OSHWCC- The Occupational safety Health,Working Conditions code,
8. Dr.O.P.Gupta(2021)LaborLegislations inIndia, SanjayPublication2021
9. PoojaDubey&Dr.Sweta,(2021)BusinessLegislationandIndustrialRelations,AB Publications,
10. PadamSingh,SudeshnaSingh,Praveenkumar(2021)LaborLegsilation,Vay u 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, Crches, 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.

CaseAnalysis: The Question Papers 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.K. Singh, Vaju (2015) Social Welfare Administration and Social Policy Education of India, JBC press.
- 6) R. Sivarethnamohan (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 reference to 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

OrganizationalCulture;CreatingandSustainingCulture;WorkCulture, CrossCulture, Stress Management; Counselling;

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

PRESCRIBED BOOKS:

- 1) S.S.Chanda(2006)OrganizationalBehaviorS.chand Publishing house
- 2) KCSRanganayakulu(2006)OrganizationalBehaviorAtlanticPublishers,
- 3) V.G.Kondalkar(2007)OrganizationalBehaviorNewAgePublicationHouse
- 4) M.N.Mishra(2009)OrganizationalBehaviorVikas PublishingHouse
- 5) KrishnaPrakashan(2009)OrganizationalBehaviorMediaprivateLimited2nd Edition
- 6) PaulSmith,Marilyn FarmerWendy yellowley,(2012)OrganizationalBehavi or Routledge Publication
- 7) Richard D.Irwin (2021) Organizational Behavior Angelo Kinchi,5th edition Incorporation,
- 8) P.Robbins,Timothy A.Judge(2016)OrganizationalBehaviorPearson Publications,
- 9) FCsharma,ShreeMahavir(2016)OrganizationalBehavior,BookDepot
- 10) OrganizationalBehavior UniversityofMinnesotaLibraries PublishingHouse2017

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. Sundarambhai 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 III.
- 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. 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
- PBNsinha, 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 editions, Vikas Publications
- Jeremy Bentham (2020) Theory of Legilsation,, 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 Inudstrial Relations, AB Publications,.
- Lakshmi Narain Aggarwal (2021) Labor Legislation, CBCS L.N. Koli Publications
- Singh, Sudeshna Singh, Praveenkumar (2021) Labor Legsilation 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 SpringerLink Publication 2021
- 3) Pierre Cahue, Stephane Cascilla, Andrezyllberg(2015) Labor Economics Eastern Economy Edition 2nd edition,
- 4) Borjas G.J.(2021) Labor Economics 5th Edition, Mc.Grawhill publications, 2021
- 5) Esrafil Ali(2021) Labor Economics Everest Publishing House
- 6) R.R. Barthwal (2021) Industrial Economics 4th edition, New age 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) DNDwivedi Managerial Economics, 9E(2021) Vikas Publications.

204HR26: DIGITALHRM

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/ onboarding, 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 Papers 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) Efraim 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 of 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 – Laspayer'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 Easter 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, New age 3rd Edition International Publishers
- 9) Mustafa (2021) Research Methodology, AITBS Publisher
- 10) Sergey K. Aityan (2022) Business Research Methodology, 1 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

Wagefixation: 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 papers shall have a compulsory question on Case Analysis.

PREScribed BOOKS:

- 1) Richard I. Henderson (2006) Compensation Management knowledge Based World, Prentice Hall India, 2006
- 2) Dipak Kumar Bhattacharya (2014) Compensation Management 2nd Edition, Oxford University Press 2014.
- 3) Jerry Newman, George Milkovich, (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 LexiNexis 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 Papers 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) Pippaliley (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 Cengage India Publications, Human Resource Development
- 7) Dr. Mukund Chandra Mehta, Doelkar, 1st Edition Bharati Publication,
- 8) HRD Hrdvid (2021) Interface Approach, Atlantic Publisher Distributor Private Limited 2021
- 9) HLkaila (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 Papers shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

- 1) SEN(2010) Industrial Relations Text and Cases Laxmi Publications 2010
- 2) Dr. Ajit Kumar Ghosh Manas (2011) Industrial Relations Text and Cases Publications
- 3) Arun Monappa (2012) Industrial Relations and Labor Laws (2e) Tact McGraw Hill- New Delhi
- 4) AM Sharma (2015) Industrial Relations & Labor Laws, Himalaya Publishing House
- 5) C.S. Venkataratnam, 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 Prakasan 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: 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:

MethodsofCommunication–Verbal,writtenandNon-verbalCommunication; Channels of Communication- Downward, Upward, Horizontal and Diagonal Communication NetworksofCommunication–

FormalNetworks,Grapevine/InformalcommunicationNetworks 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. PD Chaturvedi, Mukesh Chaturvedi, Business Communication-Concepts, Cases and Applications, 2007, Pearson Education.
7. Herta A Murphy, Herbet 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.

304HR26: 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 Papers shall have a compulsory question on Case Analysis

Prescribed Books

1. Marck Korczynski, (2001) HRM in Service Sector Palgrave MacMillan Publications
2. Vindo Singh Tarun Singh (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 Nagpal (2015) HRM in Service Sector, Vipul's 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. N. Chabra, Sun (2020) Introduction to HRM, India Publications.
9. Rama Shankar Yadav (2021) HRM (Indian Adaptation), 13th edition Wiley Publications
10. P. Gopalakrishnan (2021) Case Incident in HRM Understanding cases with Cartoon, Wiley Publication.

305HR26: 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:

Michael Armstrong (2006), Performance Management 3rd Edition kogan publications

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

306HR26: Talent acquisition and Workforce Planning

Course Objectives

(Exactly five, aligned unit-wise)

- Understand the fundamentals and evolution of talent acquisition and workforce planning
- Analyse workforce planning models, forecasting techniques, and manpower analytics
- Examine recruitment, selection, and employer branding strategies in global contexts
- Apply technology-driven and competency-based talent acquisition practices
- Evaluate contemporary trends, challenges, and future directions in talent management

Unit I: Fundamentals of Talent Acquisition and Workforce Planning

Talent acquisition as a strategic HR function: concept, nature, scope, and significance. Evolution of recruitment and workforce planning from traditional personnel management to strategic human capital management. Difference between recruitment, selection, staffing, and talent acquisition. Workforce planning as an integral part of organizational strategy. Internal and external labour markets. Demand and supply dynamics of human resources. Strategic alignment between business goals and workforce requirements. Role of talent acquisition in organizational competitiveness, productivity, and sustainability. Ethical foundations and professional standards in recruitment and staffing.

Unit II: Workforce Planning Models and Manpower Forecasting

Concept and objectives of workforce planning. Short-term, medium-term, and long-term workforce planning. Quantitative and qualitative approaches to manpower planning. Workforce demand forecasting techniques: trend analysis, ratio analysis, regression models, work-study techniques, and productivity analysis. Workforce supply analysis: internal supply (skills inventories, replacement charts, succession planning) and external supply assessment. Gap analysis and action planning. Strategic workforce planning in dynamic business environments. Integration of workforce planning with budgeting, organizational design, and performance management.

Unit III: Talent Acquisition Strategy, Recruitment, and Employer Branding

Talent acquisition strategy formulation and implementation. Job analysis, job description, and job specification as foundations for recruitment. Internal versus external recruitment sources. Traditional and modern recruitment channels: campus recruitment, employee referrals, recruitment agencies, job portals, social media, and professional networks. Employer branding: concept, objectives, and components. Building and sustaining employer value proposition (EVP). Diversity, equity, and inclusion (DEI) considerations in recruitment. Global talent sourcing and cross-border recruitment challenges. Legal and ethical issues in recruitment practices.

Unit IV: Selection, Assessment, and Technology in Talent Acquisition

Selection as a decision-making process. Selection tools and techniques: application screening, interviews, psychometric tests, assessment centres, group discussions, and background verification. Competency-based and behavioural selection methods. Validity, reliability, and fairness in selection systems. Use of HR analytics in recruitment and selection decisions. Role of technology in talent acquisition: e-recruitment

systems, applicant tracking systems (ATS), AI-enabled screening, and data-driven hiring. Cost-per-hire, time-to-hire, and quality-of-hire metrics. Onboarding and workforce integration as extensions of talent acquisition.

Unit V: Contemporary Issues, Industry Practices, and Future Trends

Changing nature of work and its impact on workforce planning. Gig economy, contract staffing, remote and hybrid work models. Strategic talent acquisition in start-ups, multinational corporations, and public sector organizations. Talent shortages, skill mismatches, and workforce reskilling. Use of predictive analytics and workforce intelligence. Ethical concerns in algorithmic hiring and data privacy. Regulatory developments affecting recruitment and employment. Future of talent acquisition: AI, automation, global talent mobility, sustainable workforce planning, and strategic workforce resilience.

Standard Reference Textbooks

1. Dessler, Gary – *Human Resource Management* – Pearson Education – 2020
2. Armstrong, Michael – *Armstrong's Handbook of Human Resource Management Practice* – Kogan Page – 2020
3. Breaugh, James A. – *Recruiting and Attracting Talent* – SHRM Foundation – 2017
4. Torrington, Derek; Hall, Laura; Taylor, Stephen – *Human Resource Management* – Pearson Education – 2020
5. Cascio, Wayne F.; Boudreau, John W. – *Investing in People: Financial Impact of Human Resource Initiatives* – Pearson Education – 2011

Other Relevant and Genuinely Available Sources

- Government of India – *Annual Reports of the Ministry of Labour and Employment* (Print Editions)
- International Labour Organization (ILO) – *Global Employment and Workforce Planning Reports* (Print Editions)
- OECD – *Employment Outlook* (Print Editions)
- Society for Human Resource Management (SHRM) – *Talent Acquisition and Staffing Manuals* (Print Editions)
- World Economic Forum – *Future of Jobs Reports* (Print Editions)

307HR26: Legal & Ethical Compliance in HRM

Course Objectives

After completing this course, students will be able to:

- Understand foundations of labour laws and ethical compliance
- Analyse employment-related legal frameworks and obligations
- Apply compliance principles across HR functions
- Integrate ethics, governance, and risk management in HRM
- Evaluate contemporary compliance challenges in a global business context

UNIT – I : Foundations of Legal and Ethical Compliance in HRM

Nature and scope of legal compliance in Human Resource Management – Evolution of labour legislation: historical perspective from industrial revolution to modern workplaces – Concept of rule of law and social justice in employment – Relationship between law, ethics, and HR practices – Sources of labour law: constitutional provisions, statutes, judicial precedents, international labour standards – Role of HR managers as compliance officers – Significance of ethical climate and compliance culture in organizations – Stakeholders in HR compliance: employees, employers, government, unions, society – Comparative overview of employment regulation across major economies.

UNIT – II : Employment Laws Governing the Employment Relationship

Legal framework governing recruitment, selection, and appointment – Employment contracts: types, terms, and enforceability – Legal provisions relating to wages, salaries, incentives, and benefits – Working conditions and hours of work – Occupational health, safety, and welfare laws – Social security and employee benefit legislation – Legal aspects of probation, confirmation, transfers, and promotions – Disciplinary procedures and principles of natural justice – Termination of employment: resignation, retrenchment, layoff, closure, and dismissal – Legal remedies and dispute resolution mechanisms.

UNIT – III : Ethical Dimensions of HRM and Corporate Governance

Ethics in management and business decision-making – Ethical theories and their relevance to HR practices – Ethical issues in recruitment, performance appraisal, compensation, and career management – Fairness, equity, and transparency in HR decisions – Workplace diversity, inclusion, and non-discrimination – Prevention of harassment and hostile work environments – Whistle-blower protection and ethical reporting mechanisms – Corporate governance frameworks and HR's role in ensuring compliance – Codes of conduct, ethics policies, and internal controls – HR audits and ethical risk assessment.

UNIT – IV : Compliance Management, Risk, and Enforcement

Compliance management systems in organizations – Designing and implementing HR compliance frameworks – Role of HR policies, manuals, and standard operating procedures – Legal compliance audits and inspections – Managing non-compliance, penalties, and corrective actions – Litigation management and interaction with labour authorities – Role of labour courts, tribunals, and regulatory agencies – Industrial relations and legal compliance – Managing compliance in mergers, acquisitions, and restructuring

– Global compliance challenges in multinational organizations – Cross-border employment issues and expatriate compliance.

UNIT – V : Contemporary Developments and Emerging Issues in HR Compliance

Impact of globalization, digitalization, and technology on HR compliance – Data protection, privacy, and employee surveillance laws – Compliance challenges in remote work, platform work, and flexible employment models – ESG (Environmental, Social, and Governance) reporting and HR compliance – International labour standards and responsible business conduct – Compliance with diversity, equity, and inclusion mandates – Ethical challenges in AI-driven HR decisions – Recent labour law reforms and policy shifts – Best practices in ethical HR leadership – Future trends in legal and ethical compliance for HR professionals.

Textbooks for Reference

1. **Dessler, Gary** – *Human Resource Management* – Pearson Education – 2020
2. **Mathis, Robert L. & Jackson, John H.** – *Human Resource Management* – Cengage Learning – 2019
3. **DeCenzo, David A., Robbins, Stephen P. & Verhulst, Susan L.** – *Fundamentals of Human Resource Management* – Wiley – 2020
4. **Cascio, Wayne F.** – *Managing Human Resources: Productivity, Quality of Work Life, Profits* – McGraw-Hill Education – 2018
5. **Werther, William B. & Davis, Keith** – *Human Resources and Personnel Management* – McGraw-Hill – 2016

Other Relevant Sources

- International Labour Organization (ILO) – Conventions and Recommendations (printed compilations)
- Government of India – Labour Codes and Official Publications
- OECD Guidelines for Multinational Enterprises (printed editions)
- SHRM (Society for Human Resource Management) – Ethical and Compliance Handbooks (print versions)
- Published case studies from Harvard Business School (printed case volumes)

308HR26: Trade Unions & Collective Bargaining

Course Objectives

After completing this course, students will be able to:

- Understand trade unionism and its evolution
- Analyse union structures, leadership, and functions
- Examine collective bargaining processes and strategies
- Evaluate legal and institutional frameworks of industrial relations
- Assess contemporary challenges in unionism and collective bargaining

UNIT – I : Fundamentals of Trade Unionism

Nature, scope, and significance of trade unions – Evolution of trade union movement: international perspective and Indian context – Theories of trade unionism – Objectives and functions of trade unions – Types of trade unions: craft, industrial, general, and federations – Trade union structure at plant, industry, and national levels – Role of trade unions in industrial democracy – Unionization trends across developed and developing economies – Contribution of trade unions to labour welfare and industrial peace.

UNIT – II : Legal Framework and Governance of Trade Unions

Trade union legislation and regulatory framework – Registration, recognition, and legal status of trade unions – Rights and liabilities of registered trade unions – Union constitutions, rules, and internal governance – Financial management and accountability of unions – Role of courts and labour authorities in trade union matters – Inter-union rivalry and multiplicity of unions – Political affiliation of trade unions – Freedom of association and international labour standards – Comparative overview of trade union laws across countries.

UNIT – III : Collective Bargaining – Concepts and Processes

Meaning, nature, and objectives of collective bargaining – Principles and prerequisites of effective collective bargaining – Levels of collective bargaining: enterprise, industry, and national – Collective bargaining machinery and negotiation structures – Preparation for collective bargaining: data collection and strategy formulation – Bargaining issues: wages, working conditions, productivity, and welfare – Types of bargaining: distributive, integrative, and productivity bargaining – Role of trade unions and management negotiators – Collective agreements: contents, administration, and enforcement.

UNIT – IV : Negotiation Dynamics, Disputes, and Industrial Relations Outcomes

Negotiation skills and tactics in collective bargaining – Power, conflict, and cooperation in industrial relations – Deadlocks, impasses, and bargaining breakdowns – Role of mediation, conciliation, arbitration,

and adjudication – Strikes, lockouts, and other forms of industrial action – Ethical dimensions of collective bargaining – Impact of collective bargaining on organizational performance – Productivity, wages, and employment relations – Case studies of collective bargaining outcomes – Best practices in managing union-management relations.

UNIT – V : Contemporary Issues and Emerging Trends

Declining union density and changing nature of work – Globalization and its impact on trade unions – Trade unions in multinational enterprises – Collective bargaining in service and knowledge sectors – Role of unions in restructuring, downsizing, and change management – Digitalization and technology-driven negotiations – Social dialogue and tripartism – International framework agreements – Future of trade unionism and collective bargaining – Emerging models of worker representation.

Textbooks for Reference

1. **Venkata Ratnam, C.S.** – *Industrial Relations* – Oxford University Press – 2019
2. **Monappa, Arun** – *Industrial Relations* – McGraw-Hill Education – 2018
3. **Salamon, Michael** – *Industrial Relations: Theory and Practice* – Pearson Education – 2017
4. **Dunlop, John T.** – *Industrial Relations Systems* – Harvard University Press – 2016
5. **Mamoria, C.B. & Mamoria, S.** – *Dynamics of Industrial Relations* – Himalaya Publishing House – 2020

Other Relevant Sources

- International Labour Organization (ILO) – Publications on Freedom of Association
- Government of India – Labour Ministry Reports and Manuals
- OECD – Industrial Relations and Social Dialogue Publications
- Printed case study volumes on collective bargaining practices

309HR26 – Management of Unorganized & Gig Workforce

Course Objectives

After completing this course, students will be able to:

- Understand nature and scale of unorganized and gig work
- Analyse socio-economic and legal dimensions of informal employment
- Examine HR challenges in managing unorganized and gig workers
- Design inclusive HR and social protection strategies
- Evaluate emerging policies and future workforce models

UNIT – I : Introduction to Unorganized and Gig Workforce

Concept, nature, and characteristics of unorganized sector – Definition and scope of gig economy – Distinction between formal, informal, and platform-based work – Historical evolution of informal employment – Size, composition, and significance of unorganized workforce – Sectoral distribution: agriculture, construction, manufacturing, services – Contribution of informal workforce to economic growth – Vulnerabilities and challenges faced by workers – Global overview of informal and gig employment trends.

UNIT – II : Legal and Institutional Framework

Labour laws applicable to unorganized and gig workers – Social security legislation and welfare schemes – Role of government, boards, and welfare institutions – Registration, identification, and portability of benefits – Occupational safety and health issues – Employment contracts and terms of engagement in gig work – International labour standards on informal employment – Role of courts and regulatory authorities – Policy approaches to formalization – Comparative legal frameworks across countries.

UNIT – III : HR Challenges and Workforce Management Practices

Recruitment and deployment of unorganized and gig workers – Skill development and employability – Wage determination and payment systems – Performance management in informal and platform work – Motivation, engagement, and retention challenges – Health, safety, and well-being management – Managing diversity, migration, and mobility – Role of intermediaries, contractors, and digital platforms – Ethical issues in workforce management – Technology-enabled HR practices.

UNIT – IV : Social Protection, Industrial Relations, and Inclusion

Social security and income protection mechanisms – Health insurance, pensions, and accident coverage – Role of trade unions, associations, and cooperatives – Collective representation of gig and informal workers – Dispute resolution and grievance redressal – Corporate social responsibility and inclusive HR practices –

Public–private partnerships in workforce welfare – Financial inclusion and digital payments – Impact of formalization initiatives – Case studies of inclusive workforce models.

UNIT – V : Contemporary Developments and Future Directions

Platform economy and algorithmic management – Data rights, surveillance, and worker autonomy – ESG and responsible workforce practices – Global best practices in managing gig workers – Policy reforms and labour codes – Impact of AI and automation on informal employment – Sustainable livelihood models – Future of work and inclusive growth – Emerging HR roles in managing non-standard employment – Strategic implications for HR professionals.

Textbooks for Reference

1. **Bhowmik, Sharit K.** – *The Informal Sector in India* – Oxford University Press – 2018
2. **Chen, Martha Alter** – *Informality Revisited* – Oxford University Press – 2019
3. **Heery, Edmund & Noon, Mike** – *A Dictionary of Human Resource Management* – Oxford University Press – 2017
4. **Kalleberg, Arne L.** – *Precarious Lives: Job Insecurity and Well-Being* – Polity Press – 2018
5. **ILO** – *World Employment and Social Outlook* – International Labour Organization – 2021

Other Relevant Sources

- International Labour Organization (ILO) – Printed reports on informal and gig economy
- Government of India – Ministry of Labour & Employment publications
- NITI Aayog – Gig Economy Reports (print editions)
- World Bank – Informal Employment and Labour Market Studies

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; System 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 Papers 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) 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 Papers shall have a compulsory question on Case Analysis

PRESCRIBED BOOKS:

- 1) Tony Edward (2007) International Human Resource Management, Pearson Publications
- 2) Yongsun 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, McGraw 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 & Chris Kus (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 Papers 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 Mankin (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) Ashish 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 Makin, Clare Kelliher (2021), Strategic Human Resource Management, Oxford University Press
- 10) Karen 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 Recognition of CSR- ISO-14000-SA8000 – AA1000 – 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) CSR Upanjana 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. GrawHill
- 4) Madhumitha Chatterji (2020) *Corporate Social Responsibility* Oxford University Education Press.
- 5) Dr. Navjeet Sidhukundal (2020), *Corporate Social Responsibility*, Aggarwal Law House
- 6) Ravi Raju (2020), *Exploring Corporate Social Responsibility*, 2nd Edition Studera Press

405HR26: Ethical, Legal & Governance issues in Digital HR

Course Objectives

- Understand the ethical, legal, and governance foundations of Digital HR systems
- Analyse labour laws, data protection regulations, and compliance issues in digital HR practices
- Examine ethical challenges arising from HR analytics, AI, and algorithmic decision-making
- Apply corporate governance principles to technology-enabled HR functions
- Evaluate contemporary issues, regulatory developments, and future challenges in Digital HR governance

Unit I: Fundamentals of Ethics, Law, and Governance in Digital HR

Concept and scope of Digital HR. Evolution of HR from manual systems to e-HRM and AI-enabled HR platforms. Nature and significance of ethics, law, and corporate governance in human resource management. Ethical theories and frameworks relevant to managerial decision-making. Overview of employment relationships in the digital era. Role of HR managers as ethical stewards and compliance officers. Intersection of technology, human rights, and workplace fairness. Global perspectives on ethical and legal responsibility in HR digitization.

Unit II: Legal Framework Governing Digital HR Practices

Labour and employment laws relevant to HR functions in digital environments. Legal aspects of recruitment, selection, compensation, performance management, and separation in technology-driven organizations. Data protection and privacy laws affecting HR data management. Overview of global regulations such as GDPR and their implications for HR practices. Indian legal framework governing digital HR: Information Technology Act, labour codes, and data protection principles. Legal compliance in e-recruitment, remote work, gig work, and platform-based employment. Employer liabilities and legal risk management in digital HR systems.

Unit III: Ethical Issues in Digital HR and HR Analytics

Ethical challenges in HR digitization. Employee surveillance, monitoring, and privacy concerns. Ethical implications of HR analytics, big data, and predictive modelling. Bias, discrimination, and fairness in AI-driven recruitment and performance evaluation systems. Transparency and explainability of algorithmic HR decisions. Informed consent, data ownership, and ethical data usage. Balancing organizational efficiency with employee dignity and trust. Development of ethical codes and guidelines for Digital HR practices.

Unit IV: Corporate Governance and Risk Management in Digital HR

Corporate governance principles and their relevance to HR management. Role of boards, top management, and HR leadership in governing digital HR initiatives. HR governance structures, policies, and accountability mechanisms. Internal controls, audits, and compliance systems in HR technology implementation. Cybersecurity risks, data breaches, and crisis management. Integration of HR governance with enterprise risk management. Ethical leadership and organizational culture in sustaining responsible Digital HR practices. Reporting and disclosure requirements related to human capital management.

Unit V: Contemporary Issues, Regulations, and Future Directions in Digital HR

Impact of artificial intelligence, automation, and platform work on employment relationships. Legal and ethical challenges of gig economy and remote workforce management. Emerging regulations on AI, data protection, and digital labour platforms. Role of ESG and sustainability frameworks in HR governance. Global best practices in ethical Digital HR implementation. Future challenges in regulating algorithmic decision-making in HR. Preparing HR professionals for responsible, ethical, and legally compliant Digital HR leadership in a rapidly evolving business environment.

Standard Reference Textbooks

1. Dessler, Gary – *Human Resource Management* – Pearson Education – 2020
2. Armstrong, Michael; Taylor, Stephen – *Armstrong's Handbook of Human Resource Management Practice* – Kogan Page – 2020
3. Mathis, Robert L.; Jackson, John H.; Valentine, Sean – *Human Resource Management* – Cengage Learning – 2019
4. Crane, Andrew; Matten, Dirk – *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization* – Oxford University Press – 2016
5. Mallin, Christine A. – *Corporate Governance* – Oxford University Press – 2019

Other Relevant and Genuinely Available Sources

- Government of India – *Ministry of Labour and Employment Reports* (Print Editions)
- Government of India – *Information Technology Act and Allied Rules* (Print Editions)
- International Labour Organization (ILO) – *Reports on Digital Labour Platforms and Decent Work* (Print Editions)
- OECD – *AI, Data Governance and Employment Reports* (Print Editions)
- World Economic Forum – *Human Capital and Digital Governance Reports* (Print Editions)
- Society for Human Resource Management (SHRM) – *Ethics and Compliance Manuals* (Print Editions)

406HR26: Employee Engagement and Experience Design

Course Objectives

- Understand the foundations and evolution of employee engagement and experience
- Analyse psychological, organizational, and managerial drivers of employee engagement
- Examine tools, frameworks, and metrics for designing and measuring employee experience
- Apply engagement strategies across the employee lifecycle and diverse work contexts
- Evaluate contemporary trends, challenges, and future directions in employee experience management

Unit I: Fundamentals of Employee Engagement and Experience

Concept, nature, and scope of employee engagement. Evolution of engagement from job satisfaction and motivation theories to holistic employee experience management. Distinction between engagement, commitment, involvement, and organizational citizenship behaviour. Employee experience as an integrated concept covering physical, technological, cultural, and emotional dimensions of work. Strategic importance of engagement for productivity, retention, innovation, and employer branding. Role of HR and leadership in fostering engagement-oriented cultures. Historical development and global perspectives on engagement management.

Unit II: Drivers and Theoretical Foundations of Employee Engagement

Psychological foundations of engagement: motivation theories, needs theories, and self-determination theory. Job design and work meaningfulness. Role of leadership, communication, and organizational culture in engagement. Performance management, rewards, recognition, and career development as engagement drivers. Work-life balance, well-being, and employee support systems. Impact of trust, fairness, and psychological safety on engagement. Engagement challenges across generations, diversity groups, and global workforces.

Unit III: Employee Experience Design and Lifecycle Management

Concept of employee experience design. Employee journey mapping across the lifecycle: attraction, onboarding, development, performance, retention, and exit. Designing touchpoints and moments that matter. Role of workplace design, digital tools, and HR technology in experience enhancement. Personalization of employee experience. Integration of learning, career paths, and internal mobility into experience design. Role of managers as experience enablers. Alignment of employee experience with organizational values and brand promise.

Unit IV: Measurement, Analytics, and Engagement Interventions

Measuring employee engagement and experience: surveys, pulse checks, feedback systems, and qualitative methods. Key engagement metrics and indices. Use of HR analytics and employee listening tools. Diagnosing engagement issues and designing targeted interventions. Engagement initiatives: communication programs, recognition systems, team-building, leadership development, and well-being interventions. Managing disengagement and burnout. Role of continuous feedback and change management in sustaining engagement outcomes.

Unit V: Contemporary Issues, Best Practices, and Future Trends

Employee engagement in digital, remote, and hybrid work environments. Experience design for gig workers and flexible employment models. Role of technology, AI, and digital platforms in shaping employee experience. Diversity, equity, inclusion, and belonging as experience priorities. Integration of ESG and sustainability into employee experience strategies. Global best practices in engagement management. Future of employee experience: human-centered design, data-driven personalization, and resilient workforce ecosystems.

Standard Reference Textbooks

1. Armstrong, Michael – *Armstrong's Handbook of Human Resource Management Practice* – Kogan Page – 2020
2. Kahn, William A. – *Employee Engagement: Theory and Practice* – Wiley – 2010
3. Dessler, Gary – *Human Resource Management* – Pearson Education – 2020
4. Schaufeli, Wilmar B. – *Work Engagement: A Handbook of Essential Theory and Research* – Psychology Press – 2013
5. Torrington, Derek; Hall, Laura; Taylor, Stephen – *Human Resource Management* – Pearson Education – 2020

Other Relevant and Genuinely Available Sources

- Government of India – *Reports on Labour Welfare and Workplace Well-being* (Print Editions)
- International Labour Organization (ILO) – *Workplace Well-being and Engagement Reports* (Print Editions)
- OECD – *Better Life Index and Workplace Quality Reports* (Print Editions)
- World Economic Forum – *Human Capital and Workforce Engagement Reports* (Print Editions)
- Society for Human Resource Management (SHRM) – *Employee Engagement and Experience Manuals* (Print Editions)

407HR26: Industrial Dispute: Courts & Arbitration

Course Objectives

After completing this course, students will be able to:

- Understand causes and nature of industrial disputes
- Analyse legal mechanisms for dispute resolution
- Examine role of courts, tribunals, and arbitration
- Evaluate effectiveness of adjudication processes
- Assess contemporary trends in dispute settlement

UNIT – I : Introduction to Industrial Disputes

Concept, nature, and scope of industrial disputes – Evolution of industrial conflict in organized and unorganized sectors – Causes of industrial disputes: economic, managerial, legal, and psychological – Forms of industrial disputes – Role of industrial relations climate – Impact of disputes on productivity, growth, and social stability – Stakeholders in industrial disputes – Principles of industrial peace and harmony – Comparative overview of dispute resolution systems across countries.

UNIT – II : Legal Framework Governing Industrial Disputes

Objectives and philosophy of industrial dispute legislation – Definition and classification of disputes – Authorities under industrial dispute laws – Rights and obligations of employers and workmen – Legal provisions relating to strikes, lockouts, lay-offs, retrenchment, and closure – Procedural requirements and compliance – Role of government in prevention and settlement of disputes – Judicial interpretation and landmark principles – Transition from traditional laws to labour codes.

UNIT – III : Conciliation, Mediation, and Voluntary Arbitration

Concept and importance of conciliation – Role and functions of conciliation officers – Mediation as an alternative dispute resolution mechanism – Voluntary arbitration: meaning, scope, and advantages – Appointment and powers of arbitrators – Arbitration agreements and awards – Enforceability of settlements – Comparative evaluation of ADR mechanisms – Ethical issues in dispute resolution – Best practices in dispute prevention.

UNIT – IV : Labour Courts, Industrial Tribunals & Judicial Process

Structure and jurisdiction of labour courts and industrial tribunals – National industrial tribunals – Powers, procedures, and limitations – Role of evidence and principles of natural justice – Awards, implementation, and enforcement – Judicial review and writ jurisdiction – Role of higher judiciary in industrial relations – Case analysis of landmark judgments – Challenges in adjudication process – Delay, backlog, and reform initiatives.

UNIT – V : Contemporary Developments and Emerging Issues

Industrial dispute resolution under labour codes – Fast-track adjudication and digital courts – Arbitration in multinational and transnational employment disputes – Role of private arbitration and institutional arbitration – Industrial relations in gig and platform economy – Preventive industrial relations strategies – Future of dispute resolution mechanisms – Global best practices – Strategic role of HR managers in dispute management.

Textbooks for Reference

1. **Venkata Ratnam, C.S.** – *Industrial Relations* – Oxford University Press – 2019
2. **Monappa, Arun** – *Industrial Relations* – McGraw-Hill Education – 2018
3. **Malik, P.L.** – *Industrial Law* – Eastern Book Company – 2020
4. **Giri, V.V.** – *Labour Problems in Indian Industry* – Asia Publishing House – 2017
5. **Mamoria, C.B. & Mamoria, S.** – *Dynamics of Industrial Relations* – Himalaya Publishing House – 2020

Other Relevant Sources

- Ministry of Labour & Employment – Government of India publications
- ILO – Dispute Resolution and Labour Justice Manuals (print editions)
- Law Commission of India Reports (printed volumes)

408HR26: Occupational Health, Safety &Labour Welfare

Course Objectives

After completing this course, students will be able to:

- Understand principles of occupational health and safety
- Analyse workplace hazards and risk management
- Examine labour welfare measures and legislation
- Design effective OHS and welfare programmes
- Evaluate contemporary OHS challenges and practices

UNIT – I : Foundations of Occupational Health, Safety & Welfare

Concept, scope, and importance of occupational health and safety – Evolution of OHS and labour welfare – Relationship between health, safety, productivity, and morale – Role of employers, employees, and government – Types of occupational hazards: physical, chemical, biological, ergonomic, and psychosocial – Principles of accident prevention – Welfare as a component of industrial relations – Global standards in workplace safety.

UNIT – II : Occupational Health and Safety Management

Workplace health risks and occupational diseases – Safety engineering and hazard control – Accident causation theories – Safety audits and inspections – Emergency preparedness and disaster management – Occupational health services and medical surveillance – Stress management and mental health at workplace – Role of safety committees – Training and awareness programmes – Technology in OHS management.

UNIT – III : Legal Framework for OHS and Labour Welfare

OHS legislation and compliance requirements – Welfare provisions relating to working conditions, sanitation, and amenities – Role of inspectors and enforcement agencies – Penalties and liabilities for non-compliance – Rights and duties of employers and workers – International labour standards on OHS – Employer responsibility and due diligence – Corporate governance and safety culture – Judicial interpretations in OHS cases.

UNIT – IV : Labour Welfare Administration and Practices

Statutory and non-statutory welfare measures – Social welfare facilities in industries – Role of welfare officers – Employee assistance programmes – Housing, education, recreation, and transport facilities – Welfare in organized and unorganized sectors – Cost-benefit analysis of welfare measures – Role of trade unions and NGOs – Case studies on effective welfare models.

UNIT – V : Contemporary Issues and Emerging Trends

OHS in digital, remote, and gig workplaces – ESG and sustainable workplace practices – Occupational safety in hazardous and high-risk industries – Technological innovations in safety management – Pandemic-related workplace health measures – Inclusive welfare for migrant and contract workers – Global best practices – Future of occupational health and labour welfare – Strategic role of HR professionals.

Textbooks for Reference

1. **Goel, S.L.** – *Industrial Safety Management* – Deep & Deep Publications – 2019
2. **Grimaldi, J.V. & Simonds, R.H.** – *Safety Management* – McGraw-Hill – 2018
3. **Kumawat, R.C.** – *Labour Welfare and Social Security* – New Century Publications – 2020
4. **Vaid, K.N.** – *Labour Welfare and Social Security* – Shri Publishers – 2017
5. **Hughes, Phil & Ferrett, Ed** – *Introduction to Health and Safety at Work* – Routledge – 2021

Other Relevant Sources

- ILO – Occupational Safety and Health Publications
- Ministry of Labour & Employment – Factory and Safety Manuals
- WHO – Occupational Health Reports (print editions)

409HR26: Social Security & Labour Policy Reforms

Course Objectives

After completing this course, students will be able to:

- Understand principles of social security and labour welfare
- Analyse social security systems and policy frameworks
- Examine labour policy reforms and their implications
- Evaluate coverage, financing, and administration issues
- Assess future directions of labour policy and protection

UNIT – I : Foundations of Social Security and Labour Policy

Concept, scope, and objectives of social security – Evolution of social security systems – Social security as a human right – Relationship between labour policy and economic development – Types of social security benefits – Stakeholders in social security – International models of social protection – Role of state, employers, and society – Comparative overview of global systems.

UNIT – II : Social Security Systems and Programmes

Social insurance and social assistance – Employment injury, health insurance, maternity benefits, and pensions – Financing and contribution mechanisms – Coverage and eligibility – Administration of social security institutions – Role of employers and workers – Informal sector inclusion – Portability of benefits – Technology and digital delivery of services.

UNIT – III : Labour Policy Framework and Reforms

Objectives of labour policy – Evolution of labour policy in India – Policy-making institutions and processes – Labour market flexibility and protection – Employment generation and decent work agenda – Labour codes and consolidation – Impact of reforms on employers and employees – Policy debates and criticisms – Role of social dialogue.

UNIT – IV : Social Security for Informal and Non-Standard Workers

Challenges in extending social security to informal workers – Gig and platform workers' protection – Migrant labour and portability issues – Gender and social security – Role of welfare boards and schemes – Universal social security models – Public–private partnerships – Case studies on inclusive social protection – International best practices.

UNIT – V : Contemporary Issues and Future Directions

Demographic change and ageing workforce – Sustainability of social security systems – Digitalization and social protection – ESG and social policy alignment – Impact of globalization on labour policy – Pandemic lessons and policy responses – Universal basic income and new policy ideas – Future of labour reforms – Strategic role of HR managers in policy compliance.

Textbooks for Reference

1. **Vaid, K.N.** – *Labour Welfare and Social Security* – Shri Publishers – 2018
2. **Kumawat, R.C.** – *Social Security and Labour Welfare* – New Century Publications – 2020
3. **Papola, T.S. & Sharma, Alakh N.** – *Labour and Employment in India* – Oxford University Press – 2019
4. **ILO** – *World Social Protection Report* – International Labour Organization – 2021
5. **Bhagwati, Jagdish & Panagariya, Arvind** – *Why Growth Matters* – Oxford University Press – 2013

Other Relevant Sources

- Ministry of Labour & Employment – Policy and Reform Documents
- ILO – Social Security and Decent Work Publications
- World Bank – Labour Market Policy Reports (print editions)

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 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, enterpreneurial 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.