

**GAYATRI VIDYA PARISHAD COLLEGE FOR
DEGREE AND PG COURSES (Autonomous)
Gayatri Valley, Rushikonda, Visakhapatnam-45**

SYLLABUS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

101 – HUMAN RESOURCE MANAGEMENT

Credits :4	Theory : 4 Hours	Tutorial : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

- 1. To introduce basic conception of HRM, its role and functions with reference to any business organisation.**
- 2. To equip the students the core understanding of HR activities, policies and procedural guidelines.**
- 3. Enable the students to learn both Managerial and operative functions of HRM in detail.**
- 4. To create an awareness among the students about HR opportunities and challenges.**

Syllabus

Unit – 1:

Human Resource Management: Concept, Factors and Role. Evolution of HRM in India, Approaches to Human Resource Management: Mechanical, Paternalistic, Social System and Human Resource Development System.

Unit – 2:

Managing HR Function: Organizing HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function.

Unit – 3:

Procurement: Organizational design and job design, Job Analysis, Human Resource Planning, Recruitment, Selection and Induction. Development: Workers training, Training Process, Training Methods, Management Development Programmes. Performance Appraisal: Methods and Problems. Career Planning and Development.

Unit – 4:

Employees Compensation: Concept, factors affecting compensation. Equity and Compensation,. : Nature of Integration Human Resource, Motivation,

Unit – 5		
Maintenance: Communication and Counselling. Separation: Turnover, retrenchment, Retirement and VRS. Maintenance of HR Database: HR Audit, HR Research, HR Accounting. HR Profession: Challenges and opportunities in the globalised era. Impact of Economic Recession on HR Profession.		
Case Study is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Students would be competent enough to understand basic HRM knowledge to manage the HR functions in Organisations. (I) 2. Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes. (II) 3. Able to prepare the students on communication of the organisation’s performance planning and development. (III) 4. Facilitate and support effective compensation plan and labour management relations in both union and non-union environments. (IV) 5. Help them to gain insight on HR professional challenges and opportunities in the globalized era. (V) 		
References :		
<ol style="list-style-type: none"> 1. Edwin B. Flippo, Personnel Management, McGraw Hill Publications, Co., New York. 2. Subba Rao, P. Personnel/Human Resource Management, Himalaya Publications. Mumbai. 3. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw Hill Publications Co., Ltd., New Delhi. 4. Memoria, C.B, and Ganakar, S.V., Personnel Management, Himalaya Publications House, Mumbai. 5. David, A. De Cenzo and Stephen.P.Robin, Personnel/Human Resource Management, Prentice Hall India (P) Ltd., New Delhi. 6. Sharma, A.M. Personnel and Human Resource Management, Himalaya Publishing House, Mumbai. 7. Venkataratnam, C.S., Srivastava, V.k. Personnel Management and Human Resource Management, Tata McGraw Hill Co., Ltd., New Delhi. 8. Rao, V.S.P.,Personnel/Human Resource Management , Excel Publications, New Delhi. 9. Dr. Rao, P.L., “Comprehensive Human Resource Management”, Excel Publication, New Delhi. 		
Quality of Work life, Trade Unions, Collective Bargaining.		

102 – GENERAL MANAGEMENT

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives :		
<ol style="list-style-type: none"> 1. To equip the students with basic understanding of nature of management and its evolution and functions of management. 2. To provide knowledge of management roles, management skills and ethical, environmental foundations of management. 3. To help them learn functions of management in detail. 4. To provide knowledge and understanding on production and project management areas. 		
Syllabus		
Unit – 1:		
Management: Concept, Principles and Functions. Evolution of Management: Early thinking about management, Scientific Management approach, Classical Organization Approach, Behavioural Approach and Modern Approach.		
Unit – 2:		
Managerial Roles, Types of managers, Management levels and skills. Challenges of Management, Ethics and Social Responsibility, Globalization and Management, Ethical and Environmental Foundations of Management, Entrepreneurship and Intrapreneuring.		
Unit – 3:		
The Management Process: Planning Concept, Objectives, Types and Steps in Planning, Strategic Planning, Management by Objectives, Decision Making Forecasting: Techniques and Steps in Decision Making, Organizing: Structure, Nature, Types and Principles of Organization.		
Unit – 4:		
Directing: Definition and Nature, Leadership and Management, Motivation, Communication. Controlling: Meaning and Significance, Systems and Process of Control, Key Performance areas.		
Unit – 5:		
Ethics: Ethics and business, Production Management Concept: Functions and Operations, Project Management: Concept and Process.		

Case Study is Compulsory

Course Out Comes :

1. Students are prepared to discuss and communicate about processes of management and how they impact future managers in organisation. (I)
2. Enable them to identify and evaluate social responsibility and ethical, environmental issues involved in business situations. (II)
3. Help them to practice the core functions of management such as planning, organising, leading and controlling.(III)
4. Prepare them to practice the functions of leadership and management by way of motivation at work place. (IV)
5. The knowledge of other functional areas enables them to practice the management science effectively at the work place.(V)

References :

1. Samuel C. Cereto & ST Cereto: "Modern Management" 12th ED Pearson Education (Para.1).
2. Harold Koontz and Cyril O'Donnell: Principles of Management, Tata McGraw, Delhi.
3. Stoner, James A.F., freeman "Management", Pearson Education.
4. Sherlekar, "Management", Himalaya Publications, New Delhi.
5. Rao, VSP & Hari Karikrishana V, "Management Text & Cases", Excel Books, New Delhi.
6. Carol W.Ellis Management Skills for new Managers (Chapter-1), Print ice hall of India, New Delhi, 2008.
7. Robins Stefen and Mary coufler, "Management""", Pearson Education Ltd., New Delhi.

103 – LABOUR LEGISLATION AND CASE LAW-1

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

- 1.To impart students with the knowledge of industrial relations legislations in India(like Industrial disputes act,1947 and its rules, Industrial employment standing orders act,1946 and Trade unions act,1926).**
- 2. To equip the students with the basic understanding of wage legislations in India(such as Minimum wages act,1948; Payment of wages act,1936; Payment of bonus act,1965 and Equal remuneration act,1976).**
- 3. To provide them with thorough knowledge on social security legislations in India(viz. Employee compensation act,1923; Employee state insurance act,1948; Employee provident fund and miscellaneous provisions act,1952; Payment of gratuity act, 1972 and Maternity benefit act,1961).**
- 4. To create awareness on National Commission on Labour (NCL-II) recommendations and to make them learn various case laws pertaining to above legislations.**

Syllabus

Unit – 1:

Labour Legislation: Concept, Scope and Significance. Principles of Labour Legislation. Historical Development of Labour legislation in India, Classification of Labour Legislation, Indian Constitution and Labour Legislation.

Unit – 2:

The factories Act, 1948 and A.P. Rules, The A.P. National and Festival Holidays Act, 1974.

Unit – 3:

The Mines Act, 1952, The Plantation Labour Act, 1951.

Unit – 4:

The Contract Labour (Regulation and Abolition) Act, 1970 and its rules. The Apprentices act, 1961, The Child Labour (Prohibition and Regulation) Act, 1986.

Unit – 5:

The A.P. Shops and Establishments Act, 1988 and its rules, The Employment Exchanges (Company Notification of Vacancies) Act, 1959.

Case Study is Compulsory		
Recent Supreme Court Judgements on the following acts. The factories Act, 1948, The Contract Labour (Regulation and Abolition) Act, 1970, The Apprentices act, 1961, The A.P. Shops and Establishments Act, 1988.		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Able to learn the aspects of emergence and historical development of labour legislation in India. (I of LL-I) 2. Understand the ways to protect the interests of the employee's environment of the organisation by implementing suitable labour laws. (II to V of LL-I) (I,II of LL-2) 3. Acquire the competencies to facilitate organisational compliances with the appropriate legal provisions governing labour management relations (Employees and Organisations).(III,IV,V of LL-II) 4. Enable them to learn the statutory framework and institutions regulating industrial relations, collective bargaining and working conditions in India. (II,IV,V of LL-I) (III,IV,V of LL-II) 5. Helps to consider the understanding of issues around ethnicity, class, gender and discrimination at work place. (II,III,IV,V of LL-II) 		
References :		
<ol style="list-style-type: none"> 1. Kapoor, N.D., Elements of Labour Law, Sultan Chand and Sons, New Delhi. 2. Singh and Agarwal, Labour Industrial Laws, Pioneer Printers, Agra – 3. 3. Malik, P.L., Industrial Law, Eastern Book Co., Lucknow. 4. Sharma, A.M., Industrial Jurisprudence and Labour Legislation, Himalaya Publishing House, Mumbai. 5. Andhra Pradesh Shops and Establishments Act, 1988, S.Gogia and Company, Hyderabad. 6. Saiyed, I.A., "Labour Law", Himalaya Publishing House, Mumbai. 7. Mishra, L., "Case Laws on Industrial Relations", Excel Books, New Delhi. 		
Journals:		
<ol style="list-style-type: none"> 1. Labour Law Reporter. 2. Labour Law Journal. 		

104 – INDUSTRIAL MANAGERIAL ECONOMICS

Credits :4	Theory : 4	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To enable students to understand the dynamic conception and nature of Labour Economics and equip them with the knowledge of Indian Labour Market situation along with Labour force participation.
2. To Enrich them on Economics of Employment Theories and provide them basic understanding of Frame work of Industrial Economics.
3. To impart knowledge of Managerial Economics and to discuss the role and responsibilities of Managerial Economist.
4. To provide them with an understanding of Theory of Production and Cost Analysis, Demand Forecasting and the concepts of Inflation and Deflation.

Syllabus

Unit – 1:

Labour Economics: Nature and Scope, Industrial Revolution: Social and Economic consequences. Labour Problems in a developing economy, Concept of Labour Market: Supply and Demand, Flexibilities and Rigidities in the Indian Labour Market, Structure and extent of Indian Labour force, participation, Changing profile of Indian Workers.

Unit – 2:

Employment: Economics of employment Theories of employment, full employment, employment and development relationship. Unemployment: Concept, Types and measurement, Impact of Rationalisation.

Unit – 3:

Frame work of Industrial economics: Concept and organization of firms, Optimum firm, Factors influencing optimum firms, Location of Industry: Factors, Theories and state Policy.

Unit – 4:

Managerial economics: Nature and Scope of Managerial Economics, Chief Characteristics of Managerial Economics, Significance of Managerial Economics, Role and Responsibilities of Managerial Economist.

Unit – 5:

Demand Production and cost analysis: Meaning and determinants of demand: Introduction to Demand forecasting, methods of demand

forecasting. Theory of Production, Cost Analysis: Concepts Cost and output relation during short run and long run, Inflation: Meaning, Causes, Effects and remedial measures. Deflation.

Course out Comes :

- 1. Understand basic labour economics theory and modelling techniques and able to apply them to 'real world issues'. (I)**
- 2. Construct and evaluate the theories of employment to comprehend work situations.(II)**
- 3. Investigate the significance of industrial economics and apply them for the location advantage of industrial organisations.(III)**
- 4 Able to understand the role of managers in firms by way of analysing real time business problems with a systematic theoretical framework of managerial economics.(IV)**
- 5. Able to understand the techniques of demand forecasting and different costs of production and measure their effects on short run and long run decisions. (V)**

References:

- 1. Mehta, P.L., "Managerial Economics", Sultan Chand, New Delhi.**
- 2. Varshney, R.L., and Maheswari, K.L., "Managerial Economics", Sultan Chand, New Delhi.**
- 3. Bartliwal, R.R., Industrial economics, New Age International Pvt. Ltd., New Delhi.**
- 4. Gupta, G.S., Managerial Economics, Tata McGraw Hill Pub. Co., Ltd., New Delhi.**
- 5. Sivayya, K.V., Das, V.B.M., Industrial Economy of India, Sultan Chand, new Delhi.**
- 6. Kucchal, S.C. "The Industrial Economy" Chaitanya Publishing house, Allahabad.**
- 7. Joel Dean – Managerial Economics.**
- 8. Bhagoliwala, T.N. "Economics of Labour and Industrial Relations" Sahitya Bhavan Publishing House, Agra.**

105 – ORGANISATIONAL BEHAVIOUR – 1

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :		
<ol style="list-style-type: none"> 1. To equip the students with the fundamental concepts and elements of Organisational Behaviour. 2. To help students learn individual behavioural dimensions of OB. 3. To provide an understanding of Group Behaviour at work place. 4. To understand the aspects of Conflict Management at work place. 		
Syllabus		
Unit – 1:		
Organizational Behaviour: Definition and Scope, Fundamental concepts of Organizational Behaviour; Elements of Organizational Behaviour; Approaches to Organizational Behaviour; Contribution of Social Sciences to OB; Historical Perspective of Organizational Behaviour: Scientific Management; The Human Relations Movement; Behaviourism.		
Unit – 2:		
Foundations of Individual Behaviour: Motivation; Personality; Intelligence Learning; Theories of Learning; Perception; Attitudes; Values; Job satisfaction; Implications of Work: Stress: Fatigue; Monotony; Boredom and Frustration; Causes and Consequences of Accidents; Alienation and Anomie.		
Unit – 3:		
Foundations of Group Behaviour: Key Group Concepts; Role, Status; Authority; Power; Group Dynamics; Process of Group formation types of groups; Group Norms; Group Cohesiveness; Sociometric analysis, Decision Making in Groups; Team Building.		
Unit – 4:		
Conflict: Concept, role, Sources and Manifestations; Classification of Conflicts; Functional and Dysfunctional Conflict. Intra-Personal Conflict, Goal Conflict, Role Conflict, Inter Personal Conflict.		
Unit – 5:		
Organizational Conflict: Approaches to conflict Management; Management of Conflict and Organizational Performance; Collaboration Concept, Basis and Interventions. Techniques of Understanding Behaviour, Transactional Analysis, Johari Window and life positions.		

Case Study is Compulsory
Course Out Comes :
<ol style="list-style-type: none">1. Able to learn and understand the fundamental concepts and approaches of Organisational Behaviour for better practice in Organisations. (I)2. Able to analyse individual behaviour and understand their impact on Organisational processes. (II)3. Able to analyse and interpret the group behaviour and understand their impact on Organisational processes. (III)4. Have knowledge of conflict management and able to evaluate the appropriateness of conflict management strategies in Organisations (IV)5. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations. (V)
References:
<ol style="list-style-type: none">1. Organizational Behaviour – Stephen. P. Robbins, Pearson Education Pie Ltd., New Delhi.2. Aswathappa.K, Organizational Behaviour, Himalaya Publishing Co., Pvt., Ltd., Mumbai.3. Davis, Keith & Newstorm, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.4. Luthans, Fred, Organisational Behaviour McGraw Hill Publishing Co., Ltd., Singapore.5. Hersey Paul, Kenneth H. Blanchard and Dewey E.Johnson Management of Organisational Behaviour, Leading Human Resources, Pearson Education Pie.Ltd., New Delhi.6. Korman, Abraham K. Organisational Behaviour, Prentice Hall of India Pvt, Ltd., New Delhi.7. Dewedi, R.S. Human Relations and Organisational, Macmillan India Pvt., Ltd., New Delhi.8. Abraham Coreman – Organizational Behaviour.9. Pareek., Udai, Organisational Behaviour., Oxford Press, New Delhi.

106 – FINANCIAL MANAGEMENT

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To analyse and interpret the financial statements of the organisation for preparation of financial plans.
2. To evaluate the long term investment decision of the organization
3. To acquire knowledge on various sources of funds and determine optimum capital structure.
4. To assess the impact of dividend payments on value of the firm

Syllabus

Unit – 1:

Financial Management, Nature, Scope and Objectives, Finance Function, Financial Environment in India.

Unit -2:

Financial Planning, Forecasting and analysis – Funds Flow Analysis, Cash Flow Analysis, C.V.P Analysis.

Unit – 3:

Investment decision: Nature and Significance, estimation of cash flow, Capital Budgeting Process, Techniques of Investment Appraisal, Pay Back Period, Accounting Rate of Return, Time Value of Money, DCF Techniques, Net Present Value, Profitability Index and Internal Rate of Return.

Unit -4:

Financing Decision: Sources of Funds, Short term and Long term Funds, Merits and Demerits of Capital Structure, Financial Leverage, Cost of Capital, Capitalization, Over and Under Capitalization.

Units -5:

Dividend Decisions: Meaning and Significance, Theories of Dividend, Dividend Policy, Dividend Policy and Practices, Legal Aspects of Dividends, Bonus Shares and Stock Splits; Regulations regarding Stock Markets; Analysis of Balance Sheets of two Companies.

Case Study Is Compulsory
Course Out Comes :
<ol style="list-style-type: none">1. Students would be able to analyse the financial health of the organisation and prepare financial plan.(I)2. Student can take asset mix decisions.(II)3. Students can take capital mix decisions.(III)4. Students are capable of framing dividend policy to a firm. (IV)5. Would be able to understand the regulations of the stock markets and can analyse the balance sheet of the organisation. (V)
References:
<ol style="list-style-type: none">1. Van Horne, James C., Financial Management in Policy, Prentice Hall of India Ltd., New Delhi.2. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.3. Kulkarni. P.V., Financial Management, Himalaya Publishing House, Mumbai.4. Walker Earnest. W., Essentials of Financial Management, Prentice Hall Inc., New Jersey.

201 – INDUSTRIAL RELATIONS

Credits :4	Theory : 4 Theory	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To introduce the basic frame work of Industrial Relations system, Approaches of IR and understand the comparative analysis of IR systems in different countries.
2. To enable the students with a core understanding of State Policy on Industrial Relations with special focus on Evaluation and Implementation of various committees and Labour Conferences and their role in Joint consultation and Participative Management.
3. To discuss in detail the role of Employer Organisations and Worker Organisations (Trade Unions) and understand Trade Union Movement in India.
4. To provide a comprehensive understanding of Industrial Conflicts and discuss the Methods and Machinery for settlement of Industrial Disputes in India along with important recommendations of National Commission on Labour – II.

Syllabus

Unit-1:

Industrial Relations – Concept, Determinants and Importance. Approaches to Industrial Relations – Psychological Approach, Sociological Approach, Human Relations Approach, Gandhian Approach, Systems Approach and Marx Approach. Evaluation of Industrial Relations in India. Comparative analysis of IR Systems in UK and USA.

Unit – 2:

State Policy on Industrial Relations: Tripartism: Indian Labour Conference, Standing Labour Committee, Industrial Committees, Evaluation and Implementation of committees, Code of Discipline and Code of Conduct, Joint Consultation and Workers Participation in Management, ILO and its impact on Industrial Relations. Economic Reforms and IR.

Unit – 3:

Employers' Associations: Growth, Functions, their role in IR. Managerial Unionism. Trade Union: Concept, Objectives and Functions. Theories of Trade Unionism. Trade Union Movement in India.

Unit – 4:		
Trade Unionism in India: Problems of 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.		
Unit – 5:		
Industrial Conflict: Causes, Trends, Manifestations and effects. Methods and machinery for settlement of Industrial Disputes in India. Important recommendation of National Commission on Labour – II on Industrial Relations.		

Case Study is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Demonstrate descriptive knowledge of the field of industrial relations. (I) 2. Apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels. (II) 3. Investigate solutions to industrial relations problems based on research and assessment of current practices. (III) 4. Able to understand the Structural issues, leadership and problems of Trade Unions and can analyze the emerging trends in unionism at the work place (IV) 5. Identify different forms of industrial conflict and apply suitable conflict resolution mechanisms for promoting industrial peace and harmony.(V) 		
References:		
<ol style="list-style-type: none"> 1. Ratan Sen, Industrial Relations, McMillan Publishers, New Delhi. 2. Sharma A.M. Industrial Relations Conceptual Legal Frame Work, Himalaya Publishers, New Delhi. 3. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd., New Delhi. 4. Venkataratnam C.S., Industrial Relations Global Business Press New Delhi. 5. Sinha, P.R.N., et.al. “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education Pie Ltd., New Delhi. 6. National Commission on Labour –I Report. 7. National Commission on Labour –II Report. 		

202 – BUSINESS ENVIRONMENT

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To enable the students to learn factors influencing business environment including micro and macro in Indian context.
2. To provide knowledge on environmental scanning of business (STEP s-social , t- technological , e- economic , p- political environment) .
3. To create a awareness on laws regulating the business.
4. To equip the students with the concept of corporate re-organisation.
5. To impart knowledge of globalisation and its effect on Business environment

Syllabus

Unit – 1:

Business Environment: Concept and Significance; Goal of Business; Factors of Business environment; Micro and Macro Environment Analysis; Indian Business Environment.

Unit – 2:

(a) Technological Environment ;Feature of Technology ;Technology and Human Resources ;Status of Technology in India (b) Political Environment ; Indian Constitution; Regulatory Role of Central and State Governments Social and Culture Environment ; Social Relations At Work ; Working Environment ;Social Responsibility.

Unit – 3:

Economic Environment; Industrial Policy Resolution 1956 ;NEP 1991 after; Foreign Exchange Management Act, Competition Act ,2001 Consumer Protection Act ,1986 ,Public Section Enterprises ; Evaluation And Growth; Industrial Sickness and Role of BIRF, Export Promotion, Development Bank, Monetary Policy.

Unit – 4:

Privatization –Dis investment ;;Concept ; Pros and Cons of Disinvestment; Impact on Employment and Labour ;Mergers Take Over’s; Role of MNCs in Indian Economy; Economy; Foreign Direct Investment and Developing

Countries.		
Unit – 5:		
Globalization and Business Environment; Meaning Rationale of Globalization; Strategies for Globalization; Markets; Domestic And International; India and WTO; SAARC, NAFTA, ANZUS, EEC.		
Case Study is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Able to assess the impact of various internal and external environmental factors influencing business trends. (I) 2. Develop an understanding of technological, political and economic environments influencing business.(II) 3. Gain knowledge and understanding of new economic policy and its implication on business and awareness of business laws.(III) 4. Able to gain an insight on corporate re-organisations for a better understanding of today’s workplace.(IV) 5. Develop a compressive understanding of globalization and its impact on business event.(V) 		
References:		
<ol style="list-style-type: none"> 1. Cherunilam, Francis, Business Environment, Himalaya Publishing House, Mumbai. 2. Aswathappa .K, Business Environment for Strategic Management, Himalaya Publishing House, Mumbai. 3. Aswathappa .K, Essentials of Business Environment, Himalaya Publishing House, Mumbai. 4. Dharmeja, Nand and Sastry, K.S., Privatization: Theory and Practico, Wheeler PUB, New Delhi. 5. Sivayya, K.V., & Das, V.B.M., The Industrial Economy, Chaitanya Publishing House, Allahabad. 		

203 – ORGANISATIONAL BEHAVIOUR – II

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :		
<ol style="list-style-type: none"> 1. To provide the students with deeper understanding of motivational theories and their applications at work place. 2. To provide an insight on leadership concepts and theories and provide them with an understanding of leadership styles and their implications to managers. 3. To make them understand the conception of organisational theory and organisational culture that affects the organisational relationships. 4. To develop an understanding of organisational effectiveness and to explain how organisational change practices and development (O.D) will impact organisational effectiveness. 		
Syllabus		
Unit – 1:		
Motivation: Concept, Process; Theories of Motivation; Maslow, Alderfer, Herzberg, McGregor, Theory Z; McClelland, Vroom, Porter and Lawler’s Model; Implications of Motivation Theories to Managers; Techniques of Motivation; Management by Objectives; Job Enlargement; Job Enrichment; Behaviour Modification; Participative Management; Performance Based Compensation and Flexible Benefits.		
Unit – 2:		
Leadership: Concept and Significance; Leader Vs. Manager; Leadership Theories; Trait Theories; Behavioural Theories; Contingency Theories; Fielders Contingency Theory; Hersey and Blanchard’s Situational Theory; Leadership Styles Implications of Leadership Theories to Managers.		
Unit – 3:		
Organisation Theory: Classical Theory; Neo-Classical Theory, Modern Behavioural Theories, Contingency Theory, System Theory; Modern Organizational Structures; Organizational Culture; Creating and Sustaining Culture; work Culture.		
Unit – 4:		
Organisational Effectiveness: Concept, Approaches to Organisational Effectiveness: Goal Attainment Approach, Systems Approach, Behavioural Approach, Strategic Constituencies Approach; Achieving Organizational		

Effectiveness. Organizational Climate, Morale.		
Unit – 5:		
Organisational Change and Development: Organizational Change: Nature of Change; Levels of Change; Approaches for Managing Organizational Change; Organizational Development: OD Process; OD Interventions.		
Case Study Is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Students would be able to understand and identify different Motivational Theories and their implications at work place. (I) 2. Able to understand and learn the appropriateness of various leadership theories, styles and implications to managers.(II) 3. Able to describe and assess the basic elements of organisational theory, effectiveness and evaluate their impact on work place performance.(III) 4. Able to understand organisational effectiveness and its approaches and can apply them in effectively in the organisation environment (IV) 5. Students would emulate the organisational culture and change practices including organisational development to achieve organisational outcomes. (V) 		
References:		
<ol style="list-style-type: none"> 1. Organisational Behaviour – Stephen. P. Robins, Pearson Education Pie Ltd., New Delhi. 2. Aswathappa.K, Organisational Behaviour, Himalaya Publishing Co., Pvt., Ltd., Mumbai. 3. Davis, Keith & Newstorm, Human Behaviour at Work, Tata McGraw Hill Publishing Co.Pvt.Ltd. New Delhi. 4. Luthans, Fred, Organisational, McGraw Hill Publishing Co., Ltd., Singapore. 5. Hersey Paul, Kenneth H. Blanchard and Dewey E. Johnson Management of Organisational Behaviour, Leading Human Resources, Pearson Education Pie .Ltd. New Delhi. 6. Dewedi, R.S. Human Relations and Organisational, Macmillan India Pvt. Ltd., New Delhi. 7. Pareek., Udai, Organisational Behaviour., Oxford Press, New Delhi. 8. Prasad Kesho, Organisational Development for Excellence, MacMillan India Ltd., New Delhi. 9. Gangadhara Rao, M (etal), Organisational Behaviour, Konark Publishers Pvt.Ltd., Mumbai. 		

204 – LABOUR LEGISLATION AND CASE LAW-II

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives:		
<ol style="list-style-type: none"> 1. To impart students with the knowledge and understanding of Industrial Relations Legislations in India (Industrial Disputes Act 1947 and its rules, Industrial Employment Standing orders Act 1946 and Trade Union Act 1926). 2. To equip the students with the basic understanding of wage legislations in India (Minimum wages Act 1948, Payment of Wages Act 1965, Equal Remuneration Act 1976) 3. To provide the students with thorough knowledge on social security legislations in India (Employee compensation Act 1923, Employee State Insurance Act 1948, Maternity Benefit Act 1961, Employee Provident Fund and Miscellaneous provision Act 1952, Payment of Gratuity Act 1972). 4. To create awareness on National commission on Labour (NCL-II) recommendations and to make them learn various case laws pertaining to above legislations. 		
Syllabus		
Unit –1:		
Industrial Disputes Act 1947 and its rules.		
Unit – 2:		
Industrial Employment (Standing Orders) Act 1946 and its rules. The Trade Union Act, 1926.		
Unit – 3:		
Minimum Wages Act 1948, The Payment of Wages act 1936, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976.		
Unit – 4:		
The workmen’ Compensation Act 1923, The Employees State Insurance act 1948, The Maternity Benefit Act, 1961.		
Unit – 5:		
The Employees Provident Fund and Miscellaneous Provisions Act 1952. The Payment of Gratuity act 1972. Important Recommendations of NCL – II.		

Case study Is Compulsory

Recent Supreme Court Judgements on the following acts, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act 1946, The Trade Union Act, 1926, The Workmen's Compensation Act 1923, The employees State Insurance Act 1948, The Employees Provident Fund and Miscellaneous Provisions act 1952.

Course Out Comes :

1. Able to learn the aspects of emergence and historical development of labour legislation in India. (I of LL-I)
2. Understand the ways to protect the interests of the employee's environment of the organisation by implementing suitable labour laws. (II to V of LL-I) (I,II of LL-2)
3. Acquire the competencies to facilitate organisational compliances with the appropriate legal provisions governing labour management relations (Employees and Organisations).(III,IV,V of LL-II)
4. Enable them to learn the statutory framework and institutions regulating industrial relations, collective bargaining and working conditions in India. (II,IV,V of LL-I) (III,IV,V of LL-II)
5. Helps to consider the understanding of issues around ethnicity, class, gender and discrimination at work place. (II,III,IV,V of LL-II)

References:

1. Malik, P.L. Industrial Law, Eastern Book Co., Lucknow.
2. Sinha, PRN, Industrial Relations and Labour Legislation, Oxford and IBH. Publishing Co., New Delhi.
3. Agarwal, S.L. Labour Relations Law in India, McMillan Co., of India, Ltd., New Delhi.
4. Mishra, S.N., "Labour and Industrial Laws", Central Law Publishing House, Allahabad.
5. National Commission on Labour – II Report.

Journals:

Labour Law Reporter.
Labour Law Journal.

205 – MARKETING MANAGEMENT

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internals : 25 Marks

Course Objectives :

1. To equip the students with the basic knowledge of marketing management concepts.
2. To impart knowledge of market segmentation and consumer behaviour.
3. To provide them an understanding of product policies and strategies.
4. Enable the students to have knowledge on pricing and distribution mechanism.
5. To enrich them of the concepts of promotion mix decisions sales promotion and services marketing.

Syllabus

Unit – 1:

Introduction to Marketing – Definition – Concepts – Marketing – Philosophies –Importance of Marketing in Business and Economy: Marketing Environment – Micro Environment – Macro Environment; Marketing Information System and Marketing Research.

Unit – 2:

Consumer Behaviour –Behavioural Determinants – Purchase Decision Process – Organization Consumer Behaviour.Market Segmentation. Market Targeting and Positioning; Marketing mix.

Unit – 3:

Product policies and strategies. New Product Development – Product Mix Management – Product Life Cycle – Branding and Packaging Decisions.

Unit – 4:

Pricing – Objective – Methods – Policies and Strategies, Pricing a New Product, Distribution – Factors Influencing Choice of Distribution – Channel Design and Management – Channel Conflicts.

Unit – 5:		
Promotion Mix Decisions – Marketing Communications – Advertising – Personal Selling – Sales Promotion – Publicity and Public Relations – Direct Marketing, The Concept of Services; Characteristics of services; Classification of services; Marketing Mix in Service Marketing.		
Case Study Is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Student would be oriented towards Marketing Environment and information system and can understand Marketing research phenomenon .(I) 2. Student would be able to segment, target and position the products/ services by conducting consumer behaviour studies. (II) 3. Able to design marketing mix strategies for any product or services.(III) 4. Students would be able to prepare pricing policies and strategies and can apply their knowledge on product distribution, channel design and management. (IV) 5. Student would be able design optimum promotional mix elements to promote a product / service.(V) 		
References:		
<ol style="list-style-type: none"> 1. Kotter, Phillp, Marketing Management, Pea on Education Pie. Ltd., New Delhi. 2. Gandhi, JC. Marketing – A Managerial Introduction, Tata McGraw Hill Pub Co., Ltd New Delhi. 3. Stanton, Fundamentals of Marketing, Tata McGraw Hill Pub. Co., Ltd., New Delhi Christopher, Martin: Marketing, Macmillan. Press, UK. 		

**206 – INFORMATION TECHNOLOGY & HUMAN RESOURCE INFORMATION
SYSYTEM**

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :		
1.		
Syllabus		
Unit – 1:		
Introduction to computers: Origin, Growth, Development and Importance of The Computers; Generations and Classifications of the Computers; Input and Output Devices; Storage Devices; Central Processing Unit; Computer Configuration; Binary system; and Data Representation; Hardware and Software.		
Unit – 2:		
Management Information systems: Concept and Definition. Role of MIS; Impact of MIS on management; Functions; Basics of MIS: Decision Making, Information Systems Analysis and Design, Development of MIS and Choice of Information Technology.		
Unit – 3:		
Enterprise Resource Planning: Concept and Variables; Decision Support Systems; Basic Concepts of Technology for MIS; Database management System; Client Server Technology and Networks; Application of MIS: Application in Manufacturing Sector and Application in service Sector.		
Unit – 4:		
Human Resource Information Systems: Introduction, Concept and Definition; Information Needs in HRM; HRIS Models; Acquiring and Implementing HRIS; Computers and HRIS and Uses in HRM; Database in HRIS.		
Unit – 5:		
Theory and Lab: MS Office: MS Word; MS Excel; MS PowerPoint and MS Access.		

Case Study Is Compulsory
Course Out Comes :
1. Have knowledge and understanding about history of computers and digital logic.(I)
2. Able to get Familiarity with Management Information systems.(II)
3. Gains the knowledge about Enterprise Resource Planning.(III)
4. Proficient with Human Resource Information System models.(IV)
5. Able to work with MS-Office Applications.(V)
References:
1. Jawadekar, W.S., Management Information Systems, Tata McGraw Hill, NewDelhi.
2. Kumar, Muneesh, Business Information Systems, Vikas Publishing House Pvt.Ltd., New Delhi.
3. Davis, Gordon, B., Management Information Systems: Conceptual Foundations, Structure and Development, McGraw Hill Book Company, New Delhi.
4. O'Brien, James, A., Management Information Systems – A Management EndUsers Perspectives, Galgotia, New Delhi.
5. Laudon, Kenneth, C., and Laudon, Jane Price, Management Information Systems- A contemporary Perspectives, McMillian, New York.
6. Davis, B. Gordon and Oison H. Margretne, Management Information Systems, McGraw Hill Pub., New york.

301 – HUMAN RESOURCE DEVELOPMENT

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75	Internal : 25 Marks

Course Objectives:		
<ol style="list-style-type: none"> 1. To equip the students with an understanding of concept and significance of HRD and targets and dimensions of development. 2. To enable the students to have knowledge on (Activity areas, process mechanisms of HRD) Micro aspects of HRD. 3. To enrich the students on HRD trends and behaviour science organisation including leaning theories and instructional strategies for HRD. 4. To provide awareness among students on various training types and methods. 		
Syllabus		
Unit – 1:		
Human Resource Development Macro-Perspective; Concept, Origin and Need For HRD; Human Development and Human Resource Development; Dimensions and Targets of Development.		
Unit – 2:		
HRD – Micro - Perspective; Activity Areas of HRD; Process Mechanisms of HRD: Performance Appraisal; Potential Appraisal; Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development; Rewards, Employee Welfare and QWL – Oldham and Hack man and Human Resource Information Systems.		
Unit – 3:		
HRD Trends: Behavioural Science; Organizational Development; Assessment Centre; Behavioural Modelling and Self Directed Learning; Concept of learning; Learning Theories; T.V. Rao and Abraham Model of HRD Climate; HRD experience in Indian Organizations; Future of HRD.		
Unit – 4:		
Human Resource Training: Concept and Importance; Assessing Training Needs; Process of Training; Designing and Evaluating Training and Development Programs; krrick Patrick’s Model of Training; Competency; Types of competencies; Competency based Training;		

Unit – 5:		
Types and Methods of Training; Training within the Industry (TWI); On the Job Training Methods: Job Rotation; Job Instruction Training; Coaching; Committee Assignments; Off The Job Training Methods: Lecture Method, Role Play, In Basket Exercise, Simulation, Vestibule Training, Management Games, Case Study, Programmed Instruction, Sensitivity Training.		
Case Study Is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Students would be able to understand the significance, Scope and dimensions of HRD for the basic operation of HRD systems.(I) 2. Students would be able to practice the functions of HRD effectively in the organisation.(II) 3. They would be able to blend learning theories and practice for better organisational performance. (III) 4. Students will have deeper understanding of T&D activities of the organisation and contribute for developing competencies.(IV) 5. Students will have through knowledge of T&D activities of the organisation and contribute for leadership building .(V) 		
References:		
<ol style="list-style-type: none"> 1. Rao T.V, Human Resource Development, Sage Publications, New Delhi-1. 2. Rao T.V, and Pareek, Udai, Designing and Managing Human Resource Systems; 3. Oxford and IBR Pub. Ltd, New Delhi-1. 4. Nedler, Leonard, Corporate Human Resource Development; Van Nostrand Reinhold/ASTD, New York. 5. Rao T.V, Reading in Human Resource Development, Oxford IBH Pub. Ltd, New Delhi. 6. Rao T.V, HRD audit, sage pub new Delhi – 7 7. ILO, teaching and training methods for management development handbook, McGraw hill New York. 		

302 – EMPLOYEE COMPENSATION ADMINISTRATION

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To equip students with the basic knowledge of Employee Compensation and Wage concepts.
2. To enable the students with the understanding of wage determinants and wage fixation mechanism.
3. To create awareness among students about wage incentive systems, schemes in selected industries and its benefits.
4. To equip the students with the knowledge of wage and salary policies, preparation of payroll and its packages.

Syllabus

Unit – 1:

Employee Compensation: Concept and Significance; Wage Concepts: CTC, Wage, Salary, Minimum Wage, Fair wage, Living Wage, Need-Based Minimum Wage, Wage Theories.

Unit – 2:

Wage Determination: Principles, Methods: Wage Survey and Job Evaluation: Concept and Methods. Wage Structure: Basic, Dearness Allowance, Variable Dearness Allowance, and Other Allowances; Wage Issues in Software Industries.

Unit – 3:

Wage fixation mechanisms: Statutory wage fixation, Wage Boards, Collective Bargaining, Pay Commissions, Wage Fixation in Public Sector. Legal Compliance (returns).

Unit – 4:

Incentives: Principles and Procedures for Installing Incentive Systems; Types of Wage Incentive Systems, Linking Wages with Productivity; Fringe Benefits: Concept and Types; Incentives Schemes in Selected Industries

Unit – 5:

Wage and Salary Policies in Organization: Role of HR Department in Wage and Salary Administration, Preparation of Payroll and Payroll Packages; Executive Remuneration Components: Base Salary, Annual Bonus, Long term Incentives, Perquisites; Recent Trends in Executive Remuneration in Indian

Organizations and MNC's. Date of Art- Wage Practices. Broad Branding, Balance score card. Law on wages in MNCs. Calculation of Different Components of Wage Structure

Case Study Is Compulsory

Course Out Comes :

- 1. Able to learn the basic compensation concepts and the context of compensation practice.(I)**
- 2. Able to implement and administer a compensation system according to the firm's policies and needs.(II)**
- 3. Able to design and maintain a equitable and pay system which is consistent for employees in the organisation. (Internal equity & Consistency) (III)**
- 4. Identify and describe a variety of Incentives and reward systems used to determine the organisational performance effectiveness.(IV)**
- 5. Develop a compensation structure that ensures firm's competitiveness with other similar firms and discuss recent trends executive remuneration.(V)**

References:

- 1. Subramanian, K.N., Wages in India, Tata McGraw Hill Publishing Co., Ltd., New Delhi.**
- 2. Sarma, A.M., Understanding Wage Systems, Himalaya Publishing House, Mumbai.**
- 3. Verma, Pramod, Wage Determination: Concepts and Cases, Oxford and IBH Publications, New Delhi.**
- 4. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allied Book Agency, Calcutta.**
- 5. Aswathappa, K., Human Resources and Personnel Management, Tata McGraw Hill Publishing Co.,**
- 6. ILO, Payment by Results, ILO Geneva Ltd., New Delhi.**
- 7. Government of India, Wages, Income and Prices, Report of the Boothalingam Committee, Government of India, New Delhi**
- 8. Joseph.J, Martocchio, Strategic Compensation –A Human Resource Management Approach; Pearson Education.**

303 - SOCIAL RESEARCH METHODS AND STATISTICS

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

- 1. To introduce the different methods of social research generally used in HRM.**
- 2. To prepare the students to learn the sequence of different steps to be followed in conducting research study.**
- 3. To make the student aware of different methods of data collection and the statistical tools required to analyse the data in managerial and attitudinal research.**
- 4. To equip the students with different types of scales used in HRM research and micro project.**

Syllabus

Unit – 1:

Science: Theory and Fact, Scientific Method, Social Research, Methods of Social Research, Case Study Method, Historical Method and Survey Method.

Unit – 2:

Research Process: Problem Formulation: Formulation of Hypothesis, ., Methods of Research. Research Design, Sampling Techniques.

Unit – 3:

Sources of Data Collection; Tools of Data Collection, Data Analysis, Report Writing. Managerial and Attitudinal Research.

Unit – 4:

Statistical Techniques: Measures of Central Tendency; Mean Median and Mode, Measures of Dispersion, Range, Mean Deviation, Standard Deviation, Correlation. Regression, Chi-Square Test, 'T' tests Scaling Techniques, Index Numbers.

Unit – 5:

Measurements of individual differences - Scales Preparation of Micro Project., Research Agencies Connected with HR research: Bureau of Labour Statistics, Black book, McKinsey ,CII, CMI, NPC etc.

Case Study Is Compulsory

Course Out Comes :

1. Able to understand the basic theory and methods of social research.(I)
2. Students would be able to learn appropriate statistical tools to assess the impact of human behavioural attributes on decision making pertaining to HR aspects of business.(II)
3. Students will have a deeper understanding of social research process to conduct various surveys in the organisation.(III)
4. Students can gather right information with proper methodology and use relevant statistical tools and techniques for effective decision making.(IV)
5. Students will have the knowledge of scaling techniques used in HRM research which enable them to conduct micro project. (V)

References:

1. Krishnaswamy, O.R., Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai.
2. Kothari, C.R., Research Methodology – Methods and Techniques, Vishwa Prakashan, New Delhi.
3. Young P.V., Scientific Social Surveys and Research, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Gode and Hatt, Social Research Method.
5. Lazar S. Field, Social Research Methodology.
6. Wayne F.Casio & Herman Aguiñes : Applied Psychology in HRM, PHI,2008.

304- MANAGEMENT OF UNORGANIZED LABOUR

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

- 1. To equip the students with basic understanding of concept with basic understand of concept of unorganised labour, problems of unorganised labour and their role in National Economy.**
- 2. To explain the nature, employment status and wage levels for the unorganised labour working in different sectors. (Agriculture, forest, plantation and domestic workers)**
- 3. To discuss relevant acts and legal provisions pertaining to unorganised workers working in various sectors (such as Mines, construction, Quarry, Fishers and Beedi making)**
- 4. To provide knowledge on Human rights and unorganised labour, pattern of employment of women and children including ILO conventions and Recommendations.**
- 5. To create awareness among students about HRD interventions for unorganised Labour (like skill and knowledge upgradation, leadership development etc;) and to discuss the role of NGO's, Trade Unions and government agencies involved in organizing the informal labour.**

Syllabus

Unit – 1:

Unorganized Labour; Concept; Nature: Size and Structure; its Role in the National Economy; Causes and Problems.

Unit – 2:

Unorganized Labour in Different Sector ; Nature ; Employment Status , Wage Levels and Problems Of Home Based Workers – Domestic Workers- Sex Workers – Plantation Workers –Scavengers – Causal Labour , Agriculture Labour , forest Labour ; Bonded Labour , Contract Labour . Relevant Acts and legal Provisions for all sectors.

Unit – 3:

Construction Workers, Mines and Quarry Workers; Fisheries, Beedi Workers, Inter State Migrant Workers; Workers in Shops and Commercial Establishments, Employees in Small and Medium Enterprises. Relevant Acts and Legal Provisions for all Sectors.

Unit – 4:		
Human Rights and Unorganized Labour ; Employment of Women and Children; Pattern of Women Employment – Wages Legal Provision ; Social Status ; Women and Trade Unions ; Employment of Children ; Nature and Extent ; Legal Provisions ; Problems of Girl Child ;ILO Conventions and Recommendations .		
Unit – 5:		
HRD Interventions for unorganized Labour ; Skill and Knowledge Upgradation ; Leadership Development ; Creating Awareness for Cooperative Organization; Involvement of Community Leaders ; Non - Government Organizations ; Government Schemes ; Organizing the Unorganized Labour ; Role of trade Unions ; Role of ILO,CBWE and Jana Sikshan Samsthan.		
Case Study Is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Able to Understand the basic conception of unorganized labour, problems of informal sector and its role in the national economy.(I) 2. Able to Improve productivity and wage levels that influence living standards of workers in informal (Unorganized) sector.(II) 3. Enable the establishment of flexible mechanism with the help of legal provisions that respond to the characterises of various categories of unorganised workers.(III) 4. Students will have comprehensive knowledge of special categories of unorganised labour(Women and child) including the legal provisions and various ILO conventions and recommendations pertaining to them.(IV) 5. Able to attract investments in skill development, creating opportunities for disadvantaged groups to acquire skills and thereby strengthening the competitiveness of informal sector and facilitating coordination between various agencies of central and state for the development of informal sector.(V) 		
References:		
<ol style="list-style-type: none"> 1. Government of India, Report of the First Notational Commission on Labour, New Delhi. 2. Lakshmin Dhar Mishra , Child Labour in India ,Oxford University Press, New Delhi. 3. Government of India, Report of the Royal Commission On –Labour, New Delhi. 4. Dutt, Rudra, Organizing the Unorganized Workers, Vikas Pub,. House Pvt 		

Ltd., New Delhi.

5. Singh, I.S.(E.D.) ., Women As a Workforce in the Organized Sector Empirical Perspectives, Oxford and IBH Pub .Co ., LTD ., New Delhi.

6. Jhabrala , Renana and RKA Subrahmariya, The Unorganized Sector- Work Security and Social Protection, Saga Publications,New Delhi.

7. Homstrom, Mark, Industry and Inequality, Orient Longman , Hyderabad Sector; Non –Government Organizations Perspective ,Concept Pub.co.,New Delhi.

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

305 - HR SKILLS AND ORGANIZATIONAL COMMUNICATION

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :		
<ol style="list-style-type: none"> 1. To equip the students with the basic knowledge of organisational communication process and techniques. 2. To enrich them with the techniques of Inter-personal effectiveness and equip them with written common skills. 3. To help the students study learn different HR Skills such as Interviewing skills, negotiation skills etc; 4. To provide awareness on the organisation of meeting. 		
Syllabus		
Unit – 1:		
Communication: Meaning, Objectives , Functions; Types, Media and Networks of Communication. Communication Process and Barriers; Physical Noise, Semantic Noise, Selective Perception, Distortion and Filtering; Problems in Modern Techniques of Communication; Qualities of Ideal Communication.		
Unit – 2:		
Interpersonal Effectiveness; Coping with Nervousness, Body Language, Techniques of Understanding Interpersonal Behaviour-Transactional Analysis, Johari Window. Written Communication: Letter Formats, Good letter writing; Business HR Letters. Resume Writing; Job ad , Offer Letter Drafting a Contract; Resignation Letter; Leave and Station leaving letter; Termination Orders; Report Writing on HR issues.		
Unit – 3:		
Interviewing Skills: Behavioural, Technical, General and other Skills.		
Unit – 4:		
Oral Communication, Negotiation, Agenda, Demands and Counter Demand, Preparation for the Meeting and Negotiation Table. Toughness, Bluff, Adjournments, Table Pounding, Compromise, Integration, win – win Model.		
Unit – 5:		
Effective Meetings: Preparation; Agenda; Conduct of Meetings; Preparation of Minutes of Meeting; Group Discussion ; Team Building Skills; Business Etiquette; Liaison Skills; E-Mail Writing Skills.		

Case Study Is Compulsory
Course Out Comes :
<ol style="list-style-type: none">1. Students will become familiar with the main aspects involved in creating a comprehensive communication plan for any organisation.(I)2. Able to gain and understanding of interpersonal communication effectiveness and learn to use written communication appropriate at workplace.(II)3. Understand and effectively make use of specific HR management skills for a better practice in organisational environment.(III)4. Gain an understanding of oral communication and learn to use for the conduct of meetings, negotiate and resolve conflicts at workplace.(IV)5. Would be able to organise effective meeting at workplace by making use of appropriate skill sets. (V)
References:
<ol style="list-style-type: none">1. Patrica Hayes, Andrew Richard T. Herschel, Organization Communication, AITBS Pub. & Dist., New Delhi.2. Bovee Thill Schalzman, Business Communication Today, Pearson, New Delhi.3. Vilanilam, J.V., More Effective Communication, Response Books, New Delhi.4. Moripally, Matthukutty, Business Communication Strategies, Tata McGraw HillPub Co. Ltd., New Delhi.5. Losikar Raymond V and Marie E. Flalley, Basic Business Communication – Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Co.Ltd., New Delhi.6. Edwin B.Flippo, Personnel Management McGraw Hi McGrath, Prentice Hal Inc.,New Jersey.7. E H McGrath S.J Basic Managerial Skills for All Pub Co. Ltd.,PHI8. Wayne F.Casio & Herman Aguires : Applied Psychology in HRM, PHI,20089. Walton and McKiersie: A Behavioural theory of Labour Negotiation.

306B - PARTICIPATIVE MANAGEMENT AND COLLECTIVE BARGAINING

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives :		
<ol style="list-style-type: none"> 1. To provide students with an understanding of basic concepts of Participative Management along with forms and levels of participation. 2. To impart knowledge of various Participative Management schemes in different countries (U.S.A, U.K, Germany etc;) 3. To introduce the concept of Collective Bargaining process and various theories. 4. To prepare them to learn to make trends and practices of Collective Bargaining with in the nation. 		
Syllabus		
Unit – 1:		
Participative Management: Concept, Objectives, Importance and Evolution, Industrial Democracy, Participative Models, Workers Control, Co-partnership, Co-determination, and Trusteeship, Participative Management and Employee Empowerment.		
Unit – 2:		
Forms of Participative Management: Informative, Consultative, Associative, Administrative and Decisive, Levels of Participative Management, Job Level, Shop level Unit level, Board level, Industry level and National level, Worker Director, Barriers to Participative Management.		
Unit – 3:		
Working of Participative Management Schemes in India: Workers Committees, Joint Management Councils, Shop Councils and Joint Councils, Worker Director, Participative Management in Other Countries: UK, USA, and Germany, Officers and Employers’ Associations and their Movements.		
Unit – 4:		
Collective Bargaining: Concept, Origin and Development, Theories of Collective Bargaining; Conflict Choice; Non-Conflict Choice; Behavioural Theory, Game Theory, McGrath Tripolan Model, Reorganization of Bargaining Agent, Per requisites and Process Of Collective Bargaining, Negotiating Skills, Implementation of Agreements.		

Unit – 5:		
Pattern of Collective Bargaining: Conjunctive, Distributive, Integrative, Co-Operative, Concession, Continuous Productivity, Coalition and Coordinated Bargaining, Trends and Practice of Collective Bargaining in India, UK and USA, Study of Collective Bargaining Agreements in Selected Industries.		
Case Study Is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Students would be able to gain insight on practices of Participative Management for the smooth conduct of ER/IR system at work place.(I) 2. Able to understand different forms and levels of participative management to ensure harmonious IR.(II) 3. Students will gain an insight on working of participative management schemes at various levels of participative in both India and other nations (Germany,UK etc).(III) 4. They would be able to process Collective Bargain agreements in the organisation harmoniously.(IV) 5. Able to differentiate the challenges for unions and employers and address them separately.(V) 		
References:		
<ol style="list-style-type: none"> 1. Viramani. B.R., Workers Participation in Management. IBH & Oxford, Delhi. 2. Ramesh. K., Participative Management. Ajanta Publication, New Delhi. 3. Edward. S., Greenberg, Workplace Democracy, Cornell University Press Ithaca. 4. Patil. B.R., Collective Bargaining, University Press Hyderabad. 		

401 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To provide students with the knowledge and Basic Understanding of International HRM conception, scope and equip them with cross-cultural models, theories, strategies and structures of MNC's.
2. To impart knowledge on cross-national differences in personnel and organisational policies and make them understand adaptability to cultural change.
3. To enable the students to understand cross-cultural HR Practices in MNC's (such as T&D , compensation and performance management etc.,)
4. To create awareness among students on International and challenges of IHRM and make them understand IHRM practices in different nations along with cross border Merges and Acquisitions.

Syllabus

Unit – 1:

International Human Resource Management: Concept, Scope and Significance, Approaches to International Human Resource Management, Differences between Domestic and International HR activities, Strategy and Organizational Structure of Multinational Corporations, Theories and Models of Human Resource Management in MNC's-Morgan's Model of IHRM.; Hofstadter's Cultural Leadership, Edgar Schiene's Behavioural Construct.

Unit – 2:

International Human Resource: Recruitment and Selection, Cross National Differences in Personnel and Organizational Policies, Sources of Human Resources, Home-Country, Host-country, Third-Country Nationals Selection Criteria for International Assignment, Adaptability to Cultural Change.

Unit - 3

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

Unit – 4:

Compensation: Rewards and Benefits, Multinational Corporations and Compensation Systems, Performance Management in MNC's.

Unit – 5:		
Labour Relations and Conflict Resolution in Multinational Corporations, Forms of Industrial Democracy in Multinational Corporations, Issues and Challenges of IHRM; HRM Practices in Different Countries U.S.A,U.K,Japan,China and Europe; HRM in Cross border Mergers and Acquisitions.		
Case Study Is Compulsory		
Course Out Comes:		
<ol style="list-style-type: none"> 1. Recognize, outline and illustrate the enduring global/International context of HRM Activities. (I) 2. Develop, Prepare International staffing operations (Recruiting and selecting staff) for sustained global growth.(II) 3. Use concepts and tools for explaining and developing methods which can be integrated into practical applications of IHRM with regard to International training and development, Repatriation. (III) 4. Make use of an in depth understanding of research in IHRM to critically analyze approaches, perspectives and practical problems of International compensation and rewards in the context of multi-national firm’s (MNC’s) performance Management. (IV) 5. Systematically illustrate and define, categorise and analyze a broad range of issues and problems faced by MNC’s in the matters of labour-Management relations and conflict resolution in MNC’s and also to understand IHRM practices in different countries. (V) 		
References :		
<ol style="list-style-type: none"> 1. Dowling Welch, Schuler, International Human Resource Management, Thomson, New Delhi. 2. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi. 3. Hodges’s, Rican M., and Luthan, Fred, International Human Resource Management, the McGraw Hill Companies Inc., New York. 4. Briscoe, Dennis R., International HRM, Prentice Hall, NJ. 5. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prince Hall. 6. Evans, P. et al., (ed.), and HRM in International Firms: change, Globalization and Innovation; MacMillan, London, 1989. 		

402 – STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To impart knowledge on concept of strategy of a business and make them understand various types of strategies and how HR Strategy can be integrated to business strategy.
2. To equip the students with the knowledge of Environmental scanning of business and related organisational structure.
3. To enable them to learn and understand the contribution of HRM in strategic business environment and integration of strategic HRM and its process.
4. To enable the students to understand the impact of Human Resource practices and evaluate the performance of the employees.

Syllabus

Unit – 1:

Concept of Strategy, Types of Strategies, Corporate Strategy and Business Strategy, Integrating Human Resource Strategy with Corporate and Business Strategies. Corporate Strategic planning- Techniques and SWOT Analysis.

Unit – 2:

Human Resource Environment: Technology and Organization Structure, Worker Values and Attitudinal Trends, Management Trends, Demographic Trends: Trends in the Utilization of Human Resources and International Developments, Human Resource Legal Environment – Indian Context.

Unit – 3:

Strategy Formation Human Resource Contributions to Strategy, Strategic Human Resource Activity Typology, Classifying Human Resource Types: Integration of Strategy and Human Resource Planning, The Human Resource Manager and Strategic Planning, Human Resource Processes, Human Resource Planning.

Unit – 4:

Strategic Human Resource Processes: Workforce 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, Strategically

Oriented Compensation Systems and Employee Development, Strategic Alliances – Front and Rear End & Market Integrations; Case Studies on select Industries. Techniques of strategic workforce planning (Wayne and Others Chapter 10).

Unit – 5:

Performance Impact of Human Resource Practices: Individual High Performance Practices, Systems of High Performance Human Resource Practices: Individual Best Practices Vs. Systems of Practices and Universal Practices Vs. Contingency Perspectives, Human Resource Evaluation, Over View of the Evaluation: Approaches to Evaluation, Evaluation Strategic Contributions of Traditional Areas and Evaluation Strategic Contributions in Emerging Areas, key HR Issues Involved in Mergers and Acquisitions.

Case Study Is Compulsory

Course Out Comes :

- 1. Able to identify the key HRM functions and operations and their impact on business performance. (I)**
- 2. Describe the Dynamic nature of global competition and social, technological trends and their significance for HRM practice. (II)**
- 3. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture.(III)**
- 4. Describe how HR strategies can be informed by knowledge of manpower requirement and utilization. (IV)**
- 5. Recognize and understand the performance impact of HR practices on business and evolution of strategic contribution of HRM on business performance. (V)**

References :

- 1. Greer, Charles R. (2003) Strategic Human Resource Management-A General Managerial Approach New Delhi: Pearson Education (Singapore) Pie. Ltd.**
- 2. Maybe, Christopher and Salman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.**
- 3. Salman, Graeme, Human Resource Strategies, Sago Publications, New Delhi.**
- 4. Porter, Michael S., and Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, and New York.**
- 5. Joel Dean, Managerial Economics.**
- 6. Wayne F.Casio & Herman Aguires: Applied Psychology in HRM, PHI,2008.**

403 – PERFORMANCE MANAGEMENT COUNCELLING

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. Enable the students to understand the basic conception of performance management system, process and linkages of reward and development plans.
2. To create awareness on integrated performance management frame work and multi rater appraisal system (360 degree appraisal).
3. To provide core knowledge on appraising and rewarding employee performance, and understanding of modern concepts of performance management (via; learning organisation, competency mapping, balance score card, etc).
4. To impart knowledge on performance counselling process.

Syllabus

Unit – 1:

Performance Management: Concept and Brief History of the Performance Management, Objectives; Performance Management System Cycle: Performance Planning, Performance Monitoring and Coaching, Performance Measurement and Feedback, Performance Linked Reward and & Development Plan, Wages and Performance Management.

Unit – 2:

Performance Management Process: Goal Setting: Key Performance Areas and Key Result Areas; Goal Setting Levels: Corporate, Department and Individual; Monitoring Performance: Performance Review; Coaching: Counselling and Mentoring.

Unit – 3:

Overview of Traditional Performance Management Frame Work: Integrated Performance Management Framework; New Dimension to Integrated Performance Management; 360 Degree Appraisal.

Unit – 4:

Features of Effective Performance Appraisal System; Feedback Rewarding Performance; Operationalizing Change through Performance Management; Building and Leading High Performance Teams; Competency Mapping; Learning Organizations: Balance scorecard.

Unit – 5:		
Counselling: Meaning, Need of Counselling: Function of Counselling: Forms of Counselling: Counselling Process: Counselling Variables: Prerequisites of Effective Counselling: Skills of an Effective Councillor.		

Case Study Is Compulsory		
Course Out Comes :		
<ol style="list-style-type: none"> 1. Able to learn and understand the employee performance management system in the organisation and can draw effective reward and development plans for employees. (I) 2. Able to design integrated performance management frame work in the organisation by understanding goal setting process. (II) 3. Able to understand of traditional performance management frame work and align it to the new dimensions of integrated performance management system. (III) 4. Able to develop effective feedback mechanism in the organisation and can operationalize change through modern performance management systems like (learning organisation, balance score card, competency mapping etc).(IV) 5. Able to implement effective systems of counselling and mentoring for employee. (V) 		
References :		
<ol style="list-style-type: none"> 1. Prem Chandha, Performance Management, MacMillan, New Delhi. 2. T.V.Rao, Performance Management and Appraisal System, Responses. 3. Dave, Indu, The Basic Essentials of Counselling, Sterling Pub. Pvt. Ltd. New Delhi. 4. Carol, Michael and Walton, Michael, Handbook of Counselling in Organizations, Sage Pub.New Delhi. 5. Mabey, Christopher and Salman, Graeme, Strategic HRM, Beacon Books, New Delhi. 6. Rao, T.V., and Pareek, Udai (ed.), Redesigning Performance Appraisal Systems, Tata McGraw Hill Pub. Co.Ltd., New Delhi. 7. Wayne F.Casio & Herman Aguires : Applied Psychology in HRM, PHI,2008 (chapter V). 		

404 – EMPLOYEE WELFARE AND LABOUR ADMINISTRATION

Credits :4	Theory : 4 Hours	Tutorials : Hours
Max. Marks :100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To provide awareness among students about concept of labour welfare and its historical development in the context of Indian constitution.
2. To impart knowledge on agencies of labour welfare and their roles.(management, state, trade unions and voluntary agencies).
3. To equip them with the knowledge and understanding of labour welfare programmes (both statutory and non-statutory).
4. To help them learn about development of social security measures (both social assistance and social insurance) in India and its schemes.
5. To provide detailed knowledge on labour administration machinery in India (both central and state) and role of various administrative authorities (like Central Labour Commissioner, Director General of Employment and Training etc.,)

Syllabus

Unit – 1:

Labour Welfare; Concept, Scope and Importance, Approaches of Labour Welfare, Principles of Labour Welfare. Historical Development of Labour Welfare in India, Indian Constitution and Labour Welfare.

Unit – 2:

Impact of ILO on Labour Welfare. Agencies of Labour Welfare and their Roles : State, Management, Trades Unions and Voluntary Agencies. Worker Education Scheme. Financing of Welfare Programmes.

Unit – 3:

Labour Welfare Programmes; Statutory Welfare Programmes ; Canteen ; Concept, Importance and legal Implication, Creche; Concept, Importance and Legal Implications, Welfare Officers; Role, Status and Functions. Non Statutory Welfare Programmes ; Housing, Educational, Transport, Recreational, Co – Operative Stores, etc.

Unit – 4:

Social Security ; Concept and Scope , Social Assistance and Social Insurance , Development of Social Security in India. Recent Schemes of Social Security , Recommendations of NCL-II on Social Security.

Unit – 5:		
Labour Administration; central Labour Administrative Machinery in India ; Chief Labour Commissioner, Director General of Employment and Training, Director General Of Factory Advice Service, Authorities Under EPF and ESI Schemes. Labour Administration in A.P.		
Case Study Is Compulsory		
Course Out Comes:		
<ol style="list-style-type: none"> 1. Students will know and understand the development of labour welfare with reference to (in the context of Indian Constitution) Judicial framework of labour laws for better implementation in the organisations. (I) 2. Able to learn the salient features of labour welfare, agencies and their roles including financing of welfare programmes in order to implement them at the workplace effectively.(II) 3. Develop an understanding of statutory and non-statutory labour welfare programmes in an organisation for an effective implementation.(III) 4. Learn and understand the procedures to implement social security measures at workplace in a better way.(IV) 5. Have through knowledge of labour administrative procedures/machinery (both central and state) for effective implementation of labour welfare and social security schemes. (V) 		
References :		
<ol style="list-style-type: none"> 1. Moorthy;, M.V., “Principles of Labour Welfare “, Oxford and IBH Publishing Company, New Delhi. 2. Vaid, K.N. “Labour Welfare in India “, Sree Ram Centre For Industrial Relations and HUMAN Resources, New Delhi. 3. Sharma,A.M. “ Aspects of Labour Welfare and Social Security “, Himalaya Publishing House. Mumbai. 4. Ram Chander P. Singh,” Labour welfare Administration in India: Deep and Deep Publication, New Delhi. 5. Punekar ,S.D., Deodhar, S.B., Sankaran, Saraswathi : Labour Welfare Trade Unionism and Industrial Relation, Himalaya Publishing House, Mumbai 		

405 –CONTEMPORARY HUMAN RESOURCE MANAGEMENT

Credits : 4	Theory : 4 Hours	Tutorials : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To enable students to provide basic understanding with the knowledge of changing environment of HRM in the globalised economy and make them aware of emerging challenges and prospects of HRM.
2. To equip them with the knowledge of modern and contemporary HR trends and practices (like HR Architecture, Knowledge Management, Talent management, New People Management etc.,)
3. To create awareness among them on human problems at workplace and make them learn to deal with them.
4. To provide a comprehensive understanding of technology and HR interface along with the understanding of contemporary HR issues in business (like outsourcing – BPO, ERP, TQM, Learning organisation, E-Learning, E.I etc.,)

Syllabus

Unit – 1:

Changing Environment of HRM in the Globalised Economy, Emerging Challenges and Prospects -Managing Global Diversity, Gender Diversity, HR in IT & IT enabled Services and SEZs.

Unit – 2:

Human Resource Acquisition: Human Resource Inventory, HR Architecture, E-Recruitment, Right Sizing – Significance and Methods, Alternatives to Redundancy, Delaying.

Unit – 3:

Knowledge Management – Dealing with Knowledge Workers, Workers Attitudes towards KM. Talent Management – Strategies, Mentoring, New People Management (NPM).

Unit – 4:

Human Problems at Workplace: Handling Difficult People – Problem Employee, Deadwood, and Plateaued Employees. Management of Stress: Causes of Stress, Individual and Organizational Consequences of Stress, Coping with Stress. Absenteeism: Types, Causes, Measures to Reduce

Absenteeism. Managing Work-Life Balance – Role of Employers, Government, and Unions.

Unit – 5:

Technology and HR Interface: HRIS, HR issues in Outsourcing – BPO, ERP, TQM and Business Process Re – Engineering, Creating Learning Organization, ELearning, Emotional Intelligence, Intellectual Capital, and HR Audit.

Case Study Is Compulsory

Course Out Comes :

- 1. Able to understand the changing Human Resource environment, describe and address the emerging issues, challenges of HRM. (I)**
- 2. Able to Summarize the ways in which the New People Management practices support organisational flexibility and expansion.(II)**
- 3. Able to understand the new practices of HRM in the contemporary areas such as knowledge management, Talent Management, Mentoring and new people management (NPM)etc.(III)**
- 4. Explain how the natures of employment relationships are changing at workplace. (IV)**
- 5. Discuss how technological developments at workplace can address human problems in organisations. (V)**

References :

- 1. Biswajeet Pattnayak, “Human Resource Management”, Prentice Hall of India., NewDelhi.**
- 2. C.B. Memoria, S.V. Gankar, “Personnel Management Text and Cases”, Himalaya Publications 2009.**
- 3. Cynthia D. Fisher & Lyle F. Schoenfeld, “Human Resource Management”, Wiley India, New Delhi.**
- 4. P.L. Rao, “Comprehensive Human Resource Management”, Excel Books 2004.**
- 5. Jyothi, “Human Resource Management”, Pearson Education, New Delhi.**
- 6. Lawrence Kleiman, “Human Resource Management”, Wiley India, New Delhi.**
- 7. P. Subba Rao, “Essentials of Human Resource Management”, Himalaya Publications 2009.**
- 8. Ramaswamy, “Managing Human Resources – A Contemporary”, Oxford University Press.**

406D – MANAGEMENT OF DISCIPLINE

Credits : 4	Theory : 4 Hours	Tutorials : Hours
Max. Marks : 100	External : 75 Marks	Internal : 25 Marks

Course Objectives :

1. To enable the students with the core knowledge of Discipline in Industry, Principles and types of Discipline .
2. To introduce to different approaches of Discipline and enable them to understand Industrial Conflicts , Approaches and Machinery for Conflicts resolution .
3. To provide a comprehensive understanding on Disciplinary procedure in the Industry .
4. Top Discuss in detail the Judicial Interference in the matters pertaining to Industry Discipline .
5. To impart the Knowledge on positive Disciplinary Interventions along with Employee Discipline in the context of Liberalisation , constitution and Judicial Activism.

Syllabus

Unit – 1:

Discipline: Nature and Concept: Significance of Discipline in Industry; Principles of Discipline: Aspects of Discipline; Positive Discipline and Preventive Discipline, McGregor’s Hot Stove Rule.

Unit – 2:

Approaches to Discipline: Judicial; Human Relation; Human Resources; Group Discipline and Leadership Approach. Industrial Conflict; Manifestation, Approaches and Machinery for Conflict Resolution.

Unit – 3:

Disciplinary Procedure: Complaint, Charge Sheet, Explanation, Domestic Inquiry; Steps in Domestic Inquiry, Principles of Natural Justice, Inquiry Report, Awarding Punishment, Indian Contract Act and Evidence Act.

Unit – 4:

Disciplinary Matters: Judicial Interference, Disciplinary Proceedings Pending Criminal Trail, After Acquittal by.

Unit – 5:

Positive Disciplinary Interventions: Organizational Change and Creation of Congenial Environment, Transparency, Equity, and Fair Deal. Communication;

Rationalization of Discipline; Empowerment, Quality Circles; Quality of Work Life, Counselling; Employee Discipline in the Contest of Liberalization; Constitution and Judicial Activities. Study and Presentation of 2 Cases of Indiscipline and how they are Resolved.

Case Study Is Compulsory

Course Out Comes :

- 1. Students would be able to understand the principles and aspects of discipline industry for an object implementation at work place.(I)**
- 2. Students would be able to demonstrate the knowledge of discipline in Industry and apply the essential concepts and approaches for the amelioration of IR.(II)**
- 3. Investigate solutions to disciplinary issues / Problems in Industry with a pragmatic approach of Judicial Interference. (III)**
- 4. Identify and understand various disciplinary matters in industry with judicial interference and develop the ways to handle industrial disputes.(IV)**
- 5. Identify various positive disciplinary interventions and apply them with a blend of judicial activism for promoting peaceful Industrial action. (V)**

References :

- 1. Varma, Promod, Management of Industrial Relations, Oxford & IBM Pub Ltd., New Delhi.**
- 2. G.P.Das Gupta Maintaining Industrial Discipline, Response Books, New Delhi.**
- 3. Prabhakar Rao, D.V.S.R., Management of Discipline, Law Pub. House, Allahabad.**
- 4. Ramakrishna Rao, Organizational Stress, University Press, Hyderabad.**
- 5. Rao, S.B., Handbook of Domestic and Department Enquiry Laws Publishing House, Allahabad.**
- 6. Donald R. Lehmann & Russell S. Winner – Product Management – TataMcGrawHill, New Delhi.**

FIELD WORK:

SEMESTERS	DETAILS
1st SEMESTER	5 Industrial Visits
2nd SEMESTER	5 Government Organisation (ESI, PF etc.)
3rd SEMESTER	17 Days Project in Industry
4th SEMESTER	45 Days Project in Industry