

ACHARYA NAGARJUNA UNIVERSITY

CENTRE FOR DISTANCE EDUCATION

NAGARJUNA NAGAR,

GUNTUR

ANDHRA PRADESH



PROGRAM PROJECT

REPORT

**191. MASTER OF ARTS (HUMAN
RESOURCE MANAGEMENT)**

Master of Arts (Human Resource Management)

PROGRAMME CODE: 191

MISSION: The Master of Arts (Human Resource Management) degree provides comprehensive preparation for careers in human resources. Students learn organizational and legal considerations, as well as evolving techniques and strategies to build skilled, talented, and high performing teams to achieve workplace goals

OBJECTIVES : The objective of this course is to investigate the way that managers get things done in an organization relying on the dynamic processes of strategic planning, business development, budgeting, and operations to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through lectures, discussion, videos, case studies, and group exercises is required of each student.

RELEVANCE: The Master of Arts (Human Resource Management) 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. Housewives, Dropouts, rural dwellers, unskilled men, low level income group people in the society etc. who are unable to continue their studies due to various reasons can continue their studies with this program. This program is also aimed for Individuals who seek to expand their career options and scope of responsibilities in the HR field.

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. M.H.R.M. 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.

MASTER OF ARTS: HUMAN RESOURCE MANAGEMENT (H.R.M)
(Program code: 191)
Program Structure

Course code	Course	Internal assessment	External exams	Max. Marks	credits
Semester – 1					
101HM21	Perspectives of Management	30	70	100	5
102HM21	Human Resource Management	30	70	100	5
103HM21	Managerial Economics	30	70	100	5
104HM21	HR skills	30	70	100	5
Semester – 2					
201HM21	Employee Compensation and Management	30	70	100	5
202HM21	Labor Administration and Employee welfare	30	70	100	5
203HM21	Organizational Behavior	30	70	100	5
204HM21	Research Methodology	30	70	100	5
Semester – 3					
301HM21	Human Resource Development	30	70	100	5
302HM21	Industrial Relations	30	70	100	5
303HM21	Labor Legislation and Case law	30	70	100	5
304HM21	IT & HRIS(Information Technology and Human Resource Information system)	30	70	100	5
Semester – 4					
401HM21	International Human Resource Management	30	70	100	5
402HM21	Organizational change and Development	30	70	100	5
403HM21	Project work	--	100	100	5
404HM21	Viva	--	100	100	5

MASTER OF ARTS: HUMAN RESOURCE MANAGEMENT (H.R.M)
SEMESTER-I

101HM21 - PERSPECTIVES OF MANAGEMENT

UNIT I: INTRODUCTION TO MANAGEMENT

Definition of Management - Science or Art - Management and Administration – Development Management Thought - Contribution of Taylor and Fayol - Functions of Management – Managerial Roles - Levels of Management - Types of Business Organization.

UNIT II: PLANNING

Nature and Purpose - Steps involved in Planning - Objectives - Setting Objectives - Types of Plan Process of Managing by Objectives – Strategies - Policies and Planning Premises – Forecasting -Decision-Making.

UNIT III: ORGANISING

Nature and Purpose - Formal and Informal Organization - Organization Chart - Structure and Process - Departmentation by different Strategies - Line and Staff Authority - Benefits and Limitations - De-Centralization and Delegation of Authority

UNIT IV: DIRECTING

Scope - Human Factors - Creativity and Innovation - Harmonizing Objectives - Leadership –Types of Leadership - Leadership Theories - Motivation - Hierarchy of Needs - Motivation Theories Motivational Techniques - Job Enrichment .

UNIT V CONTROLLING

System and process of Controlling - Requirements for effective Control - The Budget as Control Technique - Information Technology in Controlling - Use of computers in handling the information - Productivity - Problems and Management - Control of Overall Performance - Direct and Preventive Control - Reporting

Prescribed Books:

1. Stoner, A.F.James and Freeman Edward: Management, Printice –Hall of India Pvt. Ltd. New Delhi , 2003.
2. Robins, P. Stephen: Management Concepts and Practices, Prentice-Hall Inc., engle Wood Cliffs, New jersey , 1984.
3. Koontz, O. Donnel and Weirich: Management, Mc Graw-Hill Ltd., New Delhi ,2002.
4. Prasad, L.M : Principles and Practice of Management, sultan chand and sons, New Delhi , 2005.
5. Khanna, O.P: Industrial Engineering and Management, Dhanpat Raj and sons, New Delhi , 1993.
6. Elvin and Others: Production Management, Printice3-Hall of India Pvt. Ltd., New Delhi .
7. Kotler Philip: Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi ,2004.
8. Laurie J. Mullins,” Management and Organizational Behaviour”, Pitman.
9. Louis A. Allen, Management and Organization, McGraw-Hill Kogakusha, Ltd.’
10. A.R.Arya sri Fundamentals of Management, McGraw-Hill Kogakusha, Ltd.’New Edition 2018.

102HM21 - HUMAN RESOURCE MANAGEMENT

UNIT – 1

Human Resource Management: Concept, Scope, Objectives, Principles – Policies- Procedures-programmes – Internal and External Environment that affect HRM programmes

UNIT – 2

Human Resource Planning:

Importance- Forecasting Demand and supply of employees in the organization- Forecasting Techniques –Skill- Inventory and Replacement chart. Job Analysis, Job Description: Job specification: Job Design, Job Enrichment, HR Inventory; Forecasting and Determination of current and future HR requirements; Right-sizing and downsizing.

UNIT – 3

Recruitment: Policy/Philosophy, Sources of Recruitment, Methods of Recruitment.

Selection: Concept, Process and Techniques: Application Blank: Selection Tests: Employment interview; selecting Managerial Personnel: Induction: Probation; Placement and Socializing the new employees.

Training and Development – Concepts- Objectives-Needs-Policies-Methods

UNIT – 4

Performance Appraisal and Career Planning and Industrial Engineering

Performance Appraisal – Concept- Evaluation Techniques- Methods of Performance Appraisal

Career Planning and career paths: Promotions, Transfers and policies, Separation Policy and problems; Exit Interview.

UNIT – 5

Maintenance : Compensation- Concept, Policies-Methods of wage payments and Incentives- Employee Benefits and Service. Discipline – Disciplinary Proceedings Domestic Enquiry- Absenteeism- Turnover.

1. Edwin B. Flippo, Personnel Management, Mc.Graw Hill Book Co. Ltd., Tokyo .
2. Decenzo and Robbins, Personnel/Human Resource Management, Prentice Hall of India Pvt. Ltrd., New Delhi .
3. Monappa, Arun and Saiyadain, Mirza, Personnel Management, Tata McGraw Hill Publications Co. Ltd., New Delhi .
4. Storey, Hohn, Managing Human Resources – Preparing for the 21st Century, Beacon Books, New Delhi .
5. Fisher, SWchoenfeldt and Shaw, Human Resource Management, All India Publishers and Distributors, Chennai.
6. Mondy, wayne and Noe, Rober, Human Resource Management, Allwyns and Bacon, London .
7. Yoder, Dale and Staudohar, Paul, D. Personnel Management and Industrial Relations, Prentice Hall of India Ltd., New Delhi.
8. French, Windell, Human Resource Management, All India Publishers and Distributors, Chennai.
9. Venkataratnam, C.S. and Shrivastav, Personnel Management and Human Resources, Tata Mc Graw Hill Publishing Co., Ltd., New Delhi.
10. Aswathappa, K., Human Resources and Personnel Management, Tata Mc Graw Hill Publishing co., Ltd., New Delhi .

103HM21 - MANAGERIAL ECONOMICS

Unit – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

Unit-II

Law of Variable Proportions - Theory of the Firm – Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

Unit-III

Product Markets -Determination Under Different Markets – Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

Unit-IV

Introduction to National Income – National Income Concepts – Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

Unit – V

Macro Economic Environment - Economic Transition in India – A quick Review - Liberalization, Privatization and Globalization – Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs)

Prescribed Books:

1. Sivayya, K.V. & Dasm, V.B.M: Indian Industrial Economy, Sultan Chand & Co., New Delhi , 2004.
2. Kuchhal, S.C: The Industrial Economy, Chaitanya Publishing House, Allahabad , 1998.
3. Bhagoliwala, T.N: Economics of Labour and Industrial Relations, Sahitya Baavan Pub. Agra .
4. Verma, Promod: Labour Economics and Industrial Relations, Tata Mc Graw Hill Pub.company, New Delhi .
5. Sen, Amartyuasen, K: Employment Technology and Development, Oxford University Press, Delhi .
6. Arthur D. Butler, Labour Economics Amerind Pub. Co.Pvt. Ltd., New Delhi .
7. Holstorm, Mark: Industry and Inequality, Orient Longman, Hyderabad .
8. Dutt, Ruddar: Indian Economy, Sultan Chand & Co., New Delhi .
9. Dhooaklia, Ravindra, H. and Oza, Ajay, N: Micro Economics for management students, Oxford University Press, Delhi .
10. Baumol, W.S: Economic Theory and Operations Analysis Printice Hall of India Ltd, New Delhi .

104HM21 - HR SKILLS

UNIT I

Communication: Meaning, Objectives and Functions; Types, Media and Networks of Communication Foundations of Interpersonal Communication: Process Model of Communication Intrapersonal Variables of Communication; Motivation; Perception; Emotions; Interpersonal Variables of Communication

UNIT II

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

UNIT III

Spoken Communication: Listening; Active Listening ; Poor Listening ; Poor Speaking Good Listener ; Logical Traps ;Presentations ;Features of effective Presentations; Presentation Planning; Structure of Presentations; Delivery; Visual Support; Coping with Questions; Coping with Nervousness.

UNIT IV

Effective Meetings: Preparation; Agenda; Conduct of Meetings; Preparation of Minutes of Meeting; Interviewing skills; Negotiating skills; Team building skills; Liaison skills; E-Mail writing skills.

UNITV

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

Suggested Readings:

1. Patrica Hayes, Andrews Richard T. Herschel, Organization Communication, AITBS Pub. & Dist., New Delhi.
2. Bovee Thill Schalzman, Business Communication Today, Pearson, New Delhi.
3. Vilanilam, J.V., More Effective Communication, Response Books, New Delhi.
4. Moripally, Matthukutty, Business Communication Strategies, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
5. Losikar, Raymond V and Marie E.Flalley, Basic Business Communication – Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
6. Bovee, Thill & Schatzman, Business Communication Today, Pearson Education (Ple.) Ltd., New Delhi.
7. Wollord, Jerr C., Dedwin A. Gerloff and Robert C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill Book Company, New York.
8. Hindle, Tim, Interviewing Skill, Dorling Kindersley (DK), London.
9. Hindle, Tim, Negotiating Skills, Dorling Kindersley (DK), London.
10. Heller, Robert, Communicate Clearly, Dorling Kindersley (DK), London.

SEMESTER - II

201HM21 - EMPLOYEE COMPENSATION AND 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: Fringe Benefits, Strategic Compensation Planning, Development as a Base Plan, Compensation as Retention strategy.

UNIT – III

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

UNIT- IV

Wage Payment Methods: Time and Piece Rate Systems, Payment by Results (PBR); Payment Methods in Different Countries; **Incentives:** Principles, Procedure for Installing Incentive System: Wage incentive Schemes in India; Linking Wages with Productivity.

UNIT – V

Wage Components: Significance, Basic Wage; Dearness Allowance; Bonus and General Allowances; Fringe Benefits; Managerial Compensation: Recent Trends in Indian Organizations and MNCs: Role of H.R. Department in Compensation Management.

Prescribed Books:

1. Aswathappa, K: Human Resources and Personnel Management, Tata Mc Graw Hill Publishing Company Ltd, New Delhi , 2004.
2. Belcher, W. David: Wage and Salary Administration, Prentice-Hall, Inc, Englewood Cliffs, New Jersey, 1962.
3. Bhagoliwala, T.N: Economics of Labour and Industrial Relations, Sahitya Bhavan Publications, Agra .
4. Chatterjee, N.N: Management of Personnel in Indian Enterprises, Allied Book Agency, Calcutta .
5. Government of India Report: Wages, Income and Prices, Report of the Bhoothalingam Committee, Government of India , New Delhi .
6. Government of India , National Commission on Labour Report
7. ILO .Payment by Results, ILO, Geneva .
8. Sarma, A.M: Understanding Wage System, Himalaya Publishing House, Mumbai, 2004.
9. Subramanian, K.N(1977)Wages in India, Tata Mc Graw Hill Publishing Co. Ltd., New Delhi ,

10. Verma, Pramod(1991) Wage Determination: Concepts and Cases, Oxford and IBH, Pub. Ltd., New Delhi ,
11. Tampomoy Dec(2008) Compensation Management Text and Cases Excel Books New Delhi
12. B.D.Singh (2007) compensation and Reward Management Excel Books New Delhi.

Journals:

1. Indian Journal of Industrial Relations
2. Personnel Today
3. Human Capital
4. Vikalpa

202HM21 - LABOR ADMINISTRATION AND EMPLOYEE WELFARE

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, Creche, 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 Organisation; ESI Schemes; Labour Administration in A.P.

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

Prescribed Books:

1. Moorthy, M.V .Principles of Labour Welfare, Oxford & IBH Publishing Co., New Delhi .
2. B.Vaid, K.N. Labour Welfare in India , Sree Rama 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 Chandra P. Singh, Labour Welfare Administration in India , Deep & Deep Pub., New Delhi .
5. Punekar, S.D.Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Pub. House, Mumbai.
6. Pant, S.C., Indian Labour Problems, Chaitanya Pub. House, Allahabad.
7. Saxena R.C., Labour Problems and Social Welfare, K. Nath and Co., Meerut .
8. Bhogiliwara, T.N. Economics of Labour & Industrial Relations, Sahitya bhavan Pub., Agra .
9. Memoria, C.B.Dynamics of Industrial Relations in India , Himalaya Pub. House, Mumbai.

203HM21 - ORGANISATIONAL BEHAVIOR

UNIT – I

Organisational Behaviour (OB): Definition, Scope, Approaches of Organizational Behavior, Elements of Organisational Behaviour; Approaches to OB: Classical organization Approach: F.W.Taylor, Henry Fayol: Human Relations Movement and Behaviouralism.

UNIT –II

Foundations of Individual Behaviour: Personality; Learning; Attitudes; Alienation; Stress; Counselling;

UNIT – III

Concept, Leader Vs. Manager; Classical Studies on Leadership; Trait Theories; Behavioral Theories; Group and Exchange Theories; Contingency Theory of Leadership; Leadership Styles'

UNIT – IV

Motivation: Types of Motives, Theories of Maslow, Herzberg, Mc Gregor, Job Enlargement, Job Enrichment.

UNIT-V

Formal and Informal Organizations: Origin of Formal and Informal Organizations; Problems Associated with Informal Organizations Concept; Approaches to O E; Adoptive Coping Cycle for Effectiveness; Achieving OE, Organizational Climate.

Prescribed Books:

1. Euthans, Fred: Organisational Behaviour, Tata McGraw-Hill co. New Delhi, 2004.
2. Stepehn, P. Robins: Organisational Behavior, Prentice – Hall of India Pvt., Ltd., 2004.
3. John, W. Newstrom & Davis, Keith: Organisational Behavior (Human Behaviour at Work), Tata McGraw-Hill, New Delhi, 2002.
4. Bhatia, Hans Raj: General Psychology, Oxford and IBH Publishers, New Delhi, 2004.
5. Harrel, W. Thomas : Industrial Psychology, Oxford IBH Publishers, New Delhi, 1998.
6. Hilgard, R.E. Nest and Atkinson C. Richard & Atkinson L. Rita: Introduction to Psychology, Oxford and IBH Publishers, New Delhi, 1976.
7. Mc Cormic J. Earnest and Ilgen, Daniel: Industrial Psychology, Prentice-Hall of India Pvt., Ltd., New Delhi, 1994.
8. Munn L. Norman, Fernald, Jr. L Dodge, & Fernald s. Peter: Introduction to Psychology, Oxford IBH Publishers, New Delhi, 2000.
9. Korman, K. ;Abrahm : Organisational Behaviour.
10. Tifen, J.I and McCormic: Industrial Psychology.
11. Sehneider Engene, V: Industrial Sociology.
VSP Rao, Organisational Behavior Excel Books New Delhi 2009

204HM21 - RESEARCH METHODOLOGY

UNIT – I

Scientific Method and Social Phenomena Meaning of Research-Objectives of Research Motivation in Research- Types of Research - Research Approaches - Significance of Research - Research Methods versus Methodology- Research and Scientific Method Importance of Knowing How Research is Done - Research Process -Criteria of Good Research

UNIT–II

Formulating A Research Problem and Research Design

Reviewing the literature- The place of the literature review in research Bringing clarity and focus to your research problem Meaning of Research Design Need for Research Design-Features of a Good Design-Important Concepts Relating to Research Design-Different Research Designs-Basic Principles of Experimental Designs

UNIT – III

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

UNIT – IV

Constructing hypotheses The definition of a hypothesis The functions of a hypothesis The testing of a hypothesis, The characteristics of a hypothesis, Types of hypothesis, Errors in testing a hypothesis Hypotheses in qualitative research

UNIT – V

Interpretation and Report Writing-Techniques of Interpretation, Precaution, Significance of Report writing, Different steps in Report Writing, Layout of Research Report, Type of Reports, Oral Presentation, Mechanisms of Report writing, Precautions of Writing Reports

Prescribed Books:

Allen L. Edward	:	Techniques of Attitude Scale Construction
Festnger and Katz	:	Research Methods in Behavioural Sciences.
Elhance	:	Fundamentals of Statistics
Goode and Hatt	:	Methods in Social Research.
Gopal, H.M.	:	Introduction to the study of Research Procedures in Social Sciences.
Gupta C.B.	:	Statistical Methods
Gupta S.P.	:	Statistical Methods
ICSSR Survey Reports	:	I.C.S.S.R. Publication.
Michael V.B.	:	Research Methodology in Management
Sadhu and Singh	:	Research Methodology in Social Sciences.
Singh V.B (Ed)	:	Labour Research in India .
Young P.V.	:	Scientific Social Surveys and Research.

SEMESTER - III

301HM21 - 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, 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 - Management Development, Role Play- In basket Exercise, Simulation, Vestibule Training, Management Games, Case study, Team Development, Designing and Evaluating Training and Development

Prescribed Books :

1. Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
3. Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
5. Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
6. Rao, T.V: HRD Audit, Sage Publications, New Delhi .
7. ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill , New York .
8. Rao, T.V: Human Resource Development, Sage Publications, New Delhi .
9. Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi .
10. Lynton, Rolf. P and Pareek, Udai: Training for Develpoment, Vastaar Publishers, New Delhi .

Journals

1. Indian Journal of Training and Development
2. HRD News Letter (NHRD Network)
3. American Journal of Training and Development
4. Personnel Today

302HM21 - INDUSTRIAL RELATIONS

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;

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 Disputes – Causes, Manifestation and Effects, Trends in Industrial Disputes in India, Strikes, Lockouts, Gherao, Lay off, Retrenchment and Closure, Unfair a Labor Practice, Dispute Settlement

UNIT – V

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

Prescribed Books:

1. Dunlop, John t., Industrial Relations System, Host, New York .
2. Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub.Comp. Ltd., New Delhi .
3. Chaterjee, N.N Industrial Relations in India 's Developing Economy, Allied Book Agency, New Delhi .
4. Joseph, Jarome, Industrial Relations, Global Business Press, New Delhi .
5. Sharma, A.M. Industrial Relations, conceptual and Legal Framework, Himalaya Publishing House, Mumbai.
6. Kennedy, V.D Unions, Employers and Government, Manaktalas, Bombay .
7. John niland, Chrissieverevis and Russell Lansburg, The future of Industrial Relations, Sage, Pub. London .
8. Poole Michael, Industrial Relatilons : Origins and Patterns of National Diversity;Routledge & Kegan Paul, London .

9. Keer, Clerk and Staudohar, paul D., Industrial Relations in a New Age, Jossey – Bass publishers, San Francisco.
10. Bamber Greg J. and Lansbury, Russess D., International and Comparative Industrial Relations, allen and Unwin, London .
11. Government of India , Report of the National Commission on Labour in India ; Government of India ; Government of India , New Delhi .
12. Government of India , Indian Labour yearbook, Labour Bureau, Government of India, New Delhi .
13. Sodhi, J.S and Ahluwalia (ed), Industrial Relations : Coming Decades, Sri Rama Centre for Industrial Relations and Human Resources, New Delhi .
14. Verma, Pramod, Management of Industrial Relations, Oxford & IBH Pub. Co. New Delhi .
15. Pylee, M.V. and George, Simon, Industrial Relations & Personnel Management, Vikas Pub. House Pvt. Ltd., New Delhi .
16. Venkataratnam, C.S. and Varma, Anil, Challenge of Change, Allied Pub. Ltd., New Delhi .
17. Kochan, Thomas A., Katz.,; Harry C. and Mc Kesie, Robert B., the Transformation of American Industrial Relations, Basic Books inc., Pub. New York .
18. Hare, A.E.C. The First Principles of Industrial Relations, Macmillan, London .
19. Dunlop, John T., Dispute Resolutions : Negotiation and Consensus Building , Aubure House, Dover M.A.
20. Kerr, C., Dunlop, John T., Harbison, F and Mers, C.A Industrialism and Industrial Man, Penguin, Harmondsworth.

Journals:

1. Indian Journal of Industrial Relations.

303HM21 - LABOR LEGISLATION AND CASE LAW

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 and A.P. Factories Rules 1950;
The A.P. National and Festival Holidays Act, 1974 and its Rules.
The Mines Act, 1952 and its Rules:
The Plantation Labour Act, 1951

UNIT – III

Wage legislation

The Payment of Wages Act, 1936,
The Minimum wages Act, 1948,
The Payment of Bonus Act, 1965

UNIT – IV

Social Security Legislation

The Workmen's compensation Act, 1923,
The Employee State Insurance Act, 1948,
The Employee Provident Fund Act 1952,
The Payment of Gratuity Act 1972.

UNIT – V

The Andhra Pradesh Shops and Establishments Act, 1988;
The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959.

CASE LAW
1. The Factories Act, 1948

1. Chintaman Rao Vs. State of Madhya Pradesh
Reported in A.I.R., 1958 Sc 388.
2. J.K. Industries Limited etc., Vs. the Chief Inspector of Factories and Boilers and Others
etc., Reported in 1996 LLR 961 (SC)
3. Ardesir H. Bhiwaniwala 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. Sharma, A.M: Industrial Jurisprudence, Himalaya Publishing House, Mumbai, 2002.
2. Agarwal, S.L: Labour Relations Law in India , Macmillan company of India Ltd., New
Delhi , 1990.
3. Vaid, K.N: Labour Welfare In India , Sri Ram Centre for Industrial Relations, New Delhi
4. Government of India , Report of the Royal Commission on Labour, New Delhi .
5. Government of India Report on the National Commission on Labour, I&II, New Delhi .
6. Malik, P.L : Industrial Law, Eastern Book Company, Lucknow , 1999.
7. Vaidyanathan, N: ILO Conventions and India , Menerva Associates, Calcutta , 1975.
8. Sinha, G.P & Sinha. P.R.N: Industrial Relations and Labour Legislations, Oxford and
IBH Publishing Co., New Delhi , 1980.
9. Sharma A.M: Aspects of Labour Welfare and Social Security, Himalaya Publishing
House, Mumbai, 2002.
10. Goswamy, V.G: Labour and Industrial Relations Law, Central Law Agency, Allahabad ,
2004.
11. Prabhakara Rao, D.V.R.S.R: Contract Labour: Abolition and Absorption , law Publishing
House, Allahabad .
12. Jagannadha Rao, V: Andhra Pradesh Factories Rules, 1950.
13. B.D.Singh(2007) Labour Laws for Managers Excel Books , New Delhi

JOURNALS;

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

**304HM21 - INFORMATION TECHNOLOGY AND HUMAN RESOURCE
INFORMATION SYSTEM (IT & HRIS)**

UNIT-I

Information Technology and Business: Information Systems; Introduction to Computers: Origin, Development and Importance of Computers; Generation and Classification of Computers.

UNIT-II

Input and Output Devices: Storage Devices; Central Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and Software.

UNIT -III

Introduction- MIS Application Framework (Model) MIS Operations (Production) MIS Materials, Human Resource Management, Financial Management, Marketing, Management, Hotel Management System, Banking System

UNIT-IV

Manager's Role in Decision Making, Types of Decision, Conceptual Models of Decision Making The Process of Decision Making, Herbert Simons Model of Decision Making, Group Decision Making, Characteristics of a DSS, Capabilities of DSS, Decision Making Levels, Integration of TPS, MIS, and DSS, Components of a DSS, Group Decision Support System, Decision Making Tools, Decision Tables, Decision Tree, Principle of Rationality, Role Play, Models for Decision Making

UNIT-V

Data Cycle, Database Design, Database Languages, Types of Database Management System Networking, Network Topology

Prescribed Books:

1. Jawadekar, W.S. : Management Information Systems, Tata McGraw-Hill Co. New Delhi .
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 Co. New Delhi.
4. O'Brien James A, : Management Information Systems – A managerial end user Perspectives, Galgotia, New Delhi .
5. Laudon, Kenneth, C. and Laudon, Jane Price : Management Information systems – A contemporary Perspective, Macmillan , New York .
6. Jerome, Kanter, : Management Information Systems, Prentice Hall of India, New Delhi
7. Murdick and Ross R. Claggett, : Information system for Modern Management, Printiee Hall of India, New Delhi .
8. Sonn, James, A, : Information system Management, Wordsworth Pub. Co., USA , 1982.

9. Lucas: The Analysis, Design and Implementation of Information Systems, McGraw-Hill co., New Delhi.
10. Eigenhaun, Edward A. & Mc Corduck, Pamela, : The Fifth Generation : Artificial Intelligence and Japan 's Computer Challenge to the World, Singet Books, New York .
11. Sadagopan : Management Information Systems, Prentice Hall of India Pvt. Ltd., New Delhi .
12. Murdick, Ross and Claggett, : Information System for Modern Management, Prentice Hall of India Pvt. Ltd., New Delhi .
13. Rajaraman, P : Fundamentals of Computers, Tata McGrew Hill Company, New Delhi.

SEMESTER - IV

401HM21 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT – I

Introduction to IHRM: Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities.

UNIT – II

International Recruitment and Selection: Approaches to international Recruitment ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments IHRM practices – USA, UK, Japan and India A comparative study

UNIT – III

Managing HRM In Virtual Organization, Globalization & HRM: Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage & Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR

UNIT-IV

IHRM Model of India: Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

UNIT-V

Special Issues in IHRM: Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage –Women expatriates and their problems – Exit policy and practices

Prescribed Books

1. N. Sengupta & Mousumi, S. Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House
6. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
7. Dowling, P. J. and Welch, D. E. (1999). International Human Resources Management. 4th ed. CENGAGE Learning.
8. Ashwathappa, K. and Dash, S. (2008). International HRM. Tata McGrawHill. Publishing Company Limited.
9. Rao, P.L. International Human Resource Management, First Edition, Excel Books, New Delhi, 2008.
10. Adler N.J. (Fifth Edition). International Dimensions of Organisational Behaviour. Thomson Higher Education.

402HM21 - ORGANISATIONAL 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 Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behavior Changes and Organizational Performance Changes.

UNIT – III

HR and Strategic interventions

HRM interventions:- performance management, goal setting, performance coaching, appraising and rewarding, Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management.

UNIT-IV

Organizational Development- Introduction to organizational Development Definition, growth and relevance, history and evolution, Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

UNIT-V

OD process Initiating OD relationship, contracting and diagnosing the problem, Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information

Prescribed Books:

1. Albrecht, K, ORGANIZATION DEVELOPMENT. Englewood Cliffs, NJ: PrenticeHall.
2. Argyris, C, ON ORGANIZATIONAL LEARNING. Oxford England: Blackwell Business/Blackwell Publishers.
3. Bennis, W, ORGANIZATION DEVELOPMENT: Its Nature, Origins, and Prospects. Reading, MA: Addison-Wesley.

4. Bettelheim, B, "INDIVIDUAL AND MASS BEHAVIOR IN EXTREME SITUATIONS," Journal of Abnormal and Social Psychology.
5. Bowen, D.D., & Nath, R, TRANSACTIONAL ANALYSIS IN OD: APPLICATIONS WITHIN THE NTL MODEL. Academy of Management Review, 3 (1): 79-80.
6. Cummings, T.G., & Huse, E.F., ORGANIZATION DEVELOPMENT AND CHANGE. St. Paul, MN: West.
7. Cummings, Thomas G. and Worley, Christopher G, STRATEGIC INTERVENTIONS: ORGANIZATIONAL DEVELOPMENT AND CHANGE. South-Western College Publishing
8. Foster, M, ORGANIZATIONAL DEVELOPMENT AND CHANGE. South-Western College Publishing
9. French, Wendell L., and Cecil H. Bell, ORGANIZATIONAL DEVELOPMENT: BEHAVIORAL SCIENCE INTERVENTIONS FOR ORGANIZATION. 5th ed. Englewood Cliffs, NJ: Prentice Hall.
10. Pasmore, W.A, DESIGNING EFFECTIVE ORGANIZATIONS. New York, NY: John Wiley.
11. Schein, E. H, ORGANIZATIONAL CULTURE AND LEADERSHIP. 2d. Ed. San Francisco, CA.: Jossey Bass.

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 DELIVERY MECHANISM:

University has its own faculty for M.H.R.M. department and all the faculty members will act as resource persons. 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.

- **Online:** On line PDF format content is also given access to the students who wish to study through online mode.

- **Audio Video Materials:** Audio Video material is also available for students for better understanding of the course material.

- **Conducting virtual classes:** Virtual classes are also being conducted at regular intervals for students.

- **Interactive sessions, and Discussion boards:** In distance Education, face to face contact between the learners and their tutors is relatively less 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 (CBCS) under semester mode from 2013. The same has been approved by relevant Statutory boards in Distance mode also.

- **Admission procedure:** In M.H.R.M. programme candidates can take admission directly. For this purpose, CDE, ANU will advertise for admissions. Then candidates should apply in prescribed format of the CDE after publication of the advertisement.

- **Eligibility Criteria:** The eligibility for admission into this course is Any Bachelor's Degree.

- **Fee Structure:** The total course fee is Rs.20,280/-.

- **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 M.H.R.M. 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.8,930/-, and II year is Rs.11,350/-. The university will pay the remuneration to Editors and lesson writers as per university norms. DTP charges, Printing of books and Examination fees will be paid by the ANUCDE as per prescribed norms. This institution is providing high quality programmes at low cost.

QUALITY ASSURANCE: Quality assurance comprises the policies, procedures and mechanisms which that specified quality specifications and standards are maintained. These include continuous revision and monitoring activities to evaluate aspects such as suitability, efficiency, applicability and efficacy of all activities with a view to ensure continuous quality improvement and enhancement. The programme is designed with a focus on the proposed learning outcomes aimed at making the learner industry ready also for career advancement, entrepreneurial 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 distance 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. Therefore, 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.