

ANDHRA UNIVERSITY



MHRM Admission Information

Regulations and Syllabus

For

HUMAN RESOURCE MANAGEMENT ANDHRA UNIVERSITY VISAKHAPATNAM

**Head Ph.No.0891 2844373, Office Ph.No.0891 2844372,
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ADMISSION INFORMATION

1. Admission shall be based on the AUCET-2009 rank, subject to the fulfillment of eligibility criteria as given in Appendix-1
2. Admission to all the courses offered at Andhra University Campus Colleges, its P.G centers and colleges affiliated to Andhra University shall be made at A.U campus, Visakhapatnam only through counseling. The venue and schedule will be intimated accordingly and also will be available in the web site www.andhrauniversity.info/doa
3. The university shall not be responsible for either non-receipt or delayed receipt of communications in this regard.
4. Information regarding college-wise, course-wise and reservation category-wise seat distribution and fee structure will be made available after declaration of AUCET-2009 results on web site www.andhrauniversity.info/doa
5. At the time of admission candidates should submit the following original certificates in support of the qualification and reservations claimed in the application along with a draft for the requisite amount of fees taken on any nationalized bank in the name of Admission account, Directorate of Admissions, Andhra University and payable at Visakhapatnam.

- i. **AUCET-2009 Rank card and Hall ticket.**

- ii. Degree/Provisional Pass Certificates.**
- iii. Marks statements of Qualifying Examination.**
- iv. Transfer and Conduct Certificate from the institution where the candidate last studied for the qualifying examination. Candidates who have completed/studied already or discontinued and seeking admission to second PG or professional course should submit TC relating to first PG course only. Duplicate TC relating to UG/PG degree should be accompanied by proper evidence of loss of original TC and police complaint. Candidates submitting false TC are liable for cancellation of seat at any stage and are liable for prosecution.**
- v. Migration Certificate, if possible.**
- vi. Date of Birth Certificate (SSC/Matriculation or equivalent certificate).**
- vii. Study certificates for the last seven years or residence certificate for preceding seven years of the qualifying examination.**
- viii. Intermediate original certificate.**
- ix. Integrated community certificate issued by the competent authority in case if BC/SC/ST candidates.**
- x. Valid latest income certificate issued by M.R.O., if fee concession is claimed (the validity of income certificate is for one year from the date of issue).**
- xi. 4 attested recent passport size photos.**
- xii. Candidates opting for admission under NCC/sports/CAP/PH/NSS quota shall produce relevant original certificate in addition to the above.**

xiii. **Physical fitness certificate from an Asst.Civil Surgeon.**

xiv. **One set of Photostat copies of all the above certificates**

6. Once the admission procedure is completed, the admitted candidate will get all his/her original certificates except T.C, C.C and Migration certificate.

7. The university reserves the right to fill or not to fill the seats earmarked for a particular course on administrative reasons.

8. (a) The university reserves the right to deny entry into AUCET-2009 if the university finds the antecedents of the candidate are bad. If the university finds the antecedents of the candidates are bad subsequent to the AUCET-2009, his/her rank can be cancelled and the candidate can be denied admission into any programme under AUCET-2009.

(b) All the admissions are purely provisional and the University reserves the right to cancel the admission at any stage.

GUIDELINES FOR ADMISSION

- 1) Admission will be given to only those students who submit C.C, T.C, P.C and D.D at the time of counseling without any of these certificates admission will not be given.
- 2) The conversion of reserved/special category seats into other category will not be made in the first phase.
- 3) The student has to select the course of study at the time of counseling for admission. Sliding from one collage to another course in the same test will not be allowed in the first phase. However, sliding is allowed to a candidate joined in a particular course of one test to another course of a different test as per rank order in first counseling if any. An amount of Rs 300/- has to be paid for every sliding.
- 4) Candidates who did not claim their reservation/special category at the time of submission of their applications will also be allowed under that particular category subject to production of original certificates.
- 5) Cancellation of seats: Cancellation of seats will be made with 10% deduction from the total fee collected before completion of first phase of counseling and 20% deduction before completion of second phase counseling and with no fee refund after second phase of counseling.
- 6) Late comers for the counseling on the scheduled date will be considered for counseling only for the remaining seats.

**REGULATIONS AND SYLLABUS RELATING TO
MASTER OF HUMAN RESOURCE
MANAGEMENT (MHRM)
Objectives of the MHRM programme**

The main purpose of the Master of Human Resource Management (MHRM) is to prepare young men and women for managerial and administrative positions in all management fields, especially in Human Resource Management in Industrial, Business, Government and Organizations in the service sector. The programme with its practical and field bias and behavioral thrust is intended to develop skills not only to understand and analyse problems but also to develop a problem solving approach to issues. To provide a perspective to comprehend the feel, a sound knowledge of concepts and theories is also envisaged. The course is designed to sensitize and appreciate the role and responsibilities of a manager in a fast changing business environment both at the nation and global level. The programme basically aims are:

- a) Developing a sound theoretical base of various concepts and theories to enable the student to develop a board perspective of the management field ;
- b) Developing awareness and to sensitize about various issues of the economic, social , political ,legal and ecological environment;
- c) Developing managerial skills in different functional areas of management with practical focus on HRM.
- d) Developing the competence to involve the problem solving approaches by applying conceptual and behavioral skills;
- e) Developing interpersonal competence and leadership qualities to work in a group with team building approach;
- f) Developing multi facets of the personality and to build self-confidence; and
- g) Developing a spirit for continual learning and innovation

REGULATIONS

The admissions into MHRM programme shall be made on the basis of Common Entrance test

I)Eligibility Criteria For Admission:

1. (a)Any graduate securing minimum pass of the Andhra University recognized as equivalent thereto

(b)Candidates seeking admission into the MHRM course are required to approach for the AUCET. Admission will be based on the rank obtained by the candidates in the AUCET.

II)Admission Test Design:

General Information:

- a. The medium of Test shall be in English.
- b. The test is designed to assess of candidates for admission into the MHRM programme.
- c. The duration of the test shall be for Seventy Five Minutes (75 min).
- d. The test shall be of Objective Type and its questions are of multiple choice.
- e. The structure of the rest shall be as follows

Section	Component	No. of Marks
A	Logical	& 40
B	Analytical reasoning	
	HRM Aptitude & General Awareness,	30

C	a)IR Syllabus along with recent Human Resource Management Trends Reading comprehension and Writing Ability, Quantitative Ability.	20
Total		90

III) Award of Degree

- a. Candidates admitted should have undergone subsequently a further course of study of four Semesters extending over a period of two academic years in this University or its recognized institutions/colleges; each academic year consists of two semesters consecutively.
- b. To have satisfactorily completed the prescribed field work.
- c. To have passed the MHRM here in after prescribed.

IV) Course Structure and scheme of Examination:

- a. The candidate shall be required to take at the end of each semester of the course of study an examination as detailed in the scheme of examinations. Each paper of the examination shall unless otherwise prescribed,(See Scheme of paper etc., in the following

paragraphs) be of three and half hours duration and carry 100 marks.

V) Attendance Requirement

The rules which are in vogue shall be followed.

VI) Class of Distinction:

The names of the successful candidates at the examination shall be arranged in the order in which they are registered for the examination on the basis of the total marks obtained by each candidate in all semester-end examination put together.

O Grade (Distinction)	-	85% and above	10.0 Points
A Grade	-	75%-85%	9.0
B Grade	-	67%-74%	8.0
C Grade	-	58%-66%	7.0
D Grade	-	50%-57%	6.0
E Grade	-	40%-49%	5.0
F Grade (Fail)	-	39%	0.0

Only those candidates who have appeared and passed the examination in all the papers of the first and second semesters of **MHRM** and similarly all the papers of the third and fourth semesters of **MHRM**, **at first appearance** are only eligible to be placed in the first class with distinction. A candidate who has not passed all the papers relating to any semester at the first appearance shall not be eligible for the award of medals or prizes by the university and to receive certificates or rank from the university.

VII) Improvement Provision:

The rules, which are in vogue, shall be followed

VIII) Regulations concerning the semester-end Examinations :

- (a) The semester end examinations shall be based on the question paper set by an external paper setter and there shall be double valuation (internal and external).
- (b) In order to eligible to be appointed as an internal shall have put in at least three years of service as a teacher for the MHRM Degree.
- (c) If the disparity between the marks awarded by both examiners if 20% or less, the average marks shall be taken as the marks obtained in the paper. If the disparity happens to be more, the final marks to be awarded in the paper shall be by the results committee after the third valuation.
- (d) A candidate who fails in the semester exams and examination or who is not able to take it shall be eligible to take up the same examination along with the students of the next batch.

IX) The Rules and Regulations Governing Field Work are appended at the end:

Course Structure and Scheme of Examination

Sem 1.	101 Human resource management	100
	102 General Management	100
	103 Labour Legislation and Case Law	100
	104 Industrial and Managerial Economics	100
	105 Organizational Behavior I	100
	106 Social Research Methods & Statistics	100
	107 Project-1 Field Work- Observation Visits	50
	Viva-Voice	50
Sem 2.	201 Industrial Relations	100
	202 Business Environment	100
	203 Organizational Behavior II	100
	204 Labor Legislation and Case Law II	100
	205 Employee Welfare and Labor Administration	100
	206 Information Technology & Human Resource	

	Information Systems	100
207	Project-I field Work Placement in Government Agencies/Establishments	50
	Viva-voice	50
Sem 3.	301 Human Resource Development	100
	302 Employee Compensation Administration	100
	303 Management of unorganized labour	100
	304 Financial Management	100
	305 Marketing Management	100
	306 Optional Paper: Management of Trade Unions (or) Participative Management & Collective Bargaining (or) Women & children in employment (or) HRM in service Sector	100
	307 Project work (placement in organization for (17 days)	50
	Viva-voice	50
Sem 4.	401 International Human Resource management	100
	402 Strategic Human Resource Management	100
	403 Performance Management and Counseling	100
	404 HR Skills & Organization Communication	100
	405 Management of Technology & Productivity	100
	406 Optional Paper: Advanced Marketing Management (or) Organizational Change and Development (or) Safety,Health and Environment (or)Management of Discipline	100
	407 Project-Internship & Project 2 clear Calendar Months. Students are placed in industrial Organizations in cities /towns other than places where the MHRM course is offered under Andhra University and preferably outside the state	100
	Viva-voice	100
----- TOTAL		2900

SYLLABUS
I SEMESTER

COURSE 101: HUMAN RESOURCE MANAGEMENT

Unit I : Human Resource Management Concept, Functions and Role, Approaches to Human Resource Management; Mechanical, paternalistic, Social System and Human Resource Development System. Evolution of HRM in India. HRM and Environment.

Unit II : Managing HR Function: Organizing the HR Unit; Line and Staff Relationship; Policies and Procedures; Planning HR activities; controlling HR Function

Unit III: Procurement: Organizational Design and Job Design; Job Analysis; Human Resource Planning; Recruitment, Selection, and Induction. Development; workers training; training process; training methods; Management Development Programs. Performance appraisal Methods and Problems, Career Planning and Development.

Unit IV : Employee Compensation: Factors affecting compensation; Equity and Compensation; Job Evaluation; Variable Compensation; Fringe Benefits Integration; Nature of Human Resource; Motivation; Quality of work life. Trade Unions, collective Bargaining; Management of Conflict.

Unit V: Maintenance: Communication and Counseling; Welfare, Health and Safety. Separation: Turnover, Retirement, Lay Off, Retrenchment; Discharge; Dismissal, and V.R.S. Maintenance of HR Data Base; HR Audit; HR Research, HR Accounting. Human Resource Management Profession: Challenges and Opportunities in the Globalized Era.

Case Analysis:

Suggested Readings:

1. Flippo, Edwin B., Personnel Management, Singapore: McGraw Hill Publishing Company.
2. Subba Rao P., Essentials of Human Resource Management and Industrial Relations Mumbai: Himalaya Publishing.
3. Louis R. Gomtz Mejia et. Al: Managing Human Resources, Pearson Education 2001.
4. Aswathappa, K., Human resources and Personnel Management, Tata McGraw Hill Pub. Co., Ltd., New Delhi.
5. Werther, William and Davis, Keith, Human Resources and Personnel Management, McGraw Hill Pub. Co., Ltd., Tokyo.
6. Rao, VSP, Human Resource Management, Text & Cases, Excel Books, New Delhi.

Course 102: General Management

Unit I: Management: Concept, Principles and Functions. Evolution of Management, Early Thinking about Management; Scientific Management Approach, Classical Organization Approach, Behavioural Approach and Modern Approaches.

Unit II: Managerial Roles, Types of Managers; Management Levels and Skills; Challenges of Management; Era of Dynamic Engagement: New Organizational Environment; Ethics and Social Responsibility; Globalization and management; Inventing and Reinventing Organizations; Cultures and Multiculturalism and Quality. Ethical and Environmental Foundations of Management; Enterprenuring and Intrapreneuring.

Unit III : The Management Process : Planning Concept, Objectives, Types and Steps In Planning; Strategic Planning ; Management by objectives (MBO) ; Decision Making and forecasting; Techniques and Steps in Decision Making; Organizing; Structure; Nature, Types and Principles of Organization.

Unit IV: Directing; Definition and Nature; Leadership and Management; Motivation; Communication; Controlling; Meaning and Significance; systems and Process of Control; Key performance Areas.

Unit V: Ethics: Ethics and Business; Production Management Concept: Function and Operations; Project Management concept and process.

Case Analysis:

Suggested Readings:

1. Stoner, James A.F., Freeman R.Edward and Gilbert, Jr.Daniel R., Management, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Koontz, O'Donnell, Principles of Management, McGraw Hill, Tokyo.
3. Sherlekar, S.a., Management, Himalaya Publications House, New Delhi.
4. Tripathy, P.C. and P.N. Reddy, Management, Tata McGraw Hill Pub. Co., Ltd.
5. Robbins Stephen, P. and Mary Coulter, Management, Pearson Education Ltd., New Delhi.

Course 103: LABOUR LEGISLATION AND CASE LAW I

Unit I : Industrial Jurisprudence: Concept and Scope; Principles of Labour Legislation; Growth of Labour Legislations in India; Indian Constitution and Labour Legislation; concept of Social justice and Natural Justice. ILO Conventions and Recommendations: Their Impact on Labour Legislations; Labour Legislation and Judicial Activism.

Unit II: The Factories Act, 1948 and its Rules (AP)

The AP National Festival Holidays Act, 1947 and its Rules.

**Unit III: The Miners Act, 1952 and its Rules
The Plantation Labour Act, 1951**

**Unit IV: The Contract Labour Regulation and Abolition Act, 1970 and
its Rules.
The Apprentice Act, 1961
The Child Labour (Prohibitions and Regulation) Act, 1986**

**Unit V: The A.P. shops and Establishment Act, 1988 and its Rules
The Employment Exchanges (compulsory Notification of
Vacancies) Act, 1959.
The Dock Workers (Regulation and Abolition) Act, 1948.**

Case Laws:

The Factories Act 1948

1. J.k Industries Ltd Vs chief Inspector of Boilers and Others 1996 (96) (sc)
2. Ardeshir. H. Bhiwandiwalla Vs state of Bombay.AIR: 1962(sc) (29)
3. Indian petrochemicals Corporation Ltd and another Vs Shramik Sena and others AIR 1999(SC) (2577)
4. Bharat Fritz Werner Ltd & others Vs State of Karnataka 2001(1) LLJ763 (sc)

The Contract Labour (Regulation & Abolition) Act, 1970

1. Air India Statutory Corporation Vs united Labour Union & other 1997(76) FLR 273(sc)
2. SAIL & others Vs National Union of water front workers & other 2001 II LLJ 1087
3. Haldia Refinery canteen Employees union & others M/s India Oil Corporation Limiter & others.2005 LLR 529.

The employment Exchange (Compulsory Notification of Vacancies) Act, 1959

1. DD.Kali Vs State of Maharastra 1997(1) LLN 704

The A.P Shops & Establishments Act 1988

1. Kirloskar Consultants Limited Vs ESI corporation 2001 LLR 57 (sc)

Child Labour (Prohibition & Regulation) Act, 1986

1. Mc Meheta Vs State of Tamilnadu & others 1993 (1) SCC 645

Suggested Readings:

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.

4. Sharma, A.M., Industrial Jurisprudence, Himala Pub. House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.
8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.

Journals:

1. Labour Law Reporter.
2. Labour Law Journal.

Course 104: INDUSTRIAL AND MANAGERIAL ECONOMICS

Unit I : Labour Economics : Nature and Scope industrial Revolution; Social and Economic consequences; Labour Problems and Developing Economy Concept of Labour Market Structure, composition and Extent of Indian Labour force participation, supply and Demand, Flexibilities and Rigidities in the Indian Labour market; Changing Profile of Indian worker.

Unit II: Economic systems: Capitalism, Socialism, Communism, Mixed Economy, Economics of Employment: Theories of Employment; Full Employment.

Unit III: Location of Industry; Factors Theories and State Policy; Factors Determining the Size of a firm and Industry; Concept of Optimum Firm.

Unit IV: Meaning and Nature of Managerial Economics Chief Characteristics of managerial Economics – significance and scope of managerial Economics – Role and responsibilities of a managerial Economist.

Unit V : Meaning and Determinants of Demand Introduction to Demand Forecasting – Methods of Demand Forecasting – Inventory Cost Management – inflation – Meaning, kinds, Causes and Remedies – Deflation.

Suggested Readings:

1. Bhogilawala, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan Publishing, Agra.

: 12 :

2. Dewet K.K., Modern Economic Theory, Shyam Lal Charitable Trust, New Delhi.
3. Mehata, P.L., Comprehensive Managerial Economics, Sultan Chand & Sons, New Delhi.
4. Sivayya, K.V., & Das, V.B.M., Industrial Economy of India, Sultan Chand, New Delhi.

5. Kuchhal, S.C., The Industrial Economy, Chaitanya Publishing House, Allahabad.

Course 105: ORGANIZATIONAL BEHAVIOUR I

Unit I : Organizational Behaviour Definition and Scope, Fundamental Concepts of Organizational Behaviour, Elements of Organizational Behaviour, Approaches to Organization Behaviour, Contribution of Social Social Sciences to OB; Historical Perspective of Organizational Behaviour Scientific Management; The Human Relations Movement; Behaviouralism.

Unit II : Foundations of Individual Behavior; Motivation; Personality; Intelligence; Learning; Theories of Learning, Perception, Attitudes; Values; Job Satisfaction; Implications of Work Stress; Fatigue; Monotony; Boredom and Frustration; Accident Process; Alienation and Anomie

Unit III : Foundations of Group Behavior key Group Concepts, Role, Status Authority, Power and Development, Group Dynamics; Process of Group Formation; types of Groups. Group Norms; Group Cohesiveness; Decision Making in Groups, team building.

Unit IV : Conflict: Concept, Role, Sources and Manifestation; Classification of Conflicts; Functional and Dysfunctional conflict, Intra-Personal Conflicts, Goal Conflict, Rool Conflict, Inter-Personal Conflict.

Unit V : Organizational Conflict; approaches to conflict management: Management of conflict and organizational performance; collaboration; concept Basis and Interventions on Techniques of Understanding Behaviour; Transactional analysis and Johari Window.

Case Analysis:

Suggested Readings:

1. Robbins, Stephen P., Organizational Behaviour, Pearson Education Pte. Ltd., New Delhi.
2. Davis, Keith & Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
3. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.
4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson Management of Organizational Behaviour, Leading Human Resources, Pearson Education Pte. Ltd., New Delhi.
5. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New Delhi.
7. Pareek, Udai, Organizational Behaviour, Oxford Press, New Delhi.
8. Aswathappa K., Organizational Behaviour, Himalaya Publishing Co. Pvt., Ltd., Mumbai.

Course 106: SOCIAL RESEARCH METHODS AND STATISTICS

Unit I: Science: theory and Fact, Scientific Method, Social Research, Methods of Social Research; Case Study Method: Historical Method and Survey Method.

Unit II: Research Process: Problem Formulation: Formulation of Hypothesis; Types of Research Designs; Sampling Techniques.

Unit III: Sources of Data Collection; Tools of Data Collection; Data Analysis, Report Writing.

Unit IV: Statistical Techniques: Measures of Central Tendency; Mean, Median and Mode; Measures of Dispersion; Range, Mean Deviation, Standard Deviation; Correlation.

Unit V: Regression; Chi-square Test, 'T' test Scaling Techniques, Index Numbers.

Suggested Readings:

1. Krishnaswami, O.R., Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai.
2. Kothari, C.R., Research Methodology – Methods and Techniques, Wishwa 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. Wilkinson and Bhandarkar, Methodology and Techniques of Social Research, Himalaya Publishing House, Mumbai.
6. Mohsin, S.M., Research Methods in Behavioural Sciences, Orient Longman, Hyderabad.
7. Punch, Keith F., Introduction to Social Research – Quantitative and Qualitative Approaches, Sage Publications, Thousand OKS.
8. Dooley, David, Social Research Methods, Eastern Economy Series, New Delhi.
9. Survey Research Kit, Sage Publications New Delhi.

II SEMESTER

Course 201: INDUSTRIAL RELATIONS

Unit I: Industrial relations: Concept, Determinants; Approaches, Evolution of Industrial Relations in India Comparative Analysis of IR Systems in UK and USA.

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

Unit III: Industrial Conflict: Causes, Trends, Manifestations and Effects. Methods and Machinery for settlement of Industrial Disputes in India.

Unit IV: Employee's Associations; Growth Functions, their role in IR Managerial Unionism, Trade Union: Concept, Objectives and Functions; Theories of Trade Unionism; Trade Union Movement in India, UK and USA.

Unit V : 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.

Suggested Readings:

1. Ratnasen, Industrial relations, Macmillan, New Delhi.
2. Jerome Joseph, industrial relations, Response Books, New Delhi.
3. Monappa, Arun, Industrial relations, Tata McGraw Hill Pub. Co. Ltd., New Delhi.
4. Sharma, A.M., Industrial Relations, Conceptual and Legal Framework, Himalaya publishing house, Mumbai.
5. Verma, Pramod, Management of Industrial Relations, Oxford & IBH Pub. Co., New Delhi.
6. Venkataratnam, C.S. (Ed.), Industrial Relations in Indian States, Global Business Press, New Delhi.
7. Sinha P.R.N. et. Al., Industrial Relations, Trade Unions and Labour Legislation, Pearson, New Delhi.
8. Sivananthiran, A., Venkataratnam C.S.: Prevention and Settlement of Disputes in India.
9. Sivananthiran, A., Venkataratnam C.S.: Social Dialogue-ILO.

Course 202: BUSINESS ENVIRONMENT

Unit I: Business Environment: Concept and Significance; Goals of Business; Factors of Business Environment, Micro and Macro-Environmental Analysis; Indian Business Environment.

Unit II: (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 Cultural Environment: Social Relations at Work; Working Environment; Social Responsibility.

Unit III : Economic Environment: Industrial Policy Resolution 1958, NEP 1991 and after, Foreign Exchange Management Act, Competition Act, 2001, Consumer Protection Act, 1986, Public Sector Enterprises; Evolution and Growth industrial Sickness and Role of BIFR, Export promotion, Development Banks, Monetary Policy.

Unit IV: Privatization – Disinvestment: Concept, Pros and cons of Disinvestment; impact on Employment and Labour: Mergers and Take over's; Role of MNCs in Indian Economy; foreign Direct Investment and Developing countries.

Unit V: Globalization and Business environment: Meaning and Rationale of Globalization, Strategies for Globalization; markets; Domestic and International, India and WTO; SAARC, NAFTA, ANZUS EEC.

Suggested Readings:

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. Dhameja, Nand and Sastry, K.S., Privatization: Theory and Practice, Wheeler Pub. New Delhi.

Course 203: ORGANIZATIONAL BEHAVIOUR II

Unit I: Motivation: Concept, process; theories of Motivation: Maslow, Herzberg, McGregor, McClelland, Vroom, Porter and Lawler's Model; Implications of Motivation theories to managers; Techniques of Motivation: Management by Objectives; Job Enlargement; Job enrichment; Behaviour Modifications; participative Management; Performance Based compensation and Flexible Benefits.

Unit II: Leadership: Concept and significance; Leader Vs Manager; Leadership Theories: Trait Theories; Behavioural Theories; Contingency theories; Fielders contingency theory; Leadership styles, Implications of Leadership Theories to Managers.

Unit III: Organization Theory: Classical Theory; Neo-Classical Theory, Modern Behavioural Theories, contingency theory, system theory, modern structural models; Organizational Culture; Creag and Sustaining Culture; Work Culture.

Unit IV: Organizational Effectiveness: Concept, Approaches to Organizational Effectiveness: Goal Attainment approach, systems Approach, Behavioural Approach; Achieving Organizational effectiveness Organizational Climate; Morale and Job Satisfaction.

Unit V: Organizational change and Development; Organizational Change; Nature of Change; Levels of Change; Approaches for Managing Organizational change; Organizational Development: OD Interventions, OD Process.

Case Analysis:

Suggested Readings:

1. Robbins, Stephen P., Organizational Behaviour, Pearson Education Pte. Ltd., New Delhi.
2. Davis, Keith & Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
3. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.
4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson Management of Organizational Behaviour, Leading Human Resources, Pearson Education Pte. Ltd., New Delhi.
5. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New Delhi.
7. Pareek, Udai, Organizational Behaviour, Oxford Press, New Delhi.

Course 204: LABOUR LEGISLATION AND CASE, LAW II

Unit I: The Industrial Disputes Act, 1947 and its Rules.

Unit II: The Industrial Employment (Standing Orders) Act, 1946 and its Rules.

The Trade Union Act, 1926.

Unit III: The Minimum Wages Act, 1948

The Payment of Wages Act, 1936.

The Payment of Bonus Act, 1965.

The Equal Remuneration Act, 1976.

Unit IV: The Workmen's Compensation Act, 1923.

The Employees State Insurance Act 1948.

The Maternity Benefit Act, 1961.

Unit V: The Employees Provident fund and Miscellaneous Provisions

Act 1952.

The Payment of Gratuity Act, 1972.

Case Laws:

Industrial Disputes Act,1947:

1. Bangalore water supply & sewage Board Vs Rajappa & Other 1978 LLJ (1) p349.
2. Ravindra Kumar Mishra Vs Union of India & Other 2005 (Jan) LLR P93.
3. Rajendra Singh Chauhan & others Vs State of Haryana & others 2006 LLR P 49.

The Industrial employment (Standing Orders) Act,1947:

1. R.P.Garg Vs Indian Oil corporation limited Delhi and other 2005 Jan LLR P 20
2. Falcon tyers ltd. Vs falcon tyers Employees Union, Mysore 2006 LLR 129

The Trade Unions Act,1926:

1. All India Trade Union Congress Vs Dy.Register of Trade Unions & others 2006 LLR P 649.

The Workers Compenasation Act, 1923:

1. Oriental Insurance Co.Ltd Vs Santhi and others 2005 LLR P 1066.

The Employee State Insurance Act, 1948:

1. Employee state Insurance Corporation & others Vs Chirala Cooperative spinning mills Ltd.2005 LLR P 591.

The Employees Provident fund and Miscellaneous Provisions Act, 1952:

1. Orient paper Mills Vs regional Provident Fund Commissioner 2006 LLR P 177.

The Payment of Gratuity Act 1972:

1. Transport Manager, Kolhapur Muncipal Transport Under Taking Vs Praveen Bharat lal Shah & others.2005 LLR 503.

Suggested Readings:

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.

4. Sharma, A.M., Industrial Jurisprudence, Himala Pub. House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.
8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahaba d.

Journals:

1. Labour Law Reporter.
2. Labour Law Journal.

Course 205: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION.

Unit I: 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 Agencies.

Unit III: Labour welfare Programmers: Statutory and Non-Statutory, Extra Mural and Intra Mural; Canteen, Crèche, Housing, workers Education Scheme, Financing of Welfare Programmers; Welfare Office, role Status and functions.

Unit IV: Social Security Concept and Scope; Social Assistance and Social Insurance, Development of Social Security in India, Social Security Measures for Industrial Employees.

Unit V: Labour Administration; Central Labour Administrative Machinery in India: Chief Labour Commissioner Director General of Employment and Training; Director General of Factory Advice Service; Provident fund Organization, ESI Scheme; Labour administration in A.P.

Suggested Readings:

1. Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Pub. Co., 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.S Aspects of Labour Welfare and Social Security Himalaya Pub. House, Mumbai.
4. Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., New Delhi.
5. Puncdkar, S.D., Deodhar S.B., Sankaran, Sarawswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Pub. House, Mumbai.

**Course 206: INFROMATION TECHNOLOGH & HUMAN RESOURCE
INFORMATION SYSTEMS.**

Unit I: Introduction to Computers: Origin, Growth, Development and Importance of Computers; Generations and Classification of Computers input and Output Devices; storage Devices; Central Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and Software.

Unit II: 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 III: Enterprise Resource Planning: Concept and Variable; Decision Support systems; Basic concepts of Technology for MIS: Database Management System; Client Server Technology and Net works; Application of MIS: Application in Manufacturing Sector and Application in Service Sector.

Unit IV: Human Resource information systems: Introduction, Concept and Definition; information needs in HRM; HRIS Models; Acquiring and implementing HRIS; Computers and HRIS and uses HRM; Database in HRIS.

Unit V: Theory and Lab: Ms Office; Ms Word; Ms Excel; Ms Power Point and Ms Access

Suggested Readings:

1. Jawadkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
2. Kumar, Muneesh, Business Informa House Pvt. Ltd., New Delhi.
3. Davis, Gorden, B., Management Information Systems: Conceptual Foundations, Structure and Development, McGraw Hill Book Company, New Delhi.
4. O'Brein, 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. Davis, B. Gordon and Olson H. Margrethe, Management Information Systems, McGraw Hill Pub., New York.
7. Jerome, Kanter, Management Information Systems, Prentice Hall of India, New Delhi.

III SEMESER

Course 301 : Human Resource Development

UNIT I : Human Resource Development Macro-perspective: Concept , Origin and Need for HRD; Approaches to HRD: Human Development and Human Resource Development, Dimensions and Targets of Development.

UNIT II : HRD – Micro perspective : Systems Approach to HRD; Activity areas of HRD; HRD Interventions : performance Appraisal, Potential Appraisal, Feed back and performance coaching, Training and Career Planning, OD or

Systems Development; Rewards, Employee Welfare and Quality of work life and Human Resource information; Managing Organizing HRD Function, HRD Climate; HRD Audit; Strategic HRD.

UNIT III : HRD Trends : Behavioral Science; Organizational Development ; Transactional analysis; Assessment Center; Behavior Modeling and Self directed learning; Concept of Learning Organization; HRD Experience in Indian Organizations; Future of HRD.

UNIT IV : Human Resource Training: Concept and Importance; Assessing Training needs; Process of Training : Designing and Evaluating Training and Development Programmes.

UNIT V : Types and Methods of Training: Training with in Industry (TWI); On the job and of the job; Training Methods: Lecture, Incident Process, Role play, Structured and unstructured discussions, in basket exercise, Stimulation, Vestibule Training, management games, case study, Programmed instruction, Team development and sensitive training.

Suggested readings :

1. Rao .T.V., Human resource development, Sage publications, New Delhi, 1.
2. Rao .T.V., and pareek, udai Designing and managing human resource system; oxford and IBR publication. Ltd New Delhi.
3. Nadler, leonard, Corporate Human Resource Development
4. Rao .T.V., Reading in Human Resource Development, Oxford IBR publication. Ltd New Delhi.
5. Rao .T.V., HRD Audit, Sage publications, New Delhi, 7.
6. Malcom W Warant Training for Results, Addison Wesley pub co., London.
7. ILO, Teaching and Training methods for Management Development Handbook, McGraw New York .
8. Garig , RobertL, LasterR (ed), Training and Development Handbook, McGraw New York .
9. Rao .T.V., HD in New Economical Environment , Tata McGraw Hill Publication House New Delhi.
10. Rao .T.V., Future of HRD, Mac Milan, New Delhi.
11. Greaves, Jim, strategic Human resource Development, Sage publications, London.

Course : 302 : Employee Compensation and Administration

UNIT I : Employee compensation: Concept and Significance: Wage Concept: Wage , Salary , Minimum Wage, Living Wage, Need-Based Minimum Wage, mercy Wage and Real wage; Wage policy in India ; Theories of wages.

UNIT II : Wage Administration Principles, Factors influencing Wage Fixation and Methods and Role wage Differentials: Occupational , skill, Sex, Inter-Industry, Regional and Sectional.

UNIT III : Wage Fixation Mechanisms: Statutory Wage fixation, Wage Boards, Collective Bargaining , Adjudication, Pay Commission; Wage Fixation in Public Sector.

UNIT IV : Incentives : Principles and procedures for installing incentive system; Types of wage Incentive System, Wage incentive Schemes in India, working of incentive schemes, Linking wage with productivity; Fringe Benefits: Concepts and Types.

UNIT V : Wage and salary policies in Organization: Role of HR Department in wage and salary Administration, Managerial compensation, Perquisites and special Features; Recent trends in managerial compensation in Indian Organizations and MNC's.

Case Analysis :

Suggested readings :

1. Subramanian, K.N., Wages in India, Tata Mc Graw Hill Publishing Co. Ltd., New Delhi.
2. Sarma. A.M, Understanding Wages Systems, Himalaya Publishing House, Mumbai.
3. Varma, Promad, Wage Determination: concepts and cases, Oxford IBH publication. Ltd New Delhi.
4. Chatterjee, N.N., Management of Personnel of in Indian Enterprises. Allied Books agency, Calcutta.
5. Aswathappa. K., Human Resource and Personnel Management. Tata Mc Graw Hill Publishing Co.,
6. ILO, Payment by Results, ILO, Geneva Ltd., New Delhi.
7. Government of India, Wages, Income and Prices, Report of Boothalingam Committee, Government of India, New Delhi.

Course : 303 : Management of Unorganized Labour

UNIT I : Unorganized Labour: Concept, Nature, Size and Structure, Its Role in the national Economy: Size, Causes and Problems.

UNIT II : Unorganized Labour in the Deferent Sectors: Nature, Employment Stats, Wage Levels and Problems of Home based workers – Domestic workers –Sex Workers – Plantation Workers - Scavengers – Casual Labour, Agriculture Labour, Forest Labour, Bounded Labour, Contract Workers, Relevant acts and Legal Provisions for all sectors.

UNIT III : Construction Workers, Mine and Quarry workers, Fisheries, Beedi Workers, Inter State Migrant workers in shops and commercial establishments, Employees in small and Medium Enterprises, Relevant Acts and Legal Provisions. Accident Risk at Work – social security and social measures – unorganized Workers depending on common prosperity resources.

UNIT IV : Human Rights and Unorganized Labour: Employment of Women and Children, Pattern of Women Employment Wages, Legal Provisions , social status, Problem, Women and Trade Unions , Employment of Children, Nature and extent, Legal Provisions, Problems of Girl child, ILO Conventions.

UNIT V : HRD Interventions for Unorganized Labour: Skill and Knowledge upgradation , Leadership Development, Creating awareness for Cooperative Organization, Involvement of Community Leaders, Non Government Organizations, Government Schemes, Organized the Unorganized labour, Role of Trade Union, Role of Trade union, Role of ILO, CBWE and Jana Sikshana Samasthan.

Case Analysis :

Suggested readings :

1. Government of India, Report of the First National Commission on Labour, New Delhi.
2. Government of India, Report of the Second National Commission on Labour, 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 Work force in the Organized Sector Empirical Perspectives, Oxford IBH publication. Ltd New Delhi.
6. Jhabrala, Renana and RKA Subarmanya, The Unorganized Sector - Work Security and Social Protection, Sage Publications, New Delhi.
7. Holomstrom, Mark, Industry ad Inequality, Orient Longman, Hyderabad.
8. Gangrade, K.D., Gathia, J.A., Women and child Workers in Unorganized Sector: Non Government Organizations' Perspective, Concept Pub. Co., New Delhi.
9. Sivaramakrishna, k., Ramensh.k., and Gangadhara Rao. M., HRM in Agriculture, Discovery Pub. House, New Delhi.
10. Neera, Burrra, Born to Work: Child Labour in India, Oxford University Press, New Delhi.
11. Government of India, Agricultural Labour Enquiry Reports, Labour Bureau, Simla.
12. RadhaKrishna, R., and Sharma, Alak, N.(e.d), Empowering Rural labour in India – Market state Mobilisation, Institute for Human Development. New Delhi.
13. Lakshmi Dhar Mishra, Child Labour in India, Oxford University Press, New Delhi.
14. Oberai, A.S., et. Al., Perspectives on Unorganized labour ILO, 2000.

Course : 304 : Financial Management

UNIT I : Financial Management : Nature , Scope and Objectives, Finance Function, Financial Environment in India, Financial Planning, Forecasting and Analysis, Cost value and Profit analysis.

UNIT II : Investment Decision: Nature and Significance, Estimation of Cash Flow, Capital Budgeting process, Techniques of Investment Appraisal, Payback period, Accounting Rate of Return, Time value of Money, DCF Techniques, Net present value, Profitability, Index and inter rate of return.

UNIT III : Financing Decision: Source of Funds, short Term and Long Term Funds, Merits and Demerits, Capital Structure, Financial Leverage, Cost of Capital,

cost of individual components , weighted aggregate average cost of capital capitalization.

UNIT IV : Working Capital Decision : Meaning , Classification and Significance of Working Capital, Determinants of working capital, Components of Working Capital, Cash, Short term Marketability, Securities, Account Receivables and inventory.

UNIT V : Dividend Decision : Meaning and Significance, Theories of dividend, dividend policy, Dividend Policy, Dividend policies and practices, Legal Aspects of Dividends, bonus Shares and Stock splits.

Case Analysis :

Suggested readings :

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. Himalya Publishing House, Mumbai.
4. Walker Earnest. W., Essentials of Financial Management. Prentice Hall inc., New Jersey.

Journals :

1. Journals of Finance
2. Finance India.
3. Managerial Accountant.

Course : 305: Marketing Management

UNIT I : Introduction to Marketing , Definition, Concepts, Marketing Philosophies, Importance of Marketing Business and Market Economy: Marketing Environment, Macro Environment, Micro Environment, Marketing Information System and Marketing Research.

UNIT II : Consumer Behaviour; Behavioural Determinants, Purchase Decision Process, Organizational Consumer Behaviour: Market Segmentation, Market Targeting and Positioning, Marketing mix.

UNIT III : Product Policies and Strategies, New Product development, Product Mix Management, Product life Cycle, Branding and Packaging Decisions.

UNIT IV : Pricing, Objectives, Methods, Policies and Strategies, Pricing a New Product, Distribution, Factors Influencing choice of Distribution, Channel Designing and Management, Channel Conflicts.

UNIT V : Promotion Mix Decisions, Marketing Communications, Advertising, personal selling, sales Promotion, public/Public Relations, Direct Marketing, Designing Global market Offerings, Selection of Markets, Market Entry decisions, Developing Global Market program.

Case Analysis :

Suggested readings :

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

Journals :

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

Optional Papers

Course : 306A : Management of Trade Unions

UNIT I : Trade Union: Concept, Objectives, Origin and Growth of Labour movement and Trade union Movement, Theories of Trade Union Movement, Marx, Webbs, Pearlman, Tannenbaum, Gandhi and Hoxie, Trade Union in contemporary Industrial Society, Trade union and Economic Development.

UNIT II : Trade Union movement in UK and USA, Profile of Indian Workers, Trade union Movement in India, National Movement and Trade union movement, Political Involvement in Trade Unions, National Trade Union Federation: Philosophy, Structure, Objectives, White Collar Unions, Trade Unions in Civil Services, Managerial Unionism, Women in Trade Unions, Organization of Unorganized Labour.

UNIT III : Management of Trade Unions In India: Registration , Structure, Functions, Membership, Union Security, Leadership, Trade Union Disputes.

UNIT IV : Union Administration : Union Democracy, Decision making and Execution, Union Elections, Communication System, Trade union Finance, Income and Expenditure, Political Fund, Remuneration Systems, Multiplicity of Trade unions, Inter and Intra union Relations.

UNIT V : Recognition of Trade Union: Methods of Membership Verification, Secret Ballot, Rights of Recognized Trade unions, Role and Status of Minority Unions, Role of Trade union in Industrial Relations, Trade unions and social responsibilities, Emerging trends in Unionism in India.

Case Analysis :

Suggested readings :

1. Heckscher, Charms. C., The New unionism, Basic Books, inc., pubc., New York.
2. Ramaswamy, Uma, Union and community: Industrial man in south India.
3. Ramaswamy, E.A., Ramaswamy, Uma, Industry and Labour. Oxford University New Delhi.
4. Ramaswamy, E.A., Workers Consciousness and Trade union Response. Oxford University press Delhi.
5. Karnik. V.B., Indian Trade Union Moments, A survey, Popular Prakshan, Bobay.
6. Myres. C.A., Labour Problems in the Industrialisation in India. Harvard University, Cambridge.
7. Perlman, Selig, Theory of the Labour Moment, Macmillan New York.
8. Vaid. K.N., The New Worker, Asia Publishing House Mumbai.
- 9.

Course : 306B : Participative Management and Collective Bargaining

UNIT I : Participative Management : Concept, Objectives, Importance and Evolution, Industrial Democracy, Participative Models, Workers Control, Co-partnership, Co-determination, and Trustee ship, Participative Management and Employee Empowerment.

UNIT II : 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 III : 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.

UNIT IV : Collective Bargaining: Concept, Origin and Development, Theories of collective Bargaining, Reorganization of Bargaining Agent, Per-requisites and Process of Collective Bargaining, Negotiating skills, Implementation of Agreements.

UNIT V : 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.

Case Analysis :

Suggested readings :

1. Reported on the study Group on Workers' Participation in Management.
2. Virmani. B.R., Workers Participation in Management. IBH & Oxford, Delhi.
3. Ramesh. K., Participative Management. Ajantha Publication, New Delhi.
4. Tanio, Zivan, Workers Participation in Management. Ideal and Reality in India. Shriram Center for Industrial Relations and Human Resources, New Delhi.

5. Cornells. Et .al., (ed.), International Hand Book of Participation in Organization. Oxford.
6. Edward. S., Greenberg, Workplace Democracy, Cornell University press Ithaca.
7. Poole, Michael, Towards a New Industrial Dimocracy
8. Patil.B.R., Collective Bargaining, University press Hyderabad.
9. Venkataratnam.C.S., Unusual Collective Agreements, Global Business New Delhi.
- 10.Dunlop, John.T., and Healy James, Collective Bargaining Principles and Cases. Richard

Course : 306C : Women & Children in Employment.

UNIT I : Women workers in India: A macro picture, Trends in women's Participation in the Labour Force, Work Force participation, Work force Estimation, distribution of Male and Female Workers by Broad Industry Groups, Distribution of Women Workers, The Organized sector, The Unorganized sector, Time use Analysis.

UNIT II : Women Workers in Liberalising Economy, The Primary Sector, The Secondary Sector, The Tertiary sector, The Service Sector, Wage Levels, Working Conditions, Behavioral Conditions, at Work: Physical, Social, and Emotional Problems, gender bias, sexual Harassment, Entering main stream through voice and Empowerment, Women and vulnerability, Empowerment, Organizations in India.

UNIT III : Legal Protection for Women: ILO Conventions and Recommendations, Labour Legislation on Women: Working Hours and Leave, Equal Wage, Maternity, Special Benefits, Promotional Activities, Government Programmes, Role of NGOs., Education and Training Interventions.

UNIT IV : Child Labour: Concept, Types and Dimensions of Child Labour in India. Approaches to Child Labour: Elimination of Child Labour.

UNIT V : Problems and Consequences of Child Labour, Human Rights and Child Labour, ILO and its Role, Legislative provisions on Child Labour, National Child Labour policy, NGOs., and Child Labour.

Case Analysis :

Suggested readings :

1. Neera Burra, Born to Work: Child Labour in India. Oxford University press Delhi.
2. Padmini Sengupta, Women Workers of India. Aziz publishing house.
3. VVG NLI, Women Labour in India. VVG NLI, New Delhi..
4. Lakshmidhar Misra, Child Labour In India, Oxford University press Delhi.
5. Factories Act 1948 and its rules, Other Relevant Acts.
6. Usha sarma, Gender Main Streaming and Women's Rights. Authors press New Delhi.
7. B.Sreenivasa Reddy, et.al., Girl & Child Labour Dominani publishing, New Delhi.

8. Nalini sastry, subrata padey, Women Employees and Human Resource Management. University press Hyderabad.

Course : 306D : Human Resource Management in Service Sector

UNIT I : Concept of Service, Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.

UNIT II : Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, Identifying customer Groups, Service Process, Classification of Servicing operating systems, Balancing Supply and Demand, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.

UNIT III : Human Resource Management in Service Organizations: Concept, Functions, Utilization, Development, Environment, Organising HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Managing services across Boundries.

UNIT IV : Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, other Financial Institutions, Ports and Docks, Managing Salary Levels, Working Conditions, Legal provisions, Unionism, Problems and Challenges.

UNIT V : HRM in IT Sector, Software Industry and BPO Sector, Wage Salary Levels, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias, Problems and Challenges.

Case Analysis :

Suggested readings :

1. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., New York.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

IV SEMESTER

Course 401 : International Human Resource Management

UNIT I : International Human Resource management : Concept, Scope and Significance , Approaches to International Human Resource Management ; Differences between – Domestic and international HR activities; Organizational Structure of Multinational Corporations ; Theories and Models of Human Resource Management in MNC's.

UNIT II : International Human Resource : Recruitment and Selection ; Cross National Differences in Personnel and Organization Policies ; Sources of Human Resources ; Home – Country, Host –Country, Third-Country Nationals ; Selection Criteria for International Assignment; Adaptability to Cultural Change, Motivation for a Foreign Assignment and Leadership Ability.

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

UNIT IV : Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems, Performance Management in MNCs.

UNIT V : Labour Relations and Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.

Case Analysis:

Suggested Readings :

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. Hodgetts, Rich M., and Luthan, Fred, International Human Resource Management, The McGraw Hill Companies Inc., New York.
4. Mead, Flichard, International Management, Blackwell Business, USA.
5. ILO Multinational Enterprises and Social Policy, ILO, Geneva.
6. Briscoe, Dennis R., International HRM, Prentice Hall, NJ.
7. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prentice Hall.
8. Evans, P. et al., (ed.), HRM in International Firms: Change, Globalization and Innovation; Macmillan, London, 1989.
9. Storey, John, Managing Human Resources : Preparing for the 21st Century, Beacon Booms, New Delhi.

Course 402 : Strategic Human Resource Management

UNIT I : Concept f Strategy; Types of strategies: Corporate strategy and Business strategy, Integrating Human Resource Strategy with Corporate and Business and Strategies.

UNIT II : 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 III : Strategy International Human Resource contributions to Strategic Human Resource Activity Typology; Classifying Human Resource Types : Integration of strategy and human resource planning: The Human Resource manager and Strategic Planning. Strategic Human Resource Processes: Human Resource Planning.

UNIT IV: 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.

UNIT V: 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.

Case Analysis:

Suggested Readings:

1. Greer, Charles R. (2003) Strategic Human Resource Management – A General Managerial Approach New Delhi: Pearson Education (Singapore) Ple. Ltd.
2. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource management, Beacon, New Delhi.
3. Salaman, Graeme, Human Resource Strategies, Sago Publications, New Delhi.
4. Porter, Michael S., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
5. Hamel, Gary and Prahalad, C.K., Competing for the Future, Harvard Business School Press, Boston.
6. Porter, Michael S., Competitive Strategy: Techniques for Analyzing Industries and Competitors, Free Press, New York.

Course 403: Performance Management Counseling

UNIT I : Performance Management: Concept and Objectives; Performance Management as a Business Strategy. Goal Setting and Expectancy Theory; Performance management Model; Designing Performance Management Systems; performance Measures; Process, Job and Individual.

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

UNIT III : Overview of Traditional Performance Management Framework: Integrated Performance Management Framework; New Dimension to Integrated Performance Management: Concept of Maturity Alignment.

UNIT IV : Features of Effective Performance Appraisal System; Feedback Rewarding Performance; Operational Change through Performance Management; Building and Leading High Performance Teams; Competency mapping; Learning organizations: balance scoreboard.

UNIT V : Counseling : Meaning, Need of Counseling: Functions of counseling: Forms of Counseling: Counseling Process: Counseling Variables: Prerequisites of Effective Counseling: Skills of an Effective Counselor.

Suggested Readings:

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 Counseling, Sterling Pub. Pvt. Ltd., New Delhi.
4. Carroll, Michael and Walton, Michael, Handbook of Counseling in Organizations, Sage Pub.. New Delhi.
5. Mabey, Christopher and Salaman, 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. Neale, Frances, Handbook of Performance Management, Jaico Pub. House, New Delhi.
8. Benson, Gary, Stepping Up Performance, Jaico Pub. House, New Delhi.
9. Walters, Mike, The Performance Management Handbook, Jaico Pub. House, New Delhi.
10. Murphy, Kerin R., and Cleveland, Jeanette N., Understanding Performance Appraisal, Sage, London.
11. David Wade and Ronald Recardo, Corporate Performance Management, Butterworth Heinemann, New Delhi.
12. Kurl Verweiro et al., Integrated Performance Management, Sage, New Delhi.

Course 404 : HR Skills & Organizational Communication

UNIT I: Communication: Meaning, Objectives and Functions; Communication in Organizational setting: Process: Types, Media and Networks of Communication. Foundations of Interpersonal Communication: Process Model of Communication Intrapersonal Variables of Communication; Motivation; Perception; Emotions; Interpersonal Variables of Communication: Exchange Theory: Johari Window: Transactional Analysis.

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; Business skills; Client-Interfacing skills; Liaison skills; E-Mail writing skills.

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

Case Analysis:

Suggested Readings:

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

Course 405 : Management of Technology and Productivity

UNIT I : Technology: Concept and Evolution, Economic Development and Technology Transfer: Kinds of Technology Transfer; Technology Diffusion; Technology Transfer Through Alliances; State Policy on Development and Transfer of Technology; Liberalization and Impact of Technology.

UNIT II : Impact of Technology; Technological Adaptation; Perspectives and Issues; Technological Change and its implementation; New Technology and work Organization; Technology and Human Resource Development; Trainability and Changes in Skill Development Technology Transfer with a Human Face.

UNIT III: Productivity: Concept and Significance; Productivity Measurement: Importance, Organizational Applications; Productivity Measurement in Different Sectors; Productivity Management and External Environment.

UNIT IV: Techniques of Productivity Improvement: Reducing Work Content; Method Study; Reducing Ineffective Time; Time Study; Just in Time; Business Process Reengineering; Behavioural Techniques; Ergonomics.

UNIT V : Quality Management: Concept and Approaches; Contribution of Deming and Juran, Total Quality Management; ISO Certification; Quality Circles Kaizen; Quality Control and Future Organizations; Six Sigma approach.

Case Analysis:

Suggested Readings:

1. Mikel Harry and Richard Schroeder – Six Sigma.
2. Viramana, B.R. and kala Rao, Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi.
3. Manik Khor, Coping with Technological Change, Response Books, New Delhi.
4. Premavart, G.D. SarJana and B.S.Sahay, Productivity management: A Systems Approach, Narosa Publishing House, New Delhi.
5. Amiya Kumar Bagehi (ed.), New Technology and the workers Response, Sage Publications, New Delhi.
6. ILO, Measuring Labour Productivity, ILO, Geneva.
7. Subbaraju, R., ISO 9000 Path to TQM, Allied Pub. Ltd., Chennai.
8. Lal, H., Total Quality Management, New Age International P. Ltd. Publishes, Calcutta.

OPTIONAL PAPAERS

Course 406A : Advanced Marketing Management

UNIT I: Market Oriented Strategic Planning: Marketing opportunity analysis – Marketing Planning – Marketing Organization – Competition analysis – Product portfolio analysis – Consumer Markets and Business Markets – Developing Marketing Strategies.

UNIT II: Business : Business Marketing: The Industrial Marketing System – Industrial Demand and Product Characteristics – Purchasing System – Value and Vendor Analysis – Marketing Strategy for Business Customers.

UNIT III: Brand Management: Strategic Brand Management Process – Brand Elements – Brand Building – Brand Positioning and values – Brand equity – Brand extensions – Managing Brand overtime 0 Managing Brand over - Geographic boundaries.

UNIT IV: Services Marketing: Service Characteristics – Service strategy – Design of basic service package – Service Quality Determinants and quality measurements – Internet marketing – External Marketing and Interactive Marketing.

UNIT V : Customer Relationship Marketing : CRM Definition – Traditional Marketing Vs. Relations __ Marketing – Management of Relationships – Essentials of relationship marketing – Customer relationship strategies – Lifetime value of customers – Consumerism – Consumer Protection of India.

Case Analysis:

Suggested Readings:

1. Philip Kotler – Marketing Management – Pearson Education, New Delhi.
2. Joseph P. Guiltinan, Gordon W. Paul & Thomas J.Madden – Marketing Management – Strategies and Programme – Tata McGraw Hill, New Delhi.
3. Kevin Lane Keller – Strategic Brand Management – Prentice Hall of India, New Delhi.
4. Donald R.Lehmann & Russell S. Winer – Product Management – Tata McGraw Hill, New Delhi.
5. K.Rama Mohana Rao – Services Marketing – Pearson Education, New Delhi.
6. Jagdish N.Sheth, Atul Parvatiyar and G. Shainesh – Customer Relationship Management – Tata McGraw Hill, New Delhi.

Course 406B : Organizational Change and Development

UNIT I : Organizational Change: Concept and Significance; Managing Change; Concept of Analysing the Environment; Perspectives on Change; contingency; Resource Dependence; Population Ecology; Implications of Change.

UNIT II: Types of Change Continuous or Incremental Discontinuous or Radical Participative and Directive; Change Levers: Leadership Strategy, Structure, People Management, Technology, Marketing, Quality and Costs. Levels of Change: Knowledge, Attitudinal, Individual Behaviour and Organizational Performance Changes.

UNIT III : Implementing Change: Steps – Assembling a Change Management ; Establishing a New Direction; Preparing the Organization, Setting up Change Teams, Aligning Structure; Systems and Resources; Removing Road Blocks; Absorbing Changes into Organization Culture; Identification and Analysis

of the Programme – Force Field Analysis; the Change Cycles; Change Process: Unfreezing, Changing, Refreezing.

UNIT IV: Organizational Development: Concept and Evolution, OD Interventions: Diagnostic Activities, Team Building, Third Party and Intergroup Interventions; Individual and Educational, Structural, Power, Politics and Organizational Development.

UNIT V: OD in the context of Liberalization; Strategies for Organizational growth; Computerization and Organizational Development; Indian experience of Organizational Development in Public and Private Enterprises.

Case Analysis:

Suggested Readings:

1. Nilakant, V and Ramnarayan, S., Managing Organizational Change, Response Books, New Delhi.
2. Kanter, R.M., Stein, B.A. and Jick, T.D., the Challenge of Organizational Change, Free Press, New York.
3. Venkataratnam C.S., Varma, Anil(ed.), Challenge of Change: Industrial Relations in Indian Industry, Allied Pub. Ltd., New Delhi.
4. Advaian Thronhill et al., Managing Change, Penrson Ed., New Delhi.
- 5.
6. Ramanarayana S., Rao, T.V., Singh Kuldeep (ed.), Organisational Development – Interventions and Strategies, Response Books, New Delhi.
7. French, Wendell L., Bell Jr. Cecil H. and Zawacki Robert A., Organisational Development; Theory, Practice and Research, Universal Book Stall, New Delhi.

Course 406C: Safety, Health and Environment

UNIT I: Industrial Safety: concept; Need for Safety; Principles and Practices; Legal; Humanitarian; Economic and Social Considerations. Accident: Definition; Theories; Causes; Cost; Trends; Prevention and Models of Accident Prevention.

UNIT II: Safety Management; Role of Management; Safety and Health Training; Safety Officer; Safety Committee; Safety Promotion and Publicity; Union Role; Employee Role; Safety and Health Movement; Accident Investigation Control and Reporting; Total Safety Management Concept.

UNIT III: Health: Concept. Need for health; Problems of health; status of health of industrial workers; measures for improving health; occupational diseases; industrial hygiene.

UNIT IV : Legal Measures: Growth of Legislation on Safety and Health; Salient Features of Safety and Health In Factories Act; Mining Act; Workmen's Compensation Act; ESI Act; Social Security Provisions under various Acts.

UNIT V: Environment: concept; Importance; Industry and Environment; Environmental Pollution; Types; Environmental Health; Education and Policy; Environmental Safety and ISO 14000 Certificate.

Case Analysis:

Suggested Readings:

1. R.C.Saxena, Labour Problems and Social Welfare, K.Nath & Co., Meerut.
2. Nick Hanley, Janan F. Shogron and Hen Waite, Environmental Economics Theory and Practice, Macmillan India Ltd., New Delhi.
3. Kemp D.D., Global Environmental Issues; A Climatological Disaster, Mittal Pub., New Delhi.
4. M.V.Moorthy, Principles of Labour Welfare, Oxford & IBH Pub., Co., New Delhi.

Course 406D: Management of Discipline

UNIT I : Discipline : Nature and Concept: Significance of Discipline in Industry; Factors Promoting Discipline; Principles of Discipline: McGregor's Hot Stove Rule.

UNIT II : Approaches to Discipline: Judicial; Human Relations; Human Resource; Group Discipline and Leadership Approach. Industrial Conflict; Manifestations, Approaches and Machinery for Conflict Resolution.

UNIT III : Management of Discipline: Discipline; Individual, Group and Inter-Group; Discipline among Executives and Workers; Standing Orders, Unfair Labour Practices; Employee Exit Schemes; Code of Discipline.

UNIT IV : Principles of Natural Justice; Disciplinary Procedure: Complaint, Charge sheet, Explanation, Domestic Enquiry, Enquiry report, Awarding Punishment, Judicial Interference.

UNIT V : Positive Disciplinary Interventions: Organizational Change and Creation of Congenial Environment, Transparency equity and Fair Deal, Communication, rationalization of Discipline; Employee Empowerment; Quality Circles; Quality of Work Life, Counseling; Employee Discipline in the Context of Liberalization; constitution and Judicial Activism.

Case Analysis:

Suggested Readings:

1. Varma, Pramod, Management of Industrial Relations, Oxford & IBH Publications Ltd., New Delhi.
2. G.P.Das Gupta, Maintaining Industrial Discipline, Response Books, New Delhi.
3. Prabhakara Rao, D.V.S.R., Management of Discipline, Law Pub. House, Allahabad.
4. Ramakrishna, K., Organisational Stress, University Press, Hyderabad.
5. Rao, S.B., Handbook of Domestic and Department Enquiry, Law Publishing House, Allahabad.
6. Srivasatava, S.C., Industrial Relations and Labour Laws, Vani Educational Books, New Delhi.

Field Work Regulations

A : Project – I Field Work – Observation Visits to Industries:

1. Observation Visits (Project) shall be preceded by attendance of the student at a minimum of 6 orientation classes out of 6 arranged for the purpose. A student falling short of minimum attendance will not be eligible for observation visits.
2. Every student shall make a minimum of 4 visits out of 5 scheduled observation visits.
3. A visit shall be deemed to be complete only when the other integral parts of Orientation, Group Discussion, Report Submission and individual supervisory Conference as scheduled are fulfilled.
4. Any student falling short of 4 visits he shall make good along with the subsequent batch and the report valuation shall be done along with the next year batch of students.
5. Each report shall be in candidates' own handwriting and certified by the field work supervisor or teacher accompanying the student, teacher, guide and Head of the Department before it is sent for valuation for external and internal examiners.

6. If there is any unsatisfactory certificate from any one of the above said persons, the student shall not be permitted to submit the report for valuation. The student shall submit the report after making good the deficiency along with the next year batch.
7. Every student shall be required to appear for viva-voce (covering theory papers and field work) at the end of 1st semester. The viva-voce committee shall consist of internal faculty members preferably with a practicing manager.

B:Project–II Field Work placement in government Agencies/Establishments:

1. Placement in Government Agencies/Establishments shall be preceded by attendance of the students at a minimum of 6 orientation classes out of 8 arranged for the purpose. A student falling short of minimum attendance will not be eligible for placement.
2. Every student shall be required to cover a minimum of 5 Government Agencies/Small Establishments/Service Organizations for 12 continuous working days. The candidate shall put in a minimum of 10 days attendance.
3. The placement shall be deemed to be complete only when the other integral parts of Orientation, Group discussion, Report Submission and Individual Supervisory Conference as scheduled are fulfilled.
4. Any student falling short shall make good along with the next year batch and the report valuation shall be done along with the next year batch.
5. The same regulations are applicable in respect of certification of the work as mentioned under 5 and 6 sub-sections under observation visits.
6. Every student shall be required to appear for viva-voce (covering theory papers and field work) at the end of 2nd semester. The viva-voce committee shall consist of internal faculty members preferably with a practicing manager.

C: Industrial Study Tour:

Industrial Study tour a Non-Credit optional may be conducted at the end of the 2nd semester along with examinations during summer holidays for the benefit of students. It may consist of minimum 5 visits to industrial Establishments of different sectors in India. In fixing the visits, preference may be given to such organizations which are not locally found as

Plantations, Mines etc. After the completion of the tour, every student may submit a handwritten report to the department.

D: Field Work – III Project Work (placement in organization for 15 days)

1. Placement in an industry shall be preceded by attendance of the student at a minimum of 6 orientation classes out of 8 arranged for the purpose. Student falling short of minimum attendance will not be eligible for placement in industry.
2. Under this programme, a student shall be placed in industrial organizations and establishments for 17 working days continuously.
3. Each student shall attend a minimum of 15 out of 17 scheduled field work days failing which he shall repeat the same placement along with the next year batch.
4. After completion of placement in industry, the student shall attend 2 group conferences out of 3, failing which he shall fulfill the same requirement along with the subsequent batch.
5. A candidate shall submit a draft report for individual Supervisory conference and fair report after the approval in his own handwriting for double valuation.
6. A student shall be deemed to have completed this requirement only after getting the satisfactory certificate from the Field Work Organization, Field Work Supervisor, Teacher, Guide and Head of the Department.
7. If there is any unsatisfactory certificate from any one of the above said persons the student shall be disqualified to submit the report for valuation.
7. Every student shall be required to appear for viva-voce (covering theory papers and field work) at the end of 3rd semester. The viva-voce committee shall consist of internal faculty members preferably with a practicing manager.

E : Project – IV Internship:

1. Under this programme, a student shall be placed in an Industrial Establishment having well established personnel/Human Resource Management Department outside the town/city where MHRM programme is offered, for a continuous period of 1-1/2 to 2 calendar months as decided by the university. During this period of field work,

each student is required to prepare a report inclusive of dissertation report on topic suggested by the field work organization. For this purpose, each student shall maintain a diary duly signed by the concerned officer of the field work organization on a day-to-day basis and the same shall be submitted to the department.

2. Student's absence for a maximum of 4 days shall be condoned during this period. The student shall maintain a diary duly signed by the concerned officer of the field work organization on a day-to-day basis and the same shall be submitted to the department.
3. Student shall be required to submit the dissertation part, after taking necessary guidance and approval from the Teacher, Guide. The Internship fieldwork report (Part-I) shall carry 50 marks and the dissertation (Part II) shall carry 50 marks.
4. The candidate shall submit a fair report of Part-I in his own handwriting and dissertation report shall be submitted neatly printed and in book form for double valuation.
5. The student's report shall be accepted for valuation only after satisfactory Confidential report from the organization, Teacher in charge of internship, Teacher, Guide and Head of the Department.
6. Any absence over the above permitted 4 days shall be made good by the extension of the placement at the discretion of the organization and the Head of the Department (here extension means continuation of the placement beyond the scheduled date)

F: Comprehensive Viva-Voce:

1. No student shall be permitted to take up the comprehensive viva-voce Examination unless he completes all the course requirements including examinations and field work.
2. The viva-voce committee shall consist of the Head of the Department, Chairman, Board of studies and other senior faculty member on rotation (among Associate Professors) and two external experts. In affiliated colleges, other than the University Department, the Head of the Department of the college will also be associated in addition to the above members.
3. The viva-voce shall cover all the papers of the semesters and project work dissertation.

END
