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HRM_IIsem_2016-17AB.pdf

B.A. HRM III Semester syllabus.pdf

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I SEMESTER

GENERAL MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Unit – I

Business management: introduction to management: definition description of management functions , nature, role and principles of management

Unit – II

International Management, social responsibilities and ethics

Unit – III

The process of management: planning-management by objectives, decision making-steps in decision making-process planning.

Unit – IV

Organizing-nature-entrepreneurship and reengineering-organization structure-empowerment and decentralization.

Unit –V

Direction-motivation-communication and leadership-control mechanism-organizational climate, culture and managing change through manager and organizational development.

Reference books /Suggested readings.

1. Samuel C. Cereto&STcereto: “Modern Management” 12th edition Pearson Education (Para –I)
2. Harold koontz and Cyril o” Donnel: Principles of Management, Tata McGraw Hill, New Delhi.
3. Stoner, James A.F., Freeman “Management, Pearson Education.
4. Sherlekar, “Management”, Himalaya Publications, New Delhi.
5. John w. New storm, “Organisational Behaviour”, Tata McGraw Hill, New Delhi.
6. Robins, Stephen, “Organisational Behaviour”, Pearson EducationPvt Ltd, New Delhi

ADIKAVI NANNAYA UNIVERSITY
RAJAHMUNDRY

CBCS/Semester System
(for 2016-17Admitted Batch)

B.A.

HUMAN RESOURCE MANAGEMENT

II Semester Syllabus

**GENERAL MANEGEMENT, LEADERSHIP &
ORGANISATIONAL BEHAVIOUR**

UNIT-I: Nature of Business: Survival and development, economic cycles, optimum firm-
Management: Definition, Management functions-Nature, Role & Principles of Management,
Approaches In managing people and organizational resources, Scientific Management,
Behavioral approach, Human relations approach and Hawthorne experiments.

UNIT-II: Functions of manager, Management & Society, challenges of management,
methodology for Corporate Social Responsibility and ethics-International Management and
Multinational corporations, Strategic HRM.

UNIT-III: Process of Management: Planning, organizing, directing and controlling and quality-
Planning: MBO, Decision making, Strategic planning. Nature, Enterpreneuring and
Reengineering.

UNIT-IV: Organizational Behaviour: Nature and type of organizations- OB; Definition, Nature
and Scope – Fundamental concepts of organizational Behaviour – Elements of Organizational
Behaviour. Organizational change, organizational culture as a management model.
Organizational effectiveness.

UNIT-V:

Text Books: Direction: Motivation Theories, Communication & Leadership, Studies of
Leadership, Leadership development emotional intelligence, Kolb's learning styles of leaders,
Thomas kilman's conflict resolution. –Mayer and Briggs Type Indicator.
McClellandachievement motivation.

1. T. Ramasamy "Principles of management" Himalaya Publishing house, Mumbai.
2. Aswathappa.k, Organizational Behaviour, Himalaya Publishing Co., Pvt., Ltd., Mumbai.

3. Link for Kilman's: <http://www.kilmanndiagnostics.com/overview-thomas-kilman-conflict-mode-instrument-tki>
4. Link for MBTI: https://en.wikipedia.org/wiki/Myers%E2%80%93Briggs_Type_Indicator
<https://www.cpp.com/products/mbti/index.aspx>
5. Link: Kolb's:
https://en.wikipedia.org/wiki/Learning_styles#David_Kolb.27s_model
<http://www.simplypsychology.org/learning-kolb.html>
6. https://en.wikipedia.org/wiki/Emotional_intelligence

Suggested Readings:

1. Samuel C. Cereto & ST Cereto: "Modern Management" 12th ED Pearson Education (Para. 1).
2. Harold Koontz and Cyril O'Donnell: Principles of management, Tata Mc Graw, Delhi.
3. Stoner, James A.F., Freeman "Management", Pearson Education.
4. Robbins, Stephen, "Organizational Behavior", Pearson Education, Pvt Ltd., New Delhi.

ADIKAVI NANNAYA UNIVERSITY
RAJAMAHENDRAVARAM
CBCS / Semester System
(From 2015-2016 Admitted Batch)
B.A. HRM
III Semester Syllabus
HUMAN RESOURCE MANAGEMENT

- Unit-I: Human Resource Management: Meaning of HRM -Evaluation of HRM - Role of HRM in the organization.
- Unit-II: Personnel Management and HRM - Functions of HRM (Managerial and Substantive) – Human Resource scenario in India - role of Human Resource practitioner – Contemporary challenges in HRM.
- Unit-III: Human resource Planning – meaning: evaluation – need and objective of HRP – Process of Human Resource Planning – Human resource planning in India.
- Unit-IV: Recruitment and Selection: Need – Objectives - sources of recruitment – e-recruitment – outsourcing.
- Unit-V: Selection methods - tests; group discussions – interviews – legal and constitutional framework relating to recruitment.

Books for Reference:

1. C.B. Memoria, *Personnel Management*.
2. P.C.Tripathy, *Personnel Management*.
3. Edwin, B Flipp, *Principles of Personnel Management*.
4. P.SubbaRao, *Human Resource Management*.

ADIKAVI NANNAYA UNIVERSITY

CBCS/SEMESTER SYSTEM

IV SEMESTER : BA HUMAN RESOURCE MANAGEMENT

(W.E.F 2015-16 ADMITTED BATCH)

HUMAN RESOURCE MANAGEMENT

Unit-I:

Induction, training and development: definitions-introduction to the company and workplace- methods of training- on the job training – off the job training-human resource development.

Unit-II:

Employee Compensation: influencing factors- fixation of wages and salary-fringe benefits- wage legislation and pay commissions

Unit-III:

Performance management: definition – importance-methods of performance appraisal.

Unit-IV:

Employee separation-redundancy- outplacement- downsizing- voluntary leavers retirement.

Unit-V:

Strategic HRM-meaning-aims –approaches

Books for Reference:

1. C.B. Memoria, *Personnel Management*.
2. P.C.Tripathy, *Personnel Management*.
3. Edwin, B Flipp, *Principles of Personnel Management*.
4. P.SubbaRao, *Human Resource Management*.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – V
Paper – V (Core Paper)
Employee Welfare and Labour Administration

Unit I: Concept of 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 Agencies.

Unit III: Labour welfare Programmes: Statutory and Non-Statutory, Extra Mural and Intra Mural: Financing of Welfare Program; Welfare Officer: Role, Status and functions. Workers Education Schemes in India.

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; Employee Provident Fund Organization, ESI Corporation; 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., 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. Punekar, S.D., Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Pub. House, Mumbai.
6. Miller & Form, Industrial Sociology.
7. Gisbert Pauscal, Industrial Sociology

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management

III Year B. A. Programme (UG) Courses – Under CBCS
Semester – V
Paper – VI (Core Paper)

ELEMENTS OF LABOUR LEGISLATION

Unit – I

Labour –constitution-principles of labour legislation—historical development of labour legislation.

Unit – II

Factories Act-1948

Contract labour (Regulations and abolition) Act 1970

Industrial employment standing orders Act -1946

Unit – III

Wage rules: payment of wages Act -1936

Minimum wages Act 1948

Payment of bonus Act -1965

Unit – IV

Trade union act 1926

Industrial disputes Act-1947

Payment of gratuity Act-1972

Unit-V

Employee state insurance Act -1948

Employees provident fund Act - 1952

Suggested readings:

1. Mallik P.L – Industrial Law
2. N.D.Kapoor- Labour laws
3. V.J.Rao- Shops and Establishments Act, Asia Law House-Hyderabad.
4. B.D.Singh – Labour laws for managers, Excel books – New Delhi.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Structure of Syllabus

VI Semester

Semester	Paper	Title
Semester VI *Any one Paper from A,B and C		Electives
	VII – (A)	Industrial Relations
	VII – (B)	Human Resource Development
	VII – (C)	International Human Resource Management
Semester VI ** Any one Cluster from A, B, & C	Cluster Electives – (A)	
	VIII	A-1: Management of Trade Unions
		A-2: Collective Bargaining and Employee Empowerment
		A-3: Management of Discipline
	Cluster Electives – (B)	
	VIII	B-1. Employee Compensation and Administration
		B-2. Safety, Health & Environment
		B.-3 Information Technology & Human Resource Information Systems
	Cluster Electives – (C)	
	VIII	C-1: Strategic Human Resource Management
		C:-2 Performance Management and Counseling
		C: -3 Organizational Change and Development.

*Student has to choose only one paper

** Students are advised to choose Cluster (A) if they have chosen VII (A) and Choose Cluster (B) if they have chosen VII (B) etc. However, it is only suggestive.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VII (Elective A)

Industrial Relations

Unit I: Industrial relations: Concept, Determinants and Approaches; Evolution of Industrial Relations in India; Economic Reforms and IR; 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 and other committees; Code of Conduct; Code of Discipline; Joint Consultation and workers Participation in Management; ILO.

Unit III: Industrial Conflict: Causes, Trends, Manifestations and Effects; Methods and Machinery for settlement of Industrial Disputes in India. Discipline Management: Disciplinary Procedure; Redressing Employee grievances.

Unit IV: Trade Unions: Concept, Objectives and Functions; The Role of Trade Union in IR; Structure of Trade Union; Theories of Trade Unionism: National Trade Union Federations, Employers Association.

Unit V: Trade Unionism in India; Problems of Trade Unions: Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance; Emerging Trends in Unionism in India; Trade Union Movement in India, UK & USA.

Suggested Readings:

1. Dunlop, J.T., Industrial Relations System, Henry Holt & Company, New York, 1958.
2. Beatrix Web & Sydney, Industrial Democracy, Routledge, London, 1958.
3. J.H. Richardson, An Introduction to the Study of Industrial Relations, Taylor & Francis Group, London, 2010 (Reprint).
4. Ratnasen, Industrial Relations, Macmillan, New Delhi, 2009.
5. Jerome Joseph, Industrial Relations, Response Books, New Delhi.
6. Arun Monappa, Industrial Relations, Tata McGraw Hill, New Delhi.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII
Cluster Elective - A1 : Management of Trade Unions

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

UNIT II : Trade Union moment in UK and USA, Profile of Indian Workers, Trade union Moment in India, National Moment and Trade union moment, 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

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII

Cluster Elective – A2 : Collective Bargaining and Employee Empowerment

UNIT I: Participative Management: Concept, Objectives, Importance and Evolution, Industrial Democracy, Participative Models, Worker Control, Co-partnership, Co-determination, and Trusteeship, 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 and Growth; Theories of collective Bargaining; Recognition of Bargaining Agent, Pre-requisites for bargaining; Process of Bargaining: Preparation, commencing, negotiating on issues, Negotiating skills and Implementation of Agreements.

UNIT V: Collective Bargaining Models: Intra - Organizational Bargaining, Distributive Bargaining, Integrative Bargaining, Attitudinal Bargaining; Patterns of Collective Bargaining: Conjunctive, Co-operative, Concession, Continuous, Productivity, Coalition and Coordinated Bargaining; Emerging Trends in Collective Bargaining.

Suggested readings:

1. Report on the study Group of Workers' Participation in Management.
2. Beatrix Web and Sydney Web, Industrial Democracy, Longmans, London, 1958(Reprint).
3. K.C.Alexander, Participative Management, Sriram Centre for Industrial Relations, New Delhi.
4. Neil Chamberlain and J.Wesley Kuhn, Collective Bargaining, McGraw Hill, New York, 1965
5. Virmani. B.R., Workers Participation in Management, Oxford & IBH, Delhi.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII
Cluster Elective – A3 : Management of Discipline

UNIT I: Discipline; Concept, Nature and Significance; 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 Interview; 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.

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. PrabhakaraRao, 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.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VII (Elective B)

Human Resource Development

Unit I: HRD Macro Perspective: Concept and Significance; HRD growth; difference between HRD and Human Development; Approaches to HRD - Systems Approach; Activity Areas of HRD; Strategic HRD concept; Behavioural Science and HRD.

Unit II: HRD Micro Perspective: HRD Process; Difference between Training, Development & education.; HRD Sub systems – Training, Performance and Potential Appraisal, Career Planning, Quality Circles, Feedback and Performance Coaching, Rewards, Quality of Work Life, Work life Balances, OD, HRIS.

Unit III: Organizing HRD Functions: Structure and Organization of HRD and Its functions. Role of HRD manager, Technology and HRD, Culture building for HRD, HRD climate: OCTOPACE.

Unit- IV: Training and Development: Concept and significance; Assessment of Training needs; Types and Methods of Training; Designing and Evaluating of Training and Development programmes.

Unit -V: Learning Organization: Concept and Theories of Learning; Organizational Learning: Concept and Significance; Building learning organizations; Evaluation and measuring of HRD; HRD Audit; Trends of HRD in India.

Suggested readings:

1. Nadler, Leonard, Corporate Human Resource Development, Van Nostrand Reinhold/ASTD, New York.
2. T.V.Rao, Human Resource Development, Sage Publications, New Delhi.
3. T.V.Rao and Udai Pareek, Designing and Managing Human Resource Systems, Oxford and IBR Pub., Ltd., New Delhi.
4. T.V.Rao, HRD Audit, Sage Publication, New Delhi.
5. T.V.Rao, HRD: Experiences, Interventions and Strategies, Sage Publications, 1996, New Delhi.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII (Cluster Elective - B1)

Employee Compensation and Administration

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

UNIT II: Wage Administration: Principles, Factors influencing Wage Fixation and Methods; Role of 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 sound 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 MNCs.

Case Analysis:

Suggested Readings:

1. Subramanian, K.N., Wages in India, Tata McGraw 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 in Indian Enterprises, Allied Books Agency, Calcutta.
5. Aswathappa K., Human Resource and Personnel Management, Tata McGraw Hill Publishing Co., New Delhi.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII(Cluster Elective – B2)

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.

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.
5. Government of India, Report of the National Commission on Labour, Publications Division, New Delhi.
6. Government of India, Report of the Second National Commission on Labour, Publications Division, New Delhi.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII(Cluster Elective – B3)

Information Technology & 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: Introduction to ERP; Concept and Variables; Introduction to ERP; Decision Support systems; Basic concepts of Technology for MIS: Database Management System; Client Server Technology and Networks; Application of MIS: Application in Manufacturing Sector and 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 to HRM; Database in HRIS.

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

Suggested Readings:

1. Jawedkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
2. Kumar, Muneesh, Business Information House Pvt. Ltd., New Delhi.
3. Gordon Davis, B., Management Information Systems: Conceptual Foundations, Structure and Development, McGraw Hill Book Company, New Delhi.
4. O'Brien, James, A., Management Information Systems – A Managerial End User Perspectives, Galgotia, New Delhi.
5. Kenneth Laudon, C., and Laudon, Jane Price, Management Information Systems – A Contemporary Perspective, Macmillan, New York.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VII (Elective –C)

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 Expatriation and Repatriation: Management Development in International Settings; Global Leadership Development.

UNIT IV: Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems; Taxation of expatriates, double taxation problems; 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.

Suggested Readings:

1. Dowling, Peter, J and Welch Denise, International Human Resource Management, Thomson Learning, Bangalore, 2006.
2. Anne WilHarzing et al., International Human Resource Management, Sage, New Delhi.
3. Hodgetts, Rich M., and Luthan, Fred, International Human Resource Management, McGraw Hill Companies Inc., New York.
4. Mead, Flichard, International Management, Blackwell Business, USA.
5. ILO, Multinational Enterprises and Social Policy, ILO, Geneva.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII(Cluster Elective – C1)

Strategic Human Resource Management

UNIT I: Concept of Strategy; Types of strategies: Corporate Strategy, Business strategy and functional strategy; Strategic Human Resource Management: Concept, Nature, Evolution and Growth;

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 and Indian context.

UNIT III : Human Resources Contribution to Strategy; Strategic Human Resource Activity Typology ;Classifying Human Resource Types; Integration of strategy with Corporate Strategy and Business Strategy; Role of Human Resource manager in Strategic Planning; Strategic 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 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 practices; Individual Best practices vs. Systems of Practices; Universal Practices vs. Contingency Perspectives. Over view of HR Evaluation: Approaches to Evaluation; Evaluation of Strategic Contribution in Traditional Areas; Evaluation of Strategic Contributions in Emerging Areas.

Suggested Readings:

1. Greer, Charles R., Strategic Human Resource Management – A General Managerial Approach, Pearson Education (Singapore) Pte. Ltd, New Delhi, 2003.
2. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.
3. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.
4. Porter, Michael S., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII (Cluster Elective – C2)
Performance Management and 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 Frame work: Integrated Performance Management Framework; New Dimensions to Integrated Performance Management; Concept of Maturity Alignment.

UNIT IV: Features of Effective Performance Appraisal System; Feedback; Rewarding Performance; Change through Performance Management; Building and Leading High Performance Teams; Competency mapping; 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. PremChandha, 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. Caroll, Michael and Walton, Michael, Handbook of Counseling in Organizations, Sage Publications, New Delhi.
5. Mabey, Christopher and Salaman, Graeme, Strategic HRM, Beacon Books, New Delhi.
6. T.V.Rao, and Pareek, Udai, Redesigning Performance Appraisal Systems, Tata McGraw Hill Publication Co. Ltd., New Delhi.

ADIKAVI NANNAYA UNIVERSITY
B. A. Human Resource Management
III Year B. A. Programme (UG) Courses – Under CBCS
Semester – VI
Paper – VIII (Cluster Elective – C3)
Organizational Change and Development.

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

UNIT II: Types of Change Continuous or Incremental 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.

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. AdvaianThronhill et al., Managing Change, Penrson Ed., New Delhi.
5. Ramanarayana S., Rao, T.V., Singh Kuldeep (ed.), Organisational Development – Interventions and Strategies, Response Books, New Delhi.
6. French, Wendell L., Bell Jr. Cecil H. and Zawacki Robert A., Organisational Development; Theory, Practice and Research, Universal Book Stall, New Delhi.