

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

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**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.

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**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

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**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.

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**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.

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**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.

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**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.

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**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.



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**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.

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**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.

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**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.

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**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.

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**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.