

H.N.G. UNIVERSITY PATAN
AFFILETED
H.R.M. CBCS SCHEME
WITH EFFECT FROM JUNE 2014

H,N,G UNIVERSITY PATAN
HRM RULES
Curriculum as per the CBCS SCHEME

The degree of Master of Human Resource Management is a professional Post-Graduate degree in Human Resources .It is a recognized qualification for positions of Human resource personnel in Governmental, Industrial and Non-Governmental Sectors for positions of Human Supervisors, Public Relation Officers, Probation Officers in Banking Sector, Human Resource Development in Industrial sectors, Social Development, Rural and Tribal Welfare and Development, Rural and Urban Community Development, Women's development and empowerment, Human Worker in Hospitals, Training and Development Officer. The Master's degree programme equips trainees to work as agents of change from grassroots up to policy levels.

1. HRM Programme structure. :

The HRM degree will be awarded to students who complete a total of 80 credits in minimum of two years taking, total 20 Courses/ papers with training in four semesters. Training in Organization, research (Dissertation) as per semester structure, components and credit patter. Total credits for H.R.M programme will be 80.

2. YEAR OF IMPLEMENTATION: - Under Academic Flexibility, the New HRM Syllabus will be implemented **from June, 2014 onwards** in the Affiliated College

3PREAMBLE: This course is aimed at developing the knowledge, values, beliefs and skills necessary for working with individuals, groups, communities and for collective Social and Human action. The course also gives an edge to the Human Resources work students to enable them to inculcate the philosophies, ideologies and methodologies of Human work profession. In order to fulfill this, the course covers wide

To the core, supportive, interdisciplinary and elective domains of Human Resources Management. The course is designed with appropriate consistency within the papers and among the papers. Therefore, interdependence of the papers is a characteristic feature of the course. The course will enable the learners to assume the role as the agents of change and development with a positive attitude. Furthermore, it is a professional course with ample employment opportunities in various fields such as industries, hospital settings, Banking Sector, Hotel Sector, Rural, Urban and Tribal Communities, Correctional institutions, State and Central Government Departments. Etc...

4. GENERAL OBJECTIVES OF THE HRM COURSE:

After successful completion of this course students will be able to:

This course is related to the nature and scope of Human Resource Management. This unit focuses specifically on the nature of human resource management. The unit is a guide to the field of human resource management

1. Critically understand the social system, ideologies, methodologies, and social work practices in various settings, along with Human work values, ethical principles, evidence-based practices while working with individuals, groups and mass communities.
2. To strengthen the theoretical understanding, expand knowledge-base, inculcate relevant values, attitudes and skills required for professional worker through the theory and practical component of the course.
3. Develop interdisciplinary and specialized professional outlook, upheld the dignity and esteem of the Human work profession and achieve self-actualization.
4. Employ participatory, action and evidence-based practices in the field settings.
5. Engage the system through collective action and demand-driven approach to ensure Organization justice and equity to the marginalized, vulnerable and weaker-sections of Organization.
6. Understand and design effective strategies to evaluate and monitor progress over time in development and change action that are appropriate for specific interventions and for various target groups.
7. To acquire professional skills to work in industries, hospital settings, De-addiction Centres, Rural, Urban and Tribal Communities, Correctional institutions, State and Central Government Departments, Private Sector and sponsored research and action - oriented projects undertaken by National and International Agencies.

5. DURATION

The course shall be a Post-Graduate Full Time Course
The duration of course shall be of Two years /Four Semesters.

6. PATTERN

7. FEE STRUCTURE

For Foreign students Tuition Fee will be Five times. (as per Govt. norms)

Note: The students should pay the fee which is decided by the university from time to time.

Intake: _____

Intake: Minimum 35 and Maximum 50 in affiliated post graduate institution.

(6) Admission Committee: (IF REQUIREMENT)

- 1) For the admissions of the HRM course the composition of Admission Committee which will be the final authority is as mentioned below:
 1. Co-ordinator / Head, Department of HRM Course: **Chairman:**
 2. Dean, Rural faculty
 3. Two Principal/ Senior Lecturer from the affiliated colleges to be nominated by the Vice chancellor in rotating manner
 4. The SC and ST teacher representative to be nominated by vice chancellor

(7) Merit List for admission rounds:

1. The merit list of the students shall be prepared on the basis of marks obtained by the candidate in the Bachelor's degree
2. If the tie continues, then considering the age of student from date of birth elder student will be considered.

(8) Reservation :

1) Intake Capacity of HRM Course and Reservation quota for admission will be as per the rules of the State Government and university from time to time.

If any difficulty arises during the admission process, the admission committee should take the appropriate decision, which should be considered as final decision

9. Eligibility : Qualifying Examination :

i) Candidates who have passed any Bachelors' degree [10+2+3] of H. N. G. University or any other Statutory University recognized or equivalent thereto.

10. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in Gujarati or English.

11. The framework for internal evaluation (IE) & External evaluation (SEE)

(A) Internal Evaluation 30 marks

- 5 marks assignment
- 15 marks writing Exam.
- 10 marks field trip, visit report, seminar, presentation,

(B) External evaluation 70 marks

- 100 % semester end examination taken by H.N.G University Patan

(C) Evaluation of training and report writing

- Industrial training duration for one month
- The students have compulsory stay for one month to allotted place by department and to submit

Report writing

- To find out the way of life.
- To know various problems and solutions about industrial area.
- The students have to know practical work of various type of industrial field as like Agriculture, Dairy, N.G.O, Factory, Bank, Hospital, Extension institute and Rural, Urban Industries.

Evaluation Method

Internal Evaluation

50 Marks According
Writing

1. Present
2. Increase Knowledge
3. Certificate by Placement
4. Viva and
5. Interest in Training

External Evaluation

50 Marks to only Report

(D) Dissertation Evaluation

The Students in fourth semester have to undergo project work dissertation on the topic allotted by department this work will be carried out by the students under the supervision of the faculty.

- 50 marks Internal through supervision of the faculty (Report writing them and selection of topic)
- 50 marks to External viva voice by Examiner teams.

12. Promotion Rules (Passing Standard)

(A) Student under goes a regular course of study and fulfills the required criterion of attendance and secures minimum 12 marks in the internal assessment component of each course.

(B) Student has a required minimum 40 marks in the external assessment component of each course.

(C) Student had no required attendance not cleared the required number of courses and not completing a semester continued to the programme from where he /she had left it.

13. Awards of Grades

(A) Credit means one hour of teaching work in a weekly for example, 4 credit in a subject (course) then 4 hours teaching work in a weekly period.

(B) Award of Grades table.

Range of % of Mark	Grade	Grade Point
Less than 40(1 to 30)	F	0(Zero)
40 to 49	E	5
50 to 54	D	6
55 to 59	C	7
60 to 69	B	8
70 to 84	A	9
85 to 100	O	10

14. Structure of Question Paper (HRM)

Q.1 Answer the following (Two out of three) 7+7 marks

Q.2 Answer the applied information to related
Subject A or A 14 marks

Q.3 Answer the following (one out of two) 14 marks

Q.4 Answer the following short note (two out of three) 7+7 marks

Q.5 Answer the following (any seven out of nine) 14 marks

Definition, Objective Questions, G.K. of Subject, and Meaningful words.(Cover five unit)

Note: (Minimum 14 Marks Compulsory each Unit)

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The Following will be the scheme of examination for the first Semester of HRM

SEMESTER – I

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination		Total Credits
						EE Weight	IE Weight	
1	HRM CC -101	Principal of Management	4	4	3	70	30	20
2	HRM CC-102	Principal of Human Resource Management	4	4	3	70	30	
3	HRM CC-103	Organizational Behavior	4	4	3	70	30	
4	HRM CC-104	Communication Skills	4	4	3	70	30	
5	HRM E-105 OR	Stress Management	4	4	3	70	30	
5	HRM E-105	Group Dynamics	4	4	3	70	30	

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The Following will be the scheme of examination for the II Semester of HRM

SEMESTER – II

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination		Total Credits
						EE Weight	IE Weight	
1	HRM CC-201	Training & Development	4	4	3	70	30	20
2	HRM CC-202	Industrial Relation & Labor Welfare	4	4	3	70	30	
3	HRM CC-203	Entrepreneurial Development	4	4	3	70	30	
4	HRM CC-204	Training & internship Report writing	01 Month	4	-	50	50	
5	HRM ID-205	Labor Legislation	4	4	3	70	30	

- 50 marks internal evaluation according to /present / increase knowledge / viva /interest / and certificate by placement institution
- 50 marks external evaluation according to report writing

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The Following will be the scheme of examination for the III Semester of HRM

SEMESTER – III

Sr. No .	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination		Total Credits
						EE Weight	IE Weight	
1	HRM CC-301	Organization Development	4	4	3	70	30	20
2	HRM CC-302	Strategic Human Resource Management	4	4	3	70	30	
3	HRM CC-303	Compensation Management	4	4	3	70	30	
4	HRM CC-304	Hunan Resource Development	4	4	3	70	30	
5	HRM ID-305	Research Methodology	4	4	3	70	30	

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The Following will be the scheme of examination for the IV Semester of HRM

SEMESTER – IV

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination		Total Credits
						EE Weight	IE Weight	
1	HRM CC-401	Human Resource Information System	4	4	3	70	30	20
2	HRM CC-402	Performance Management System	4	4	3	70	30	
3	HRM CC-403	Contemporary Issues in HRM	4	4	3	70	30	
4	HRM CC-404	Dissertation	4	4	-	50	50	
5	HRM E-405 OR	Global Human Resource Management	4	4	3	70	30	
6	HRM E-405	Gandhian Philosophy and HRM	4	4	3	70	30	

Note: CC - Core Course

I.D - Inter Disciplinary

E - Elective

Note:- 50 marks external through supervision of the faculty & 50 marks to external viva voice by examiner team

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Semester – I
Paper 1, CC – 101 Principle of Management

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC - 101	Principal of Management	4	4	3	70	30

Unit-I

Management Introduction – Definition – Nature and Scope of Management
 Process – Management Science of Development of Scientific Management
 and other School of Thought - Function of the Manager.

Unit – II

Planning: The Meaning and Purpose of Planning – Types of Plan

Decision Making: Process of Decision Making – Quantitative Techniques.

Objectives and Policies: Objectives, policies, procedures and methods -
 Nature and types of policies.

Unit – III

Organization: Types of Organization Structure – Span of Control – Uses of
 Staff Units and Committees

UNIT-IV

Delegation and decentralization - Line and staff relationship - Staffing -
 Sources of recruitment - Selection process - Training.

Unit – V

Directing: Nature and Purpose of Direction – Controlling – Need for Coordination – Meaning and Importance of Control – Control Process – Budgetary and non – Budgetary Controls.

Reference Books

1. Koontz and O'Donnel : Essentials of Management.
2. Dala, Ernest : Management - Theory and Practice.
3. Bagar : Principles of Management.
4. Dinkar pagare : Business Management

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Semester – I
Paper 2 – CC ,102 Principle of Human Resource Management

Sr. No	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-102	Principal of Human Resource Management	4	4	3	70	30

Unit – I

Human Resource Management – Definition – Objectives – Scope of HRM – HRM in India – Need of HRM – Quality of a Good Human Resource Managers – Job Analysis, Job Description & Job Specification.

Unit – II

Recruitment: Definition – Sources of Recruitment – Method/Techniques of Recruitment
 Selection Process – Interview – Types of Interviews – Placement and Induction

Unit – III

Training – Meaning and Definition of Training – Objective of training – Need of Training – Methods of Training – Types of Training – Training Process – Executive Development – Transfers – Promotion – Appraisal – Methods of Performance Appraisal.

Units – IV

IR – Meaning of Characteristics Industrial Relations - Objective of IR – Factors Affecting IR – Parties to IR – Importance of IR – Nature of Trade Unions – Problems of Trade Unions – Objectives of Trade Unions – Function of Tread Unions – Problems of Trade Unions

Units – V

Human Resource Planning (Definition – Need – Process – Factors Affecting HRP etc...)

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Reference Books:

1. Srraw & Sayles : Personnel Management
2. Yoder & Date : Personnel Management & I.R.
3. E.D. Flippos : Principles of Personnel Management
4. C.B. Mamoria : Personnel Management

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Semester – I
Paper 3 – CC, 103 Organizational Behaviour

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-103	Organizational Behavior	4	4	3	70	30

Units – I

Organizational Behavior:- Definition and Meaning – Characteristics of Organizational Behavior – Model of OB – Need and Importance of OB – Scope of OB – Barriers to OB

Units – II

Individual Behavior: - Personality Definition and Meaning – Factor of Effective (Biological, Cultural, Family, Social and Situational Factor) – Theories of Personality – Meaning of Learning – Learning Process – Learning Theory and OB – Type of Learning

Units – III

Perception – Meaning and Definition – Need – Factor Influencing Perception – Process of Perception - Organizational Behavior and Perception

Unit – IV

Group Dynamics and Team Development: - Meaning of Group – Characteristic of Group – Type of Group – Influences – Group Dynamics – Effectiveness of OB Factor – Group Norms - Group Decision Making Techniques

Unit – V

Motivation:- Introduction – Meaning and Definition – Important – Problems
Maslow Theories

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Reference Books:

1. S.P. Robbins : Organisational Behaviour
2. Fred luthans : Organisational Behaviour
3. K. Aswathappa : Organisational Behaviour
4. L.M. Prasad : Organisational Behaviour

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Semester – I
Paper 4, CC, 104 Communication Skill

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC- 104	Communication Skills	4	4	3	70	30

Unit – I

Communication – Meaning and Significance for Management – Type of CS – Process of CS – Media – Barriers to CS – Principles for Effective CS

Unit – II

Correspondence – Norms for Business Letters – Letter for Different Kinds of Situations – Personalized Standard Letters, Enquiries, Customers Complaints, Collection Letters, Sales Promotion Letters

Unit – III

Report Writing – Concept - Structure of Reports –Important Report – Short and Long Reports –Process of Report

Unit – IV

Committee, Group Discussion, Negotiation, role Playing, seminar, principles of public speaking, speech composition and skills, conclusion.

Unit – V

Conducting Meeting: Procedure – Preparing Agenda, Minutes and Resolutions
Conducting Seminars and Conference – Procedure of Regulating Speech

Reference Books:

1. RAISHER : Business Communication - ATTBS
2. KRISHNA MOHAN & MEERA BANNERJEE - Developing Communication Skill
Macmillan.
3. WOOLCOTT & UNWIN - Mastering Business Communication
4. ANDERSON & OTHERS - Thesis Writing.
5. Business Communication – Aspi and Rhoda Doctor

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Semester – I
Paper 5,E 105 Stress Management

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM E-105 OR	Stress Management	4	4	3	70	30

OR

Unit – I

Stress – Introduction of Stress – Definition & Meaning - Approaches to Stress – Good Stress Vs Bad Stress – Type of Stress – Advantages and Disadvantages

Unit – II

Manifestations of Stress – Stages of Stress – Signs of Stress at Work – Personal Types and Stress

Unit – III

General Sources of Stress – Stress and Health – Physiological and Psychological Illness

Unit – IV

Stress Management – Stress Diary – Becoming Change Skilled – Adopting a Healthy Life Style – Right Attitude – Thought Awareness – Learning to Relax – Correct Breathing – Value and Goal Planning – Time Management

Unit – V

Organization and Stress Management – Recognize the signs – Approaches to the Problem – Providers Assistance

Reference Books:

1. Ann Edworthy, Managing Stress, Open University Press, Buckingham, Philadelphia.
2. K.Hari Gopal, Organizational Stress, University Press.
3. Dr.Rakesh Chopra Santosh Sharma, The stress Cyclone Suffer or Emerge out: The choice of yours, Institute of corporate Management, Excel Books
4. Stress Management – Kumar Prakashan

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Semester – I
OR
Paper 5 , E 105 Group Dynamics

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM E-105	Group Dynamics	4	4	3	70	30

GROUP DYNAMICS

UNIT-I

Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience.

UNIT-II

Group and its formation - Formal and Informal Groups - Functions Fulfilled by Group Variables Affecting the Integration in Groups of organizations Groups and Personal Needs.

UNIT-III

Training for Effective Group Membership - T-Group Training or Sensitivity Training - Process of Decision Making in Groups - Problems and Approaches for 'Consensus' formation - Effective Meetings.

UNIT-IV

Theory and Model of Interpersonal Behaviour of C. Willian Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility.

UNIT-V

Use of Groups in Organisations vs Industrial Performance - Inter group Problems in Organisations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group - Team work development.

Reference Books:

1. Organization Psychology - Eder Scheim.
2. T-Group Development and OD - Dharani P sinha.
3. Interpersonal Underworld - G. William Shutz

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Semester – II

Paper I, cc 201 Training and Development

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC- 201	Training & Development	4	4	3	70	30

Unit – I

Learning Objective – Domains of Learning – Method of Learning – Importance of Teaching Techniques – Advantage of Learning – Problems of Learning

Unit – II

Need for Training and Development – Role of Development Office – Administrators, Consultants, Designers and Instructors – Training Needs – Usefulness of Training – Development of Competency

Unit – III

Methods of Training – On the Job Training – Off the Job Training – Choosing Optimum Method - the Lecture – Field Trips – Panel Discussion – Behavior Modeling – Brain Storming – Case Studies – Action Mazes

Unit – VI

Need for Development – Differences between Training and Development – Concepts – Assumptions – Process and Methods Organization of Management Programs – evaluation of Training and Development Program - Employee Appraisal Methods

References Book:

1. B. Taylor & G.Lippitt: .MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
2. William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-hall, New Jersey, 1982.
3. Human Resource Management – Dr. R. K. Balyan
4. Human Resource Management – C. Jamnadas

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Semester – II

Paper II, CC- 202 Industrial Relations and Labor Welfare

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-202	Industrial Relation & Labor Welfare	4	4	3	70	30

Unit – I

Concept of Industrial Relations: Factors affecting industrial relations - Importance of Industrial Relations, Collective, Manpower Planning – Recruitment – Selection – Method of Selection – Use of Tests of Interview Techniques in Selection

Unit – II

Introduction: Training – Methods – Techniques – Training within Industry – Performance Appraisal – Transfer – Promotion – and Termination of Service – Motivation

Unit – III

Industrial Relations: Definition – Scope – Functions – IR in India – Code of IR – Job Evaluation – Methods of Wage Payment

Unit – IV

Labour Union: Definition & Meaning - Characteristics of Labour Union – Works of Labour Union – Types – Problems – Rule of Labour Union

Unit – V

Industrial Unrest – Implications of Industrial Unrest – Employee Satisfaction & Dissatisfaction – Workers Complaints and Grievances – Strikes – Advantage & Disadvantage of Strikes

Reference Books:

1. Dale Yoder : Personnel Management and Industrial Relations
2. Pigors and Myers: Personnel Administration.
3. Daver : Personnel Management
4. Chatterjee, K. : Personnel Management
5. Tripathi : Personnel Management
6. Michael, V. : Industrial Relations in India and Workers involvement in Management
7. Bhagoliwal : Economics of Labor in Industry

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Semester – II

Paper III,CC– 203 Entrepreneurial Development

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-203	Entrepreneurial Development	4	4	3	70	30

Unit – I

Entrepreneurial traits, types and significance; definitions, characteristics of entrepreneurial types, qualities and functions of entrepreneurs, role and importance of entrepreneurs in economic growth

Unit – II

Business Ideas: Project Identification and Formulation – Classification of Project – Feasibility Studies – Project Appraisal Methods – Product Design, Network Analysis

Unit – III

Financing Entrepreneurs: Institutional Finance to Entrepreneurs – Role of IDBI, ICICI, LIC, SBI, and Commercial banks in Financing Entrepreneurs

Unit – IV

Human Rights & Development: Definition & Meaning of Human Rights – Theories on Human Rights – Historical Development of Human Rights

Reference Book:

1. Management & Entrepreneurship Development : G.S. Sudha
2. Entrepreneurship innovation : Rabindra N. Kamungo
3. Youth Entrepreneurship : Dr. K. Parthasarthy, - Dr. V. Anandhamoorthy
4. Saravanel P - Entrepreneurship Development
5. Tandon B.C. - Environment and Entrepreneurship
6. Rao B.V and Undaipareek - Developing Entrepreneurship

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Semester – II

Paper V, CC -204 Industrial Training & Internship report Report writing

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-204	Training & internship Report writing	01 Month	4	-	50	50

Note:

1. One Month Training Program in Industrial Organization. / industries
2. The students have compulsory stay for one month to allotted place by department and to submit report writing
3. To know various problems and solutions about industrial area
4. To find out the way of life
5. The students have to know particle work of various type of industrial field as like agriculture / dairy/NGO/factory/Bank/ hospital /extension institutes / and Rural urban industries

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Semester – II

Paper V, ID - 205 Labor Legislation

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM ID-205	Labor Legislation	4	4	3	70	30

Unit – I

Introduction to Labor Legislation – India Labor Legislation – Indian Constitution and Labor Legislation – Objectives and Classification

Unit – II

Laws on Working Conditions: - The Factories Act-1948, The Mines Act-1952, Shop and Establishment Law, Plantation Labor Act-1951, Contract Labor -1970, Child Labor Act-1986,

Unit – III

Industrial Relation Law – Trade Unions Act-1928, Industrial Disputes Act-1947, Industrial Employment Act-1946

Unit – IV

Wages and Labor Laws – Minimum Wage Act-1948 – Payment of Wages Act-1936, The Payment of Bonus Act-1965, Equal Remuneration Act-1976

Unit – V

Laws for Labor Welfare and Social Security – The Workmen's Compensation Act-1923, The Employees State Insurance Act-1948, The Maternity Benefit Act-1961, The Employees Provident Fund and Miscellaneous Provision Act-1952, The Payment of Gratuity Act-1972.

References Book:

1. Handbook of Law : H. L. Kumar
2. Labour relations Law in India : Agarwal
3. Labour & Industrial Law : S. N. Mishra
4. Industrial Law : J. K. Bareja
5. Industrial Laws Bar Act : Bharat Law House

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Master of Human Resource Management
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Semester – III
Paper I, CC- 301 Organization Development

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-301	Organization Development	4	4	3	70	30

Unit – I

Introduction to Organizational Development: Concepts – Nature and Scope of Organizational Development – Characteristics of OD - Model of Organizational Development – The Nature of Planned Change

Unit – II

Development Concept and Human Development: Progress and development – Human Development Concept: PQLI, HDI, HPI – 1, HPI – 2, Human Development in India – Problem of Human Development

Unit – III

Understanding Organization – Approaches to Understanding Organizations – Key Organizational Designs, Procedures, Differentiation – Integration, Basis Design – Dimensions – Determination – Life Cycles in Organization

Unit – IV

O.D. Interventions: Team Interventions – Inter Group Interventions – Personal, Interpersonal and Group Process Interventions – Comprehensive Interventions Structural Interventions

Unit – V

References Book:

1. Human Resource Development, Concept & Practices : Santosh Gupta & Sachin Gupta
2. HRD in New Millenium by Udai Pareek and V Sisodia, Tata McGraw Hill Publisher
3. HRM and Industrial Relations – Dr. Jayshreee Thakore and Dr. R. K. Balyan, Himalaya Publishing House, Mumbai
3. Organization Development - Wendell - I. French & Cooil H. Bell Jr.

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Master of Human Resource Management
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Semester – III
Paper II, CC– 302 Strategic Human Resource Management

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
2	HRM CC-302	Strategic Human Resource Management	4	4	3	70	30

Unit - I

Overview of Strategic Management

- Introduction to Strategic Management - Concept of strategic Management - Strategic Management Process - Strategic HR Vs Traditional HR - Barriers to Strategic HRM

Factors affecting strategy formulation

- Company mission & Vision - Internal factors - Organizational self assessment - Company's Culture & Values - External Environment (Impact of Technology, Diversified workforce, Government Policy, Socio Economical impact, Competitors strategy)

Unit-II

Process & Models of SHRM & Approaches to SHRM

- Process of SHRM
- Model of Strategic HRM Mgt.
- Model of Strategic HRM
 - a) General Models
 - b) The high performance working model
 - c) The high commitment management model
 - d) The high involvement managerial model

- Strategy implementation – Operationalising the strategy
 - a) Identification of annual Objective
 - b) Qualities of effective annual Objective, integrated & Co-ordinate, Objectives, Benefits of annual objectives
 - c) Developing functional strategies: different between grand & functional strategy

- Approaches to SHRM
 - a) Best - fit approaches
 - b) Bundling
 - c) Approaches to attaining strategic fit
 - Competition Strategy
 - Organizational typology
 - Life cycle

- Unit-III : The role of Strategist
- The Role of HR
 - A new mandate for Human Resources
 - The strategic partner role – HR as a business partner
 - The strategic role of the HR Director
 - HR Directors – HR professional as charge agents
 - Leadership qualities – Leadership styles, Ambitions and Values of strategic leader

Unit-IV : Organizational HR Strategies

- Organization development, Strategies for culture change, strategies for knowledge management, commitment strategy
 - Strategies for developing a climate of trust
 - Organizational HR Strategies in action.

Unit-V : Improving Business performance through Strategic HRM

- The way forward HR practices that improve business performance – when HR practices contribute to improved business performance
 - A functional approach to the development of HR strategies
 - Achieving integration – implementing HR Strategies

References Book:

1. International Human Resource Management : Managing people in multinational context, Peter J. Dowling Denice E. Welch, Randhali Schuler, South Western, Thomson earning (For Module 1 – 8, Module – 10)
2. Industrial Relations, Trade Unions & Labour Legislation by Sinha, Sinha & Sekhar.
3. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.
4. Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.

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Semester – III
Paper III, CC- 303 Compensation Management

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-303	Compensation Management	4	4	3	70	30

Unit – I

Compensation

Introduction, Definitions, Role, Classification, Types, Components (In India and MNC), Principles of wage fixation

Unit – II

Wage Policy

Objectives of wage policy, Factors affecting wage policy, Characteristics of wage policy, Factors affecting executive compensation, Benefit of higher compensation to executives, Reason for wage differentials.

Unit – III

Wage Theories

- Classical theories of wages:

Subsistence theory of Ricardo, Standard of living theory, Theory of Pigou, Wage fund theory of Mill, Residual Claimant theory of Walker, Karl marks. Marginal productivity, Collective Bargaining theory, Theory of Tausig, Michael Kalecki and labor theory of value, Keynes.

Unit – IV

Administration and Issues of wages

- Compensation administration.
- Objectives of compensation planning:
Equal pay rate, Determining pay rate
- Compensation administration Model:
Internal consistency, External Competitiveness, Employee contribution, Administration
- Economic and Behavioral Issues in Compensation

Unit – V

Incentive Payment and Fringe Benefits

Concept, Objectives, Need, advantages and limitation

- Types:
Blue Collar, White Collar, Managerial Personnel.
(Individual, Group, Monetary, Non-monetary)
 - Different System for incentive calculations (SUMS)
Halsey system, Halsey – Weir premium plan, Rowan premium plan, Bandeaux system, Taylor’s system, Barth variable sharing system, Gantt system, Emerson system
 - Other Plans:
Profit sharing, Employee stock ownership plan, Merit rating incentive, and Suggestion system.
- Concept and types of fringe benefits.

References Book:

1. G. K. Suri : Wage incentive theory and practice
2. Bachelor : Wage and salary administration
3. N. K. Singh : Manpower planning
4. Rohit Shukla : Shram nu Arthshastra
5. Steve Whiddey : Encyclopedia of Human Resource Management

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Semester – III
Paper IV, CC - 304 Hunan Resource Development

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-304	Hunan Resource Development	4	4	3	70	30

Unit-I : Introduction to HRD

- Concept, Definition, Need, HRD as a total systems, Characterizes of HRD, Objectives of HRD, Evolution of HRD, Essential conditions for HRD, Functions of HRD, Challenge to HRD, Approaches.

Unit-II HRD Philosophy and Strategies

- HRD matrix, HRD philosophy, HRD policies, HRD strategy, HRD organistion
- Barriers of HRD programmes
- Attributes of HRD manager
- HRD in Indian industry, Suggestions to make HRD effective in Indian organisation.

Unit-III : HRD System

- Process of designing HRD system
- Principles in designing HRD systems

- Factors affecting in HRD system designing

Unit-IV : HRD Mechanism

- Pre-requisite for Human Resource Development, Variable in HRD mechanism
- HRD Process, HRD Out-comes
- Organisational effectiveness

Unit-V : HRD Climate and Culture

- Concept of Climate, factors affecting HRD climate, Indian culture and HRD
- The development dimensions

References Book:

1. Human Resource Development, Concept & Practices : Santosh Gupta & Sachin Gupta
2. HRD in New Millenium by Udai Pareek and V Sisodia, Tata McGraw Hill Publisher
3. HRM and Industrial Relations – Dr. Jayshreee Thakore and Dr. R. K. Balyan, Himalaya Publishing House, Mumbai
4. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
5. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House.

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 Semester – III
 Paper V, ID-305 Research Methodology

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM ID-305	Research Methodology	4	4	3	70	30

Unit – I Introduction

Meaning, definition, objectives & importance of research methodology, Types of research, process of Research and scope of Research. Ethic of Research

Unit – II Problem Determination and Hypothesis

- Selection of Research Problem
- Formulation of Research Problem
- Meaning and Definition of Hypothesis
- Types of Hypothesis and Variables
- Formulation of Research Design

Unit – III Data Collection & Sampling

- Methods of data collection – Primary & Secondary data,
- Techniques of Observation, Interview & Questionnaire
- Case study, Survey

Unit - IV Sampling

- Population meaning and concept
- Concept of Sample
- Types of Sampling – Objective of sampling

- Sample size
- Sample Error

Unit -V Data presentation and Report-writing

- Data presentation
- Bar charts, Pie charts Graphs and diagrams
- Signification of Report writing
- Different steps in Report Writing
- Precaution for writing
- Research report

References Book:

1. Methodology of Research in Social Sciences – O. R. Krishnaswami, M. Ranganathan
2. Research Methodology – C. R. Kothary
3. Research Methodology – Sharma V. P. (Hindi Title)
4. Samajik Sarvekshan Avam Sansodhan – Ahuja Ram(Hindi Title)
5. Shikshan Ane Samajik Vignanoma Sansodhan-nu Padhdhatisashtra – D. A. Uchat
6. Shaikshanik Sansodhan – Dipika Shah

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Semester – IV
Paper 1, - 401 Human Resource Information System

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-401	Human Resource Information System	4	4	3	70	30

Unit – I :

HIRS – A Review and Model Development, HRID – Benefits, Human Resource – an investment, Purpose and Role, Framework and Structure.-Evolution of HRIS, HRIS management process

Unit – II :

Human Resource Management – Academic Theory, Business Practice, HRM Strategy, Functions of HRM

Unit – III :

IT For HR Managers - Human Resource Management System – E-HRM – Computer Software – Application Software

Unit – IV :

Business Process – Performance Management – Knowledge Management – Recruitment – Organizational Chart.-system

analysis & designing-design of HRIS- Data storage & Retrieval –
Data & Inforatin need for HR manager

Unit – V :

- HRIS including ERP Software
- Managing Corporate Data Resource
- Information System

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References Book:

- Anonymous. (1996, July). Information and control: A survey of computerized personnel systems. Irs Employment Review, Vol. 611, 5-12.
- Cascio, Wayne F. (1998) Managing human resources: Productivity, quality of work life, profits. Irwin: McGraw-Hill.
- DeSanctis, Gerardine. (1986). Human resource information systems: A current assessment. MIS Quarterly, 10, (1), 15-27.
- Kovach, Kenneth A., and Cathcart, Charles E. Jr. (1999). Human resource information systems (HRIS): Providing business with rapid data access, information exchange and strategic advantage. Public Personnel Management, 28, (2), 275-282.

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Semester – IV
Paper 2, CC - 402 Performance Management System

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-402	Performance Management System	4	4	3	70	30

Unit-I : Introduction to performance management

- 1.1 What is performance?
 - Traditional appraisal and over performance management.
- 1.2 Performance framework.
- 1.3 Framework to understand role performance.
- 1.4 Process of performance management.
- 1.5 Performance management :
 - Organization Concern

- Manages Concern and Interest.

Unit-II : Performance Management System

- 2.1 Performance Management System :
 - Planning Management performance & development
 - Monitoring management performance and mentoring management development
 - Annual Stocktaking.
- 2.2 Performance management theatre :
 - Theatre
 - Pillars
- 2.3 Factors affecting performance management system.

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Unit-III : Performance Appraisal and Potential Appraisal

- 3.1 Introduction of performance appraisal.
- 3.2 Importance of performance appraisal.
- 3.3 Relationship of Rater and Rate.
- 3.4 Problems of Rater and Who to overcome.
- 3.5 Concept and purpose of potential appraisal.
- 3.6 Difference between performance appraisal and potential appraisal.

Unit-VI: Methods of Performance Appraisal

- 4.1 Modern methods of performance appraisal.
 - Self appraisal.
 - Assessment centre.
 - Behaviorally anchored rating scale.
 - 360⁰ Degree performance.
 - Management by objective (MBO)
- 4.2 Traditional method of performance appraisal
 - Essay appraisal.
 - Straight ranking.
 - Paired comparison.
 - Critical incident method.

- Field review
- Checklist
- Graphic rating scale
- forced distribution

Unit-V : Performance Management System

5.1 Performance management system data for HR decisions and performance improvement.

5.2 Performance management system and appraisal practice in India – 1990 scenario.

5.3 Practical of making tool for measuring performance.

5.4 Case study

References Book:

1. Vivek Paranjpey : Strategic Human Resource Planning.
2. Prem Chadha : Performance Management.
3. Pawan Budhwar : P & S : A global perspective.
Anup Varma
4. T. V. Rao : Performance Management and Appraisal System.
5. C. B. Mamoria : Personal Management

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Paper 3, CC - 403 Contemporary Issues in HRM

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-403	Contemporary Issues in HRM	4	4	3	70	30

Unit-I : Contemporary Environment of HRM

Environment

- Internet and External, Environmental factors Effect on HRM
- Meaning, definitions
- History of QWL issues involved
- Evaluation of QWL
- Problems
- Improvement
- QWL and HRM

Unit-II : Quality of Work Life and Productivity

- Quality of work life and methods to improve productivity.
- Outsourcing**
 - Introduction
 - Reasons for outsourcing
 - Advantages and challenges of outsourcing
 - Trends in multi-sourcing, Outsourcing in service sector.

Unit-III : Knowledge Management

- Introduction, Meaning
- Knowledge Management factors affecting KM
- Benefits of KM
- Challenges KM and HRD
- Knowledge commission review of India.

Unit-IV : Internal Marketing

Review of personnel department. Functions of HR department. Right lever approach. HR as a business. Best Practice in HR.

Unit-V : Personal Impact

- Contribution of the HR Manager, Impact on HR manager.

Unit-VI : Human Re-engineering

- Concept, Function
- Process
- Case studies related to
- Stress

References Book:

- (1) Contemporary HRM - Prentice Hall Publications
- (2) Contemporary Issues by Schuster, McGraw Hill Publishers, 1995
- (3) HRD in New Millenium by Udai Pareek and V Sisodia, Tata McGraw Hill Publisher
- (4) Organising Unorganised Labour by Dr. Vidyut Joshi, Oxford and IBH Publishing House, New Delhi
- (5) HRM and Industrial Relations – Dr. Jayshreee Thakore and Dr. R. K. Balyan, Himalaya Publishing House, Mumbai
- (6) Knowledge Management & HRD(Research Paper) – Dr. R. K. Balyan
- (7) Contemporary Issue : Strategic Outsourcing(Research Paper) – Dr. R. K. Balyan

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Semester – IV
Paper 4.CC- 404 Dissertation

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-404	Dissertation	4	4	-	50	50

Note :

The students in forth semester have to undergo project work dissertation on the topic allotted by department. This work will be carried out by the students under the supervision of the faculty

1. 50 marks internal through supervision of the faculty
2. 50 marks to external viva voice by examiner teams
3. Dissertation topic choose on any industries / Hospitals/ Bank/ NGO / Dairy / Social Group / Agriculture / Government project / & allied HRM field

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Semester – IV
Paper 5, E – 405 Global Human Resource Management
(Elective Paper Choose A or B)
Paper – A

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM E-405 OR	Global Human Resource Management	4	4	3	70	30

Unit – I

Globalization: Concept – Meaning and Definition – Globalization in India – Barriers to Globalization – Advantage and disadvantage of Globalization – A Human Right

Unit – II

Learning - Approaches to the Learning, Barriers to Learning, Managing Failure and Success - Bench marking against best practices adopt or reject. Mentoring, Sharing Knowledge, Attracting Talent - From left brain to right call for competencies- Retaining Talent.

Unit – III

People centric partnership IT - Mistaking the Message, Human Resource Elusive Search for Status and Respect - Measuring Human Resource Effectiveness, Macro Human Resource Issues and Trends in the knowledge of the Economy, Characteristics of Knowledge Workers

Unit – IV

Compensation and Appraisal in Global perspective - MNC and Compensation System. Managing People in a Multinational context. Introduction, Structural framework of Cross Cultural Analysis, Cross cultural validity of management trends, Importance of Communication in an International context, Functional implication of International HRM- Managing diversity.

References Book:

1. Mohan Thite, Managing people in the new economy response books, a division of saga publications, New Delhi, 2004.
2. Dr. Victor Louis Anthuvan, The Dynamics and the Impact of Globalization, Amirtham Publications, Madurai.
3. Adler, N.J. International Dimensions of Organizational Behaviour, Kent Publishing, 1991.
4. Berlett, C & Ghoshal, S. Transactional Management: Text, cases, and readings in cross border management, Chicago, Irwin, 1995.
5. Dowling, P.J. International Dimensions of Human Resource Management, 2nd ed. California, Wordsworth, 1994.

Paper – B

Paper 5, E – 405 Gandhian Philosophy and HRM

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM E-405	Gandhian Philosophy and HRM	4	4	3	70	30

Unit – I Gandhian Life in Brief

- 1 Childhood and Student life
- 2 Lawyer and Social worker
- 3 Satyagrahi, Social reformer and Social revolutionary
- 4 Influence of Raichandbhai, Tolstoy and Ruskin
- 5 Religious community life through Ashrams in South Africa & India
- 6 Ashram observances (In action) and its impact on Human Development
- 7 Life's mission – Swaraj, Gram – swaraj

Unit-II Gandhi an Principles

- 1 Principles of Varna Dharma
- 2 Principle of Trusteeship
- 3 Principle of Decentralization
- 4 Capitalism, Socialism, Communism and Gandhi an Ideology – A comparative study

Unit-III Sarvodaya (Good of All)

- 1 Origin and Philosophy of Sarvodaya
- 2 Starts from the welfare of the last men and ends in good of all
- 3 “Greatest goal of the greatest member - A heiress Doctrine” – Gandhiji
- 4 Ultimate aim of Non-violent and Peaceful World Social Order.

Unit-IV Gandhian Thought about Human Development

- 1 Gandhiji as a founder of constructive programme and as a manager.
- 2 Constructive program and the scope of Human Development through the program

Unit-V “Satyagraha”- as Non-violent technique for Conflict resolution

(A) Concept & Definition of Satyagraha,

- Different types of Satyagraha
- Satyagraha & Democracy
- Techniques of Satyagraha
- Limits of Satyagraha
- Qualifications of Satyagrahi's

(B) Management of Satyagraha Movement

- South Africa
- Champaranya
- Kheda
- Namak Satyagraha
- Quit India movement

(C) Bhoodan Movement – A Gandhian approach to solve the land problem

Reference Book :

1. Wich way lies hope (શાંતિનો માર્ગ)
By Richard B. Gregg, Navjivan Press.
2. Why the village movement (ગ્રામોદ્યોગ પ્રવૃત્તિ)
J. C. Kumarappa, Navjivan Press.
3. Gandhi & Max (ગાંધીજી અને સામ્યવાદ)
K. G. Mashrowala, Navjivan Press.
4. સત્યાગ્રહ મીમાંસા
R. R. Diwakar, Navjivan Press.
5. Basic Education
Gandhian Navjivan Press.
6. Sarvodaya
Navjivan Prakashan

