

**MA  
(HRM & LR)**

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

*Syllabus for MA in Human Resource Management and Labour Relations Programme*

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
<b>SEMESTER – I</b>				
HRM-C-01	Fundamentals of Psychology	4	3	1
HRM-C-02	Applied Economics	4	3	1
HRM-C-03	Principles of Management	4	3	1
HRM-C-04	Human Resource Management - I	4	3	1
HRM-C-05	Labour Laws - I	4	3	1
HRM-C-06	Research Methodology and Labour Statistics	4	3	1
	<b>Any One from the following</b>			
HRM-ECT-01	Business Communication	2	2	-
HRM-ECT-02	Financial and Cost Accounting	2	2	-
HRM-ECT-03	Computer Application	2	2	
	Total Credits of Semester I	26		
<b>SEMESTER – II</b>				
HRM-C-07	Organisational Psychology	4	3	1
HRM-C-08	Labour Economics	4	3	1
HRM-C-09	Social Processes and Behavior Issues	4	3	1
HRM-C-10	Industrial Relations	4	3	1
HRM-C-11	Labour Laws – II	4	3	1
HRM-C-12	Organisational Development	4	3	1
	<b>Any One from the following</b>			
HRM-ECT-01	Knowledge Management	2	2	-
HRM-ECT-02	Legal Framework Surrounding CSR	2	2	-
HRM-ECT-03	Industrial Sociology	2	2	
	Total Credits of Semester II	26		
<b>SEMESTER – III</b>				
HRM-C-13	Labour Laws – III	4	3	1
HRM-C-14	Economics of Human Resources	4	3	1
HRM-C-15	Human Resource Development	4	3	1
HRM-C-16	Business Laws	4	3	1
HRM-C-17	Human Resource Management – II	4	3	1
HRM-C-18	Human Development and Human Rights	4	3	1
	<b>Any One from the following</b>			
HRM-ECT-01	HRD in Service Sector	2	2	-
HRM-ECT-02	Industrial Safety	2	2	-
HRM-ECT-03	Designing Effective CSR Strategy	2	2	
	Total Credits of Semester III	26		
<b>SEMESTER – IV</b>				
HRM-C-19	Employee Welfare and Social Security	4	3	1
HRM-C-20	Compensation Management	4	3	1
HRM-C-21	Strategic Human Resource Management	4	3	1
HRM-C-22	International Human Resource Management	4	3	1
HRM-C-23	Project Work	4	3	1
	<b>Any One from the following</b>			
HRM-ECT-01	Training and Development	2	2	-
HRM-ECT-02	Emerging Trends in HRM	2	2	-
HRM-ECT-03	CSR Management and Sustainability Accounting	2	2	
	Total Credits of Semester IV	22	-	-
	<b>Total Credits of the course</b>	100		

**HRM – C – 01: Fundamentals of Psychology**

**Semester –I**

**Course Content:**

**UNIT I**

**Psychology:** Introduction, Definition, Nature of Psychology, Psychology and other sciences, subfields of Psychology, Methods of Psychology.

**UNIT II**

**Sensory Process:** Characteristics of senses, receiving process

**Perception:** Definition, Perceptual process and perception selectivity.

**Learning:** Nature, Definition, Basic Factors in Learning, Learning theories, Reinforcement, Types of Reinforcement.

**UNIT III**

**Memory:** Nature of encoding, storage and retrieval, types of memory, Factors of retrieval.

**Intelligence:** Definition, Nature, classification, Theories – Spearman, Thurstone, Guildford

**Thinking:** Meaning, Definition, Nature of Thinking, Thinking- problem solving and creative thinking, factors in problem solving. **Emotion:** Nature, Theories of Emotion

**UNIT IV**

**Personality:** Introduction, Meaning, Definition, Personality theories, Determinant of Personality.

**Social Influence on Human Behavior:** Social Psychology Definition, nature and scope, Socialization culture, social structure, Positions, Roles status, Social class system and social groups.

**Self:** Self knowledge – origin and aspects, self regulation, social comparison theory.

**References**

1. Ghorpade M.B,1999 Essentials of Psychologies- Himalaya Publishing House, Mumbai
2. Jarnald John,1996 Work Psychology- McMillan India Ltd., New Delhi
3. Kalat James ,1990 W: Introduction to Psychology-Wads Worth Publishing Co., California
4. Mahmud Jugar,2004 Introduction to Psychology- APH Publishing Corporation, New Delhi
5. Robert Barren,2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi

**HRM – C – 02: Applied Economics**

**Semester – I**

**Course Content:**

**UNIT I Introduction, Demand and Supply**

Nature and scope of economics; Methodology in economics; Choice as an economic problem; basic postulates; Role of price mechanism; Demand and supply; Basic framework — applications; Market equilibrium.

Consumer behavior, Cardinal and ordinal approaches; Consumer's equilibrium Giffin goods; Elasticity of demand — Price, income and cross; Consumer's surplus; Engel curve.

**UNIT III Theory of Production and Costs**

Production decisions; Production function; Isoquant; Factor substitution; law of variable proportions; returns to scale; economies of scale; concept of costs, Equilibrium of the firm.

**UNIT IV Market Structure**

Market forms — Perfect and imperfect markets; Equilibrium of a firm — Perfect competition, monopoly and price discrimination; Measure of monopoly power; Monopolistic competition; Oligopoly; controlled and administered prices, basics of Game theory.

**UNIT V Factor Pricing**

Marginal productivity theory of distribution; wage determination; Rent, Profits —

**References**

1. Pindyck R S and D L Rubinfeld (2007), Microeconomics, Pearson.
2. Hirschey (2004), Managerial Economics, Thomson South Western.
3. Peterson, Lewis and Jain (2006), Managerial Economics, Pearson.
4. Mankiw G (2002), Principles of Economics, 3<sup>rd</sup> Edition, Thomson South Western.
5. Salvatore Dominick (2003), Microeconomics, 4<sup>th</sup> Edition, Oxford University Press.
6. Salvatore Dominick (2007), Managerial Economics, 4<sup>th</sup> Edition, Thomson South Western.
7. Mankiw George (2007), Principles of Microeconomics, Thomson South Western, New Delhi.
8. George J Borjas, (2005) Labour Economics, McGrawHill, Newyork
9. Salvatore (2008) Managerial Economics, Oxford University Press, New Delhi.

**HRM – C – 03: Principles of Management**

**Semester – I**

**Course Content:**

**UNIT I**

**Management Concept:** Meaning, Definition, Scope, Nature, Management as a Process, Functions of Management, Functional areas of Management, Management as an Art or Science, Management as Profession.

**UNIT II**

**Management Thoughts:** Approaches to Management, Different Schools of Management Thoughts; Detailed Study on Contributions of Taylor, Elton Mayo and Peter F. Drucker and other contemporary thinkers.

**UNIT III**

**Planning:** Meaning, Nature, Steps in Planning, Types and forms of Planning, Planning Process and Techniques, Decision Making and its various aspects

**UNIT IV**

**Organizing:** Nature and Significance of Organizing, Organization, Structure and Process, Types of Organization, Departmentation, Line and Staff Relationship, Span of Management, Delegation of Authority, Responsibility, Accountability, Centralization and Decentralization

**UNIT V**

**Directing:** Meaning, Principles of Direction, Briefings on understanding of Motivation, Leadership, Supervision and Coordination

**Controlling:** Meaning, Process Types of Control, Controlling Techniques, Essentials of an Effective Control System

**References**

1. Harold Koontz & Heinz Weihrich “Essentials of Management”, Tata McGraw-Hill, 1998
2. Joseph L Massie “Essentials of Management”, Prentice Hall of India, (Pearson) Fourth Edition, 2003.
3. Tripathy PC And Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.
4. Decenzo David, Robbin Stephen A, “Personnel and Human Reasons Management”, Prentice Hall of India, 1996
5. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.
6. Fraidoon Mazda, “Engineering Management”, Addison Wesley, 2000.

**HRM – C – 04: Human Resource Management- I**

**Semester – I**

**Course Content:**

**UNIT I: Introduction to HRM**

Human resource management defined, Human resource system, Models of HRM, Aims of HRM, Policy goals of HRM, Characteristics of HRM, Reservations about HRM, HRM and personnel management, How HR impacts on organizational performance.

**UNIT II: Human Capital Management**

Human capital management defined, Human capital management, and human resource management, the concept of human capital, Human capital management: practice and strategy, Human capital measurement, Human capital reporting.

**UNIT III: Human Resource Planning**

The role of human resource planning, Aims of human resource planning, The process of human resource planning, Resourcing strategy, Scenario planning, Estimating future human resource requirements, Labour turnover, Action planning, The contribution of HR to human resource planning

**UNIT IV: Recruitment and selection**

The recruitment and selection process, Defining requirements, Attracting candidates, Advertising, E-recruitment, Outsourcing recruitment, Educational and training establishments, Application forms, Sifting applications, Selection methods, Types of interviews, Assessment centres, Choice of selection methods, Improving the effectiveness of recruitment and selection, References, qualifications and offers, Final stages.

**References**

1. Decenzo and Robbins, Human Resource Management, Wilsey, 6th edition, 2001.
2. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India, 2001.
3. Human Resource Management, Eugence Mckenna and Nic Beach, Pearson Education Limited, 2002.
4. Dessler Human Resource Management, Pearson Education Limited, 2002.
5. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 1997.
6. Wayne Cascio, Managing Human Resource, McGraw Hill, 1998.
7. Ivancevich, Human Resource Management, McGraw Hill 2002.

**Course Content:**

**UNIT I**

Introduction to Labour Legislation - Philosophy of Labour Laws, Labour Laws: Concept, Origin, Objectives and Classification - International Labour Organisation - International Labour Organisations and Indian Labour Legislations - Indian constitution and Labour Legislations.

**UNIT II**

Bombay Shop and Establishment Act  
Employee Provident Fund Act

**UNIT III**

The Factories Act, 1948  
Apprentice Act

**UNIT IV**

Minimum Wages  
Child Labour Prohibition Act

**References**

1. Prasad H and Kharbanda V.K.(1987) Labour Laws Digest, Law Publication.
2. Misra Surya Nayan, Misra Sudhir Kumar(2001) Labour and Industrial Laws, Cenral Law.
3. Garg Ajay (1989) Labour Laws one should know,Nabhi.
4. Bhatia S.K (2001) Labour and Industrial laws, Deep and Deep.
5. Malik P.L. (2004) labour Laws, ECB.
6. MisraS.N.(2006)labour Laws, Central lawhouse.

**Course Content**

**Unit – I: Introduction**

Approaches to research; Introduction to survey research and qualitative research; research designs, defining a research problem, objectives and research questions and research hypothesis.

**Unit – II: Collecting Primary Data**

Instruments / Methods of collecting primary data; Questionnaire design / preparing an interview schedule; Methods to administer questionnaire; concepts of reliability and validity for testing the instrument of data collection.

**Unit – III: Sampling and Measurement**

Sampling techniques; sample size; scales / levels of measurement; graphical presentation of data; descriptive statistics: Measures of central tendency, dispersion, partition values and normality testing.

**Unit – IV: Techniques for Data Analysis**

Basics of Probability and probability distributions; Hypothesis testing: t-tests and one-way ANOVA; correlation and regression; time-series basics.

**References**

**Basic Text Books:**

1. Donald R Cooper, Pamela S Schindler (2006), Business Research Methods, 9th Edition, The McGraw-Hill Companies
2. William G Zikmund (2006), Business Research Methods, 7th Edition, Thomson South-Western.
3. Bhattacharyya Dipak Kumar, (2007) Human Resource Research Methods, Oxford University Press, New Delhi.
4. Bryman Alan, Business Research Methods, (2008) Oxford University Press, New Delhi.
5. Tripathi P C (2007), A Text Book of Research Methodology, 5th Edition, Sultan Chand & Sons, New Delhi.
6. Levin R I and Fox (2011), Elementary Statistics, Pearson Education.
7. Sharma, J K (2003), Business Statistics, Pearson Books
8. Levin R I and Rubin D S (1998), Statistics for Management, 7th Edition, Prentice Hall of India
9. Doane P D and Seward E L (2007), Applied Statistics in Business and Economics, Tata McGraw-Hill Publishing Company Limited

**HRM – ECT – 01: Business Communication**

**Semester – I**

**Course Content:**

**UNIT I**

**Introduction-** Business Communication, Concept, Definition, Objectives of Communication, Types- Formal and Informal, Process of Communication, Principles of Effective Communication, Importance. Modern means of Communication, Barriers to Effective Communication.

**UNIT II**

**Public Speaking and Presentations-** Meaning, Guidelines for Effective Public Speaking ,Speech Preparation- Characteristics of an Effective Speech , Vocal Control, Composition, Pronunciation , Voice Modulation, Pitch , Behavior , Gesture And Posture. **Presentation-** Meaning, Extempore, Essentials of Effective Presentations, Guidelines for Using Audio Visual Aids. How to handle question and answer session.

**UNIT III**

**Interviews:** Concept, Meaning and Types- On the Basis of Object, On the Basis of No. of Candidates and On the Basis of Forms, Techniques of Interview , Interview Process, Mock Interview ,Do's and Don'ts of Facing and Conducting Interviews, Essentials of a Successful Interview. **Negotiation-** Meaning, Characteristics and Important Factors in Successful Negotiation.

**UNIT IV**

**Writing Skills-** Planning Business Correspondence, Rewriting and Editing the First Draft, Reconstructing the Final Draft, Contents of Business Letters- Memorandum, Notice, and circulars, Orders, Minutes and Agenda.

**References**

1. Basic Business Communication – Lesikar Flatley
2. Essentials of Business Communication – Rajendra pal, J.S. Korlahalli, Sultan chand & sons
3. Business Communication today – Sushil Bahl, Sage Publications

**HRM-ECT-02: Financial and Cost Accounting**

**Semester - I**

**Course Content:**

**UNIT I**

**Financial Management Overview:** Finance and related disciplines, Scope of Financial Management, Objectives of Financial Management, and Organisation of Finance function

**Financial Accounting Framework:** Framework of Financial Statements, Definitions of Assets Liabilities, Income & Expenses, Recognition of Elements of Financial Statements, Accounting approaches

**UNIT II**

**Structure of Financial Statements:** Accounting Equation, Classification of Assets, Classification of Liabilities, Presentation of Balance Sheet & Profit & Loss Account, Analysis of transactions

**Accounting Cycle:** Journal Cash Book, General Ledger & Trial Balance, Debit Credit Rule, Accounting cycle, Journalisation, Petty Cash Book, General Ledger, Trial Balance

**UNIT III**

**Recognition & Measurement of Assets & Liabilities:** General Principles, Recognition of Tangible Fixed Assets, Intangible Assets, Investments, Current Assets, Provisions, Contingent Liabilities, Contingent, Assets, Revenue Recognition, Post Balance sheet events

**UNIT IV**

**Completion of Accounting cycle:** Preparation of Profit & Loss Account & Balance Sheet, Rectification of Errors, Adjustments, Provisions, Depreciation, Doubtful Debts, Discounts, Bank reconciliation, statements, Structure of Profit & Loss Account, Closing entries

**Statement of Changes in Financial position:** Meaning, Cash Flow statement

**References**

1. Agrawal, P K (2008), SAP HR India Payroll: Technical Reference and Learning Guide, PHI Learning Pvt. Ltd., New Delhi.

**HRM-ECT-03: Computer Application**

**Semester - I**

**Course Content:**

**UNIT I Basic Concepts of Computer**

Development of computers and their generations; Architecture of a typical microcomputer; Essential Components of computer Hardware: Input devices, Output devices, Storage Devices Software: Introduction; Types of software with examples; Introduction to languages, packager, compiler, interpreter and assembler. Operating System: Concept, Functions, Types and Classification.

**UNIT II Computer Networks:**

Overview of Computer Network, Types of computer networks, Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.).

**UNIT III Internetworks**

Data Centre foot prints & Concepts; Introduction To cloud; Virtualization concepts, Types of Virtualization & its benefits, Introduction to Various Virtualization OS, Vmware , KVM etc., Storage Area Network (SAN) Backend; High Availability / Disaster Recovery (HA/DR) using Virtualization, Moving VMs; Cloud Fundamentals, Cloud Building Blocks, Understanding Public & Private cloud environments.

**UNIT IV Cloud Computing**

Data Centre foot prints & Concepts; Introduction To cloud; Virtualization concepts, Types of Virtualization & its benefits, Introduction to Various Virtualization OS, Vmware , KVM etc., Storage Area Network (SAN) Backend; High Availability / Disaster Recovery (HA/DR) using Virtualization, Moving VMs; Cloud Fundamentals, Cloud Building Blocks, Understanding Public & Private cloud environments.

**UNIT V Applications of Information Technology**

Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

**References**

1. Ram B. ,2007,Computer Fundamentals : Architecture, New Age International.
2. Gupta A. K. ,2003,Computer at a Glance, Shree Publishers & Distributors.
3. Arora & Bansal ,2006,Computer Fundamentals , Excel Books .
4. Govind Raju S.,Introduction to Computer Science , New Age International, New Delhi
5. Raja Raman V.,Computer Oriented Numerical Methods , Prentice Hall Inc.

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**Semester – II**

**HRM – C – 07: Organizational Psychology**

**Semester – II**

**Course Content:**

**UNIT I**

**Industrial Psychology:** Definition, Nature, Scope of Industrial Psychology, Subfields of Industrial Psychology.

**UNIT II**

**Psychological Test:** Definition, Nature, Steps in test development, Classifications of psychological test, Advantages and disadvantages of testing.

**Intelligence:** Test of intelligence, the standford-Binet Test and the Wechsler scale, Otis test, Multifactor tests, Test of Mechanical ability, Test of Clerical ability, Personality tests.

**UNIT III**

**Evaluation of Employees' Performance:** Judgmental methods of Employee performance, Errors in ratings.

**Engineering Psychology:** Motion and Time study, Principles of motion economy, Best method of work.

**UNIT IV**

**Fatigue:** Definition, Its effect on human performance, techniques of lessening physical fatigue.

**Boredom:** Definition, Effect of Boredom, Countering effect of Boredom.

**Counseling:** Definition, Need for counseling, objective of counseling, Steps in counseling process.

**References**

1. Blum W.L: Industrial Psychology- CBS Publisher and Distributors, New Delhi 1984
2. P.K. Gosh & M.B. Ghorpade: Industrial Psychology- Himalaya Publishing House, Mumbai 1998
3. Srivastava & S. Kumar: Industrial Psychology- Printwell Publishers, Jaipur 1990
4. Chaube SP: Industrial Psychology- Himalaya Publishing House, Mumbai 2000.

**UNIT-I : Labour Market**

Nature and characteristics of labour markets in Developing countries like India, Paradigms of Labour Market: Classical, Neo- classical and dualistic model, Analysis of demand supply forces- Demand for Labour market relating to size and pattern of investment, choice of technology and Government Labour policies and Their orientation, Supply of Labour in relation to growth of Labour force - Labour Market process

**UNIT-II: Employment**

Importance of employment in the context of poverty in developing countries, Concept and measurement of unemployment, Causes – Issues relating to employment, rationalization, technological, change and modernization, Rural Unemployment and educated Unemployment, Employment policy under the five-year plans - Evaluation of employment policy in India

**UNIT-III: Wage Determination: Theory and Practice**

Classical, Neo classical and bargaining theories of wage determination, Concepts of wages - fair, living- minimum problems of implementation of minimum wages, Wage determination by sectors - Urban and Rural Organized and Unorganized sectors, Wage and non - wage components of Labour recommendation, Wage and productivity and wage and inflation relationship - productivity and profit sharing schemes, Wage differentials in terms of firm, Industry, Occupation, Region, Sex and Skills wage standardization - case studies - wage policy in India

**UNIT-IV State and Labour**

Increasing role of state in determination of Labour matters - Labour policy of the Government in the past, Various social security and labour welfare measures adopted by Government - Comparative account of social security measures adopted in U.K., U.S.A. and EU, 5.3 Important Labour legislations in India and their implications, Impact of ILO – Government policy towards Labour and trade unions, Agricultural Labour – Child Labour – Labour in Unorganised sectors - VRS Policy

**References**

1. R.A. Lester, Economics of Labour, Macmillan, 1964
2. C.R. Mc Connell and S.L. Brue, Contemporary Labour Economics, McGraw Hill, 1986
3. Borjas, G. (1996): Labor Economics, New York: McGrawHill Companies.
4. Papola T.S. P.P. Ghosh and A.N.Shama ( EDS ) ( 1993 ) Labour employment:Industrial relation in India, B.R. Publishing Corporation
5. Praveen Jha B.R. Agricultural labour in India, Vikas publication, 2001

**HRM – C – 09: Social Processes and Behaviour Issues**

**Semester – II**

**Course Content:**

**UNIT I: Introduction to Organizational Behavior**

Organization as Social System, Definition and Scope of Organizational behavior, Discipline contributing to Organizational Behavior, Historical perspective of Organizational Behavior, Scientific management, Behavioral approach to management, Contingency approach.

**UNIT II: Foundations of Individual Behavior and Personality**

Biological foundations of behavior, Causes of human behavior, inherited characteristics of behavior, Environmental effect on behavior, Behavior as an input-output system, Behavior and performance. Personality an Introduction, Type A and Type B personality, Personality dimensions, Introvert and Extrovert personalities, Personality Theories.

**UNIT III**

Definition of Perception, Major influences on the perception process, Perceptual selectivity, Factors affecting perception, Perception and attribution, organization implication with regard to perception. Meaning, Importance and Relevance of values to organizational behavior, Types of values, Types, components and functions of Attitudes, Link between Attitudes and Organizational behavior, Overcoming barriers to change attitudes, Concept of Job satisfaction, factors affecting Job satisfaction, Ways of measuring Job satisfaction, Impact of job satisfaction on work performance.

**UNIT IV**

Basic attribution of groups, Reasons for group formation, Types of groups, group cohesiveness, Group norms, Conflict - Inter dependence of groups, Differentiation of groups, Nature of conflict in organizations, changing view of conflict, Types of conflict, Transactional Analysis, Levels of conflict, causes of conflict, Conflict management.

**References**

1. Singh Nirmal(1983) Managing behaviour in Organisations, Deep & Deep.
2. Feldman Daniel C, Arnold Hugh J (1988) organizational Behaviour, McGrawhill.
3. Robins Stephen P. (1994) Essentials of Organisational Behaviour Prentice Hall.
4. Pareek Udai (1996) Organisational Behaviour Processes, Rawat.
5. Rao V S P (1991) Contemporary Studies in Organisational behaviour, Discovery.
6. Tyagi Aehna (1998) Organisational Behaviour, Excel.
7. Greenberg Jerald, Baron Robert A (2004) Behaviour in organizations, Pearson.
8. R.S.Dwivedi (2005) Human Relations and Organisational Behaviour, McMillan.
9. Stephen P. Robins, Organizational Behavior, Prentice Hall of India, 9th edition, 2001.
10. Jit S.Chand, Organisational Behavior, Vikas Publishing House Pvt. Ltd. 2nd edition, 2001.

**UNIT - I**

**Industrial Relations:** Concept, Impact or IR on Production, Govt. role in managing IR, Functional requirements of good IR program, Factors in influencing Industrial Relations Approaches of IR – The systems model, Pluralist approach and the structural contradictions perspective.

**UNIT - II**

**Industrial Disputes:** Meaning, Causes, Types (Strikes, Lockouts, Demonstration, etc) Prevention & Settlement of Industrial Disputes.

**UNIT - III**

**Industrial Democracy:** Concept, Workers Participation in Management, Prerequisites of WPM, Levels and Forms of participation. **Trade Unionism:** Concept, Development of Trade Unionism, Problems of Trade Union, Functions of Trade Unions, Registration and Recognition of Trade Unions

**UNIT - IV**

**Collective Bargaining:** Meaning, Objectives, Process of collective Bargaining, Prerequisites of Successful Collective Bargaining. **Grievance Handling:** Concept meaning and objective, Process of Grievance Handling, Types of Grievance handling Process. **Contemporary Issues in Industrial Relations:** Industrial Relations in the emerging scenario, Future Trends

**Case studies:** The case studies on the basis of above topics will be discussed in the class.

**References**

1. Mamoria & Mamoria ,Dynamics of IR , Himalayan Publications ,15t ed.
2. Chahbra T.N. ( 2005 )IR concepts & Issues , Dhanpat Rai & Co.
3. Yoder & Staudher ,Personnel Management & IR , Prentice Hall Inc., New Delhi
4. Ahuja K.K. ,Personnel Management , Kalyani Publications
5. Rao, Subba P ,Essence of HRM & IR : Text Cases & Games , Konark Publications
6. Tripathi P.C. Personnel Management & IR, Sultan Chand & Co, New Delhi.

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**HRM – C – 11: Labour Laws – II**

**Semester – II**

**Course Content:**

**UNIT I**

Industrial Disputes Act

**UNIT II**

Contract Labour Abolition and Regulation Act

Payment of Gratuity Act

**UNIT III**

Payment of Bonus Act

**UNIT IV**

Disciplinary Action and Laws of Departmental Inquiry

**References**

1. Prasad H and Kharbanda V.K.(1987) Labour Laws Digest, Law Publication.
2. Misra Surya Nayan, Misra Sudhir Kumar(2001) Labour and Industrial Laws, Cenral Law.
3. Garg Ajay (1989) Labour Laws one should know,Nabhi.
4. Bhatia S.K (2001) Labour and Industrial laws, Deep and Deep.
5. Malik P.L. (2004) labour Laws, ECB.
6. MisraS.N.(2006)labour Laws, Central lawhouse.

**Course Content:**

**Unit I**

Introduction: Organisation Development: Concept and Process. Assumptions and values underlying organisation development (OD). Foundations of Organisation Development. Emergence of OD as an applied behavioural science.

**Unit II**

Organisational Diagnosis: Typology of Organisations, Techniques of Organisational Diagnosis: Questionnaires, Interviews, Workshops, Task -Forces and other methods. Action Research. CHANGE AGENTS: Role, Skills and Styles of change Agents. Relation with the Client system

**Unit III**

Organisational Change, Renewal, and Development: Planned change. Organisational Growth and its implication for change. Kurt Lewin's Model of change: Force Field Analysis Change Cycles: Power and Participative Types. Organisational Renewal and Re-energising. Role of creativity and innovation Institution Building.

**Unit IV**

OD Interventions: Structural Interventions: Work Redesign, Work Modules Quality of Work Life (QWL), Management by Objectives (MBO), Quality Circles(QC). Behavioural Interventions: Sensitivity Training, Transactional Analysis. Career Planning. Inter-growth Interventions: Team Building, Survey Feedback, Rensis Likert's System 4 Management, Grid OD, OD Research and Practice in Perspective, Future of OD. Case Studies.

**References**

1. Ahmad, Abad, Developing Effective Organisation, Sri Ram Centre for Industrial Relations, New Delhi,1980
2. French,W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi,1995.
3. Hackman, J.R. and Suttle, J.L. Improving Life at Work: Behavioural Science, Approach to Organisational Change, Goodyear, California, 1977.
4. Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs,N.J.,1990
5. Hersey P., and Blanchard, HB., Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi, 1989
6. Huse, FE and Cummings, T.C., Organisation Development and Change, West, New York, 1985.
7. Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural Processes in Organisations, Oxford and IBH., New Delhi,1981

**HRM – ECT – 01: KNOWLEDGE MANAGEMENT**

**Semester –II**

**UNIT-I**

Introduction – The context and concept of knowledge management, phases of knowledge development, community of practice, knowledge leader, leading knowledge teams, developing and sustaining knowledge culture, managing knowledge workers

**UNIT-II**

Knowledge Foundations – Structural support for knowledge management, Hr practices for knowledge management, knowledge creation and knowledge architecture, capturing tacit knowledge, knowledge capture techniques, knowledge management technologies

**UNIT-III**

Knowledge Applications – Developing a core knowledge framework, knowledge codification, knowledge transfer and knowledge sharing, developing and managing knowledge repositories, knowledge portals, knowledge transfer in e-world.

**UNIT-IV**

Knowledge Management Audit – Evaluating the knowledge management, challenges in knowledge management review, ethical, legal and managerial issues, sustainable knowledge management

**References**

1. Awad, Elias M and Hassan M. Ghaziri, Knowledge Management, Pearson Education, New Delhi
2. Debowski, Shelda, Knowledge Management, Wiley India Pvt. Ltd., New Delhi

**Course Content:**

**UNIT I: Introduction**

Introduction, Legal provisions of CSR in other countries, Mandatory provisions by companies act 2013, Director's duties on CSR, CSR spends obligation, Companies under CSR spend obligation, CSR committee of directors, FAQs on CSR.

**UNIT II: CSR Policy Formation**

CSR Policy Formation, Mandatory CSR spends, CSR through thrusts/NGOs etc. Annual CSR report and disclosures, Auditors, secretarial auditor's duties in relation with CSR

**UNIT III: Tax Treatment of CSR**

Surplus from CSR activity, Deductibility of CSR spends, Integration and shared value, CSR governance guidelines and CSR audits

**UNIT IV: Business Reports**

Business Reports by listed companies, CSR Reporting vis-a-vis Indian companies

**References**

1. Garg Kamal, (2014). Corporate Social Responsibility with Companies Rules, 2014, w.e.f. 1. 1/4/2014, Bharat Law House, New Delhi
2. CII-PwC Handbook on Corporate Social Responsibility in India.
3. Anand Srinivasan, (2014). Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi

**HRM – ECT – 03: Industrial Sociology**

**Semester – II**

**Course Content:**

**UNIT I**

**Industrial Sociology:** Definition, Nature and Scope of Industrial Sociology, Importance of Industrial sociology, Importance of Industrial Sociology in India, Current trends in Industrial Sociology.

**UNIT II**

**Social Survey:** Meaning, Aims of Social Survey, Stages of Social Survey, Types of Social Survey.

**UNIT III**

**Industrialization and Its impact:** (a) On the Caste system, (b) on the system of marriage and (c) on family system.

**Alienation and Anomie:** Meaning, Causes of alienation and Solutions to the problem, Marx's theory of Alienations, Anomie- Meaning, types of anomies.

**UNIT IV**

**Employee Morale:** Meaning, Definition, Measurement of Morale, Factors affects morale, Attempts to improve morale.

**Survey Work:** Survey work is to be conducted on some specific selected topic of social relevance.

**References**

1. Paul Hersey, Kenneth H Blanchard, Dewey E Johnson 2006 Management of organizational Behavior, 8th edition. Pearson Printice Hall New Delhi
2. Gisbert Pauscual 1972: Fundamentals of Industrial Sociology- Tata Mcgraw- Hill Publishing House, New Delhi.
3. Sharma, Pandey 2001: Industrial Sociology- Surjeet Publications, New Delhi.
4. Dayal Raghbir 1996: Industrial Sociology and Labour Welfare- Mittal Publications, New Delhi.

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

*Syllabus for MA in Human Resource Management and Labour Relations Programme*

**HRM – C – 13: Labour Laws - III**

**Semester – III**

**Course Content:**

**UNIT I**

Employee State Insurance Act, 1948

**UNIT II**

Industrial Employment [Standing Orders] Act, 1946

**UNIT III**

Maternity Benefit Act, 1961

Payment of Wages Act, 1923

**UNIT IV**

Trade Union Act, 1926

Workmen's Compensation Act

**References**

1. Prasad H and Kharbanda V.K.(1987) Labour Laws Digest, Law Publication.
2. Misra Surya Nrayan, Misra Sudhir Kumar(2001) Labour and Industrial Laws, Cenral Law.
3. Garg Ajay (1989) Labour Laws one should know,Nabhi.
4. Bhatia S.K (2001) Labour and Industrial laws, Deep and Deep.
5. Malik P.L. (2004) labour Laws, ECB. 6. Misra S.N. (2006) labour Laws, Central lawhouse.

**Course Content:**

**UNIT I**

Introduction – The concept of human capital – Different aspects and components of human capital – The human capital theory – Activities that help accumulate human capital

**UNIT II**

Economics of Education: Microeconomics of education – The investment and consumption value of education, Macroeconomics of education – Education and economic growth, Efficiency of education system. Non-market benefits of education

**UNIT III**

Economics of On-the job Training Economics of labour market discrimination Health Economics-Economics of health care market, Efficiency of health system

**UNIT IV**

Environmental Economics – Introduction of subject matter (Discussion about the global issues related with environment). Economics of pollution control The issue of human capital flight

**References**

1. Student reading material handbook is available from the department library

**HRM – C – 15: Human Resource Development**

**Semester – III**

**Course Content:**

**UNIT I**

Introduction Historical Development – Concept, Characteristics of HRD, Objectives of HRD, Need for HRD, HRD as a Total system – Functions of HRD, HRD and Personnel Management, HRD mechanism – HRD processes – HRD outcomes – Organisational Effectiveness, Challenges for HRD.

**UNIT II**

HRD System Planning and organizing HRD system – Principles of Designing HRD systems, factors affecting in HRD system Designing – Role of Line manager and CEO in HRD – HRD in Indian Industry.

**UNIT III**

HRD Climate and Culture Concept of Climate – factors affecting HRD Climate – Indian Culture and HRD, The Development Dimensions.

**UNIT IV**

HRD Audit and Performance Management Introduction to HRD Audit – Objectives of HRD Audit – Elements of HRD Audit – HRD Audit Process - Introduction to Performance Management – Difference between Performance Appraisal System and Performance Management System – Definitions of Performance Management – Objectives of Performance Management – Purpose of Performance Management - Performance Management process

**References**

1. Dayal Raghubir (1996) Dynamics of Human Resource Development, Mittal.
2. Bhatia B.S.(1996) Emerging Dimensions of HRD: Role and Orientation, Deep & Deep.
3. Rao T.V. (2003) Future of HRD, Mcmillan.
4. Rao T.V. (1996) Human Resource Development, Sage.
5. Rao T.V. (1991) Readings In Human Resource Development, Oxford and IBH.
6. Rao T.V. (1998) HRD Missionary, Oxford & IBH.
7. Rao T.V. (1994) HRD in New Economic Environment, Tata Mcgrawhill.
8. Jaygopal R. (1993) HRD conceptual analysis and Strategies, Edision.
9. Mathur B.C. (2000) Strategy for Human Resource Development,RBSA.
10. Tripathi P.C. (2002) Human Resource Developemnt, Sultan Chand.

**HRM – C – 16: Business Laws**

**Semester – III**

**Course Content:**

**UNIT I**

Introduction to Indian Legal System

Introduction to Law, Legal Terminology, Different Legal systems of the world (Brief overview), Sources of law, Salient Features of Constitution of India, Judiciary, Hierarchy of courts

**UNIT II**

**Indian Contract Act:**

Definition, concept of contract, valid contract and its essential elements, Types of contract, Quasi Contract, Discharge of Contract; Breach of contract and its remedies, Agency, Contract of indemnity and guarantee, Bailment Practical overview\*

Employment contracts Important Clauses in Corporate & Commercial Agreements

Alternate Dispute Resolution

**UNIT III**

**Sales of Goods Act**

Contract of sale, agreement to sell, Conditions and warranties, Hire-Purchase, Passing of property, transfer of property, remedies for breach; rights of unpaid sellers. Doctrine of caveat emptor

Practical overview\*

Examination of Hire purchase agreements

**UNIT IV**

**Negotiable Instruments Act, 1881**

Definition and characteristics, promissory notes, bills of exchange and cheque, parties to negotiable instrument; methods of negotiation of instrument Endorsement and delivery of a negotiable instrument, negotiation by unauthorized parties

Practical Overview\*

Procedure to be followed in case of dishonour of cheques

**UNIT V**

**Indian Partnership Act 1932**

Definition of partnership, types of partnership, formation of partnership, registration of partnership, kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm.

Practical Overview \*

Requirements in a partnership deed

Limited Liability Partnership Act 2008

**UNIT V**

**Companies Act 1956**

Definition, Characteristics, formation of company, memorandum and articles of associations of a company, types of companies, management of companies, Directors and meetings;

Winding up of companies. Practical overview\*

How to form a company –Practical aspects

**Recommended Books:**

1. Business and Corporate Law, Saravanavel and Mohapatra, HPH
2. Business Law, N.D. Kapoor, New Age
3. Business Law, Gulshan, Excel
4. Legal Aspects of Business, Pathak, TMH

**HRM – C – 17: Human Resource Management -II**

**Semester – III**

**Course Content:**

**UNIT I**

Performance Appraisal Concept of Performance appraisal, Importance of Performance appraisal, Process and methods of Performance appraisal, Limitations of performance appraisal.

**UNIT II**

Promotion, Transfer and Separation Concept of promotion, Types of Promotion, Promotion Policy, Types of Transfer and Separation.

**UNIT III**

Career Planning and Career Development the Concept of Career, Career Stages, How do People choose Careers, Career Anchors, Process of Career Planning, career development, Career Management, Effective Career Planning

**UNIT IV**

Compensation management and Productivity concepts Compensation Management-Concepts and Components-Job Evaluation- Incentives and Benefits. Productivity Management-Concepts-TQM-Kaizen-Quality Circles, Retirement/Separation - Superannuation - Voluntary Retirement Schemes- Resignation - Discharge-Dismissal - SuspensionLayoff.

**References**

1. Rao.T.V.(1991) Readings in Human Resource Development, Oxford & IBH.
2. Rao.V.S.P. (2002) Human Resouce Management, Excel.
3. Aggarwal Dharma Vira (1999) Manpower Planning, Training and Development, Deep & Deep.
4. Singh P.N. (1998) Training for Management Development, Suchandra.
5. Lynton & Pareek Udai (1999) Training for Development, Vistaar.
6. Parthsarathi S (2002) Planning, Auditing and Developing Human Resources, Manak.
7. Sahu R.K (2005) Training for Development, Excel.
8. Indian Journal for Training and Development, ISTD.

**HRM – C – 17: Human Development and Human Rights**

**Semester – III**

**Course Content:**

**UNIT I**

Human Development and Human Rights Semester – III Course Objectives:

Course Content: UNIT I Human Development – introduction – Historical Background – Need – Concept – Definition – UN and UNDP – Millennium Development Goals

**UNIT II**

Human Development Index - India's status in Human Development – HD and various national and international agencies like ILO, Govt. of India

**UNIT III**

Introduction to Human Rights Human Rights, Introduction, Definition, Historical Background, Bases and Sources, Idea and Ethos; The UN and its Charter, International Bill of Human Rights, Perspectives on Human Rights and Human Duties, Individual and Human Rights, State Responsibility in International Law, Indian Perspectives on Human Rights, UN Perceptions, Emerging Dimensions in Human Rights, Future Trends for the Third Millennium.

**UNIT III**

Principles and Theories of Human Rights Evolution of the Concepts, Theories and Principles, Internationalization of Human Rights, Theoretical Foundations of Human Rights, Modern Theories of International Human Rights, Political Philosophy, Paradigms of Legal Philosophy, Legal Realism and Critical Theory.

**References**

1. International Bill of Human Rights, Amnesty International Publication, 1988.
2. Human Rights, Questions and Answers, UNESCO, 1982
3. Mausice Cranston - What is Human Rights
4. Desai, A.R. - Violation of Democratic Rights in India
5. Pandey - Constitutional Law.
6. Timm. R.W. - Working for Justice and Human Rights.
7. Human Rights, A Selected Bibliography, USIS.
8. J.C.Johari - Human Rights and New World Order.
9. G.S. Bajwa - Human Rights in India.
10. Amnesty International, Human Rights in India.
11. P.C.Sinha & - International Encyclopedia of Peace, Security
12. Cheous (Ed) Social Justice and Human Rights (Vols 1-7).
13. Devasia, V.V. - Human Rights and Victimology.

**HRM – ECT – 01: Human Resource Development In Service Sector Semester – III**

**Course Content:**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**References**

1. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., New York.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.
5. T.V. Rao: HRD in the New Economic Environment, Tata McGraw Hill, New Delhi.
6. M.B. Athreya: "HRD in the Service Sector," Indian Journal of Training and Development, XV (1) Jan – Mar 1985, pp 46-48.
7. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
- 8.Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., New York.
- 9.Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
10. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

**Course Content:**

**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.

**References**

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.

**HRM-ECT-03 Designing effective CSR strategy**

**Semester - III**

**Course Content:**

**UNIT I: Creating CSR Framework**

Introduction, Relevance of history and culture, Creation of strategy, Creating a framework for CSR, Creating an implementation framework, Case Study

**UNIT II: Framework for Rating Corporate Social Responsibility**

Introduction, Understanding CSR ratings, Accepted rating framework i.e. GRI, Specialized Securities Indexes, Regulatory bodies and stock exchanges, Structure of BITC's CR index, Experts in responsible investment solutions, Infosys sustainable solution, TATA Group CSR rating framework, Assessment process,

**UNIT III: Sustainability and its Challenges**

Capitalism, Humanizing capitalism, Sustainability, Brundtland Report, Integrating CSR: Guidelines to effective change, ISO 26000, Triple Bottom Line, Triple Loop

**UNIT IV: Best practices of CSR**

Introduction, Choosing a social problem to alleviate, Social initiative to support the cause, Developing social initiative programs, Best practices to evaluating efforts, Summary of best practices, Marketing approach to winning corporate funding and support initiatives

**REFERNCES**

1. Chatterji Madhumita. (2014), Corporate Social Responsibility, Oxford University Press, New Delhi
2. Cohen Elaine, CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices
3. Kotler Philip and Nancy Lee. (2008). Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley Publications, Ghaziabad

**HRM-C-19 EMPLOYEE WELFARE & SOCIAL SECURITY**

**Semester - IV**

**Course Content:**

**UNIT I**

Labour Welfare; Concept, Scope and Philosophy of Labour Welfare; Principles of Labour Welfare; Role of Welfare in Commitment and Structuring of labour Force; Indian Constitution and Labour welfare.

**UNIT II**

Historical Development of Labour Welfare in India; Impact of ILO on Labour welfare in India; Agencies of Labour welfare and their roles, State Management, Trade Unions and voluntary Agencies.

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**REFERNCES**

1. Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Pub. Co., New Delhi.
2. Vaid, K.N., Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.
3. Sharma, A.M.S Aspects of Labour Welfare and Social Security Himalaya Pub. House, Mumbai.
4. Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., New Delhi.
5. Puncdkar, S.D., Deodhar S.B., Sankaran, Sarawswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Pub. House, Mumbai.

**HRM-C-20 COMPENSATION MANAGEMENT**

**Semester - IV**

**Course Content:**

**UNIT I**

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

**UNIT II**

Wage Administration Principles, Factors influencing Wage Fixation and Methods and Role wage Differentials: Occupational, skill, Sex, InterIndustry, Regional and Sectional.

**UNIT III**

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

**UNIT IV**

Incentives : Principles and procedures for installing incentive system; Types of wage Incentive System, Wage incentive Schemes in India, working of incentive schemes, Linking wage with productivity; Fringe Benefits: Concepts and Types. UNIT V : Wage and salary policies in Organization: Role of HR Department in wage and salary Administration, Managerial compensation, Perquisites and special Features; Recent trends in managerial compensation in Indian Organizations and MNC's.

**REFERNCES**

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

**HRM-C-21 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Semester - IV**

**Course Content:**

**UNIT I**

The concept of human resource management: HRM defined Human resource systems Aims of HRM, Characteristics of HRM, Reservations about HRM, The concept of strategy: Strategy defined, The concept of strategy, The formulation of strategy The concept of strategic human resource management: Strategic HRM defined Basis of strategic HRM, Principles of strategic HRM, and Aims of strategic HRM, Concepts of strategic HRM, Perspectives on strategic HRM, The best-practice approach, The best-fit approach, Bundling, The reality of strategic HRM, Practical implications of strategic HRM theory.

**UNIT II**

HR strategies: What are HR strategies? What is the purpose of HR strategies? Overall HR strategies Specific HR strategies Criteria for an effective HR strategy, How should HR strategies be developed? Developing HR strategies, Implementing HR strategies, The strategic role of HR: The strategic nature of HR, The strategic partner model, What being strategic means, The strategic role of HR directors, The strategic role of heads of HR functions, The strategic role of HR business partners, The strategic contribution of HR advisors or assistants.

**UNIT III**

The impact of strategic HRM: How HR impacts on organizational performance, How strategic HRM concepts impact on practice, Strategic HRM in action: Formulating HR strategy, The content of HR strategies Corporate issues, Achieving integration, What are the most characteristic features of strategic HRM in action?

**UNIT IV**

Human capital management strategy: Aims of human capital management the link between HCM, and business strategy, Developing a human capital management strategy, Conclusions: the role of human capital management strategy High-performance strategy: High-performance work system defined, Characteristics of a high-performance work system, Components of an HPWS, Impact of high-performance work systems, Developing a high-performance strategy, Employee resourcing strategy: The objective of employee resourcing strategy, The strategic HRM approach to resourcing, Integrating business and resourcing strategies, Bundling resourcing strategies and activities, The components of employee resourcing strategy, Human resource planning, Employee value proposition, Resourcing plans, Retention strategy, Flexibility strategy.

**REFERNCES**

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delh
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM – Michael Armstrong, Kogan page, London

**HRM-C-22 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Semester - IV**

**Course Content:**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**REFERNCES**

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

**HRM-C-23 PROJECT REPORT AND VIVA VOCE**

**Semester - IV**

**Objective:** The course work builds research attitude among the students. It is focused on developing the student skill in conceptualization, collection of data and analysis, interpretation of data in form of a report on issues related to the different aspects of human resource development and labour welfare studied in the four semesters. The student gets an opportunity to carry out an in-depth study on a particular topic related to the field. The students learn to defend their work in front of experts. Project report can be prepared on the basis of Primary data, Secondary data, Field study, Theory/Field experience.

The Candidates will be required to submit a Project Report and make a Presentation, which will be of 100 marks and will be evaluated as under

- Subject Matter of the Report
- Viva Voce

A Board of examiner committee of 2 members will evaluate report & conduct Viva Voce.

**HRM-ECT-01 TRAINING AND DEVELOPMENT**

**Semester - IV**

**Course Content:**

**UNIT I**

Introduction to training concept- Definition – meaning – need for training – Importance of training – Objectives of training – Concepts of education – training and development – overview of training functions – types of training.

**UNIT II**

Process of training - Steps in training – identification of job competencies – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment

**UNIT III**

Designing and implementing a training program - Trainer identification – methods and techniques of training – designing a training module (cross cultural – leadership – training the trainer – change) – management development program – budgeting of training

**UNIT III**

Evaluation of Training Program - KirkPatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training

**REFERNCES**

1. Employee Training and Development – Raymond Noe
2. Every Trainers Handbook – Devendra Agochia
3. 360 Degree Feedback, Competency Mapping and Assessment Centre – Radha Sharma
4. Training and Development – S. K. Bhatia
5. HRM – Biswajeet Pattanayak

**HRM-ECT-02 EMERGING TRENDS IN HRM**

**Semester - IV**

**Course Content:**

**UNIT I**

The Changed role of HR in organizations ; Diversity and its Management ; challenges of sustainability with reference to Retention and Talent Management ; Learning organizations and organizational learning; collective learning.

**UNIT II**

Knowledge Management – Meaning and Definition ,Nature and Different dimensions of Knowledge Management ; Knowledge Mechanism- data, information , knowledge and wisdom , The value of Knowledge management , Knowledge Life Cycle, Knowledge management and HR. Talent management and human capital creation

**UNIT III**

Emotional Intelligence: Concept, Mental and emotional intelligence, importance, application, developing emotional intelligence, Ability model, Mixed model and Trait EI model, Employee Engagement Strategies-Employee attachment, involvement, commitment and influences ; Corporate Image building. Psychological Contract

**UNIT IV**

Creativity & Innovation: Concept, Stages in creative process, barriers to creativity, Innovation: Concept, innovation generation, innovation diffusion.

**UNIT V**

Organization Citizenship Behaviour: Concept, components and applications. Empowerment: Characteristics, process, benefits, barriers to empowerment, making empowerment effective. Work life balance; Emerging concept.

**REFERNCES**

1. Armstrong, Michael, 'HRM Practice', Kogen Page, London
2. Clive Morton, Andrew Newall, Jon Sparkes , Delivering Competitive Advantages, Jaico Publishing House.
3. Clyde W. Holsapple (editor), Handbook on Knowledge Management , Springer (2003) Paperback edition.
4. Devrajan , Emerging trends in HR management , R Response Books.
5. Mamoria ,C B and Gankar,S V, Personnel Management, Text and Cases Himalaya Publications
6. Prasad, L.M. 'Organizational Behaviour, Sultanchand & Sond, 2011

**HRM-ECT-03 CSR MANAGEMENT & SUSTAINIBILITY ACCOUNTING Semester - IV**

**Course Content:**

**UNIT I: Monitoring and Evaluation**

Purpose of monitoring and evaluation, Various process of CSR implementation, NGO partnerships in India, obstacles of business-NGO collaboration, Need assessment/impact assessment

**UNIT II: Strategic Choice for CSR**

CSR and profit, Strategic issues on CSR, Centrality, Specificity, Proactive, Voluntarism, Visibility, Value creation as strategic outcome and implications, CSR governance and attributes, CSR: organizational check, CSR decision matrix

**UNIT III: Sustainability Accounting**

Need and demand for sustainability accounting, Corporate sustainability performance, Areas of social performance, Discloser by AAA, Abt's Social Audit

**UNIT IV: Indian Saga**

Introduction, Post-independent India, Government initiatives, Challenges, Community development and empowerment, Case Study

**REFERNCES**

1. Bhattacharya Jayanta, (2007). Corporate Social Responsibility: Ethical and Strategic Choice, New Delhi
2. Chatterji Madhumita. (2014), Corporate Social Responsibility, Oxford University Press, New Delhi
3. Sapru R K, Public Policy: Formulation, Implementation and Evaluation