

**5 Years  
Integrated  
HRD**

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**  
**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

*Syllabus for 5-years integrated HRD course 2015-16*

**Course Structure and Syllabus**

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
<b>Semester-I</b>				
	<b>Core Courses</b>			
UG-HR-CC-01	General Psychology	4	3	1
UG-HR-CC-02	General Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-01	Principles of Economics-I	4	3	1
UG-HR-CE-02	Basic Mathematics	4	3	1
UG-HR-CE-03	Basic Financial Accounting	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-01	Stress Management	2	2	-
UG-HR-GE-02	Communication Skills	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-01	Document Design	2	2	-
UG-HR-DC-02	Leadership Issues	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-01	Computer Application	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-01	English for Business	2	2	-
UG-HR-EF-02	Right to Information	2	2	-
	<b>Total Credits of Semester I</b>	<b>24</b>		
<b>Semester-II</b>				
	<b>Core Courses</b>			
UG-HR-CC-03	Development Psychology	4	3	1
UG-HR-CC-04	Business Laws	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-04	Principles of Economics-II	4	3	1
UG-HR-CE-05	Introduction to Statistics	4	3	1
UG-HR-CE-06	Culture and Society	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-03	Industrial Safety	2	2	-
UG-HR-GE-04	Employment Laws	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-03	Interpersonal Communication	2	2	-
UG-HR-DC-04	Data Analysis and Spread Sheets	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-02	Soft Skills	2	2	-

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	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-03	Time Management	2	2	-
UG-HR-EF-04	Tourism Management	2	2	-
	<b>Total Credit of Semester II</b>	<b>24</b>		
<b>Semester-III</b>				
	<b>Core Courses</b>			
UG-HR-CC-05	Social Psychology	4	3	1
UG-HR-CC-06	Industrial Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-07	Macroeconomics	4	3	1
UG-HR-CE-08	Applied Statistics	4	3	1
UG-HR-CE-09	Environment Studies	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-05	Business Environment	2	2	-
UG-HR-GE-06	Technical communication	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-05	Indian Business Legends	2	2	-
UG-HR-DC-06	Presentation Skills	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-03	Database Essentials for Business	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-05	Employee Empowerment	2	2	-
UG-HR-EF-06	WTO	2	2	-
	<b>Total Credit of Semester III</b>	<b>24</b>		
<b>Semester-IV</b>				
	<b>Core Courses</b>			
UG-HR-CC-07	Industrial Psychology	4	3	1
UG-HR-CC-08	HRM-I	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-10	Development Economics	4	3	1
UG-HR-CE-11	Research Methodology	4	3	1
UG-HR-CE-12	Corporate Responsibility and Governance	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-07	Cyber Laws and Cyber Security	2	2	-
UG-HR-GE-08	Business Ethics	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-07	Women Studies	2	2	-
UG-HR-DC-08	Change Management	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-04	Constitutional Law	2	2	-

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	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-07	Law for Everyone	2	2	-
UG-HR-EF-08	Physical Education	2	2	-
	<b>Total Credit of Semester IV</b>	<b>24</b>		
<b>Semester-V</b>				
	<b>Core Courses</b>			
UG-HR-CC-09	HRM-II	4	3	1
UG-HR-CC-10	Labour Relations	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-13	Principles of Management	4	3	1
UG-HR-CE-14	Fundamentals of HRD	4	3	1
UG-HR-CE-15	Training and Development	4	3	1
	<b>Generic Elective (Any One)</b>	2	2	-
UG-HR-GE-09	Employer Branding	2	2	-
UG-HR-GE-10	Disaster Management			
	<b>Discipline Centric Elective (Any One)</b>	2	2	-
UG-HR-DC-09	Fundamentals of Human Organisational Communication	2	2	-
UG-HR-DC-10	The Legal Environment			
	<b>Compulsory Foundation</b>	2	2	-
UG-HR-CF-05	Career Management			
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-09	History of Cultures	2	2	-
UG-HR-EF-10	Management and Business Skills	2	2	-
	<b>Total Credit of Semester V</b>	<b>24</b>		
<b>Semester-VI</b>				
	<b>Core Courses</b>			
UG-HR-CC-11	Organisational Development	4	3	1
UG-HR-CC-12	Organisational Behaviour	4	3	1
	<b>Core Elective(Allied) (Any Two)</b>			
UG-HR-CE-16	Strategic Staffing	4	3	1
UG-HR-CE-17	Compensation and Benefits	4	3	1
UG-HR-CE-18	Labour Laws	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-11	Qualitative Research	2	2	-
UG-HR-GE-12	Talent Management	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-11	Entrepreneurship	2	2	-
UG-HR-DC-12	HR Outsourcing	2	2	-

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	<b>Compulsory Foundation</b>			
UG-HR-CF-06	Human Resource Information System	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-11	Indian Culture and Heritage	2	2	-
UG-HR-EF-12	Statistical Analysis Using software's	2	2	-
	<b>Total Credit of Semester VI</b>	<b>24</b>		
	<b>Total Credit for the Undergraduate Programme</b>	<b>144</b>		
<b>Semester – VII</b>				
PG-HR-C-701	Industrial Psychology	4	3	1
PG-HR-C-702	Industrial Economics	4	3	1
PG-HR-C-703	Industrial Sociology	4	3	1
PG-HR-C-704	Human Resource Management	4	3	1
PG-HR-C-705	Entrepreneurial Development	4	3	1
PG-HR-C-706	Statistics and Research Methodology	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-701	Business Communication	2	2	-
PG-HR-EC-702	Management and Financial Accounting	2	2	-
PG-HR-EC-703	International Business Environment	2	2	-
	<b>Total Credits of Semester - VII</b>	<b>26</b>		
<b>Semester – VIII</b>				
PG-HR-C-801	Strategic HRM - I	4	3	1
PG-HR-C-802	Labour Economics	4	3	1
PG-HR-C-803	Organizational Behaviour	4	3	1
PG-HR-C-804	Organizational Development	4	3	1
PG-HR-C-805	Human Resource Development	4	3	1
PG-HR-C-806	Management of Financial Resources	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-801	Business Laws	2	2	-
PG-HR-EC-802	Strategic Game Theory for Managers	2	2	-
PG-HR-EC-802	Management of Safety and Health	2	2	-
	<b>Total Credits of Semester - VIII</b>	<b>26</b>		
<b>Semester - IX</b>				
PG-HR-C-901	HRM in Service Sector	4	3	1
PG-HR-C-902	Economics of Human Resources	4	3	1
PG-HR-C-903	Labour Legislation - I	4	3	1
PG-HR-C-904	Industrial Relations	4	3	1
PG-HR-C-905	International Human Resource Management	4	3	1
PG-HR-C-906	Human Development and Human Rights	4	3	1
	<b>Any one of the Following</b>			

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Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
PG-HR-EC-901	Data Mining	2	2	-
PG-HR-EC-902	Law and Economics	2	2	-
PG-HR-EC-903	Corporate Social Responsibility	2	2	-
	<b>Total Credits of Semester - IX</b>	<b>26</b>		
<b>Semester - X</b>				
PG-HR-C-1001	Talent Acquisition and Retention	4	3	1
PG-HR-C-1002	Labour Legislation - II	4	3	1
PG-HR-C-1003	Compensation Management	4	3	1
PG-HR-C-1004	Strategic HRM - II	4	3	1
PG-HR-C-1005	Project Work	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-1001	HR Analytics	2	2	-
PG-HR-EC-1002	Total Quality Management	2	2	-
PG-HR-EC-1003	Performance Management System	2	2	-
	<b>Total Credits of Semester - X</b>	<b>22</b>		
	<b>Total Credits for the Post-Graduate Programme</b>	<b>100</b>		

\*Industrial Training will be at the end of Sem-VIII, whose credits will be given in Sem-X.

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**UG-HR-CE-01 Principles of Economics-I**

**Semester –I**

**Course Objective:**

This course gives basic foundations of principles of economics. It provides the requisite background to understand the basics of microeconomics, with special emphasis on utility theory, demand and supply; and production and cost theories.

**Course Contents:**

**UNIT I: Basics of Microeconomics: Some concepts**

Trade-offs; Prices and markets; Equilibrium; Theories and models; Positive and normative analysis; Markets: competitive versus non-competitive markets; real versus nominal prices; Concept of demand; Nature of demand curve; Total, average and marginal relationships.

**UNIT II: Utility Theory**

Total and marginal utility; Cardinal Approach: Concept, Assumptions, Limitations; Ordinal Approach: Concept, Assumptions, Properties of Indifference Curves, Limitations of the approach; consumer's income and price constraints; Consumer's choice and utility maximization; deriving the demand curve through cardinal as well as ordinal approach

**UNIT III: Demand and Supply**

Law of demand; The demand curve; Determinants of Demand; Changes in Income and the Engle Curve; Income and substitution effects; Individual versus market demand; Elasticities of demand: Price elasticity, income elasticity and cross elasticity; Normal, inferior and Giffen goods. The supply curve; Elasticities of supply; The market equilibrium; Changes in market equilibrium.

**UNIT IV: Production Analysis**

Relating outputs to inputs; Production with one variable input; Production with two variable inputs; The shape of isoquants; Returns to scale; Cobb-Douglas production function.

**UNIT V: Cost Analysis**

Nature of costs; short-run versus long-run cost curves; plant size and economies of scale; Learning curves; Cost-volume-profit analysis.

**REFERENCES**

1. Koutsoyiannis, A. (1980), *Microeconomic Theory*, MacMillan.
2. Pindyck R.S., Rubinfeld D.L. and Mehta P.L. (2009), *Microeconomics*, Pearson, 7<sup>th</sup> Edition.
3. Salvatore, Dominick (2012), *Managerial Economics*, Oxford University Press, 7<sup>th</sup> Edition. Adapted Version.
4. Varian, H. (2000), *Intermediate Microeconomics: A Modern Approach* (5e), Affiliated East-West Press.
5. Mankiw, N.G. (2012), *Principles of Microeconomics*, Cengage India Pvt Ltd., 6<sup>th</sup> Ed.

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**UG-HR-CE-02 Basic Mathematics**

**Semester –I**

**Course Objectives:**

The course provides an outline on basic concepts of Mathematics. It is designed to help students basic mathematical concepts used in different fields of investigation.

**Course Content:**

**UNIT I**

Algebraic expressions, constants and variables

Ratio, proportion, variation

Sequence, limit of a sequence

Series, Arithmetic, Geometric and Harmonic progressions

**UNIT II**

Common logarithms, Natural logarithms, exponents

Sets, operations on sets, functions, polynomials

Straight line and its application, quadratic, cubic and other polynomial functions

**UNIT III**

Differential calculus, maxima, minima

Differentiation, Rules of differentiation and its application

Partial differentiation

**UNIT IV**

Integration and application, areas under curve

Indefinite and definite integrals, integration by parts

System of linear equations

**UNIT V**

Vectors, matrices and matrix operations

Matrix multiplication, transpose, determinants and inverse of a matrix

**REFERENCES**

1. Bradley, T., & Patton, P. (2002). Essential Mathematics for Economics and Business. WILEY INDIA.
2. Holden, K., & Pearson, A. W. (2002). Introductory Mathematics for Economics and Business. MACMILLAN.
3. Hoy, M., Livernois, J., McKenna, C., Rees, R., & Stengos, T. (2001). Mathematics for Economics. Prentice-Hall of India.
4. Monga, G. S. (2008). Mathematics and Statistics for Economics. Vikas Publishing House Pvt Ltd.
5. Sydsaeter, K., & Hammond, P. J. (1995). Mathematics for Economic Analysis. Pearson Education.
6. Yamane, T. (2006). Mathematics for Economists. Prentice Hall of India.

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**UG-HR-CE-03 Basic Financial Accounting**

**Semester-I**

**Course Objectives:**

To familiarize students with the concepts, tools and practices of basic finance.

**Course Content:**

**UNIT I**

Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting.

**UNIT II**

Conceptual Framework: Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India, Accounting Policies, Accounting as a measurement discipline, valuation Principles, accounting estimates

**UNIT III**

Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance. Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation. (WDV & SLM)

**UNIT IV**

Preparation of final accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business.

**UNIT V**

Computerized Accounting: Computers and Financial application, Accounting Software packages.

**REFERENCES**

1. Anil Chowdhry.(2006) Fundamentals of Accounting & Financial Analysis: Pearson Education
2. Rajesh Agarwal & R Srinivasan.(2010) Accounting Made Easy Tata McGraw-Hill
3. Amrish Gupta,(2009). Financial Accounting For Management. Prentice Hall College
4. Dr.S.N Maheshwari,(2012) Financial Accounting For Management Fifth Edition, Vikas Publishing House

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**UG-HR-GE-01 Stress Management**

**Semester-I**

**Course Objectives:**

1. Understand the intellectual and emotional basis of stress
2. Understand the effects of stress on the body
3. Develop the ability to reduce stress through relaxation techniques
4. Develop the ability to reduce stress with cognitive techniques
5. Understand the stress reduction by means of physical activity
6. Understand stress in adulthood and old age

**Course Content:**

**UNIT I**

Introduction to Stress, Sources of Stress, Type of Stressors, Signs and Symptoms of Stress Overload.

**UNIT II**

Effects of Stress, Assessing Stress.

**UNIT III**

Stress at Workplace, Stress at Home

**UNIT IV**

Stress and psychological disorders

- a. Sleep disorders
- b. Eating disorders
- c. Emotional disorders

**UNIT V**

Stress Relieving Techniques and Exercises

**REFERENCES**

1. Richard Blonna (1999)., Coping with Stress in a changing world (3rd Edition). McGraw-Hill Publishing Co
2. Klinik Community Health Centre (2010) Stress and Stress Management

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**UG-HR-GE-02 Communication Skills**

**Semester-I**

**Course Objectives:**

This Course gives the basic understanding of communication and help to learn writing, reading, listening and public speaking. The communication skills covered in this course will increase your ability to exercise choice and control for every type of conversation.

**Course Content:**

**UNIT I Introduction:**

Basics of Communication, Channels of communication, Importance of Communication, Seven C's of Communication.

**UNIT II The Writing Process:**

An overview of the writing process, Planning, Drafting, Revising, Formatting and Proof Reading, The 3 Ps in Writing Report.

**UNIT III Listening**

Introduction, Listening Process, Barriers to Listening, Techniques for Listening

**UNIT IV Reading Skills**

Introduction, Components of Reading skills, Factors Affecting reading efficiency, Techniques for Improving reading efficiency, Techniques for improving retention, Guidelines for effective reading.

**UNIT V Public Speaking:**

Introduction, Activities involves in Public speaking, determine the purpose: Selection of the Topic, Planning and Drafting the speech, Organising the speech, presenting the Speech; Important Qualities to be possessed by a speaker, developing and overcoming fear.

**REFERENCES**

1. Lesikar R V, Flatley M E, Rentz K and Pandey Business Communication: Making Connections in a Digital World 2009: New Delhi, Tata Mcgrow Hill
2. Kumar Sand Lata (2011) P Communication Skills New Delhi Oxford University Press
3. Leech, Geoffrey and Jan Svartvik. A Communicative Grammar of English. New Delhi: Pearson, 2009.

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**UG-HR-DC-01 Document Design**

**Semester-I**

**Course Objective:**

The basic objective of this course is to acquaint the students with capabilities of word processing software so that they are able to use the software with its full potential. The course also aims to give an idea of different word processors working on different platforms. This will help them in efficiently using any word processor software on any platform.

**Course Contents:**

**UNIT I: Introduction to Word Processors**

Types of word processors; uses of word processors; features of word processors; starting a word processor programme; the start-up screen, Creating a new blank document; the file tab; Ribbon tabs; Groups; Dialog box launcher; Saving a document; Opening and closing documents; Save as; Using help; Closing the word processor programme; Using templates to create documents.

**UNIT II: Manipulating and Formatting Text**

Selecting text, inserting, deleting, undo and redo; Copying text within a document; Moving (cutting) text within a document; changing the font type, size, colour, bold, italic and underline; Subscript and superscript; Changing the case of text; highlighting the text; Copying text formatting; Removing formatting; Using zoom; Inserting special characters and symbols; Paragraph marks; Soft paragraph (line break) marks; Recommended techniques for aligning and indenting text; Aligning text; Indenting paragraphs; Line spacing within paragraphs; Spacing above or below paragraphs; Applying numbered and unnumbered bullets to a list; Modifying bullet and numbering formatting; Removing bullet or numbering formatting; Using find and replace; Finding text; Replacing text

**UNIT III: Page Formatting**

Using borders and shading: adding, modifying and removing borders and shadings to the text; Tab stops; Displaying the ruler; Setting and removing tabs using the ruler; Viewing tab marks using the show/hide icon; styles; Applying a design theme; Applying a theme colour; Applying a customised font; Page orientation, size, Inserting and deleting page breaks; Page margins; Headers and footers; Page numbering; Cover pages; Applying automatic hyphenation

**UNIT IV: Tables and Graphics**

Using tables; Inserting a table; Navigating within a table; Selecting and editing text within a table; Selecting cells, rows, columns or the entire table; Inserting and deleting rows and columns; Modifying column width and row height; Modifying the table width; Modifying table styles; Types of graphics that you can insert into word processor; Inserting pictures; Inserting online pictures; Inserting shapes; Inserting SmartArt; Inserting a chart; Modifying the chart type; Modifying the chart style; Modifying the chart data; Inserting a screenshot; Selecting, resizing, deleting, Copying and moving graphics.

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**UNIT V: Document Navigation and Multiple Documents**

Switching between Word views; Using the zoom tool; Navigating through documents; Multitasking with word processors; Switching between open documents; Tiling or cascading documents on your screen; Comparing documents side by side; Copying or moving selected items between documents.

**REFERENCES**

1. Cox, Joyce and Lambert, Joan (2013), Step-by-Step–Microsoft Word 2013, PHI Learning Private Ltd.
2. Geoff, Evelyn and Pierce, John (2012), MOS 2010 Study Guide for Microsoft Word, Microsoft Press.
3. Gookin, Dan (2013), Word 2013 for Dummies, For Dummies.
4. Kogent Learning Solutions Pvt Ltd. (2010), Microsoft Word 2010 in Simple Steps, Dreamtech Press.
5. Murray (2011), Microsoft Word 2010: Plain and Simple, PHI Learning Pvt. Ltd.
6. Scroggins, Edwin (2010), How to Self-Publish Your Book Using Microsoft Word 2010: A Step-By-Step Guide for Designing & Formatting Your Book's Manuscript & Cover to PDF & PodP, Createspace.

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**UG-HR-DC-02 Leadership Issues**

**Semester-I**

**Course Objectives:**

The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others, induce them and enlist their activity and willing co-operation in the performance of their jobs.

**Course Content:**

**UNIT I Introduction:**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation.

**UNIT II Leadership Skills:**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

**UNIT III Assessing Leadership**

Assessing Leadership & Measuring Its effects.

**UNIT IV Groups**

Groups and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.

**UNIT V Teams:**

Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

**REFERENCES**

1. Yukl G- Leadership in Organisations (Prenticehall, 7th Ed.)
2. Lall & Sharma – Personal Growth Training & Development (Excel Books)
3. Janakiraman- Training & Development (Biztantra)
4. Yukl G- Leadership in Organisations (Pearson, 6th Ed.)
5. Hurlock., Elizabeth B- Personality Development (Tata McGraw Hill, 1st Ed.)
6. Udai Pareek- Understanding Organizational Behaviour (Oxford, 2nd Ed.)
7. Sahu R..K.- Training for Development (Excel Books, 1st Ed.)

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**UG-HR-EF-01 English for Business**

**Semester-I**

**Course Objectives:**

To develop students' ability to communicate correctly and effectively in English, on matters having relevance to today-to-day business operations with emphasis on quality communication.

**Course Content:**

**UNIT I**

Meetings

- Chairing, setting the agenda, controlling the conversation
- Participating, turn taking, listening and taking notes
- Being diplomatic, agreeing and disagreeing

**UNIT II**

Business Correspondence

- Emails—register, style, standard phrasing
- Notes and memos
- Business specific language phrases

**UNIT III**

Telephoning

- Checking & Clarifying information
- Finance specific scenarios
- Listening to different accents, intonation

**UNIT IV**

Negotiating

- Key negotiating language, framing your argument
- Negotiating with suppliers
- Negotiating with customers.

**UNIT V**

Social English

- The first five minutes
- Speed networking—the elevator pitch
- Small talk, turn taking
- Business conventions

**REFERENCES**

1. Sylvie Donna (2000), Teach Business English, Cambridge University Press.
2. Evan Frendo (2005), How to Teach Business English, Pearson Education Limited

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UG-HR-EF-02Righttoinformation

Semester-I

**Course Objectives:**

The main objective is to provide basics in right to information act-2005 and amendment with legal study.

**Course Content:**

**UNIT I**

Constitutional rights under Right to information

**UNIT II**

Right to information Act-2005

**UNIT III**

Right to information amendment Bill 2013

**UNIT IV**

The constitution of a central Information commission and state Information commission, limitations under RTI.

**UNIT V**

Legal Case study and seminar

**REFERENCES**

1. Pankaj K.P. Sheyaskar (2013), RTI Act in India: Future and Implications.
2. Sudhir Naib (2013), The Right to Information in India, Oxford India.
3. Sudhir Naib (2015), The Right to Information Act, A Handbook, Oxford India.

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*Syllabus for 5-years integrated HRD course 2015-16*

**UG-HR-CE-04 Principles of Economics-II**

**Semester-II**

**Course Objectives:**

The basic objective of this course is to further acquaint the students with theories of microeconomics. The course provides theoretical foundations for theories on market structures in detail and on game theory, economics of information and economics of uncertainty.

**Course Content:**

**UNIT I Market Structures: Perfect Competition, Monopoly and Monopolistic Competition**

Perfect competition: characteristics, price determination and shut-down point; Monopoly: characteristics, price determination, price discrimination and market power, consumer surplus and the deadweight loss, shut-down point; Monopolistic competition: characteristics, price determination and shut-down point.

**UNIT**

**II Market Structures: Oligopoly**

Characteristics, price determination (kinked demand curve model), stickiness of prices and shut-down point; Non-collusive oligopolistic models of Cournot, Bertrand and Stackelberg models.

**UNIT III Game Theory**

Gaming and Strategic Decisions: Non-co-operative versus co-operative games, Dominant Strategies, Nash equilibrium: Maximin strategies, mixed strategies, Repeated games, Sequential games and the first mover advantage, Threats, commitments and credibility, Bargaining strategies, Entry deterrence.

**UNIT**

**IV**

**Economics of Uncertainty**

Individual behaviour towards risk, expected utility and uncertainty equivalence; Risk and risk aversion – sensitivity analysis, gambling, risk pooling and risks spreading; Efficient market hypothesis.

**UNIT**

**V**

**Economics of information**

Market with incomplete information, search and transaction costs; Quality uncertainty and market for lemons; Market signalling: a model of job market signalling, guarantees and warranties; Moral hazard; The principal-agent problem; Managerial incentives; Asymmetric information in labour markets: efficiency wage theory.

**REFERENCES**

1. Koutsoyiannis, A. (1980), *Microeconomic Theory*, MacMillan.
2. Pindyck RS, Rubinfeld DL and Mehta PL (2009), *Microeconomics*, Pearson, 7<sup>th</sup> Edition.
3. Salvatore, Dominick (2012), *Managerial Economics*, Oxford University Press, 7<sup>th</sup> Edition. Adapted Version.
4. Varian, H. (2000), *Intermediate Microeconomics: A Modern Approach* (5e), Affiliated

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**UG-HR-CE-05 Introduction to Statistics**

**Semester –II**

**Course Objectives:**

The course provides an outline on basic concepts of statistics. It is designed to help students about basics of statistics and getting information about sources of different types of data. It also helps to understand about fundamentals of data analysis.

**Course Content:**

**UNIT I**

Meaning and definition of statistics - Importance and scope of statistics  
Measuring anything that exists: Conceptualization - Operationalization and measurement

**UNIT II**

Sources of data: Primary and Secondary - Different methods of primary and secondary data collection - Defining variable and attributes Different types of variables - Levels of measurements and their implications

**UNIT III**

Meaning of attitude and importance of measuring attitude - Scaling techniques: Simple scale, Likert scale, Thurstone scale, semantic differential, Guttman scale, Index construction

**UNIT IV**

Modes of observation: Qualitative and Quantitative - Survey research: Methods of conducting survey, Questionnaire design - Strength and weaknesses of survey research.

**UNIT V**

Classification, Tabulation and presentation of data - Calculation of summary numbers: measures of centrality and dispersion with their practical utility.

**REFERENCES**

1. Babbie, E. (2014). *The Practice of Social Research*. Cengage Learning.
2. Baker, T.L. (2014). *Doing Social Research*. McGraw Hill.
3. Zikmund, W.G. (2013). *Business Research Methods* (8th ed.). Cengage Learning.

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**UG-HR-CE-06 Culture and Society**

**Semester-II**

**Course Objective:**

The objective of this paper is to provide students knowledge on culture and society and its development and changes on society at large. The subject also provides the concept of culture and socialization, nature and characteristics of organization and role of the individual in organization.

**Course Content:**

**UNIT I: Individual and Society**

The 'Sociality' of Man: The Central Problem of Sociology, Man depends on Society, The Social Contract Theory and The Organismic Theory, Limitations of the theories, The Inseparable Individual and the Society, Man in Society and Society in Man, Scope for individuality

**UNIT II: Individual and Communities**

Community and individual life, rural community and urban community and its meaning, types and characteristics, rural economic organization, rural recreational activities, rural problems, urban problems, the rural-urban contrast

**UNIT III: Culture**

Meaning, characteristics and functions of culture, culture contents, subculture, elements of culture, cultural change, civilization, distinction between culture and civilization

**UNIT IV: Socialization and Culture**

The concept and process of Socialization, Types of Socialization, Role of culture in Socialization, Culture, Socialization and personality, can culture determine personality

**UNIT V: Organization and Individual**

Nature and characteristics of organization, Formal and informal organizations, interrelationship between the formal and the informal organizations, role of the individual in organization.

**REFERENCES**

1. Ahuja Ram, C.N. Shankar Rao, (reprint 2010), Sociology – Principles of sociology with an introduction to social thought, S. Chand & Company Ltd.
2. Ahuja Ram, (2010). Indian Social System, Rawat Publication

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**UG-HR-GE-03 Industrial Safety**

**Semester-II**

**Course Objectives:**

The objective of this paper is to familiarize the students with basics of industrial safety.

**Course Content:**

**UNIT I**

1. Indian factory Act, 1948 and Legal Requirements

**UNIT II**

2. Dock Workers (safety, Health and Welfare) Act, 1986
3. Building and Other construction Workers  
(Regulation of employment and Condition of service) Act, 1996

**UNIT III**

4. Air (prevention & control of Pollution) Act, 1981
5. Water (prevention & control of pollution) Act, 1974

**UNIT IV**

6. Environment (protection) Act, 1986
7. Hazardous waste (management, handling and Transboundary Movement) Rules, 2008

**UNIT V**

8. Bio-medical waste (management and handling) Rules, 1998
9. E-waste (management and Handling) rules, 2011

**REFERENCES**

1. P.L. Malik (2013): Industrial Laws, Vol. 1 and Vol. 2, ECB.
2. Dr. P.S. Jaiswal (2013): Environment Laws, Allahabad Law Publication.
3. Meenu Paul (2014): Labour and Industrial Law, Allahabad Law Agency.

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**UG-HR-GE-04 Employment Laws**

**Semester-II**

**Course Objectives:**

The objective of this paper is to familiarize the students with basics of Employment Laws

**Course Content:**

**UNIT I**

**1. Child Labour Prohibition Act, 1986**

Rights of child and the Indian constitution, object and Scope, Definitions, Prohibition of Employment of children in certain Occupations and processes, regulation and conditions of work of children penalties, procedure relating to offences, appointment of inspectors, Amendments of Act.

**UNIT II**

**2. Maternity benefit Act, 1961**

Extent and commencement, Application, Definitions, Rights of female worker, protective Provisions for women. Rules and Regulations and amendments.

**3. Workmen's Compensation Act, 1923**

Introduction, main features of the Act, Definitions, Employer's liability for Compensation, Workmen's compensation, commissioners rules.

**UNIT III**

**4. Equal Remuneration Act, 1976**

Introduction, Definitions, Act to have over riding effect, Payment of remuneration at Equal rate to men and women, workers and other matters, duty of employers. Inspector, Penalties.

**UNIT IV**

**5. Payment of Bonus Act, 1965**

Introduction, scope and Application, Definitions, concept of Bonus-Computation of bonus Offences by companies.

**UNIT V**

**6. Payment of Gratuity Act, 1972**

Introduction, scope and Application, Definition payment of gratuity, inspectors, recovery Of gratuity, penalties.

**REFERENCES**

1. Malik P.L. (2004) labour Laws, ECB
2. Misra S.N. (2006) labour Laws, central Lawhouse

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**UG-HR-GE- 03 Interpersonal Communication**

**Semester-II**

**Course Objectives:**

This course focuses not on developing a particular set of “skills” (communication competence), but to explore the overarching structures that influence interpersonal interaction and investigate research on some of the major topics of interpersonal communication.

**Course Content:**

**UNIT I**

- Conversation
- Patterned Social Interaction
- Social Networks
- Perspectives & Definitions of Interpersonal Communication
- Theoria, Praxis, Poesis; Episteme; Phronesis, Techne
- Models of Communication
- Symbolic Interactionism
- Self Presentation.

**UNIT II**

- Social Construction of Language
- Monologue & Dialogue
- Coordinated Management of Meaning
- Language-Games
- Conversational Competence
- Speech Act Theories.

**UNIT III**

- Culture
- Mass Media
- Gender
- Dissociation
- High-Low Context Cultures
- Monochronic/Polychronic Time
- Exoticism.

**UNIT IV**

- Friendship
- Family Interaction
- Dating

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- Interpersonal Interaction in Public Social Settings
- Interpersonal Interaction in the Workplace
- Interpersonal Conflict.

**UNIT V**

- Conversation Analysis
- Survey Research
- Ethnography.

**REFERENCES**

1. Cupach, W. R., ed., & Spitzberg, B. H., ed. (Eds.), ed. . (1994). The dark side of interpersonal communication, NJ: Lawrence Erlbaum.
2. Jablin, F. M., & Krone, K. J. (1994). Task/work relationships: A life-span perspective. In M. L. Knapp, ed. & G. R.
3. Lee, J., Jares, S. M., and Heath, R. L. Decision-Making encroachment and cooperative relationships between
4. Public relations and legal counselors in the management of organizational crisis. *Journal of Public Relations Research* vol. 11 no. (3) pp. 243–270 (1999).
5. Littlejohn, S. W. (2002). Communication in relationships. In *Theories of human communication* (7th ed., pp. 234–262). Belmont, CA: Wadsworth.
6. Miller, K. (1995). Conflict management processes. In *Organizational communication: Approaches and processes* (pp. 231–250). Belmont, CA: Wadsworth.

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**UG-HR-DC-04 Data Analysis and Spread Sheets**

**Semester-II**

**Course Objectives:**

The basic objective of this course is to acquaint the students with capabilities of data analysis and spreadsheet softwares. This will help them in using the software for the data analysis and tabular/graphical presentation of data. The course also aims to give an idea of different word processors working on different platforms. This will help them in efficiently using any word processor software on any platform.

**Course Content:**

**UNIT I Introduction to Spreadsheets**

An overview of use of spreadsheets, Starting the spreadsheet software, Selecting the blank worksheet template, Cell referencing system, Entering numbers and text, Default text and number alignment, Summing a column of numbers, Entering a date, Worksheets and workbooks, Saving a workbook to your hard disk, Closing a workbook, Creating a new workbook, Opening a workbook, Switching between workbooks, Saving a workbook using another name, Saving a workbook using a different file type, Getting help, Customizing the Spreadsheet Program.

Switching between worksheets, Renaming a worksheet, Recommended techniques with naming worksheets, Inserting a new worksheet, Deleting a worksheet, Copying a worksheet within a workbook, Moving a worksheet within a workbook, Copying or moving worksheets between workbooks..

**UNIT II Rows, Columns and Cells**

Importance of selection techniques, Selection of: cell, a range of connecting cells, a range of non-connecting cells, entire worksheet, a row, a range of connecting rows, a range of non-connected rows, a column, a range of connecting columns, a range of non-connecting columns, Recommended techniques when creating or editing lists.

Inserting rows into a worksheet, Inserting columns into a worksheet, Deleting rows within a worksheet, Deleting columns within a worksheet, Modifying column widths, Modifying column widths using 'drag and drop', Automatically resizing the column width to fit contents, Modifying row heights.

Copying a cell or range contents within a workbook, Deleting cell contents, Moving the contents of a cell or range within a workbook, Editing cell content, Undo and redo, Copying data between worksheets (within the same workbook), Moving data between worksheets (within the same workbook), Moving data worksheets (between different workbooks), Copying data between worksheets (in different workbooks), Auto Fill, Copying a data range using Auto Fill, Sorting a cell range, Searching and replacing data.

**UNIT III Formatting – Fonts and Numbers**

Font formatting options, Font type, Font size, Bold, italic, underline formatting, Cell border formatting, Formatting the background colour, Formatting the font colour, Alignment

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formatting, Horizontally aligning contents in a cell range, Centering a title over a cell range, Cell orientation, Text wrapping within a cell, Aligning cell contents vertically, Format painter. Number formatting, Decimal point display, Applying and removing comma style formatting (to indicate thousands), Currency symbol, Date styles, Percentages, Freezing row and column titles.

**UNIT IV Formulas, Functions and Analysis ToolPak**

Creating formulas, The easy way to create formulas, Copying formulas, Operators, Using operators in formulas, Formula error messages, Relative cell referencing within formulas, Absolute cell referencing within formulas, What are functions?, Common functions: Numeric, String, Date and Statistical Functions, 'If' functions.

Using the analysis toolpak: Descriptive statistics, t-tests, correlation and regression using the analysis toolpak.

**UNIT V Charts**

Inserting Charts/Graphs: Column, Bar, Line, Pie, Resizing a chart, Deleting a chart, Chart title or labels, Changing the column, bar, line or pie slice colours in a chart, Modifying the legend fill colour, Changing the chart type, Modifying charts using the design tab, Modifying the chart title, Modifying the chart axis, Modifying the chart legend, Modifying chart data labels, Displaying chart data tables, Modifying chart gridlines, Copying and moving charts within a worksheet, Copying and moving charts between worksheets, Copying and moving charts between workbooks.

**REFERENCES**

1. Curtis, Frye (2013), Step by Step - Microsoft Excel 2013, PHI Learning Pvt. Ltd.
2. Curtis, Frye (2014), Microsoft Excel 2013 Plain & Simple, PHI Learning Pvt. Ltd.
3. Harvey, Greg (2013), Microsoft Excel 2013 for Dummies, Wiley India Pvt. Ltd.
4. Kogent Learning Solutions Inc. (2014), Excel 2013 in Simple Steps, Dreamtech Press.
5. McFedries, Paul (2013), Teach Yourself Visually Complete Microsoft Excel 2013, Wiley India Pvt. Ltd.
6. Rockoff, Larry (2013), Microsoft Excel 2013 for the Business Analyst, Cengage Learning.
7. Walkenbach John (2013), Microsoft Excel 2013 Bible: The Comprehensive Tutorial Resource, Wiley India Pvt. Ltd.
8. Walkenbach, John, Microsoft Excel 2013 Power Programming with VBA, Wiley India Pvt. Ltd.
9. Winston (2013), Microsoft Excel 2013: Data Analysis and Business Modeling, Microsoft Press.

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**UG-HR-EF-03 Time Management**

**Semester-II**

**Course Objectives:**

The objective of this subject is to acquaint the students with concepts and techniques used in time management theory and to enable them to apply this knowledge in business decision making.

**Course Content:**

**UNIT I**

Time management - definition - importance - functions - theory - basic principles.

**UNIT II**

Planner - benefits of using a planner - time budget - time monitor - making schedules - time management model - management vs. leadership.

**UNIT III**

Procrastination - definition - overcoming procrastination - creativity and its importance - job clarification - job purpose - identify key areas - identify targets.

**UNIT IV**

First generation time management - notes - checklists - factors that define an activity - problem solving - cause and effect diagram.

**UNIT V**

Second generation time management - calendars and appointment books - events schedule - activities in the future - third generation - idea of prioritization - setting goals.

**REFERENCES**

1. Harvard Business Essentials. (2005). Time Management. Harvard Business Review Press.
2. Managing Time for a Competitive Edge - Bhatia R. L. - S. Chand
3. Time management pocketbook - Ian Fleming published by Research Press, distributed by East-West Books Madras, 1999

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**UG-HR-EF-04 Tourism Management**

**Semester-II**

**Course Objectives:**

The objective of this course is to develop a basic framework of methods, practices, techniques of analysis and process of decision making in the area of tourism management. It also aims to give an idea about India's rich heritage and to understand the role of HR in tourism management.

**Course Content:**

**UNIT I Tourism Concepts**

Definitions of tourism, Historical development of Tourism, Distinction between tourist – traveller – visitor – excursionist; Forms of tourism; Nature, Characteristics and components of tourism; Inbound and outbound tourism.

**UNIT II Demand and Supply of Tourism**

Tourism demand; Determinants of tourism demand; Motivation and tourism demand; Measuring the tourism demand; Emerging trends and new areas of tourism.

**UNIT III Tourism Planning and Development**

Planning for tourism; co-ordination in planning; assessment of tourism demand and supply; territorial planning; infrastructure planning; financial planning, Human Resource planning; marketing and promotion of tourism and monitoring.

**UNIT IV Organization of Tourism**

Need for organization; Factors influencing; Recommendations of the UN conference; The National Tourist Organization; Tourist organizations in India and their roles.

**UNIT V International Organizations and Tourism**

International Union of Official Travel Organization (IUOTO), Pacific Area Travel Association (PATA), International Air Transport Association (IATA), International Civil Aviation Organization (ICAO), World Travel and Tourism Council (WTTC).

**REFERENCES**

1. Allan, Fyall (2010), *Tourism Marketing: A Collaborative Approach*, Multilingual Matters.
2. Bhatia, AK (2006), *International Tourism Management*, Sterling Publisher, 3rd Ed.
3. Bhatt, Harish (2006), *Hospitality and Tourism Management*, Crescent Publishing House.
4. Cook, Roy; Yale, Laura and Marqua, Joseph (2007), *Tourism: The Business of Travel*, Pearson India Pvt. Ltd.
5. Ghosh B (2007), *Tourism and Travel Management*, Vikas Publishing House Pvt. Ltd., 2nd Ed.
6. Joshi, Vandana; Biwal, Archana (2009) *Tourism Operations and Management*, Oxford University Press.
7. Pruthi, RK (2008), *Rural Tourism: Challenges and Paradox*, Rajat Publications.
8. Sarnagadhara, M; et. al (Editors) (2005), *Tourism and Sustainable Economic Development*, New Century Publication.

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**UG-HR-CE-08 Applied statistics**

**Semester III**

**Course Objectives:**

The course objective is to get understanding of different data analytical procedures with live examples and to understand applicability of proper technique for the problem under study

**Course Content:**

**UNIT I**

Correlation: meaning and importance of correlational studies, methods of measuring correlation: scatter plot, Pearson's correlation co-efficient, Spearman's rank correlation co-efficient

Partial correlation: meaning and importance

**UNIT II**

Regression analysis: meaning and importance, types of regression model, different methods getting regression line, assumptions of regression analysis

**UNIT III**

Introduction of probability and its importance in data analysis

Probability distributions: Bernoulli distribution, Binomial distribution, Poisson distribution

**UNIT IV**

Normal distribution

Importance of normal distribution in data analysis

Characteristics of normal distribution

Introduction to hypothesis testing

**UNIT V**

Parametric tests: t-test, F-test, ANOVA

Difference between parametric and non parametric testing procedures

Introduction to non parametric tests

**REFERENCES**

1. Asthana, H.S., & Bhushan, B. (2007). *Statistics for Social Sciences*. Prentice-Hall of India.
2. Keller. (2007). *Statistics for Management and Economics*. Thomson.
3. Levin, J., & Fox, J.A. (2006). *Elementary Statistics*. Pearson.
4. Minium, E.W., King, B.M., & Bear, G. (2010). *Statistical Reasoning in Psychology and education*. WILEY INDIA.
5. Sharma, J.K. (2014). *Business Statistics: Problems and solutions*. Vikas Publishing House Pvt Ltd.

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**UG-HR-GE-05 Business Environment**

**Semester-III**

**Course Objectives:** The objective of this course is to acquaint them with various environmental issues and associated threats. The course also aims to mould their attitude to conservation of environment and to sensitize them on various local environmental aspects.

**Unit – I: Economic Environment**

Concepts and significance of economic environment – at national and international level; Economic System: *Laissez faire*, capitalism, socialism and mixed economy; National Income; Monetary and Fiscal Policy (finance commission); Industrial Policy; Five year plans; Dissolution of Planning commission and formation of Niti Aayog.

**Unit – II: Social Environment**

Concept and significance of social environment, Interdependence of business and society, Culture and organization: Nationally and Globally; Social responsibility of business and trusteeship management, Business ethics, Management education in India; Population and Census; Chambers of Commerce, CII, FICCI, ASSOCHAM, NASSCOM

**Unit – III: Technological Environment**

Concept and significance of technological environment; Impact of technology on organization; Process of technological adaptation and development, Patents, Technological Collaborations, Government guidelines, technology assessment at government level; ISO standards and Bureau of Indian Standards; Biotechnology

**Unit – IV: International Business Environment**

International Business : An Overview, types of International Business; Balance of Payments and Macroeconomic Management; Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, Bilateral and Commodity Agreements

**Unit – V: GATT and WTO**

Tariff and non-tariff barriers, WTO, Regional blocks, Management in International Firms Production, Operations and Service; Global competitiveness and global competition; World Economic growth and the environment, country evaluation and selection.

**References:**

1. Ashwathappa(2006), Economic Environment of Business, Himalaya.
2. Cherunilam Francis(2013), Business Environment, Himalaya, 22<sup>nd</sup> Ed..
3. Dutt Rand Mahajan, A(2013), Indian Economy, S Chand, 70<sup>th</sup> Ed.
4. Paul, Justin(2010), Business Environment, McGraw Hill Education, 3<sup>rd</sup> Ed.
5. Saleem, Shaikh(2006), Business Environment, Pearson.
6. Soderston B.(2000), International Economics.

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**UG-HR-DC-05: Indian Business Legends**

**Semester III**

**Course Objectives:**

This course aims to develop students' communication and language skills in order to plan and deliver an effective presentation. Students will be taken systematically through the key stages of giving presentations, from planning and introducing to concluding and handling questions..

**Unit – I:**

The Pioneers – Cawasji Nanbhoy Davar, JRD Tata, G D Birla, Dhiru Bhai Ambani, Verghese Kurien

**Unit – II:**

The Exemplary CEOs – Ratan Tata, Rahul Bajaj, Mukesh Ambani, Venu Srinivasan, KVKamath, Nandan Nilkeni, Anil Amban.

**Unit – III:**

The Business Icons – Luxmi N Mittal, N R Narayana Murthy, Azim H Premji, Sunil Mittal, Kumar Manglam Birla.

**Unit – IV:**

Women Business Leaders – Kiran Mazumdar Shaw, Indra Nooyi, Naina Lal Kidwai, Chand Kochhar, Amrita Patel

**Unit – V:**

Reviews of Books on Business Legends.  
Business Legends by Geeta Piramal  
Stay Hungry Stay Foolish by Rashmi Bansal

**References**

1. Gita Piramal. (2010) Business Legends, Penguin India.
2. Gita Piramal (2011) Business Maharajas, Penguin India

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**UG-HR-EF-05 Employee Empowerment**

**Semester**

**III**

**Course Objectives:** The objective of this course is to teach students the basics of employee empowerment and how empowering will help the organisation to retain and motivate employees..

**Unit – I:**

Introduction, Meaning, Conceptual framework of Employee Empowerment, Levels of Employee empowerment.

**Unit – II:**

Benefits, Complications in Employee empowerment, Forms of Participation for Employee empowerment.

**Unit – III:**

Process of Employee empowerment, The Credo of an Empowering Manager.

**Unit – IV:**

Challenges of Employee empowerment, Pros and Cons of Employee empowerment.

**Unit – V:**

Role of Trade Union and Role of Government in Employee Empowerment.

**REFERENCES**

1. Michaels, A. Sharon and Bianco, P. David. Encyclopedia of Business, 2nd ed. "Empowerment."
2. Wagner, R. & Harter, J. K. 2006. The Elements of Great Managing, New York: Gallup Press.

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**UG-HR-EF-06WTO**

**Semester III**

**Course Objectives:** Through this course the students will get:

- A sound understanding of the structure, organisation and decision-making procedures of the WTO
- A detailed knowledge of the dispute settlement system of the WTO, including its system of sanctions
- A sound general knowledge of the policy implications of WTO's activities
- A detailed and advanced understanding of the WTO's contribution to the development of customary international law.

**Unit – I:**

A brief history of international trade

- Main trade policy instruments
- International trade institutions

**Unit – II:**

The rules of the WTO;

- Structure and logic;
- Objectives of the system;
- Functions, including rule-setting, negotiating, resolving disputes,
- Reducing information asymmetries;
- The structural setup of the WTO

**Unit – III:**

The economics of standards and regulations

- Public policy and protectionism
- The WTO and standards

**Unit – IV:**

Multilateral trade negotiations

- WTO laws: AoA
- Trade dispute settlement
- Doha Development Agenda
- Bilateral trade negotiations
- Economics of RTAs or FTAs

**Unit – V:**

Trade policy for services

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- Trade and environment
- Dispute settlement

**REFERENCES**

1. The Political Economy of the World Trading System by Hoekman and Kostecki
2. The World Trading System John H. Jackson, 1997, , 2nd Edition, Cambridge, Mass: MIT Press
3. International Trade. Robert C. Feenstra and Alan M. Taylor. 2011. NY: Worth Publishing.
4. The World Trade Organization: A Very Short Introduction by Amrita Narlikar
5. Fair Trade and Harmonization - Jagdish Bhagwati and Robert Hudec, 1996 Volume 2: Legal Analysis, Mass.: MIT Press

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**UG-HR-CE-10 Development Economics**

**Semester –IV**

**Course Objectives:**

To impart to the students the conceptual and procedural knowledge in the functional area of Human Resources Management. To enable the students to understand concepts, principles and techniques to be applied in the above functional area.

**Course Content:**

**Unit – I: Economic Development: An Overview**

Income and Growth: Measurement issues and historical experiences, Income distribution in developing countries, Evolution of the concept of development: economic growth, economic development, human development, Some structural features: demographic characteristics, occupation and production structure, rapid rural-urban migration and international trade, Technical progress and convergence.

**Unit – II: Growth Theories**

Classical model of economic growth, Harrod-Domar model, Neo-Classical growth theories: Harrod, Solow and Swan.

**Unit – III: Development and Inequality**

Economic growth and development; Theories of economic development; Economic inequality – conceptual issues and measurement; Poverty – conceptual issues and measures, Incidence of poverty in developing countries; Functional impact of poverty.

**Unit – IV: Rural and Urban Sectors and Economic Development**

Economic development and the rural economy; Rural credit and land markets- microcredit and SHGs; Employment and income diversification in rural economy; Role of the rural non-farm sector; Migration and the urban informal sector; Agriculture and rural development.

**Unit - V: Institutions and Economic Development**

Market and economic development; market failure – problem of moral hazard; Governance and economic development, government failure and its correction; Globalization and economic development.

**REFERENCES**

- Behrman and Srinivasan (1995): Handbook of Development Economics, Vol. 3, Elsevier, Amsterdam.
- Meier, G. M. and J. E. Rauch (2000): Leading Issues in Economic Development, OUP, NY.
- Ray, D. (1998): Development Economics, OUP, Delhi.
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- Bardhan, P. and C. Udry (1999): Development Microeconomics, OUP, NY.
- Barro, R. and X. Sala-i-Martin (1995): Economic Growth, McGraw Hill, NY.
- Lewis, W. A. (1955): The Theory of Economic Growth, George Allen and Unwin, London.
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**UG-HR-CE-11 Research Methodology**

**Semester –IV**

**Course Objectives:**

Basic course objective is to make students aware about basics of different types of research and major stages of research from formulating research problem to preparation of research report. Students are expected to undertake one study and prepare report by the end of the course.

**Course Content:**

**UNIT I**

Objectives and types of research: Motivation and objectives – Research methods vs Methodology. Types of research – Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs Empirical.

**UNIT II**

Research Formulation – Defining and formulating the research problem - Selecting the problem–Necessity of defining the problem–Importance of literature review in defining a problem–Literature review–Primary and secondary sources–reviews, Critical literature review–Identifying gap areas from literature review–Development of working hypothesis.

**UNIT III**

Research design and methods–Research design–Basic Principles–Need of research design —Features of good design–Important concepts relating to research design, Induction, Deduction, Developing a research plan–Preparing research proposal

**UNIT IV**

Data Collection and analysis: Execution of the research–Observation and Collection of data –Methods of data collection–Sampling Methods–Data Processing and Analysis strategies- Data Analysis with Statistical Packages - Hypothesis-testing - Generalization and Interpretation

**UNIT V**

Reporting and thesis writing – Structure and components of scientific reports - Types of report–Technical reports and thesis–Significance–Different steps in the preparation–Layout, structure and language of typical reports–Illustrations and tables–Bibliography, referencing and footnotes.

**REFERENCES**

1. Babbie, E. (2014). *The Practice of Social Research*. Cengage Learning.
2. Baker, T.L. (2014). *Doing Social Research*. McGraw Hill.
3. Zikmund, W.G. (2013). *Business Research Methods* (8th ed.). Cengage Learning.

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**UG-HR-CE-12 Corporate Responsibility and Governance**

**Semester-IV**

**Course Objective:**

The objective of this paper is to provide a strong framework for studying corporate responsibility and governance with the role of business in modern society. The subject also examines the origins, managing and implementation of CR with the understanding of Socially Responsible Investment concept.

**Course Contents:**

**UNIT I: Introduction**

Definitions, Understanding corporate responsibility, Values-driven business, Business and society, Taxonomy of business responsibilities

**UNIT II: Origins of Corporate Responsibility**

Introduction, Three eras of responsibility, Corporate responsibility theory in historical context, Theories of CR, Ethical theory

**UNIT III: Managing and implementation Corporate Responsibility**

What is company trying to achieve, Qualities of good CR management, Structuring CR functions, Challenges, CR as strategy, CR in small & medium sized companies

**UNIT IV: Corporate Responsibility and Governance**

Definition, Theories of Corporate Governance, Drivers of CG reform, Development of UK-CG framework, Revised combined code, Sustainable Development

**UNIT V: Socially Responsible Investment**

Origins and development of SRI, Criteria for SR, Ethical fund performance, Engagement, Other SRI approaches, Market and ethics Trends of SRI

**REFERENCES**

1. Arvind Jain and Nisha Jain, (2012). Corporate Governance and Social Responsibility, Jaipur, RBSA Publishers
2. C B Bhattacharya, Shankar Sen, Daniel Korschun, (2011). Leveraging Corporate Responsibility, New Delhi, Cambridge University Press
3. D Geeta Rani and R K Mishra, (2008) Corporate Governance, New Delhi, Excel Books
4. Michael Blowfield and Alan Murry, (2008). Corporate Responsibility – a critical introduction, Noida, Oxford university press.

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**UG-HR-GE-07 Cyber Laws and Cyber Security**

**Semester-IV**

**Course Objectives:**

The course provides an outline on basic concepts of cyber Laws and Cyber Securities, Amendments, Rules and Regulations.

**Course Content:**

**UNIT I Introduction to cyber Laws, Cyber Crime**

Meanings, Definitions, Nature of Cyber crimes, Historical Genesis and Evaluation of Cyber crime, International and Indian law on cyber crime

**UNIT II Cyber Security**

Introduction to cyber security, Implementing Hardware Based Security, Software Based Firewalls, Security standards, assessing threat levels, Forming an Incident Response team, Reporting Cyber Crime, Operating system Attacks, Reverse engineering and Cracking techniques and fraud.

**UNIT III Cyber Crime Issues**

Unauthorized Access to computers, white collar crimes, Internet hacking and cracking, pornography, virus attacks, stalking and obscenity in Internet, Cyber terrorism, other crimes.

**UNIT IV Statutory Laws pertaining to Cyber Crimes in India**

Cyber policing current status in India, Penalties and offences under Information Technology Act, 2000. Offences under Indian Penal Code, 1860, IT Act 2000 and other legal Provisions, Amendments, Rules, Notifications.

**UNIT V Landmark Judgements under The Information Technology Act**

Legal case study and Legal seminar

**REFERENCES**

1. Justice Yatindrasingh (2005): cyber laws, Universal.
2. Barkha & U. Rama Moha (2013): Cyber Laws & Crimes (2013), Asia Law House.
3. Dipu Singh (2013): Cyber Laws, Allahabad Law Agency.
4. Anirudh Rastogi (2014): Information Technology and Internet, Lexis Nexis.
5. Karnika Seth (2013): Computer Internet and New Technology Laws, Lexis Nexis.

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**UG-HR-GE-08 Business Ethics**

**Semester-IV**

**Course Objectives:**

This course will emphasize the individual as decision-maker and focus upon ethical issues and dilemmas facing managers in most business organizations. The specific objectives of the course are to raise students' general awareness of ethical dilemmas at work, to place ethical issues within a management context subject to analysis and decision-making action, and to enhance and improve the ability of students to reason toward a satisfactory resolution of an ethical dilemma.

**Course Content:**

**UNIT I**

Role and importance of Business Ethics and Values in Business - Definition of Business Ethics - Impact on Business Policy and Business Strategy - Role of CEO - Impact on the Business Culture.

**UNIT II**

Types of Ethical issues - Bribes - Coercion - Deception - Theft - Unfair Discrimination.

**UNIT III**

Ethics internal - Hiring - Employees - Promotions - Discipline - Wages - Job Description - Exploitation of employees - Ethics External - Consumers - Fair Prices - False Claim Advertisements..

**UNIT IV**

Ethics External - Environment Protection - Natural - Physical - Society - Relationship of Values and Ethics - Indian Ethos - Impact on the performance..

**UNIT V**

Vendors - Government - Social Audit

**REFERENCES**

1. Albuquerque, Daniel N (2010), Business Ethics: Principles and Practices, Oxford University Press.
2. Fernando (2013), Business Ethics: An Indian Perspective, Pearson India Pvt. Ltd.
3. De George RT (2011), Business Ethics, Pearson India Pvt. Ltd.

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**UG-HR-DC-07 Women Studies**

**Semester-IV**

**Course Objective:**

The objective of this paper is to provide students about the concept and the development of women studies and its relevant issues on inequality, gender and discrimination and rights of women.

**Course Content:**

**UNIT I: Introduction**

Concept and need of women studies, women movement and its impact, women in Ancient India, Women in Medieval Period, Changes in the British Period Affecting Women's Status, Women in Post Independence Period, Women and Employment

**UNIT II: Women – Health, illness and caring**

Women and medicine, women and health inequalities, iatrogenic medicine, health and domestic violence, motherhood and informal care

**UNIT III: Violence against Women**

Women's harassment, Nature, Extent and Characteristics of Violence against Women, Violence against widows, Victims of Violence, Perpetrators of violence, Types of violence, Motivation in violence, Theoretical explanation of violent behavior

**UNIT IV: Human Rights of Women**

Women and politics, Protection to women under the national legal framework, Law relating to dowry in India, Sexual harassment at workplace

**UNIT V: Women Empowerment**

Need and importance of women empowerment, National policy for empowerment of women, ways to empower women, Barriers of women empowerment, key strategies of empowering women, UNDP eight point agenda for girls and women

**REFERENCES**

1. Dr. Devinder Singh (2010), Human Rights – Women & Law, Allahabad Law Agency
2. Linda L. Lindsey (2011), Gender Roles – A Sociological Perspectives, PHI Learning Private Limited
3. Pamela Abbott, Claire Wallace and Melissa Tyler (1990), 3<sup>rd</sup> edition, An Introduction to Sociology – Feminist Perspectives
4. Ram Ahuja (2010), Indian Social System, Rawat Publications
5. Ram Ahuja (2007), Social Problems in India, 2<sup>nd</sup> edition, Rawat Publications

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**UG-HR-GE-07 Law for Everyone**

**Semester-IV**

**Course Objectives:**

The objective of this paper is to familiarize the students with basics of laws

**Course Content:**

**UNIT I Laws Relating to Women**

Constitutional provisions, The Immoral Traffic (prevention) Act, 1956, Harassment of women at the workplace and the laws protecting them, National commission for women.

**UNIT II Laws Relating to Child**

Constitutional provisions, Declaration of the rights of child, 1959, Convention on the Rights of the child, 1989, the children Act, 1960, Commission for protection of Child Rights Act, 2005.

**UNIT III Laws Relating Consumers**

Consumer Dispute Redressal Agencies.

**UNIT IV Laws Relating to disable person**

Constitutional provisions, the person with Disabilities (Equal Opportunities, protection of rights and full participation) Act, 1995 and Rules, 1996.

**UNIT-V Laws Relating to Minorities.**

Constitutional provisions, The National commission For Minorities Act, 1992, National Commission for Minority Education Institutions Act, 2004

**REFERENCES**

1. Dr.A.N.Sen, Human Rights (2013), Allahabad Law Agency
2. Dr.Devinder Singh, Human Rights, Women & Law (2010), Allahabad Law Agency
3. Aswinkaria: Human rights (2014), C.Jamnadas and co.
4. N.K.Acharya, The Constitution of India (2014), Asia Law House

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**UG-HR-GE-08 Physical Education**

**Semester-IV**

**Course Objectives:**

At the end of the course the student- teachers will able to

- Create awareness on different aspects of health and fitness.
- Develop skills in organizing the physical education programme in the department.
- Understand the nature of injuries and to take care during emergencies and provide first aid.

**Course Content:**

**UNIT I History**

History of Physical Education in India

Before Independence

After Independence

Important Institutions of Physical Education in India, YMCA, Christian College of

Physical Education, .

**UNIT II Physical Education**

Meaning and concept of Education. Its aim and objective, importance of Education in Modern era.

Meaning and definition of Physical Education, its aim and objective and misconception about physical Education.

Need, importance and scope of Physical Education in the Modern Society and its relationship with General Education.

**UNIT III Philosophical Foundations**

Idealism and Physical Education.

Pragmatism and Physical Education.

Naturalism and Physical Education.

Existentialism and Physical Education.

**UNIT IV Biological Basis of Physical Education**

Growth and Development, Differences between growth and development, Factors Affecting growth and development.

Age and Sex differences in relation to Physical activities and Sports.

Chronological Age, Anatomical Age and Physiological Age..

**UNIT V Sociological Foundation:**

Physical education & sports as a need of the society.

Sociological implications of Physical Education and Sports.

Physical activities and Sports as a men's cultural heritage

**REFERENCES**

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**UG-HR-CE-13: Principles of Management**

**Semester –V**

**Course Objective:**

**4 Credits**

This course offers foundations of principles of Management. Evolution of Management theories and different functions of Management are covered in this course.

**Course Contents:**

**UNIT I: Evolution of Management Thought**

Introduction to the concept of Management: Management as Science or Art, Universality of Management thoughts, Different Schools of Thoughts: Scientific Management School, Classical Organization Theory School, Behavioural School and Scientific Management School, Rationalistic Perspective versus Interpretative Perspective.

**UNIT II: Planning**

The nature of Managerial Decision Making, Rational Model of Decision Making, Bounded Rationality, Importance of Planning, Types of Plans, Planning and Strategy Making, Levels of Strategies.

**UNIT III: Organizing**

Organizational Design and Structure, Concept of Power and Authority, Distribution of Power and Authority.

**UNIT IV: Directing / Leading**

Concept of Leadership, Teams and Team Work, Communication, Issues in Communication and dealing with the issues of communication.

**UNIT V: Controlling**

Concept and Design of Control Systems.

**REFERENCES**

1. Drucker, P (2014), Management, Harper Business.
2. Hitt, M A; Black, J S and Porter, L W (2009), Management, Pearson, New International Ed.
3. Robbins, S P (2009), Management, Pearson, 10<sup>th</sup> Ed.
4. Robbins, S P, Coulter, M and De Cenzo, D (2016), Fundamentals of Management, Pearson
5. Stonner, J A F, Freeman, R E and Gilbert, D R, Jr (2003), Management, Pearson, 6<sup>th</sup> Ed.

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**UG-HR-CE-14: Fundamentals of Human Resource Development**

**Semester –V**

**Course Objective:**

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

**Course Contents:**

**UNIT I: HRD- An Introduction**

Historical Development; Concept of HRD; Characteristics of HRD; Objectives of HRD; Need for HRD; HRD as a total system; Functions of HRD; HRD and Personnel Management

**UNIT II: Philosophies and Strategies**

An overview; HRD matrix; HRD Philosophy; HRD policies; HRD Strategy; HRD organization; Barriers of HRD programmes; Suggestions to make HRD effective in Indian Organisations; Attributes of HRD manager; HRD in Indian Industry.

**UNIT III: HRD System**

Process of Designing HRD Systems; Principles in Designing HRD Systems; Factors affecting in HRD Systems Designing.

**UNIT IV: HRD Mechanism**

Pre requisite for HRD; Variables in HRD Mechanism; HRD Processes; HRD Outcomes; Organizational Effectiveness.

**UNIT V: HRD Climate and Culture**

Concept of Climate; Factors affecting HRD Climate; Indian Culture and HRD; The Developmental Dimensions.

**REFERENCES**

1. Dayal Raghbir (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.

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**UG-HR-CE-15: Training and Development**

**Semester –V**

**Course Objective:**

The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.

**Course Contents:**

**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 –

**UNIT IV**

designing a training module (cross cultural – leadership – training the trainer – change) – management development program – budgeting of training

**UNIT V**

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

**REFERENCES**

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

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**UG-HR-GE-09 Employer Branding**

**Semester –V**

**Course Objectives:**

Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

**Course Content:**

**Unit – I: Employer branding**

Brand- basics- Brand ideals- Brand elements – Brand dynamics – Brand and it's stakeholders

**Unit – II: Integrated Model**

Concept of employer brand, needs and aspiration of employees, managerial challenges, role of leadership, developing employer brand concept, strategic perspective of employer brand

**Unit – III: Brand fundamentals**

Benefits – Brand analysis – Brand value – Brand positioning and differentiation – Brand management and development – Brand life cycle – Branding process

**Unit – IV: Employer brand insight and positioning**

Employee insight- Labour market insight – Brand identity – Brand integration – Positioning model – Brand vision model - Employee value proposition – Measuring employer brand

**Unit - V: Brand Communication and management**

Emotional engagement - Employee commitment and behavioural change - Behavioral change – Branding policy - Practices – Key responsibilities of employer brand management – Employee engagement – Components - Case studies

**REFERENCES**

1. Simon Barrow, Richard Mosley , The employer brand: Bringing the best of brand management to people at work, Wiley
2. Hugh Davies, Employer Branding, Book pal
3. Wheeler Aina, Designing brand identity: An essential guide for the whole branding team
4. Helen Rosethorn, The employer brand, Gower
5. Cyrill Ting, AV Akademikerverlag, Employer branding and the employee-life-cylce: How to be attractive employer
6. Lizz Pellet, The cultural fit factor: Creating an employment brand that attracts, retains and repels the right employees, Society of Human resource management
7. Jeff Waldman, Christine Mcleod, The HR Trailblazer: Unlock the potential of your employer brand,

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**UG-HR-GE-10- Disaster Management**

**Semester -V**

**Course Objectives:**

Disaster whether they be natural or man-made causes havoc for humans. It kills people, injures many and destroys precious scarce resources making all of us poor. They are one of the biggest threats to the survival of the human race and its civilization. In this course students will learn about various disasters and how to manage them once they occur.

**Course Content:**

**UNIT I**

Definition, nature, characteristics and types of disasters

**UNIT II**

Disaster profile of India

**UNIT III**

Natural disasters- Earthquake; Landslides; Volcano eruption; Cyclone/hurricane; Avalanches; Floods/flash floods; Droughts; Tsunami

**UNIT IV**

Man-made disasters - Wars: Nation state and civil wars; Genocide/pogroms; Terrorism; Crime; Industrial hazard; Environmental hazard (waste disposal etc.); Fire

**UNIT V**

Disaster management- Prevention; Preparedness; Mitigation

Disaster response technologies; Disaster Management Authority of India

Disaster Management Policies in Gujarat; Disaster Management Policies in Surat

**REFERENCES**

1. Collins, L. R. (2000). *Disaster Management and Preparedness*. CRC Press.
2. Coppola, D. P. (2010). *Introduction to International Disaster Management*. Elsevier.
3. Home - National Disaster Management Authority. (n.d.). Retrieved 16 August 2016, from <http://www.ndma.gov.in/en/>

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**UG-HR-DC-09 Fundamentals of human organisational communication Semester –V**

**Course Objectives:**

Communication objectives are the strategies used by an organization to create awareness, impart knowledge, shape brand reputation or affect sales. The strategies are measurable plans to increase the company's visibility, to attract new clients or customers, to communicate the organization's mission or vision to a broader audience or to more fully engage employees in the business strategy.

**Course Content:**

**Unit – I: Definition and basics of communication**

Definition of Communication - History of Communication- Nature of communication – Classification of communication – Process of communication – Objectives of communication – Organisational communication: Importance of communication in management - Why managers need communication skills

**Unit – II: Channels of Communication**

Channels, Networks, Forms and Dimensions of communication: Formal communication, Informal communication, Upward communication, Downward communication, Lateral communication, Diagonal communication, Inward communication, Outward communication, Written communication, Oral communication, Non-verbal communication, Wheel network, Y network, Chain network

**Unit – III: Oral and written communication**

Oral Communication: Characteristics/Features of oral communication, Advantages & disadvantages of oral communication

Written Communication: Characteristics of written communication, Advantages & disadvantages of written communication

**Unit – IV: Non-verbal communication**

Non-verbal Communication: Characteristics of non-verbal communication, Kinesics or body language, Facial expression, Eye contact, Gestures, Effective use of body language

Paralanguage, Advantages & disadvantages paralanguage,

**Unit - V: Writing process and email**

Writing process, Enquiries & replies, Quotations, Memo, Reports: Types of reports, Report writing process, Outline of a report, Group Discussions, Strategies for group discussions

E-correspondence: E-mail, Basic rules of business etiquettes

**REFERENCES**

1. Sehgal M K, Business Communication, Excel Books
2. Sushi Bahl, Business Communication today, Sage publication
3. Pal Rajendra, Korlahalli, Essentials of business communication, S Chand & sons.

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**UG-HR-EF-09- History of Cultures**

**Semester –V**

**Course Objectives:**

This course is designed to introduce the students to the various cultures of the world throughout history starting from ancient time to modern. For being a member of our civilized world it is important for students to know all these civilizations and their culture. The father of American literature Mark Twain said, "Travel is fatal to prejudice, bigotry, and narrow-mindedness". In this course we will take students on a virtual travel of the different parts of the world and its histories.

**Course Content:**

**UNIT I Introduction**

History: An Introduction

**UNIT II Overview**

A brief history of the world (from the dawn of humanity to the 21<sup>st</sup> Century)

**UNIT III History of Cultures-I**

Middle East And Africa - Sumer: The Cradle of Civilization; Ancient Egypt

**UNIT IV History of Cultures-II**

Asia - Ancient China; The Mongols; Japan

**UNIT V History of Cultures-III**

The Americas – Aztecs; Mayans

Europe - Ancient Greece; Ancient Rome; Modern Europe: A Brief Overview

**REFERENCES**

1. Bryson, B. (2004). *A Short History of Nearly Everything* (1st edition). New York: Broadway Books.
2. Davies, N. (1998). *Europe: A History*. Harper Perennial.
3. Durant, W., & Durant, A. (1993). *The Story of Civilization*. MJF Books.
4. Toynbee, A., & Somervell, D. (1963). *A STUDY OF HISTORY. in TWO VOLUMES* (15th Printing edition). Oxford University Press.

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**UG-HR-EF-10 Management & Business skills** **Semester –V**

**Course Objectives:**

To impart knowledge of dealing with colleagues, clients and stakeholders. A new age corporate world requires a candidate equipped with not only fresh knowledge but also with skill and attitude. This subject makes student more competent.

**Course Content:**

**Unit – I: Self-improvement**

Self-Improvement: Plan to improve- Visualise your best self, long-term goals – Short term objectives-Action plans- **Actively working to improve yourself,** Mentoring and coaching, counselling, behaviour modification

**Unit – II: Working with others**

Value added qualities-**Cheerfulness, Sense of humour, Tactfulness, Empathy and sympathy, Willingness to participate,** Negative traits to avoid- **Resentment, Irritating habits, Envy and jealousy, Self-pity, Being a team player – Cooperation, Politeness, Patience, Enthusiasm, Dependability, Loyalty**

**Unit – III: Getting along with your supervisor**

Know your supervisor, Supervisor is a real person, leadership styles, Communicating with supervisor, Special communication with your supervisor, What should you expect from your supervisor?- Avoid negative reactions to criticism, **Handling criticism, Safe work environment, Personal recognition,** What your supervisor expects of you- Be present and on time, show diligence and initiative, Allegiance, Enthusiasm, Change

**Unit – IV: Relating to clients and customers**

Customer expectations, quality products and services, Reliability, Empathy and understanding, Timeliness, Recognition and acknowledgement, **Customer communication Thinking Skills- Critical thinking, Creative thinking, Thinking strategies- Problem solving**

**Unit - V: Standard of conduct**

Integrity and ethics- Understand employer expectations, keep your standards high, loyalty, Avoid drug and alcohol abuse, Honesty- Petty theft, expense account abuses, Abuses of fringe benefits

**REFERENCES**

1. Wallace H, Personality Developemnt, Cengage Learning
2. Sinha A, Singh N, A text on Soft skills for business, Vrinda Publiscation
3. Joshi Gangadhar, Campus to Corporate: Your roadmap to employability, Sage Publication
4. K. Alex, Soft Skills, S. Chand Publication
5. Mitra Barun, Personality development and soft skills, Oxford Publication

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**UG-HR-CE-16 Strategic Staffing** **Semester –VI**

**Course Objectives:**

The course provides an outline on basic concepts of strategic Staffing. It is designed to help students learn about hoe work force should be managed so that it is in line with organization’s overall vision.

**Course Content:**

**UNIT I Concept of Strategy and Strategic Human Resource Management**

What is Strategy?; Formulation of strategy  
Concept of Strategic human resource management; What are HR strategies?; Specific HR Strategies; Developing HR Strategies;

**UNIT II Strategic human resource planning**

Definition and concept of strategy; Elements of a good strategy; Vision and mission of the organisations; Human resource planning aligned with business strategy, labour market

**UNIT III Understanding current workforce**

Job analysis and the right fit; Recruitment sources (traditional and innovative); Electronic recruitment

**UNIT IV Talent Management Strategy**

Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence-Defining culture and talent; Components of culture change; Five stages of culture change

**UNIT V Employee relations Strategy**

Employee relations strategy defined; Concerns of employee relations strategy; The background to employee relations strategies; Formulating employee relations strategies

**REFERENCES**

1. Armstrong, Michael (4<sup>th</sup> Edition), Strategic Human Resource Management-A Guide to Action; Kogan Page
2. Belcourt, Monica, Strategic Human Resource Planning, Cengage Learning
3. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand
4. Pattanayak, Biswajeet (2001), Human Resource Management. New Delhi: Patience-Hall of India
5. Heneman, H.G., Judge H.G.(2012), Staffing organisations,  
N.B. Teacher will provide the related reading material during the course of the lectures

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**UG-HR-CE-17 Compensation and benefit**

**Semester –VI**

**Course Objectives:**

The aim of this subject is to understand the various dimensions of Compensation Management. Also, to familiarise the role of various bodies involved in Compensation Management.

**Course Content:**

**Unit – I: Introduction**

Introduction to compensation management: Concept of compensation – Objectives of compensation – Importance of compensation program – Core components of compensation (Elements of successful compensation package) – Direct compensation & indirect compensation – Factors affecting employee's compensation

**Unit – II: Strategic perspectives in compensation**

Aligning compensation strategy with business strategy – Skill based Pay: Reasons for skill based pay, introducing a skill-based pay system- problems in skill based pay- Competency based compensation programme

**Unit – III: Managing compensation & Performance based compensation**

Managing compensation: Designing a compensation system, Compensation as a retention strategy- Competency based program

Performance based compensation: Effect of compensation on performance and motivation – Pay for performance system- Types of pay for performance plans – Does compensation motivate performance?

**Unit – IV: Wages and salary administration**

Definition and concept of wages- The wage determination process – Methods of wage fixation –Theory of wages - Types of wages,

**Unit - V: Incentive plans and fringe benefits**

Incentive plan- Characteristics of incentive plan- benefits of incentive plans –Individual incentive system, Based on Time-Halsey plan, Rowan plan, Emerson plan, Bedeaux plan, Based on production- Taylor plan, Group incentive system- Gain sharing plan, Kaiser plan, Profit sharing plan, co-partnership

Definition of fringe benefit, Need for fringe benefit, Objective of fringe benefits

**REFERENCES**

1. Bhatia, Kanchan, Compensation Management, Himalaya Publishing House
2. Pattanayak Biswajeet, Human Resource Management, PHI Learning Pvt. Ltd.
3. Armstrong, Michael, A Handbook of Human Resource Management Practice, Kogan Page Publication
4. Haldar U, Sarkar Juthika, Human Resource Management, Oxford University Press

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**UG-HR-GE-11: Qualitative Research**

**Semester –VI**

**Course Objective:**

This course offers foundations of qualitative research. The paradigm of qualitative research is different from the standard methodologies adopted for research. It gives a different perspective to look at things and analyse research questions. Thus, this course provides an overview of all major qualitative research designs and methods of data collection.

**Course Contents:**

**UNIT I: Introduction**

Introduction to qualitative research and its paradigm, Comparison between Qualitative and Quantitative Research, basic designs of qualitative research.

**UNIT II: Ethnography and Case Study Approaches**

Undertaking Ethnographic research, Undertaking Case Study Research

**UNIT III: Data Collection Methods**

Interviewing and Focus Group Discussions (FGDs), Participant and non-participant observation, Sampling in Qualitative Research

**UNIT IV: Action Research and PRA**

Action Research and Participatory Rural Appraisal (PRA)

**UNIT V: Data Analysis and Grounded Theory**

Basics of Content Analysis, Introduction to Grounded Theory

**REFERENCES**

1. Bryman, A (2016), Social Research Methods, Oxford University Press, 5<sup>th</sup> Ed.
2. Flick, U (2009), An Introduction to Qualitative Research, Sage, 4<sup>th</sup> Ed.
3. Gibson, W J and Brown, A (2009), Working with Qualitative Data, Sage.
4. Hennink, M, Hutter, I and Bailey, A (2011), Qualitative Research Methods, Sage.
5. Silverman, D (2013), Doing Qualitative Research, Sage, 4<sup>th</sup> Ed.

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**UG-HR-GE-12 Talent Management**

**Semester –VI**

**Course Objectives:**

Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

**Course Content:**

**Unit – I: Talent Management Basics**

Talent Management : What is Talent management? – Concept of Talent Management – Importance of Talent Management – Talent management life cycle –Factors influencing talent management – Managing the talent

**Unit – II: Integrated Model**

Talent management: An integrated model – Identifying the talent gaps – Talent sourcing – Developing talent –Benefits of talent management to organization – Factors retarding talents in India

**Unit – III: Elements of Talent Management**

The element of Talent Management-The resourcing strategy- Attraction and retention policies and programmes – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management

**Unit – IV: Attraction strategies**

Creating a great place to work : Attraction strategies – Employer branding- Employer of choice – Targeted recruitment and selection

**Unit - V: Retention strategies**

Retention strategies – Factors affecting retention- Basis of the strategy - Risk analysis – Analysis of reasons for leaving – Areas of action

**REFERENCES**

1. Pattanayak Biswajeet, Human Resource Management, PHI Learning Pvt. Ltd.
2. Armstrong, Michael, A Handbook of Human Resource Management Practice, Kogan Page Publication
3. Haldar U, Sarkar Juthika, Human Resource Management, Oxford University Press

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**UG-HR-DC-11- Entrepreneurship**

**Semester –VI**

**Course Objectives:**

The objective of this course is to familiarize students with the important phenomena of entrepreneurship. As the great economists like Joseph Schumpeter and Ludwig von Mises said, entrepreneurs are the drivers of any economy. Because of the primary importance of entrepreneurial function for any economy this course is designed to inform the students about the various facets of entrepreneurship

**Course Content:**

**UNIT I INTRODUCTION**

1. Entrepreneurship: definition, nature and function

**UNIT II ENTREPRENEURSHIP IN THEORY**

1. Entrepreneurship in economics
2. Entrepreneurship in business

**UNIT III CORPORATE ENTREPRENEURSHIP**

1. Frameworks for corporate entrepreneurship: static and dynamic perspectives
2. Strategies for major new product/business development

**UNIT IV ENTREPRENEURIAL FINANCE**

1. Introduction, overview and brief history
2. Sources of entrepreneurial finance
3. Entrepreneurial financial planning
4. Business Valuation:
  - a. Discounted cash flow (DCF) and the venture capital method
  - b. Real option valuation

**UNIT V GREAT ENTREPRENEURS : CASES**

1. Steve Jobs
2. Andrew Carnegie
3. Dhirubhai Ambani
4. Bill Gates

**REFERENCES**

1. Isaacson, W. (2015). *Steve Jobs* (Reissue edition). Simon & Schuster.
2. Kirzner, I. M. (1978). *Competition and Entrepreneurship* (New edition edition). University Of Chicago Press.
3. Klein, P. G. (2010). *Capitalist & the Entrepreneur by Peter G. Klein (2010) Paperback*. Ludwig von Mises Institute.
4. Marden, O. S. (2012). *How They Succeeded: Life Stories of Successful Men Told By Themselves*. Forgotten Books.

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**UG-HR-EF-11- Indian Culture and Heritage**

**Semester –VI**

**Course Objectives:**

The Indian subcontinent has a rich and deep history of civilization of almost 5000 years. This course is designed to familiarize the students with this rich and deep history of the Indian subcontinent.

**Course Content:**

**UNIT I Introduction**

Culture: An Introduction

**UNIT II Overview**

Indian culture: An Overview

**UNIT III A Brief History of India**

1. Ancient India
2. Medieval India
3. Modern India

**UNIT IV Cultural Heritage of India - I**

1. Language and Literature
2. Religion and Philosophy

**UNIT V Cultural Heritage of India - II**

1. Painting, Performing Arts and Architecture
2. Science and Technology
3. Social Structure

**REFERENCES**

1. Basham, A. L. (1975). *A Cultural History Of India*. Oxford University Press, Incorporated.
2. Keay, J. (2010). *India: A History*. HarperPress.
3. *Medieval India: The Study of Civilization*. (2008). National Book Trust.
4. Thapar, R. (2015). *The Penguin History of Early India: From the Origins to AD 1300*. Penguin UK.

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PG-HR-EC-702 Management & Financial Accounting (20Hrs) - VII

Course Content

**Unit I: Introduction**

Financial System & Financial Management  
Financial Market:- Role, Types & Structure  
Financial Intermediaries:- Meaning & Structure  
Financial Assets:- Meaning & Types  
Goals of FM  
Functions of Financial Manager

**Unit II: Source of Long term Finance**

Retained Earning  
Equity shares  
Right Shares  
Preference Share  
Debentures  
Term Loan  
GDR  
Venture Capital in India

**Unit III: Capitalisation (Only Theory)**

Concept:- Capitalisation  
Over:- Capitalisation  
Under:- Capitalisation (Meaning, Advantages, Dis Advantages)

**Unit IV: Working (Capital Management)**

Introduction: - Concept of WC, Need, Operating Cycle, Estimation of WC Requirement  
Cash Management: - Need for cash, Process of Cash Management, Cash Budget Receipt & Payment Method  
Inventory Management: - Need for Inventory, Types of Inventory, EOQ Model ABC analysis, order point

**References**

1. Finance by R M Srivastava (Himalaya Publishing House)
2. Financial Management by Chandra Bose
3. Financial Management Theory Practice by Prasanna Chandra
4. TATA McGraw Hill Publication
5. B S SHAH Prakasan
6. M. Pandey (Best Book)
7. Khan & Jain Financial Management Book

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*Syllabus for International Business Environment (IBE)*

**PG-HR-EC-703 INTERNATIONAL BUSINESS ENVIRONMENT (IBE)**

**IHRD, Semester-VII**

**Course Objective:**

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

**Course Content:**

**UNIT I**

- Globalization and International Business.
- The Cultural Environments facing business.
- The Political and Legal
- Environments facing Business
- The Economic Environments facing business.

**UNIT II**

- International Trade and Factor-Mobility Theory
- Government Influence on Trade
- Cross-National

**UNIT III**

- Cooperation and Agreements
- Global Foreign-Exchange Markets
- The Determination of Exchange Rates

**UNIT IV**

- The Strategy of International Business
- Country Evaluation and Selection
- Export and Import Strategies
- Direct Investment and Collaborative Strategies
- The Organization of International Business

**UNIT V**

- Marketing Globally
- Global Manufacturing and Supply Chain Management
- International Accounting Issues
- The Multinational Finance Function
- Human Resource Management

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**BUSINESS LAWS – SEM VIII**

**Course Objectives:**

The present course aims at providing an advanced knowledge in various legal aspects of business. It aims at equipping the participants with latest technical knowhow from the viewpoint of law required in business and introducing them to the recent trends in the field of Business Law.

**Unit 1: General Principles of Indian Contract Act, 1872**

Nature of Contract – Definition – Nature of Agreements – (a) Contingent Contract – (b) Quasi Contract – (c) Government as a Contracting Party – Public Policy – Performance of a Contract – Remedies for Breach of Contract – Damages & Types of Damages for a Breach of Contract – Appropriation of Payments

**Unit 2: Special Contracts under Indian Contract Act, 1872**

Bailment – Pledge – Hypothecation: Definitions – Distinctions – Nature of the agreement – Parties – Rights & Obligations of the Parties – General & Particular Lien

Indemnity & Guarantee: Definitions – Distinctions – Nature of the Agreement – Rights, Duties and Liabilities of Parties

Law of Agency: Definitions – Nature of the agreement – Creation of Agency – Parties – Rights, Obligations and Liabilities of the Parties – Termination of Agency

**Unit 3: Electronic Contracts**

Definition – General Principles – Nature of contract – Types of Electronic Contracts – Issues & Challenges in Electronic Contract – Offences in relation to Electronic Contracts

**Unit 4: Law of Carriage**

Definitions – Nature of the agreement – Parties – Types of Contracts – Carriage of Goods on Land – Rights, Duties and Liabilities of Parties – Carriage of Goods by Sea – Carriage of Goods by Air

**Unit 5: Legal Deeds & Drafting**

**REFERENCES**

1. Misra L (2006), Case Laws on Industrial Relations Issues and implication, Excel books New Delhi.
2. Mathur T.N (2003), Industrial relations and Labour Laws-Deep and deep, New Delhi.

**Course Objective:**

Health and safety of the employees is an important aspect of a company's smooth and successful functioning. It is a decisive factor in organizational effectiveness. It ensures an accident-free industrial environment. Keeping these objectives in mind this subject tries to prepare students for the purpose of industrial health and safety management.

**Course Contents:**

**UNIT I INTRODUCTION**

- 1) What is industrial/occupational health and safety?
- 2) Importance

**UNIT II OH&S LEGISLATION I**

- 1) The factories act, 1948
- 2) Mines act, 1952
- 3) Dock Workers (Safety, Health & Welfare) Act, 1986

**UNIT III OH&S LEGISLATION II**

- 1) Plantation Labor Act, 1951
- 2) Explosives Act, 1884
- 3) Petroleum Act, 1934
- 4) Insecticide Act, 1968
- 5) Indian Electricity Act, 1910
- 6) Indian Boilers Act, 1923

**UNIT V OH&S LEGISLATION III**

- 1) Food, education, health, housing and work
- 2) Discrimination and equality
- 3) The death penalty
- 3) Indian Atomic Energy Act, 1962
- 4) Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996
- 5) Beedi and Cigar Workers' (Conditions of Employment) Act, 1966

**UNIT V OH&S INSTITUTIONAL MECHANISM**

- 1) National Safety Council of India (NSCI)

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**LAW AND ECONOMICS**

**SEMESTER IX**

**Course Objective:**

The objective of this course is to enable students to understand the interaction between the science of economics and the institution of Law. Bedrock of any market economy is the institution of law supporting its property rights and titles. For the successful organization of a human society understanding both these sciences is necessary.

**Course Contents:**

**UNIT I INTRODUCTION**

- 1) Historical background
- 2) Subject matter of law and economics

**UNIT II BRIEF REVIEW OF MICROECONOMIC THEORY**

- 1) Some fundamental concepts: maximization, equilibrium and efficiency
- 2) Mathematical tools
- 3) Theory of demand and supply and market equilibrium
- 4) Game theory
- 5) General equilibrium and welfare economics
- 6) Behavioral economics

**UNIT ECONOMIC THEORY OF PROPERTY**

- 1) Theories of property rights
  - a. Common property
  - b. Public property
  - c. Chicago Coase Theorem
  - d. Libertarian property rights theory
    - i. Natural rights theory
    - ii. Hoppean argumentative ethics
- 2) Protection of property rights

**UNIT IV ECONOMIC THEORY OF CONTRACT**

- 1) Introduction to contracts
- 2) Contract enforcement
- 3) Contract remedies

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**UNIT V CRIME AND PUNISHMENT**

1) Theories of crime and punishment:

- a. Economic theory (efficient punishment)
- b. Punishment and proportionality

2) Topics in crime and punishment:

- a. Death penalty
- b. Gun control laws
- c. Alcohol/drug ban laws

**REFERENCES**

- 1) Cooter, Robert D., and Thomas Ulen. 2007. *Law and Economics*. 5 edition. Boston: Pearson.
- 2) Parisi, Francesco, ed. 2017. *The Oxford Handbook of Law and Economics: Volume 1: Methodology and Concepts, Volume 2: Private and Commercial Law, and Volume 3: Public Law and Legal Institutions*. 1 edition. Oxford, United Kingdom New York, NY: Oxford University Press.

**N.B.:** Teacher will provide the further reading material during the course of lectures.

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**Subject: PG-HR-EC-1003 Total Quality Management (TQM) - X**

**Course Objective:**

The objective of this paper is to introducing concept of TQM to the students and making them aware about world class quality management practices

**Course Content:**

**UNIT I: Introduction**

Historical note on TQM: American and Japanese approach, Time series of TQM milestones  
Components of TQM, defining TQM, principles of TQM, Deming philosophy

**UNIT II: Quality management**

Meaning and definition of quality, dimensions of product and service quality, Quality for customers, Five quality check points, Quality management process, Juran's approach of Quality planning

**UNIT III: Cultural and implementation aspects of TQM**

Cultural basis of TQM, Creating and supporting TQM culture: social tools to develop cultural values, constructing culture through leadership  
TQM Implementation model: Role of top management, creating study group, establishing action task force

**UNIT IV: TQM tools**

TQM tools and techniques, Seven old tools: control charts, Pareto chart, Fishbone diagram, run chart, histogram, scatter diagram, flow chart, new tools: Quality Function Deployment (QFD), 5S, Taguchi method, , importance of Tools in TQM

**UNIT V: Current Practices**

Business excellence approaches, Six Sigma, Lean manufacturing, ISO, Malcolm Baldrige National Quality Award, Deming award

**REFERNCES**

1. Sashkin M and Kiser K (2009), Putting Total Quality Management to work, Berrett-Koehler Publishers
2. Deming, W. Edwards (1986). *Out of the Crisis*. MIT Press.
3. Crosby, Philip (1979). *Quality is Free*. New York: McGraw-Hill

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PG-HR-EC-1003-PERFORMANCE MANAGEMENT SYSTEM

Semester –X

**Course Objectives:**

In today's globally competitive world, it is the people who provide the competitive edge to organisations. Organisations with talented and motivated employees offering outstanding services to customers are likely to pull ahead of the competitors even if the products offered are similar to those offered by the competitors.

This subject is about managing people well. Students will learn that performance management can provide an important source of motivation and challenge to achieve better and better results, as well as significant performance development.

**Course Content:**

**UNIT I**

What is performance management system? A conceptual framework-Understanding performance management, Nature of performance management, Purpose/objective of performance management, Historical development in India

**UNIT II**

Importance and benefits of performance management for organisation, managers, and individuals, Role of HR professionals in performance management, What is performance appraisal? Difference between performance management and performance appraisal,

**UNIT III**

Performance planning- Definition, Objectives, Importance, Components of performance planning, Steps for effective performance planning

Key Performance Areas, Identification of key tasks and activities

Key Results Areas, Identification of key result areas