

VEER NARMAD SOUTH GUJARAT UNIVERSITY
DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Syllabus for 5-years integrated HRD course
Effective from the Academic Year 2015-16

UG-HR-CC-12 Human Resource Management-II

Semester –V

Course Objectives:

The objective of the course is to understand and integrate human resource function into business management effectively. The in-depth knowledge of contemporary issues presented in the syllabus will help students understand human behaviour.

Course Content:

UNIT I Performance Management System

Stakeholder in Performance System; Multi Source Assessment & Feedback; Balanced Scoreboard; Performance Appraisal; Behaviourally Anchored Rating Scale (BARS)

UNIT II Training and Development

Introduction; Training as System; Components of Training development; Benefits of training and development

UNIT III Potential Appraisal & Succession Planning

Potential Appraisal; Career Development; Definition , meaning and process of succession planning.

UNIT IV Motivating Human Resources

Introduction; Motivation at Work; Basic Process; Different Theories; Relationship Between Motivation & Performance; Empowerment & Participative Management

UNIT V HRM in Mergers & Acquisitions

Introduction to Mergers & Acquisitions; Culture Mixing; Challenge in Managing Human Resource

REFERENCES

1. HRM- 4th Edition. Biswajeet Pattanayak. Eastern Economy Edition
2. HRM. Uday Kumar Haldar.Juthika Sarkar
3. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand

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UG-HR-CC-10 Labour Relations

Semester –V

Course Objectives:

The course provides an outline on basic concepts of Labour Relations. It is designed to help students to understand basic components of Labour relations. It also provides the students with the inputs related to the topics like Role of Trade Unions, Role of Government etc.

Course Content:

UNIT I

Labour Relations; Definition, Objectives; Importance of harmonious labour relations; Need for harmonious labour relations; Labour relations in India.

UNIT II

Indian Labour; Its Characteristics; Social composition of industrial labour; The sex composition of labour; Problems of Indian Labourers.

UNIT III

Trade unions; Definition; Characteristics of Indian trade unions; Problems of Indian Trade Unions; Methods of Trade unions; Role of unions in maintenance of harmonious labour relations.

Government machinery; Role of government machinery in maintenance of harmonious labour relations.

UNIT IV

Labour Disputes; Definition; Causes for Labour Disputes; Preventive measures; Tripartite and Bipartite bodies; Dispute settlement Machinery.

UNIT V

Collective Bargaining; Definition; role of Collective Bargaining; Characteristic features of Collective Bargaining; Principles of Collective Bargaining; Negotiation; methods of negotiations; Process of Negotiation.

REFERENCES

1. Mamoria C B ; Mamoria Satish & Gankar S V; Dynamics of Industrial Relations; Himalaya Publishing House; Mumbai 2015.
2. Punekae S D; Deodhar S B; Saraswati sankaran; Labour Welfare, Trade Unionism and Industrial Relations; Himalaya Publishing House; Mumbai 2012.
3. Subba Rao P; Essentials of Human Resource Management and Industrial Relations; Himalaya Publishing House; Mumbai 2014

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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, 10th 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, 6th 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. Sushil Bahl, Business Communication today, Sage publication
3. Pal Rajendra, Korlahalli, Essentials of business communication, S Chand & sons.

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UG-HR-DC-10 Legal Environment

Semester –V

Course Objectives:

The objective of this paper is to make students aware with the legal environment affecting business in India. The topics covered includes intellectual property rights, law of patents and also provides insight into international conventions on Intellectual Property Rights.

Course Content:

UNIT I

Legal Terms: contract, consensus ad idem, void ab initio, quasi contract, condition, warranty, caveat emptor, lien, person, ultra vires, doctrine of lifting corporate veil, doctrine of indoor management, child labour, information, right to information, record, intellectual property, cyber space, information technology, cyber stalking, internet, hacking, Constitution, preamble, writs, habeas corpus, mandamus, certiorari, prohibition, quo warranto, secularism, fundamental rights, Directive Principles of State Policy, Fundamental Duties, Doctrine of Separation of Power, Rule of Law, Consumer

UNIT II Intellectual Property Rights

Intellectual Property – Forms, WIPO, WTO, Intellectual Property and Human Rights, Judicial Approaches

UNIT III PATENTS

Definitions, Patentable Inventions, Non Patentable Inventions, Term of Patents, Powers of Controller, Compulsory Licences, Infringement of Patents and Remedies, Traditional Knowledge, Biotechnology Patents

UNIT IV

Copyright: Objectives of Copyright Law, Subject matter, Term, Remedies for Infringement

Trademark: Aims and Objects of Trademark Act, Registration, IPAB, Effect of Registration of Trademark

UNIT V International Conventions on IPR

Berne Convention for the Protection of Literary and Artistic Works, 1986; WIPIO Copyright Treaty, 1996; TRIPS, PCT

REFERENCES

1. Gandhi, B. M. (2009). Legal Language. New Delhi: Eastern Book Co.
2. R, M.S. (2012). World Trade Organisation. Hyderabad: Asia Law House
3. Avtar, S. (2013). Intellectual Property Law. New Delhi: Eastern Book Publication
4. Ahuja. (2013). Intellectual Property Law. New Delhi: Eastern Book Company

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UG-HR-CF-05 Career Management

Semester –V

Course Objectives:

The objective of the course is to understand various stages of career cycle in an employee's work life, to understand the various factors (internal and external) which can affect career development and thereby understand how management can help to get best possible outcomes

Course Content:

UNIT I Career Planning & Development

Meaning of Career planning, Career Planning and manpower planning; Career planning and succession planning; Process of career planning

UNIT II Career Planning & Development-II

Career Counselling; Advantages of career planning; Limitations of career planning; Making career planning successful, Career Development

UNIT III Employee empowerment

Concept of employee empowerment, Elements of empowerment; Approaches to empowerment; Importance of empowerment; Barriers to empowerment

UNIT IV Talent Management

Concept Of Talent; Importance of Talent Management; Talent Identification; Talent Management best practices

UNIT V Human Resource Management in a changing environment

Economic liberalisation and human resource management; Changing nature of work; Workforce diversity; Exit policy

REFERENCES

1. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand
2. Pattanayak, Biswajeet (2001), Human Resource Management. New Delhi: Patience-Hall of India
3. Rao, T.V. (1999), Designing and Managing Human Resource Systems. Oxford & IBH Publishing

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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 21st 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 Development, Cengage Learning
2. Sinha A, Singh N, A text on Soft skills for business, Vrinda Publication
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-CC-11 Organisational Development

Semester –VI

Course Objectives:

The course provides an outline on basic concepts of Organisational Development. It is designed to help students to understand basic process of Organisational Development. It also provides the students with the inputs related to the topics like Process of organisational diagnosis, OD intervention and ethics in OD etc.

Course Content:

UNIT I

Organisational Development; Definition, Objectives; Importance of Organisational Development; Evolution of organisational Development.

UNIT II

Organisational Consultant; Client – Consultant relations in organisational Development; Implications for consultants behaviour.

UNIT III

Internal OD facilitator; functions of internal OD facilitator; attributes of internal OD facilitator; training design for an internal OD facilitator;

UNIT IV

Organisational Diagnosis; Process of organisational diagnosis. **OD interventions;** selecting an OD intervention; classifications of OD interventions.

UNIT V

Organisational development in Global setting; Future direction of Organisational Development.

REFERENCES

1. Cummings D T and Worli C.G. Theory of Organisational Development and Change, Cengage Learning India pvt. Ltd., New Delhi, 2015.
2. Singh Kavita, Organisational change and Development, Excel books, New Delhi, 2012.
3. Prasad Kesho, Organisational Development for Excellence, Macmillan India Ltd, 2005.
4. French W L, Bell C and Veena vohra, Organisational Development, Pearson Education, New delhi, 2007

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UG-HR-CC-12 Organisational Behaviour

Semester –VI

Course Objectives:

It is an interdisciplinary field dedicated to better understanding and managing people at work. The course develops an insight for various individual phenomena observed at workplace leading to human behavior

Course Content:

UNIT I Introduction to Organizational Behavior

Meaning and Definition of Management, Role of Managers, Definition and scope of Organizational Behavior, Disciplines contributing to Organizational Behavior, Models of OB.

UNIT II Historical View of Organizational Behavior

Early contributions to the field of Management, Foundations of OB, Behavioral science foundations of OB

UNIT III Foundations of Individual Behavior

Biological foundations of behavior, Causes of Human behavior, Environment effects on behavior, Behavior as an input-output system

UNIT IV Attitudes

Nature of Attitudes, Components of Attitudes, Functions of Attitudes, Changing Attitudes and ways of changing work related attitudes.

UNIT V Job Satisfaction and values

Concept of Job satisfaction, Factors affecting Job satisfaction, Impact of Job satisfaction on performance, Meaning, importance and relevance of values to OB, Types of Values

REFERENCES

1. Stephans Robbins , 2007 , Organisational Behavior, Prentice hall Inc
2. Fred Luthans, Organisational Behavior, McGraw Hill ,UK
3. G. Moorhead & Griffith ,2007, Organisational Behavior , Houghton Muffin Co.
4. Davis ,Keith, 1989, OB : Human Behaviour at Work , McGraw Hill Inc.
5. Ashwathappa, K , 2006, Organisational Behavior : Text & Cases , Himalaya publications.
6. Rao VSP and Narayana , P S , Organisation Theory and Behaviour , Konark publications

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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 how 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 (4th 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-CE-18 LABOUR LAW

Semester –VI

Course Objectives:

The present course aims at familiarizing the participants with various legal aspects of labour laws. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, ever changing procedures & practices in the field of labour Law .

Course Content:

UNIT I

The Trade Unions Act, 1926 ; Introduction, Object and Scope, Definitions, Registration, Application, Cancellation of registration, Criminal conspiracy in trade disputes, Immunity from civil suit in certain cases, Returns, Failure to submit returns, Cognizance of offences.

UNIT II

Minimum wages act, 1948; The object, Minimum rates of wages, manner and procedure of fixing and revising minimum rates of wages, hours of work , extra wages, rest day, Employer's obligations, Registers, records, notices, abstract and returns, Scheduled Employment, Penalties & Punishment for offences

Payment of wages act, 1948; Introduction, Object, Applicability of the act, Definitions, Responsibility for payment of wages, Deduction, Levy of fines, Deduction for damage and loss, Claim, Employer's obligations, Penalties

UNIT III

Bonded Labour System (Abolition) Act, 1947; Introduction, Scope and definition, Extinguishment of liability of bonded debt, Property to be freed from mortgage, creditor not to accept payment against extinguished debt, penalties.

UNIT IV

Employees provident fund (miscellaneous provisions) act,1952; Introduction, scope and Application, Definitions, concept, payment of Contribution for EPF, Duties of employers under EPF scheme, Scale of benefits payable under EDLI scheme, 1976, Offences, punishment.

UNIT V

Legal case study and seminar

REFERENCES

1. Cummings D T and Worli C.G. Theory of Organisational Development and Change,Cengage Learning India pvt. Ltd.,New Delhi, 2015.
2. Singh Kavita, Organisational change and Development,Excel books, New Delhi , 2012.
3. Prasad Kesho, Organisational Development for Excellence, Macmillan India Ltd,2005.

4. French W L, Bell C and Veena vohra, Organisational Development, Pearson Education, New delhi, 2007
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DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Syllabus for 5-years integrated HRD course
Effective from the Academic Year 2015-16

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

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3. Gibson, W J and Brown, A (2009), Working with Qualitative Data, Sage.
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5. Silverman, D (2013), Doing Qualitative Research, Sage, 4th Ed.

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Syllabus for 5-years integrated HRD course
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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

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3. Haldar U, Sarkar Juthika, Human Resource Management, Oxford University Press

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DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16

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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DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16

UG-HR-DC-12: HR OUTSOURCING

Semester –VI

Course Objectives:

The increasingly globalizing economy offers opportunities to HR managers to make their organizations more efficient via outsourcing many of their functions. This is important for the businesses to survive in global competitive economies of the world. In this course students will learn about HR outsourcing and via it how companies can become more efficient organizations.

Course Content:

UNIT I

HR Outsourcing: Introduction - Meaning and nature; Need/reasons for outsourcing

UNIT II

Functions of HR outsourcing Firm; Areas of HR outsourcing

UNIT III

Strategies for HR Outsourcing; Advantages and disadvantages of HR outsourcing

UNIT IV

Implications - For businesses; For workers; For governments

UNIT V

Case studies – USA; India; China; EU

REFERENCES

1. Beaman, K. V. (2004). Out of Site: An Inside Look at HR Outsourcing. Rector-Duncan, Inc.
2. Cook, M. F. (1998). Outsourcing Human Resources Functions: Strategies for Providing Enhanced HR Services at Lower Cost. AMACOM.
3. Gildner, S. B., & Cook, M. F. (2006). Outsourcing Human Resources Functions: How, Why, When, and When Not to Contract for HR Services (2nd edition). Society For Human Resource Management.
4. Lawler, E. E., Ulrich, D., Fitz-enz, J., Madden, J., & Maruca, R. (2004). Human Resources Business Process Outsourcing: Transforming How HR Gets Its Work Done (1 edition). Jossey-Bass.

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Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16

UG-HR-CF-06: Human Resource Information Systems

Semester –VI

Course Objective:

This course offers the introductory technical knowhow of using a Database Management System to efficiently manage HR data and work with it. Data is vital for taking important HR decisions and making systems that give suggestions on the basis of data. This course offers background of different systems used in an organization to make HR decisions. Basic technical knowhow of developing and using these systems are also provided in this course.

Course Contents:

UNIT I: Introduction

Basics of Information Systems: MIS and Decision Support Systems: Concepts, Types and Uses

UNIT II: Database Concepts

Introduction to Relational Database Management System, Client-Server and Distributed Database Management System

UNIT III: Designing Database

Designing a database, creating tables, defining relationships and writing queries using Structured Query Language (SQL)

UNIT IV: Querying Databases

HR Metrics and Workforce Analytics basics

UNIT V: HR Applications

Recruitment and Selection in Internet Context, HRIS Privacy and Security

REFERENCES

1. Kroenke, D M and Auer, D (2014), Database Processing: Fundamentals, Design and Implementation, Pearson, 13th Ed.
2. Rob, P, Morris, S and Coronel, C (2013), Database Systems: Design, Implementation and Management, Cengage Learning, 10th Ed.
3. Kavanagh, M J and Thite, M (2011), Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia, 2nd Ed.

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DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16

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.

UG-HR-EF-12 Statistical Analysis using software

Semester –VI

Course Objectives:

This course intends to give exposure to students about different statistical packages. This paper will serve as pre-requisite to those who intend to opt for Data Mining and HR Analytics. The course gives an exposure to two Free and Open Source (FOSS) packages and one proprietary software.

Course Content:

UNIT I: Basics of Libre Calc

Data Entry, Use of functions Statistical functions and other related functions, Graphs and charts in MS-Excel.

UNIT II: Analysis in Libre Calc

Finding summary measures, t-test, ANOVA, correlation and regression analysis.

UNIT III: Introduction to SPSS and Data Management

Introduction of different windows of SPSS, data entry in SPSS, reading an excel file in SPSS, recoding variables, creating frequency table, crosstabulations, Graphs and Charts.

UNIT IV: Data Analysis using SPSS

Descriptive statistics, Normality Testing, Hypothesis testing: t-tests, Analysis of variance (ANOVA), correlation and regression analysis.

UNIT V: Introduction to R

Getting started with R, Data Structures in R, Reading a data file in R, Descriptive Statistics, t-test, ANOVA, Correlation and Regression using R. Simple graphs in R.

Teaching pedagogy: Sessions will be conducted in computer laboratory so as to give hands-on exposure to the software packages. The computer laboratory sessions shall be conducted in two batches of 30 students each. Each batch shall require a hands-on exposure of 2 hours per week.

Examination: Continuous assessment will be done through assignments. There will be total 3 compulsory assignments, one library work (seen test) and one unseen test. The assignments will be of 20 marks from each unit.

REFERENCES

1. McFedries, P (2013), Excel Data Analysis: Visual Blueprint, Visual (Wiley), 4th Ed.
2. Nelson, S L and Nelson E C (2014), Excel Data Analysis for Dummies, Wiley, 2nd Ed.
3. George, D and Mallery, P (2009), SPSS for windows step by step : A simple guide and reference (17.0 Update), Pearson, 10th Ed.
4. Pandya, K and Bulsari, S (2014), SPSS in Simple Steps, Dreamtech Press (Wiley).
5. Crawly, M J (2013), The R Book, Wiley, 2nd Ed.