
Syllabus for 5-years Integrated Course in HRD – MA (HRD) - 2015-16

For Semester 7 to 10

(Submitted for Approval)

**Department of Human Resource Development
Veer Narmad South Gujarat University, Surat**

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

Course Structure of Integrated Programme in HRD

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
Semester-I				
	Core Courses			
UG-HR-CC-01	General Psychology	4	3	1
UG-HR-CC-02	General Sociology	4	3	1
	Core Elective(Allied) (Any Two)			
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
	Generic Elective (Any One)			
UG-HR-GE-01	Stress Management	2	2	-
UG-HR-GE-02	Communication Skills	2	2	-
	Discipline Centric Elective (Any One)			
UG-HR-DC-01	Document Design	2	2	-
UG-HR-DC-02	Leadership Issues	2	2	-
	Compulsory Foundation			
UG-HR-CF-01	Computer Application	2	2	-
	Elective Foundation (Any One)			
UG-HR-EF-01	English for Business	2	2	-
UG-HR-EF-02	Right to Information	2	2	-
	Total Credits of Semester I	24		
Semester-II				
	Core Courses			
UG-HR-CC-03	Development Psychology	4	3	1
UG-HR-CC-04	Business Laws	4	3	1
	Core Elective(Allied) (Any Two)			
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
	Generic Elective (Any One)			

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UG-HR-GE-03	Industrial Safety	2	2	-
UG-HR-GE-04	Employment Laws	2	2	-
	Discipline Centric Elective (Any One)			
UG-HR-DC-03	Interpersonal Communication	2	2	-
UG-HR-DC-04	Data Analysis and Spread Sheets	2	2	-
	Compulsory Foundation			
UG-HR-CF-02	Soft Skills	2	2	-

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
	Elective Foundation (Any One)			
UG-HR-EF-03	Time Management	2	2	-
UG-HR-EF-04	Tourism Management	2	2	-
	Total Credit of Semester II	24		

Semester-III				
	Core Courses			
UG-HR-CC-05	Social Psychology	4	3	1
UG-HR-CC-06	Industrial Sociology	4	3	1
	Core Elective(Allied) (Any Two)			
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
	Generic Elective (Any One)			
UG-HR-GE-05	Business Environment	2	2	-
UG-HR-GE-06	Technical communication	2	2	-
	Discipline Centric Elective (Any One)			
UG-HR-DC-05	Indian Business Legends	2	2	-
UG-HR-DC-06	Presentation Skills	2	2	-
	Compulsory Foundation			
UG-HR-CF-03	Database Essentials for Business	2	2	-
	Elective Foundation (Any One)			
UG-HR-EF-05	Employee Empowerment	2	2	-

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UG-HR-EF-06	WTO	2	2	-
	Total Credit of Semester III	24		
Semester-IV				
	Core Courses			
UG-HR-CC-07	Industrial Psychology	4	3	1
UG-HR-CC-08	HRM-I	4	3	1
	Core Elective(Allied) (Any Two)			
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
	Generic Elective (Any One)			
UG-HR-GE-07	Cyber Laws and Cyber Security	2	2	-
UG-HR-GE-08	Business Ethics	2	2	-
	Discipline Centric Elective (Any One)			
UG-HR-DC-07	Women Studies	2	2	-
UG-HR-DC-08	Change Management	2	2	-
	Compulsory Foundation			
UG-HR-CF-04	Constitutional Law	2	2	-

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
	Elective Foundation (Any One)			
UG-HR-EF-07	Law for Everyone	2	2	-
UG-HR-EF-08	Physical Education	2	2	-
	Total Credit of Semester IV	24		
Semester-V				
	Core Courses			
UG-HR-CC-09	HRM-II	4	3	1
UG-HR-CC-10	Labour Relations	4	3	1
	Core Elective(Allied) (Any Two)			
UG-HR-CE-13	Principles of Management	4	3	1
UG-HR-CE-14	Fundamentals of HRD	4	3	1

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UG-HR-CE-15	Training and Development	4	3	1
	Generic Elective (Any One)	2	2	-
UG-HR-GE-09	Employer Branding	2	2	-
UG-HR-GE-10	Disaster Management			
	Discipline Centric Elective (Any One)	2	2	-
UG-HR-DC-09	Fundamentals of Human Organisational Communication	2	2	-
UG-HR-DC-10	The Legal Environment			
	Compulsory Foundation	2	2	-
UG-HR-CF-05	Career Management			
	Elective Foundation (Any One)			
UG-HR-EF-09	History of Cultures	2	2	-
UG-HR-EF-10	Management and Business Skills	2	2	-
	Total Credit of Semester V	24		
Semester-VI				
	Core Courses			
UG-HR-CC-11	Organisational Development	4	3	1
UG-HR-CC-12	Organisational Behaviour	4	3	1
	Core Elective(Allied) (Any Two)			
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
	Generic Elective (Any One)			
UG-HR-GE-11	Qualitative Research	2	2	-
UG-HR-GE-12	Talent Management	2	2	-
	Discipline Centric Elective (Any One)			
UG-HR-DC-11	Entrepreneurship	2	2	-
UG-HR-DC-12	HR Outsourcing	2	2	-

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Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
	Compulsory Foundation			
UG-HR-CF-06	Human Resource Information System	2	2	-
	Elective Foundation (Any One)			
UG-HR-EF-11	Indian Culture and Heritage	2	2	-
UG-HR-EF-12	Statistical Analysis Using software's	2	2	-
	Total Credit of Semester VI	24		
	Total Credit for the Undergraduate Programme	144		
Semester – VII				
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
	Any one of the Following			
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	-
	Total Credits of Semester - VII	26		
Semester – VIII				
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
	Any one of the Following			
PG-HR-EC-801	Business Laws	2	2	-

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PG-HR-EC-802	Strategic Game Theory for Managers	2	2	-
PG-HR-EC-802	Management of Safety and Health	2	2	-
	Total Credits of Semester - VIII	26		
Semester - IX				
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
	Any one of the Following			
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	-
	Total Credits of Semester - IX	26		
Semester - X				
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
	Any one of the Following			
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	-
	Total Credits of Semester – X	22		
	Total Credits for the Post-Graduate Programme	100		

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

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PG-HR-C- 701 Industrial Psychology

Semester –VII

Course Objectives:

The course aims at providing the student an opportunity to understand the psychological dimensions of the industry. It covers the topics related to psychological testing measurement of intelligence which are of immense importance in the process of employee selection.

Course Content:

UNIT I

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

UNIT II

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

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

UNIT III

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

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

UNIT IV

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

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

UNIT V

Counselling: Definition, Need for counselling, objective of counselling, Steps in counselling process.

REFERNCES

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

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INDUSTRIAL ECONOMICS

SEMESTER VII

Course Objective:

The objective of this course is to enable students understand how the laws of economic science explains behavior of the firm in the real world. Topics include firm size and vertical and horizontal integration, monopoly power and its exercise, oligopoly and strategic behavior, product differentiation, advertising, pricing strategies, product quality and information, invention, innovation and technology, industrial policy etc.

Course Contents:

UNIT I INTRODUCTION

- 1) What is industrial economics or organization?
- 2) History and present status

UNIT II THEORY OF FIRM

- 1) Definition
- 2) Size of the firm
- 3) The profit maximization hypothesis
- 4) The principal-agent relation

UNIT MARKET BEHAVIOR I

- 1) Non-cooperative game theory for industrial organization: Introduction

UNIT IV MARKET BEHAVIOR II

- 1) Monopoly: good or bad?
 - a. Pricing behavior
 - b. Price discrimination
 - c. Rent seeking behavior
 - d. Anti-trust (monopoly restriction)
- 2) Oligopoly and cartels, collusion and horizontal merger
- 3) Product differentiation
 - a. Price competition and non-price competition
 - b. Economics of advertisement
- 4) Quality and information

UNIT V RESEARCH DEVELOPMENT AND ADOPTION OF THE NEW TECHNOLOGY

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1) Innovation: research, development and diffusion

REFERENCES

1. Church, Jeffrey, and Roger Ware. 2000. *Industrial Organization: A Strategic Approach*. International Ed edition. Boston: McGraw-Hill Publishing Co.
2. Schmalensee, Richard, and Robert Willig, eds. 1989. *Handbook of Industrial Organization*. Amsterdam ; New York : New York, N.Y., U.S.A: North Holland.
3. Shy, Oz. 1996. *Industrial Organization: Theory and Applications*. Cambridge, Mass: The MIT Press.
4. Tirole, Jean. 1988. *The Theory of Industrial Organization*. 1st edition. Cambridge, Mass: The MIT Press.

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

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Semester – VII

Subject: PG-HR-C-703 Industrial Sociology

Course Objective:

The objective of this paper is to students endow with knowledge of industrial sociology and the relations of industry and the society, various factors of industry that affects human in industry.

Course Content:

UNIT I: Introduction

Introduction, Importance & Scope, Industrial Sociology & other Social Sciences, Founders of Industrial Sociology

UNIT II: Methods of Industrial Sociology

Meaning & Aims of Survey, Stages & Types of Social Survey, Methods of Industrial Sociology

UNIT III: Management of Discipline

Introduction, Approaches to deal indiscipline, Code of discipline in Industry

UNIT IV: Alienation and Anomie

Meaning, Causes of alienation and Solutions to the problem, Marx's theory of Alienations, Anomie- Meaning, types of anomie

UNIT V: Social Work & Social Security

Meaning, Characteristics, Historical background, Scope & Methods of Social work, Social work relations with other Social Sciences, Social Security

REFERNCES

1. C.N. Shankar Rao (2010). Sociology – Principles of sociology with an introduction to social thought, S. Chand & Company Ltd.
2. Mathur Deepak (2010), Industrial Sociology, biztantra
3. Narendar Singh (2012), Industrial Sociology, Tata McGraw-Hil
4. Sharma & Pandey (2012), Industrial Sociology, Surjeet Publications

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PG-HR-C-704 Human Resource Management

Semester –VII

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.

Unit – I: Performance appraisal & HR Policies

Concept of P.A., Features, Objectives, P.A. Process, Methods of P.A., Problems/Errors in rating, Essential characteristics of an effective appraisal system, P.A. forms

HR Policies: Concept, Need and Importance, Types of HR Policies, Scope of HR policies, Formulation of HR policies.

Unit – II: Job evaluation

Concept of J.E., Process of J.E., Essentials for a successful J.E. program, Benefits, Methods of J.E..

Unit – III: Compensation Management & Productivity concepts

Compensation components, introduction to incentives and benefits,

Productivity concept: TQM, Kaizen, Quality circles

Separation: Retirement, Superannuation, VRS, resignation, discharge- dismissal, suspension, layoff.

Unit – IV: Contemporary issues in HRM

HR audit

Emotional Intelligence

Unit – V: Contemporary issues in HRM

Ethics and Corporate Social Responsibility

Work life balance

References:

1. Aswathappa (2013) Human Resource Management, McGraw Hill Education Pvt Ltd
2. V.S.P Rao(2010) Human Resource Management, Excel Books
3. Uday Kumar (2013) Human Resource Management, OUP India.
4. C.B. Gupta (2015) Human Resource Management, Sultan chand & sons.

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Syllabus for Entrepreneurial Development

PG-HR-C-705 ENTREPRENEURIAL DEVELOPMENT

IHRD, Semester-VII

Course Objective:

- The prime motive of the course is to expose, excite and elevate the motivation of the students to the field of entrepreneurship.
- To create entrepreneurial managers for corporates to enhance business performance and create sustainable competitive advantage for the corporate.
- To provide conceptual theoretical frameworks and tools, to enable students to make good decisions and realistic action plans about entrepreneurship.

Course Content:

UNIT I Entrepreneurship

- Concepts, Importance
- Characteristics of a Successful Entrepreneur, Problems faced by Entrepreneurs,
- Theories & Types of Entrepreneur
- Gujarati Entrepreneur and Contribution to India and World Economy

UNIT II Setting Up A Small Business Enterprise

- Identifying The Business Opportunity
- Growth of a Business Idea
- Business Opportunities In Various Sectors within Gujarat – Sector to watch for 2020;

UNIT III Formalities for Setting Up of A Small Business Enterprise

- Selection of a Project (Product/ Service Selection, Location Selection, Project Feasibility Study, Business Plan Preparation, Preparation of a Project Profile)
- Decide on the Constitution, Registration, Clearances from specific Departments
- Arrange for Land, Arrange for Plant & Machinery, Arrange for Infrastructure

UNIT IV Project Report and Clearance

- Prepare Project Report
- Apply & Obtain Finance
- Implement the Project & Obtain Final Clearances

UNIT V Institutions Supporting Business Enterprises

- Introduction, Central – level Institutions, State –level
- Institutions, Other Institutions, Process of raising finance from Bank and Other Institutes
- Government of India / State Government Schemes

REFERENCES

1. Poornima M. Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson
2. Donald F Kuratko and T V Rao, Entrepreneurship – A South-Asian Perspective, Cengage Learning.
3. Rajeev Roy, Entrepreneurship, Oxford Publication.
4. Dr. Achut P.Pednekar, Entrepreneurship, Himalaya Publishing.

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Semester – VII

Subject: PG-HR-C-706 Statistics and Research Methodology

Course Objective:

The objective of this paper is to put research process in practice and there by empowering students to conduct their independent research work

Course Content:

UNIT I: Introduction

Stages of research process: exploration, research design, pilot study

Different methods of selecting research problem: expert review, review of literature

UNIT II: Literature review in practice

Searching literature: on web and manual, citation tools like Endnote

Writing review of literature

UNIT III: Data analysis

Data analysis: statistical methods, Descriptive methods: measures of central tendency and measures of dispersion

UNIT IV: Data analysis through software

Data analysis through different tools like spreadsheet, SPSS, R

UNIT V: Report writing

Report writing: components, writing style, Dos and Don'ts

REFERNCES

1. Zikmund G W (2013), Business Research Methods, Cengage Learning
2. Ridley D (2012), The Literature Review: A step-by-step guide for students, Sage
3. Becker L (2015), Writing successful reports and dissertations, Sage

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PG-HR-EC-701-BUSINESS COMMUNICATION

Semester –VII

Course Objectives:

Effective and efficient communication is central to doing successful business. The evolution of communication over the years has turned it to a much specialised domain worth studying. Be it our daily lives or business contexts, the need for effective communication is one aspect that can hardly be ignored. This subjects provides the insight of how effective communication can be helpful to business in everyday life.

Course Content:

UNIT I

Definitions of Communication, Nature and scope of business communication, Communication process, Channels of Communication- Formal/Informal, Upward/Downward/Lateral, Diagonal, Written/Oral/Non-verbal, Wheel Network/Y Network/Chain Network/

UNIT II

Listening Skills- What is listening?, The listening process, Personal characteristics and listening, Types of faulty listening, Barriers to listening, Techniques for listening
Meeting and Conferences: Objectives of meeting, Meaning & Importance, Purposes & golden rules of Meeting, Conducting meetings, Steps in conduct of meetings, Conferences, Notice, Agenda and Minutes

UNIT III

Business Letters: Essentials of letters, Parts of a letter, Enquiries and Replies, Quotations, Circulars, Notices and Memos

Business Reports: Types of reports, Report writing process

UNIT IV

Interview Skills: Definitions, Types of Interviews, Conducting an interview, Guidelines for the interviewee

Group Discussions: Strategies for Group Discussions: Do's & Don'ts, Discussion Techniques

UNIT V

E-Correspondence: Email, Guidelines for smart e-mail, Tips for writing e-mail messages,

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Business Etiquettes: Basic rule of etiquette, Giving introduction, Telephone etiquette, Telephonic conversation, Business dining, Business to business etiquette, Managing customer care.

REFERENCES

1. Sehgal M K; Khetarpal V; Business Communication, Excel Books, New Delhi, 2017
2. Raman Meenakshi, Business Communication, Oxford University Press, New Delhi, 2014
3. Subba Rao P; Essentials of Human Resource Management and Industrial Relations; Himalaya Publishing House; Mumbai 2014

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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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REFERENCES

1. Charles Hill & Arun Jain, International Business, Tata Mc-Graw Hill
2. Daniels, Radebaugh, Sullivan and Salwan, International Business-Elements and Operations, Pearson Education.
3. P. Subba Rao, International Business: Text & Cases, Himalaya Publication.
4. Dr. M. B. Rao, Manjula Guru, International Business, Vikas Publication.

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Syllabus for Strategic Human Resource Management-I

PG-HR-C-801 STRATEGIC HUMAN RESOURCE MANAGEMENT-I

IHRD, Semester-VIII

Course Objectives:

The primary objective of this course is to help you develop an understanding and appreciation of the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues. After taking this class, students should be prepared to:

- 1) Recall and apply major theoretical and topics in strategic human resource management, such as alignment and core competencies.
- 2) Demonstrate an understanding of strategic human resource practices and how to design and implement them strategically in organizations to influence organizational effectiveness.
- 3) Develop a regard for ethics, as they play a role in strategic human resource decisions, and an ability to make judgments based upon ethical and environmental considerations.
- 4) Identify and analyse human resource management problems in organizations and develop strategic solutions to these problems.

Course Content:

UNIT I THE CONCEPT OF HRM AND STRATEGY

- HRM defined, Aims of HRM
- Characteristics of HRM
- Strategy defined
- The concept of strategy
- The formulation of strategy

UNIT II STRATEGIC HUMAN RESOURCE MANAGEMENT

- Strategic HRM defined, Basis of strategic HRM
- Principles of strategic HRM
- Concepts of strategic HRM
- The best-practice approach, The best-fit approach, Bundling

UNIT III HR STRATEGY

- What are HR strategies?
- Overall HR strategies
- Specific HR strategies
- Criteria for an effective HR strategy
- Developing HR strategies

UNIT III THE PRACTICE OF STRATEGIC HRM-I

- The strategic nature of HR
- The strategic partner model
- The strategic role of HR directors

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UNIT IV THE PRACTICE OF STRATEGIC HRM-II

- The strategic role of heads of HR functions
- The strategic role of HR business partners
- The strategic contribution of HR advisers or assistants

UNIT V IMPACT OF SHRM

- How HR impacts on organizational performance
- Formulating HR strategy
- The content of HR strategies

REFERENCES

1. Michael Armstrong, Strategic Human Resource Management, Kogan Page.
2. Tanuja Agarwala, Strategic HRM, Oxford.
3. James Baron and David Kreps, Strategic Human Resources, Wiley.
4. Schuler and Jackson, Strategic Human Resource Management, Wiley.

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

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LABOR ECONOMICS

SEMESTER VIII

Course Objective:

The objective of this course is to enable students understand the labor market issues like wages, unemployment, immigration, the dynamics of the labor market in an environment of rapidly changing technologies and economies, trade unions and governmental labor market policies etc., so that they can maneuver themselves in better ways in their careers and lives.

Course Contents:

UNIT I LABOR MARKET FACTS AND TRENDS

- 1) Overview of the major facts and trends of the Indian and international labor market

UNIT II LABOR SUPPLY AND DEMAND

- 1) Neoclassical theory of labor supply
- 2) Labor demand
- 3) Basics of Human capital

UNIT III UNEMPLOYMENT, MINIMUM WAGES, IMMIGRATION AND UNIONS

- 1) Unemployment: causes and cure
- 2) Economics of minimum wages
- 3) Economics of immigration
- 4) Unions and the labor market

UNIT IV LABOR MARKET DISCRIMINATION

- 1) Discrimination cases: facts or fiction?
- 2) Theories of labor market discrimination
- 3) Anti-discrimination policy

UNIT V ARTIFICIAL INTELLIGENCE (AI) AND THE LABOR MARKET

- 1) The new division of labor: How computers are changing the labor market
- 2) Impact of AI on the labor market 3) How to survive in the age of (AI) robots?

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REFERENCES

1. Borjas, G. J. (2015). *Labor Economics* (7 edition). New York, NY: McGraw-Hill Education.
2. Colvin, G. (2016). *Humans Are Underrated: What High Achievers Know That Brilliant Machines Never Will* (Reprint edition). Portfolio.
3. Davenport, T. H., & Kirby, J. (2016). *Only Humans Need Apply: Winners and Losers in the Age of Smart Machines*. New York: HarperBusiness.
4. Kaplan, J. (2016a). *Artificial Intelligence: What Everyone Needs to Know* (1 edition). New York, NY, United States of America: Oxford University Press.
5. Kaplan, J. (2016b). *Humans Need Not Apply: A Guide to Wealth and Work in the Age of Artificial Intelligence* (Reprint edition). New Haven: Yale University Press.
6. Levy, F., & Murnane, R. J. (2005). *The New Division of Labor: How Computers Are Creating the Next Job Market*. New York, NY: Princeton University Press.
7. Cahuc, Pierre, Stéphane Carcillo, and André Zylberberg. 2014. *Labor Economics*. Translated by William McCuaig. Second edition edition. Cambridge, MA: The MIT Press.
8. Block, Walter, and Llewellyn H. Rockwell Jr. 2010. *The Case for Discrimination*. 1st edition. Auburn, Alabama: Ludwig von Mises Institute.

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

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PG – HR – C – 803 ORGANISATIONAL BEHAVIOUR - VIII

UNIT – I Personality

Type A and Type B personality – Major contributing factors to personality – Personality Dimensions – Introvert and Extrovert personalities – Personality Theories.

UNIT - II Perception

Definition of Perception – Perception process – Perceptual selectivity – Factors affecting Perception – Organization implication with regard to perception.

UNIT – III Group Dynamics

Meaning of Group – Reasons for Group formation – Types of groups – Group Cohesiveness – Group norms.

UNIT - IV Conflict Management

Nature of conflict in organizations – Inter dependence of groups - Changing view of conflict – Types of Conflict – Causes of conflict – Conflict management.

UNIT – V Power and Political Behavior

Power – Power dynamics – Sources of power – The effective use of power – Politics – Essence of Politics – Types of political activity.

References:

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

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PG-HR-C- 804 Organisational Development

Semester –VIII

Course Objectives:

- The main objective is to acquaint the students with the theoretical aspects of organizational change and development and to develop the skill of applying the knowledge acquired to the practical problems of the change mechanism in an organization. It also aims at enabling them to take up research in the same field if necessary.

Course Content:

UNIT I

Organizational Change: Introduction, Nature, Definition, Meaning of organizational change, Forces to change-Models Kurt Levin's three step model and Action Research Model,

Reinforce to change: resistance to change and forces for resistance to change, overcoming resistance to change.

UNIT II

Organizational Development: Introduction, Nature, Definition, Meaning of organizational development, characteristics of organizational development, objectives of OD, assumptions and values of OD, OD process,

Diagnosis: Process of Diagnosis. Marvin Wizboards' Six Box Model for Diagnosis

UNIT III

OD interventions: sensitivity training, grid organization development, survey feedback, Process consultation, Third party peace-making, system 4 management, transactional analysis, success and future of OD. Strategies for success of OD program.

UNIT IV

OD in context of liberalization. OD in Public Sector

UNIT V

Cases:

- (1) OD activities at Maruti Udyog Ltd.
- (2) OD activities at Brooke Bond India Ltd.
- (3) OD at HMT.

REFERENCES

- (1) French Wendell L, 1998: Organizational Development- Prentice Hall of India, New Delhi.
- (2) Ramnarayan S., Rao T.V. and Singh Kuldeep,1998: Organization Development Interventions and Strategies- Response Book, New Delhi
- (3) Laxmi Devi,1998: Organizational Development- Anmol Publications Pvt. Ltd. - New Delhi

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- (4) French Wendell and Bell,2001: Organizational Development- Prentice Hall of India Ltd., New Delhi
 - (5) Wendell L French, Cecil H Bell,jr.,Veena Vohra,2006 Organizational Development Behavioral Science Interventions for Organizational Improvement, Pearson Education Inc New Delhi.
 - (6) Donald Brown and Don Harvey, 2006 An Experimental approach to organizational Development, Pearson Education Inc New Delhi.
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PG – HR – C – 805 HUMAN RESOURCE DEVELOPMENT - VIII

Course Content

UNIT – I HRD Audit

Why HRD Audit? - Methodology of HRD Audit? - Concepts of HRD Audit – Preparation for the Audit – HRD Audit as an OD Intervention – HRD Audit Failures – Current status of HRD Audit in India. (**Reference:** Udai Pareek and T.V.Rao; Designing and Managing HR systems, Oxford & IBH Publication).

UNIT – II Resources requirements for Making HRD Work

HRD defined in organizational and national contexts – Resource requirements for HRD competencies – First resources: HRD professionals – HRD structure – HRD styles and culture – HRD systems. (**Reference:** T.V.Rao; Future of HRD, Macmillan India Limited).

UNIT – III Employee Participation

Participation; forms of Participation – Objectives of Profit Sharing – Objectives of participation – Advantages of participation – Development Participation Schemes – Effective Participation in Management. (**Reference:** Santosh Gupta and Sachin Gupta, Human Resource Development Concepts and Practices).

UNIT – IV Quality of Work Life

The concept of Quality of Work Life (QWL) – Benefits and potential difficulties of Quality of Work Life – Strategies for Improving Quality of Work Life. (**Reference:** R.S.Dwivedi; Human Relations and Organizational Behaviour, Macmillan Business Press).

UNIT – V Competency Mapping

Defining Job competencies – Defining competencies will help – What is the scope of Competency Mapping – Steps for Competency Mapping – Benefits of Competency Mapping: For the Organisation - For Individuals – Challenges of Competency Mapping – Process of Competency Assessments. (**Reference:** Aparna Sharma; Reality Bytes – The Role of HR in Today's World, Vishwakarma Publications).

References

1. Udai Pareek and T.V.Rao; Designing and Managing HR systems, Oxford & IBH Publication
2. T.V.Rao; Future of HRD, Macmillan India Limited
3. Santosh Gupta and Sachin Gupta, Human Resource Development Concepts and Practices
4. R.S.Dwivedi; Human Relations and Organizational Behaviour, Macmillan Business Press
5. Aparna Sharma; Reality Bytes – The Role of HR in Today's World, Vishwakarma Publications.

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PG-HR-C-806 Management of Financial Resources (30-35 Hrs) - VIII

Course Content

Unit I : Introduction

Defination of FM
Financial Planning
Financial Control
Financial Decision – Making
Financial Resources

Unit: II Capital Budgeting

Introduction of Process of CB
Concept of Capital Rationing (theory)
Time Value of Money, Present Value & Furniture Value
Investment Appraisal Tools:- NPV, Cost Benefit ratio IRR,
Pay-back period, ARR

Unit III Leverages (Example)

Operating Leverage
Financial Leverage
Combine Total Leverage

Unit IV Tactical Management:-

Cash Flow
Budget
Balance Sheet, P&L Account Study
Fixed & Variable Cost, BEP

Unit V Ratio Analysis & Risk Analysis (Theory & Practical)

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. I. M. Pandey (Best Book)
7. Khan & Jain Financial Management Book

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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.

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MA (HRD): Semester - VIII

PG-HR-EC-802: Strategic Game Theory for Managers

Course Objectives:

The basic objective of the course is to acquaint the students with the basics of Game Theory approach to decision making among firms and its applications. At the end of the course, the student will be expected to understand the strategies undertaken by different firms in different forms of oligopoly market structure.

Unit – I: Concepts in Game Theory

Games, Pay-offs, Strategies, one-time games, repeated games and sequential games, Dominant Strategy, Prisoner's Dilemma and Nash Equilibrium, Pure and Mixed strategies.

Unit – II: Mixed Strategies

The Battle-of-Sexes, card games, driving games, Zero-sum and non-zero-sum games, Minimax and Maximin strategies

Unit – III: Co-operation and Outcomes in Oligopoly

Co-operative games versus non-cooperative games, their outcomes and Nash bargaining

Unit – IV: Games under Imperfect and Incomplete Information

Bayesian games, Signalling games, Routing games, Price of stability and Price of anarchy

Unit – V: Behavioural Game Theory

Ultimatum games, Dictator Games, Trust games, the centipede game, the public goods game

Pedagogy

25 per cent of lectures may be devoted to undertaking experiments in game theory, which will constitute the course work (to be submitted and marked) for students.

Text Book

Barron, E N (2009), Game Theory: An Introduction, Wiley.

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References

1. Binmore, K (2007), Game Theory: A Very Short Introduction, Oxford University Press
2. Gupta, G (2015), An Introduction to Experimental Economics, Orient Black Swan.
3. Osborne, M J (2012), An Introduction to Game Theory, Oxford University Press.
4. Varian, H R (2010), Intermediate Microeconomics, Affiliated East-West Press.

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

MANAGEMENT OF SAFETY AND HEALTH

SEMESTER VIII

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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- 2) IS 18001:2000 Occupational Health and Safety Management Systems

REFERENCES

- 1) Asfahl, C. Ray, and David W. Rieske. 2009. *Industrial Safety and Health Management*. 6 edition. Upper Saddle River, N.J: Pearson.
- 2) “Business Portal of India : Legal Aspects : Key Regulations : Occupational Health and Safety (OH & S).” n.d. Accessed December 3, 2017.
https://archive.india.gov.in/business/legal_aspects/occupational.php.
- 3) “Industrial Safety & Health | Ministry of Labour & Employment.” n.d. Accessed December 3, 2017. <http://labour.gov.in/industrial-safety-health>.
- 4) Reese, Charles D. 2015. *Occupational Health and Safety Management: A Practical Approach, Third Edition*. 3 edition. Boca Raton: CRC Press.

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

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PG – HR – C – 901 HRM IN SERVICE SECTOR

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

References

1. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., New York.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

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

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ECONOMICS OF HUMAN RESOURCES

SEMESTER IX

Course Objective:

The objective of this course is to enable students to apply the laws of economic science to areas like education, health, on-the-job training and environment so that they can better understand various issues and problems related with these study areas.

Course Contents:

UNIT I INTRODUCTION

- 1) Historical background
- 2) Subject matter of economics of human resources

UNIT II ECONOMICS OF EDUCATION

- 1) Production of education: public or private?
 - a. Public good and externality arguments and its critique
- 2) Investment in education and its rates of return
 - a. Theoretical and empirical work
- 3) Efficiency of education system in India

UNIT ECONOMICS OF ON-THE-JOB TRAINING

- 1) Economic model of on-the-job training
- 2) Theory of general and specific training

UNIT IV HEALTH ECONOMICS

- 1) Production of health: public or private?
- 2) Health pricing
- 3) Insurance market
- 4) Issues and problems of the Indian health system

UNIT V ENVIRONMENTAL ECONOMICS

- 2) Environment: major issues
 - a. Global warming/climate change
 - b. Pollution
- 3) Economics of pollution control
- 4) Free market environmentalism

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REFERENCES

- 1) Chapter 6: On-the-Job Training | Labor Economics, 1e: W. W. Norton StudySpace." n.d. Accessed December 2, 2017.
<http://www.wwnorton.com/college/econ/laboreconomics/ch/06/outline.aspx>.
- 2) Folland, Sherman, Allen C. Goodman, and Miron Stano. 2012. *The Economics of Health and Health Care*. 7 edition. Upper Saddle River, N.J: Routledge.
- 3) Hanushek, Eric A., and F. Welch, eds. 2006. *Handbook of the Economics of Education, Volume 1*. 1 edition. Amsterdam ; London: North Holland.
- 4) Kolstad, Charles D. 2010. *Environmental Economics*. 2 edition. New York: Oxford University Press.

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

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PG-HR-C-903 Labour Legislation - I

Semester – IX

Course Content:

UNIT I

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

UNIT II

Bombay Shop and Establishment Act
Employee Provident Fund Act

UNIT III

The Factories Act, 1948
Apprentice Act

UNIT IV

Minimum Wages

UNIT V

Child Labour Prohibition Act

References

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

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PG-HR-C-904: Industrial Relations

Semester – IX

Course Objectives:

- The main objective is to introduce concept, system, and practices of Industrial Relations in Indian context and to make students understand major industrial Relations functions at various levels of organization and to develop their skill to analyze present and future trends in Industrial Relations practices. It also focuses on providing knowledge and skills necessary for HR managers to work competently in changing organizational and social environment.

Course Content:

UNIT I

Industrial Relations: Definition, Importance, Scope and Components of Industrial Relations, Factors affecting Industrial Relations, Characteristics of Indian Industrial Relations System.

UNIT II

Industrial Disputes: Definition, Classification of Industrial Disputes, Causes of Industrial disputes, Impact of Industrial dispute.

Industrial Unrest: Strike, Lockouts, Topologies of Strikes, Illegal strikes, Prevention of strikes.

UNIT III

Tripartite Bodies: The Indian Labour conference, Its importance and role in maintaining industrial relations, code affecting industrial relations, Impact of International Labour Code in industrial relations.

Bipartite Bodies: Work committee and Joint, Management councils-its compositions and Functions.

Standing Orders: Meaning, Objectives and Evolution of Standing orders.

UNIT IV

Grievances: Meaning, Definition, Causes of grievances, Procedure for Settlement and Model grievance procedure.

Collective Bargaining: Meaning, Main Features of Collective bargaining, Importance, Principles of Collective Bargaining, Collective Bargaining agreements at different levels.

Unit V

Settlement Machinery: Conciliation, Arbitration and Adjudications.

Labour Welfare: Concept, Features and Need of Labour Welfare officers, His contribution in Industrial Relation maintenance.

REFERNCES

1. Mishra L.: Case laws on Industrial Relations issues and implications- Excel Books, New Delhi 2006
2. Bhalia S.K.: Constructive Industrial Relations and Labour Laws- Deep and Deep, New Delhi 2003
3. Mathur T.N: Industrial Relations in Public Sector- Arihent Publishers, Jaipur 1990.

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PG-HR-C-905 International Human Resource Management

Semester –IX

Course Objectives:

- International Human Resource Management has acquired a unique status and reputation in global economy. This course is designed to provide an understanding of the theoretical foundation and the practical implication of international approaches to human resource management.

Course Content:

UNIT I

International HRM: Definitions, Models of International HRM, difference between domestic and international HRM.

Expatriate: Meaning, Different Roles of Expatriate, Reasons for Expatriates failure.

UNIT II

Organizational Structure: Expatriate, Sales subsidiary, International Division, Global product/Area Divisions, Matrix Structure, Mixed Structure.

International staffing: Approaches to International Staffing, Ethnocentric approach, Polycentric approach, Geocentric approach, Regiocentric approach.

UNIT III

Training and development of International Staff: The deployment cycle for international assignments, Design of training for overseas assignment.

Performance appraisal for Expatriates: Factors influencing Expatriates performance, criteria to be used for appraisal of Expatriates Staff performance review practices of America, Russia, Japan.

UNIT IV

Global compensation system: The existing compensation system, The changing environmental pressures.

UNIT V

Social Security Schemes in different countries: Statutory social security scheme, Federal republic of Germany, U.K., U.S.A. and Russia.

REFERNCES

- 1) Bhatia S.K., 2005 International Human Resource Management. A Global perspective. Deep and Deep publication. New Delhi.
- 2) Dowling Peter J and Weltch E Denice 2004, Internationsl Human Resource Management. Thomson Learning.

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***Proposed Syllabus for Five Years Integrated Course in MA (HRD) Effective From
the Academic Year 2018-19***

HUMAN DEVELOPMENT & HUMAN RIGHTS

SEMESTER IX

Course Objective:

The objective of this course is to sensitize students about the various issues related with human development and human rights. The topics include human development and human development index, sustainable development goals, human rights etc.

Course Contents:

UNIT I HUMAN DEVELOPMENT I

- 1) What is human development?
- 2) Historical background
- 3) Significance of human development

UNIT II HUMAN DEVELOPMENT II

- 1) Human development index
- 2) Sustainable development goals (SDGs)
- 3) Human development and United Nations

UNIT III HUMAN RIGHTS I

- 1) Definitions
- 2) Historical development and contemporary concerns

UNIT IV HUMAN RIGHTS II

- 1) Deprivation of life and liberty
- 2) Free speech and privacy

UNIT V HUMAN RIGHTS III

- 1) Food, education, health, housing and work
- 2) Discrimination and equality
- 3) The death penalty

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REFERENCES

- 1) Clapham, Andrew. 2016. *Human Rights: A Very Short Introduction*. 2 edition. New York, NY: Oxford University Press.
- 2) "Home | United Nations." n.d. Accessed December 3, 2017. <http://www.un.org/en/index.html>.
- 3) "Human Development Report 2016." n.d. UNDP. Accessed December 3, 2017. <http://www.undp.org/content/undp/en/home/librarypage/hdr/2016-human-developmentreport.html>.
- 4) "Sustainable Development Goals." n.d. UNDP. Accessed December 3, 2017. <http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>.

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

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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.

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

Subject: PG-HR-C-903 Corporate Social Responsibility - IX

Course Objective:

The objective of this paper is to understand CSR and to train in designing effective CSR strategy for the company along with meeting legal requirements.

Course Content:

UNIT I: Introduction

Definitions of CSR across Globe, History of CSR, CSR Evolution in India

UNIT II: Legal Provisions of CSR I

Legal provisions of CSR in other countries, Mandatory provisions by Companies act 2013, Director's duties on CSR

UNIT III: Legal Provisions of CSR II

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

UNIT IV: Framework for Rating Corporate Social Responsibility

Introduction, Understanding CSR ratings, accepted rating frameworks, Infosys Sustainable Solution, TATA Group CSR rating framework and Assessment process.

UNIT V: Monitoring and Evaluation

Purpose of monitoring and evaluation, Process of CSR implementation, NGO partnerships in India, Obstacles of business-NGO collaboration, Need assessment/impact assessment.

REFERENCES

1. Anand Srinivasan, (2014). Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi.
2. Chatterji Madhumita. (2014), Corporate Social Responsibility, Oxford University Press, New Delhi.
3. Mukharjee Harsha. (2016), Sustainable CSR, Himalaya Publishing House

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

PG-HR-C- Talent Acquisition and Retention

Semester –X

Course Objectives:

Analyze the processes of talent acquisition and retention within an organization. The course focuses on talent acquisition and retention strategies and initiatives which are integrated with organizational strategy and bottom line objectives.

Unit – I: Talent Acquisition

Talent: Meaning, Need of talent in modern organizations, Problems caused due to lack of talent in an Organization, Difference between talent, skill and knowledge.

Introduction, Talent Acquisition, Strategic Trends in Talent Acquisition, Talent acquisition management solutions, Talent acquisition vs Recruitment

Unit – II: Talent Engagement and Retention:

Introduction, Concept of Talent Engagement, Employee Engagement and Retention, Retaining and Engaging Workers, Identify reasons for leaving, exit routes, exit interviews.

Working Conditions: Hours of work- Juggling work and family, Physical working environment.

Unit – III: Role of culture in attracting and retention

Using culture to drive talent management, Problems encountered if ignoring culture, Using culture change to drive talent investments.

Reengaging older workers to improve performance, using retirees to improve productivity and innovation.

Unit – IV: Role of HR in Talent Management & Reward Management

Roles and responsibilities of Talent acquisition and retention officer.

Reward Management: Aims of Reward Management .Defining the Elements of Total Rewards, Significance of total rewards, and Significance of Non- financial rewards, Types of non-financial rewards.

Unit – V: Contemporary Talent Management Issues

Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India

References:

1. Pattanayak Biswajeet, Human Resource Management, PHI Learning Pvt. Ltd.
2. Armstrong, Michael, A Handbook of Human Resource Management Practice, Kogan Page Publication.
2. Haldar U, Sarkar Juthika, Human Resource Management, Oxford University Press.
3. David DeLong and Steve Trautman, The executive guide to high impact talent management, Tata McGraw Hill.
4. Stephen Taylor, The Employee retention handbook, Jaico.

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

PG-HR-C-1002 Labour Legislation - II

Semester – X

Course Content:

UNIT I

Industrial Disputes Act

UNIT II

Contract Labour Abolition Regulation Act

UNIT III

Payment of Bonus Act

UNIT IV

Disciplinary Action and Laws of Departmental Inquiry

UNIT V

Payment of Gratuity Act

References

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

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

Syllabus for Compensation Management

PG-HR-C-1003 Compensation Management

Semester-X

Course Objective:

To provide insights in to strategic choices in managing compensation. There have been several innovations in the field of Compensation. The courses will emphasis on this compensation model. The course also provides major Compensation issues in the context of current theory, research and practice. The practices illustrate new development and as well as established approaches to compensation decision.

Course Content:

UNIT I JOB ANALYSIS

- Concepts of Job analysis
- Process of Job Analysis
- Job Description
- Job Specification
- Job Design

UNIT II JOB EVALUATION

- Concepts of Job Evaluation
- Significant of Job Evaluation
- Process of Job Evaluation
- Techniques of Job Evaluation
- Pay Structure

UNIT III BENEFITS AND ADMINISTRATION

- Benefit Determinations Process
- Employee Benefits and Services
- Legally Required Benefits-DA
- ESOP
- Types of Retirement Benefits Plan
- Flexible Compensation

UNIT IV COMPENSATION OF SPECIAL GROUP

- Top Executives
- Special feature and Components
- Compensation for CEOs
- Culture and Pay

UNIT V INTERNATIONAL COMPENSATION

- Objectives of International Compensation
- Responsibilities of international manager
- Compensation plan for an expatriate
- Elements of compensation packages of an expatriate

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

- Various approaches to intentional compensation

REFERENCES

1. Kanchan Bhaita, Compensation Management, Himalaya Publication.
2. Dipakkumar Bhattacharya, Compensation Management, Oxford Publication.
3. Pattanayak Biswajeet, Human Resource Management, PHI Learning Pvt. Ltd.
4. Armstrong, Michael, Handbook of Human Resource Management Practice, Kogen Page Publication.

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

Syllabus for Strategic Human Resource Management-II

PG-HR-C-1004 STRATEGIC HUMAN RESOURCE MANAGEMENT-II

IHRD,

Semester-X

Course Objectives:

- This course presents a thorough and systematic coverage of issues related to strategic human resource management and its application.
- This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

Course Content:

UNIT I HUMAN CAPITAL MANAGEMENT STRATEGY

- Aims of human capital management
- The link between HCM and business strategy
- Developing a human capital management strategy
- The role of human capital management strategy

UNIT II HIGH-PERFORMANCE STRATEGY

- High-performance work system defined
- Characteristics of a high-performance work system
- Components of an HPWS
- Developing a high-performance strategy

UNIT III ORGANIZATION DEVELOPMENT & EMPLOYEE ENGAGEMENT STRATEGY

- Organization Development defined
- OD strategies
- Assumptions and values of OD
- Activities incorporated in the OD strategy
- The significance of engagement
- What are the factors that influence engagement?
- Strategies for enhancing engagement

UNIT IV KNOWLEDGE MANAGEMENT & EMPLOYEE RESOURCING STRATEGY

- The process of knowledge management
- Strategic knowledge management issues
- The objective of employee resourcing strategy
- The strategic HRM approach to resourcing
- The components of employee resourcing strategy
- Employee value proposition
- Retention strategy

UNIT V TALENT MANAGEMENT & EMPLOYEE RELATIONS STRATEGY

- Talent management defined, The process of talent management
- Developing a talent management strategy
- Employee relations strategy defined

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

- Concerns of employee relations strategy
- The HRM approach to employee relations
- Formulating employee relations strategies
- Partnership agreements

REFERENCES

1. Michael Armstrong, Strategic Human Resource Management, Kogan Page.
2. Tanuja Agarwala, Strategic HRM, Oxford.
3. James Baron and David Kreps, Strategic Human Resources, Wiley.
4. Schuler and Jackson, Strategic Human Resource Management, Wiley.

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PG-HR-C-1005 Project Work

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

Then candidates will be required to submit a project report and make a presentation, which will be of 100 marks and will be evaluated as under:

- Subject Matter of the Report
- Viva Voce

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

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

Five Years Integrated Programme in HRD

MA(HRD): Semester - X

PG-HR-EC-1001: HR Analytics

Course Objectives:

The basic objective of the course is to acquaint the students with different technologies of data analytics with applications in HR. The students are expected to understand and plan data analytics applications in HR.

Unit – I: Data Analytics Concepts

Data Mining versus Machine Learning, Supervised and Unsupervised Learning basics.

Unit – II: Unsupervised and Supervised Learning Methods

Heuristics, Decision Trees, Cluster Analysis, k-Nearest Neighbours, Challenges for Big Data

Regression Methods, Random Forests, Neural Networks

Unit – III: Text Analytics

Bag of words and n-gram approaches

Unit – IV: Prescriptive Analytics

Generating Big Data, Reinforcement Learning, Active Learning

Unit – V: Softwares for Analytics

Hadoop, Map Reduce, Python, R

Pedagogy:

2 hours lectures, 2 hours practical exercises in computer lab.

Examination: Project + Viva Voce

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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

References

1. DreamTech Editorial Services (2016), Big Data Black Book, DreamTech Press.
2. Kumar, A and Paul, A (2016), Mastering Text Analytics with R, Packt Publishing.
3. Larose, D T and Larose, C D (2016), Data Mining and Predictive Analytics, Wiley.
4. Liu, Y (2017), Python Machine Learning by Example, Packt Publishing.
5. Slige, J and Robinson, D (2017), Text Mining with R, O'Reilly.
6. Thorlund, J and Lauesen, G H N (2013), Business Analytics for Managers, Wiley.
7. Williams, A S (2017), Text Analytics with Python, Createspace Independent Publishers.

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VEER NARMAD SOUTH GUJARAT UNIVERSITY

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

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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Syllabus for 5 years Integrated HRD Course for Sem 7, 8, 9, and 10 – (2015-16)

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

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UNIT IV

Competence and Competency definition, Competency Mapping, Competency mapping process, Importance of competency mapping

Performance execution and monitoring, objectives and importance of performance execution and monitoring, Performance monitoring process,

UNIT V

Performance appraisal- Definition, Purpose, Importance of performance appraisal

Performance appraisal process,

Key elements of Performance review, Performance review process

Coaching, Counselling, Mentoring- Meaning & Importance, components, process

REFERENCES

1. Appa Rao C; Performance Management, Biztantra, New Delhi, 2012
2. Sahu R K, Performance Management System, Excel Books, New Delhi, 2010
3. Dixit Varsha; Performance Management; Vrinda Publications; New Delhi 2010