



Re-Accredited B++ 2.86 CGPA by NAAC

VEER NARMAD SOUTH GUJARAT UNIVERSITY

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વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી

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ક્રમાંક: ઓથો./પરિપત્ર/૧૧૮૯૩/૨૦૨૫
તા.૨૧-૦૫-૨૦૨૫

પ્રતિ,
વડાશ્રી,
માનવ સંસાધન વિભાગ,
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,
સુરત.

વિષય :- Master of Arts in Human Resource Development ના સેમેસ્ટર-૧ થી ૪ નું માળખું તથા સેમેસ્ટર-૧ અને ૨ ના અભ્યાસક્રમ બાબત.

સુજ્ઞા શ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૫-૨૬ થી અમલમાં આવનાર Master of Arts in Human Resource Development ના સેમેસ્ટર-૧ થી ૪ નું માળખું તથા સેમેસ્ટર-૧ અને ૨ ના અભ્યાસક્રમ અંગે માનવ સંસાધન વિકાસ અને લેબર વેલફેર વિષયની અભ્યાસ સમિતિની સંયુક્ત સભાની તા.૨૮/૦૨/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંક:૦૨ થી નીચે મુજબ કરેલ ભલામણ સ્વીકારી વિનયન વિદ્યાશાખાની તા.૨૮/૦૪/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંક: ૪૭ થી કરેલ ભલામણ સ્વીકારી એકેડેમિક કાઉન્સિલની તા.૦૫/૦૫/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંક: ૬૬ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

Wijese
કુલસચિવ

પ્રતિ,
૧) ડીનશ્રી, વિનયન વિદ્યાશાખા.
૨) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
.....તરફ જાણ તેમજ અમલ સારૂ.

Faculty of Arts
MA (HRD) (Two Years PG Programme)
to be implemented from the Academic Year 2025-2026

Programme Outcomes (POs)

Upon completing the Master of Human Resource Development (MA HRD) program, students will be able to:

- PO1 Comprehensive HR Knowledge:** Demonstrate an in-depth understanding of core HR and management principles, including human resource development, labour legislation, organizational behaviour, and industrial relations.
- PO2 Research and Analytical Skills:** Conduct robust research and apply quantitative and qualitative research methodologies to solve HR-related issues and support evidence-based decision-making.
- PO3 Strategic HRM Implementation:** Develop and implement strategic human resource management practices to align HR functions with organizational goals.
- PO4 Leadership and Communication:** Exhibit strong leadership qualities and communication skills essential for managing teams, facilitating organizational change, and engaging with stakeholders.
- PO5 Ethical and Social Responsibility:** Promote and uphold business ethics and social responsibility within HR practices, aligning with organizational values and societal expectations.
- PO6 Adaptability and Problem Solving:** Apply creative and adaptive thinking to address challenges in HR management and labour relations, contributing to a positive work environment and productivity.
- PO7 Global and Cross-Cultural Perspective:** Understand and apply international HRM concepts and practices that are relevant to managing a diverse and global workforce.
- PO8 Practical Application:** Integrate academic knowledge with practical experiences gained through internships and project work to address real-world HR challenges effectively.

Programme Specific Outcomes (PSOs)

Students of the MA (HRD) program will be able to:

- PSO1 HR Strategy Formulation and Implementation:** Design and implement HR strategies that improve employee development, retention, and overall organizational performance.
- PSO2 Labour Legislation Proficiency:** Analyze and apply national and international labour laws to ensure compliance, advocate for workers' rights, and support fair labour practices.
- PSO3 Organizational Change Management:** Utilize principles of organizational development and change management to lead successful transformation initiatives within organizations.
- PSO4 Ethical and Legal Awareness:** Uphold ethical standards and comply with labour laws and regulations while promoting social responsibility and sustainable labour practices.
- PSO5 Training and Development:** Plan and conduct effective learning and development programs tailored to the needs of employees and the strategic goals of the organization.
- PSO6 Compensation and Reward Management:** Design comprehensive compensation and reward systems that are competitive, equitable, and aligned with organizational objectives.
- PSO7 Research-Driven HR Practices:** Conduct research to inform HR policies and practices, contributing to the development of innovative solutions that address contemporary HR challenges.
- PSO8 Interpersonal and Leadership Skills:** Demonstrate strong interpersonal skills to manage relationships effectively, lead teams, and collaborate with colleagues across departments.

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Faculty of Arts

MA (HRD) SEMESTER - I

Paper Code	Subjects	Nature	No. of Credits	Lectures per week
HR-C-01	Fundamentals of Psychology	Core	4	4
HR-C-02	Human Resource Management – I	Core	4	4
HR-C-03	Principles of Management	Core	4	4
HR-C-04	Labour Legislation - I	Core	4	4
Elective (Any One)				
HR-E-05-A	Industrial Sociology	Ability Enhancement	4	4
HR-E-05-B	General and Industrial Economics	Ability Enhancement	4	4
HR-E-05-C	Corporate Social Responsibility	Skill Development	4	4
TOTAL CREDIT OF SEMESTER - I			20	

MA (HRD) SEMESTER - II

Paper Code	Subjects	Nature	No. of Credits	Lectures per week
HR-C-06	Organizational Behaviour	Core	4	4
HR-C-07	Labour Legislation - II	Core	4	4
HR-C-08	Human Resource Management - II	Core	4	4
HR-C-09	Research Methodology	Core	4	4
Elective (Any One)				
HR-E-10-A	Communication Skills	Skill Development	4	4
HR-E-10-B	Organizational Psychology	Ability Enhancement	4	4
TOTAL CREDIT OF SEMESTER - II			20	

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MA (HRD) SEMESTER - III

Paper Code	Subjects	Nature	No. of Credits	Lectures per week
HR-C-11	Labour Legislation – III	Core	4	4
HR-C-12	Industrial Relations - I	Core	4	4
HR-C-13	Human Resource Development	Core	4	4
HR-C-14	Organisational Development	Core	4	4
Elective (Any One)				
HR-E-15-A	International Human Resource Management	Ability Enhancement	4	4
HR-E-15-B	Corporate Governance and Sustainability	Ability Enhancement	4	4
TOTAL CREDIT OF SEMESTER – III			20	

MA (HRD) SEMESTER – IV

Paper Code	Subjects	Nature	No. of Credits	Lectures per week
HR-C-16	Learning and Development	Core	4	4
HR-C-17	Compensation and Reward Management	Core	4	4
HR-C-18	Strategic HRM	Core	4	4
HR-C-19	Industrial Relation-II	Core	4	4
HR-C-20	Internship and Project report Viva Voce	Core	8	-----
TOTAL CREDIT OF SEMESTER – IV			24	
TOTAL CREDIT OF SEMESTER I, II, III & IV			84	

Course Outcomes

1. **Remembering**
 - Define the basic concepts of psychology, self, and methods used in psychology).
2. **Understanding**
 - Explain the evolution, scope, and nature of psychology and its subfields.
 - Describe social influence on human behavior, including social facilitation, social loafing, conformity, and compliance.
 - Discuss various models of prosocial behavior, interpersonal attraction, and emotional theories.
3. **Applying**
 - Apply the concepts of impression management tactics to real-life social contexts.
 - Use psychological theories of learning and reinforcement to solve problems in practical settings.
4. **Analyzing**
 - Analyze the factors influencing prosocial behavior, interpersonal attraction, and memory processes.
 - Examine the influence of sensory processes on perception and behavior.
5. **Evaluating**
 - Evaluate different theories of emotion, intelligence, and their application in real-world scenarios.
 - Assess the impact of psychological principles on human behavior and thought processes
6. **Creating**
 - Design psychological experiments or frameworks to study learning, thinking, and social behaviors.

Course-Specific Outcomes (CSOs)

Unit I: Self and Psychology

- **Remembering:** Define the concepts of self, self-efficacy, and self-regulation.
- **Understanding:** Explain the nature and evolution of psychology and its relation to other sciences.
- **Applying:** Identify practical examples of self-presentation and social comparison in everyday life.

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Unit II: Social Influence on Human Behavior

- **Understanding:** Describe the major features of contemporary social psychology and its historical background.
- **Applying:** Use the tactics of impression management in group settings.
- **Analyzing:** Examine the factors contributing to social facilitation, social loafing, and compliance.

Unit III: Sensory Processes and Prosocial Behavior

- **Understanding:** Explain the characteristics and receiving processes of sensory systems.
- **Applying:** Relate prosocial behavior models to real-world scenarios like volunteering or helping behaviors.
- **Analyzing:** Analyze determinants of helping behaviors and interpersonal attraction.

Unit IV: Memory, Intelligence, and Emotion

- **Remembering:** Define memory processes, types of memory, and factors affecting retrieval.
- **Understanding:** Explain the nature of intelligence and classify it into different theories.
- **Evaluating:** Critically evaluate theories of emotion and their relevance to daily life.

Unit V: Learning and Thinking

- **Understanding:** Explain the principles and theories of learning, including reinforcement types.
- **Applying:** Solve problems using creative thinking and problem-solving techniques.
- **Creating:** Develop strategies to improve learning efficiency and thinking processes.

Course Content

Unit I Introduction to self and psychology

Self: Meaning, Self-knowledge, Self-efficacy, self-regulation, self-presentation, social comparison theory.

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

Unit II Social influence on human behavior

Social Influence on Human Behavior: Introduction to Social Psychology: It's historical background; its scope, and major features of contemporary social psychology. Social facilitation, social loafing, Conformity, and compliance; Impression Management- tactics of impression management.

Unit III Sensory process, Prosocial behavior and Interpersonal attraction

Sensory Process: Characteristics of senses, receiving process.

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Prosocial Behavior: Helping behavior and recipient reactions- Determinants and major models- Reciprocal altruism, negative-state relief model, empathy-altruism model, and social exchange theory.

Interpersonal attraction: Attraction, similarity, and liking, Measurement issues- Sociometry.

Unit IV Memory, intelligence and emotion

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

Intelligence: Definition, Nature, classification, Theories.

Emotion: Nature, Theories of Emotion.

Unit V Learning and thinking

Learning: Definition Nature, Importance, Basic Factors in Learning, Learning theories, Principles of learning, Reinforcement, Types of Reinforcement.

Thinking: Meaning, Definition, Nature of Thinking, Thinking- problem solving and creative thinking.

Recommended Readings

1. Jafar Mahmud, Introduction to Psychology, APH Publishing Corporation.
2. Amit Abraham, General Psychology, Mc Graw Hill companies
3. Robert Barren, 2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi
4. Michael W. Passer, Ronald E. Smith, Psychology the science of mind and behaviour, Mc Graw Hill Education.
5. Clifford T. Morgan, Introduction to Psychology, TATA Mc Graw Hill edition.
6. Baron, R. A., & Byrne, O. R. (2006). Social Psychology (10th Ed.). New Delhi: Prentice-Hall of India.
7. Baron, R. A., & Branscombe, N. R. (2016). Social Psychology (14th ed.). Boston, MA: Pearson/Allyn and Bacon.
8. Baumeister, R. F., & Bushman, B. J. (2016). Social Psychology and Human Nature (4th ed.). Belmont, CA: Thomson/Wadsworth.
9. Gilovich, T., Keltner, D., Chen, S., & Nisbett, R. (2019). Social Psychology (5th ed.). New York: W. W. Norton.
10. Robbins, S.P. Judge, T.A. & Vohra, N., (2019). Organizational Behavior, (18th Ed). Pearson Education.

Course Outcomes

1. **Remembering**
 - Define the fundamentals of Human Resource Management (HRM), including its features, scope, and objectives.
2. **Understanding**
 - Explain the significance of HRM functions and their alignment with organizational goals.
 - Describe the processes of recruitment, selection, training, and performance appraisal.
3. **Applying**
 - Apply HR practices such as recruitment techniques, training programs, and performance appraisal methods to organizational scenarios.
4. **Analyzing**
 - Analyze issues related to managing people at work, including human resource planning, employee welfare, and motivation.
 - Examine the relationship between HR systems and strategic business objectives.
5. **Evaluating**
 - Evaluate the effectiveness of HR practices in achieving organizational performance and employee retention.
 - Assess the role of ethical behavior and employee well-being in HRM.
6. **Creating**
 - Design HR interventions that align HR practices with organizational strategies and objectives.
 - Develop frameworks for employee motivation, welfare, and career development.

Course-Specific Outcomes (CSOs)

Unit I: Introduction to Human Resource Management

- **Remembering:** Define HRM, its scope, objectives, and importance.
- **Understanding:** Explain the managerial and operational functions of HRM.
- **Analyzing:** Examine the trends shaping HRM in modern organizations.

Unit II: Human Resource Planning, Recruitment, and Selection

- **Understanding:** Describe the processes of job analysis, job description, and job specification.
- **Applying:** Apply forecasting techniques in human resource planning.
- **Analyzing:** Compare different sources of recruitment and selection methods, including tests and interviews.

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Unit III: Training and Career Planning

- **Understanding:** Explain the objectives and importance of training and career planning in organizations.
- **Applying:** Design and evaluate a training program based on identified needs.
- **Creating:** Develop a career planning framework, including promotion and transfer strategies.

Unit IV: Performance Appraisal

- **Understanding:** Discuss the concept and techniques of performance appraisal.
- **Applying:** Use various appraisal methods to assess employee performance in simulated scenarios.
- **Evaluating:** Identify and resolve appraisal-related problems through effective interviews.

Unit V: Motivation and Maintenance Function

- **Understanding:** Explain the types and importance of employee welfare measures.
- **Analyzing:** Analyze recent trends in HRM and their impact on ethical behavior and employee well-being.
- **Creating:** Develop strategies for employee motivation, welfare, and separation planning.

Course Content

Unit I Introduction to Human Resource Management

Introduction to Human Resource Management (HRM), HRM- definition, features, scope, objectives, importance of HRM, Trends shaping HRM, HRM functions- Managerial Function, Operating function.

Unit II Human Resource Planning, Recruitment and Selection

Human Resource Planning: Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting - definition, importance, objectives, purpose and process

Employee Recruitment: Meaning and concept, Sources, factors affecting recruitment

Employee Selection: process, Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Unit III Training and Career Planning

Employee Orientation: Meaning and Concept, Purpose and Process

Training: Concept, objectives, importance, Analysing the training need & designing the training program, implementation and evaluation of training program, Career Planning concept and process, Promotion, Transfers.

Unit IV Performance Appraisal

Performance Appraisal: Concept, process, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview

Unit V Motivation and Maintenance Function

Employee welfare- meaning, importance, objectives. Types- intramural and extramural, statutory and non-statutory. Recent trends in HRM, Ethical behaviour at work, Employee wellbeing, Separation.

Recommended Readings

1. Chabhra T.N, Human Resource Management, (Dhanpat Rai & Co.)
2. Gupta C.B, Human Resource Management
3. Subbarao, Human Resource Management
4. Sharma A.M, Employee Welfare
5. Dessler, G., & Varkkey, B. (2023). Human Resource Management (17th Ed.). Pearson Education.
6. Aswathappa, K., & Dash, S. (2023). Human Resource Management: Text and cases (10th Ed.). McGraw Hill.

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DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

HR-C-03 Principles of Management

Semester– I

Course Outcomes

1. **Remembering**
 - Define and recall the fundamental concepts, roles, and functions of management
 - List the various organizational structures and types.
2. **Understanding**
 - Explain the principles of management, including planning, organizing, staffing, directing, and controlling.
 - Discuss how managers align planning processes with organizational vision, mission, and values.
3. **Applying**
 - Use knowledge of management levels and skills to solve managerial challenges.
 - Apply SWOT analysis to strategic planning and decision-making.
4. **Analyzing**
 - Differentiate between various organizational structures and evaluate the advantages of decentralization.
 - Analyze the impact of staffing and directing practices on organizational performance.
 - Examine different control techniques and their effectiveness in specific scenarios.
5. **Evaluating**
 - Evaluate managerial decisions and their alignment with organizational objectives.
 - Assess strategic plans and their effectiveness in achieving competitive advantages.
6. **Creating**
 - Design and propose effective managerial strategies to address global and cross-cultural challenges.

Course-Specific Outcomes (CSOs)

Unit I: Management

- **Remembering:** Define the concept, roles, and levels of management.
- **Understanding:** Explain the evolution of management and the responsibilities at each level.
- **Applying:** Identify challenges faced by managers at different organizational levels and propose solutions.

Unit II: Planning

- **Understanding:** Describe the nature, objectives, and significance of planning.

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- **Applying:** Use the MBO framework to align individual and organizational goals.
- **Analyzing:** Analyze barriers to effective planning and propose ways to overcome them.

Unit III: Organizing

- **Remembering:** List the different organizational structures and types of organization.
- **Understanding:** Explain concepts like authority, responsibility, and accountability.
- **Analyzing:** Examine the factors influencing decentralization and the effectiveness of delegation.

Unit IV: Strategic Management

- **Understanding:** Describe strategic management concepts, including SWOT analysis and competitive advantage.
- **Applying:** Use SWOT analysis to develop strategic plans.
- **Evaluating:** Evaluate the effectiveness of strategic plans in dynamic environments.
- **Creating:** Propose strategies to address global management challenges and cultural diversity issues.

Unit V: Controlling

- **Remembering:** Define the concept and types of control.
- **Understanding:** Explain the steps and techniques involved in managerial control.
- **Applying:** Apply coordination techniques to improve organizational efficiency.
- **Evaluating:** Assess the importance of coordination and its distinction from cooperation.

Course Content

Unit I Management

Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Evolution of management through, Top-level, middle-level, and front-line managers, Responsibilities and challenges at each management level.

Unit II Planning

Nature, Scope, Objectives, and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting.

Managerial Decision Making: Concept; The decision-making process, Management by Objective.

Unit III Organizing

Concept, Nature, and purpose; Organizational Structure; Types of Organization, Departmentation; Hierarchy, Span of Control; Delegation; Authority, Responsibility, and Accountability; Power; Centralization & Decentralization – Factors determining the degree of Decentralization of authority.

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Unit IV Strategic Management

Formulating and implementing strategic plans, SWOT analysis and competitive advantage, Evaluation and control of strategic plans

Global Management: Challenges and opportunities of global business, Cultural diversity, and cross-cultural management, International business strategies.

Unit V Controlling

Concept, Types & importance of Control; Steps in Control, Techniques of Control; Management by Exception.

Coordination: Coordination as an Essence of Management; Coordination Vs. Co-operation; Types of coordination; Need & importance of coordination, Techniques of coordination. Principles of Coordination.

Recommended Readings

1. Tripathi, Reddy & Bajpai. (2021). Principles of Management, 7th edition, Tata Mc Graw Hill.
2. Robbins S.P. & Coulter M. A. (2020). Management, Global Edition, Pearson Education.
3. Prasad L.M. (2020). Principles and Practices of Management, 10th edition, Sultan Chand & Sons, New Delhi.
4. Stoner, Freeman & Gilbert Jr. (2018). Management, 6th Edition, Pearson.
5. Koontz H. & Weihrich H. (2015). Essentials of Management, 10th edition, Chennai: Tata McGraw Hill Education.
6. Rao V.S.P. (2012). Management-Text and Cases, 2nd edition, Excel Publication

Course Outcomes

1. Remembering

- The significance of Labour laws and their constitutional and historical evolution in India.

2. Interpret

- The provisions of core Labour legislations such as the Factories Act, Industrial Disputes Act, and other relevant laws.

3. Apply

- The concepts and provisions of Labour laws to real-world workplace scenarios for effective compliance.

4. Analyze

- Various Labour legislations to understand their implications on employee-employer relationships and dispute resolution.

5. Evaluate

- Practical cases and workplace disputes using Labour law frameworks to propose ethical and legally sound solutions.

6. Design

- Workplace policies and compliance strategies that adhere to Labour laws and promote sustainable employment practices.

Course-Specific Outcomes (CSOs)

1. Recall and explain

- The objectives, scope, and features of the Factories Act, 1948, focusing on worker safety and welfare.

2. Interpret

- The legal provisions under the Payment of Gratuity Act, 1972, and the Employees' Provident Funds and Miscellaneous Provisions Act, 1952, to ensure social security compliance.

3. Apply

- State-specific laws like the Gujarat Shops and Establishments Act, 2019, to regulate employment and service conditions effectively.

4. Analyze

- The Industrial Employment (Standing Orders) Act, 1946, to understand its role in standardizing employment practices.

5. Evaluate

- The dispute resolution mechanisms of the Industrial Disputes Act, 1947, to identify effective solutions for workplace conflicts.

6. Develop

- Legally compliant and ethically sound strategies for fostering a fair and sustainable working environment.

Course Content

- The Factories Act, 1948
- The Employees' Provident Funds and Miscellaneous Provisions Act, 1952
- The Payment of Gratuity Act, 1972
- Industrial Disputes Act, 1947
- The Gujarat Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2019
- Industrial Employment (Standing Orders) Act, 1946

Recommended Books

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.
4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.
8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.

Journals

1. Labour Law Reporter.
2. Labour Law Journal.

Course Outcomes

1. Remembering

- Define key concepts of Industrial Sociology and its place among social sciences.
- Identify the characteristics of industrial systems and their historical development

2. Understanding

- Explain the relationship between industry and society, including the impact of industrialization on social institutions like caste, marriage, and family.
- Describe group dynamics and their relevance in workplace environments.
- Discuss theories of alienation, anomie, and morale in the industrial context.

3. Applying

- Apply sociological perspectives to understand and analyze workplace dynamics and group behaviors.
- Use insights from Industrial Sociology to evaluate social issues related to work and employment.

4. Analyzing

- Analyze the factors influencing morale and its relationship with productivity.
- Examine the social implications of modern technology and its effects on workplace structures and human behavior.

5. Evaluating

- Evaluate the impact of industrialization on societal systems and institutions.
- Assess solutions to workplace issues such as alienation, anomie, and morale problems.

6. Creating

- Develop critical frameworks for addressing industrial and organizational challenges through sociological theories.
- Design strategies to improve workplace morale and productivity by applying sociological principles.

Course-Specific Outcomes (CSOs)

Unit I: Introduction to Industrial Sociology

- **Remembering:** Define Industrial Sociology and explain its scope, nature, and importance.
- **Understanding:** Discuss the necessity of Industrial Sociology and its relationship with occupational skills.

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- **Analyzing:** Examine the role of Industrial Sociology among the social sciences.

Unit II: Forerunners of the Industrial System

- **Remembering:** Identify historical systems like hunting and gathering, feudal, guild, and factory systems.
- **Understanding:** Explain the characteristics of the industrial system and the impact of industrialization on caste, marriage, and family systems.
- **Evaluating:** Assess the implications of industrial growth on social institutions.

Unit III: Social Groups in Industry

- **Remembering:** Define social groups and their characteristics in industrial contexts.
- **Understanding:** Explain group dynamics, social loafing, and groupthink in workplaces.
- **Applying:** Use group behavior theories to analyze workplace committees, focus groups, and teams.
- **Analyzing:** Examine the functions and development stages of groups in organizations.

Unit IV: Theories of Industrial Sociology

- **Remembering:** Define key concepts like alienation and anomie.
- **Understanding:** Discuss Marx's theory of alienation and types of anomie.
- **Analyzing:** Identify causes of alienation and solutions to address them in industrial settings.

Unit V: Morale and Technology in Industrial Sociology

- **Remembering:** Explain morale and its relationship with productivity.
- **Understanding:** Identify factors influencing morale and indices of low morale.
- **Applying:** Suggest strategies to improve morale in industrial workplaces.
- **Analyzing:** Evaluate the social impacts of modern technology on industrial systems.

Course Content

Unit I Introduction to Industrial Sociology

Definition, Aim, Key Industrial Sociological Concepts, Nature, Scope and Importance of Industrial Sociology, Necessary of Industrial Sociology, Development of Industrial Sociology, Place of Industrial Sociology among the Social Sciences, Industrial Sociology and Occupational Skills.

Unit II Forerunners of Industrial System

Forerunners of Industrial System: Industrial System and Growth, Hunting and gathering Societies, Feudal system, Manorial, Guildsystem, Domestic and Putting-Out System, Factories and its characteristics, Industrialization and Its impact on Social Institutions: (a) On the Caste system, (b) On the system of Marriage and (c) on Family System.

Unit III Social Groups in Industry

Social Groups in Industry: Concept of Social Group, Patterned Social Behaviour, Functions of a Group, Group Development, Key dimensions of a Group, Group Dynamics, Social Loafing, Group think, Committees in Industry, Focus Group, Teams.

Unit IV Theories Industrial Sociology

Theories to Industrial Sociology: Alienation and Anomie: Meaning, Causes of Alienation and Solutions to the problem, Marx's theory of Alienations, types of Alienation, Anomie- Meaning, types of Anomie.

Unit V EmployeeMorale

Meaning of Morale, Morale and Productivity, Factors influencing the Morale, Indices of Low Morale, Suggestions to improve Morale, Difficulties caused by Complex System, Social impacts of Modern Technology.

Recommended Readings

1. Singh Narendar(2012)IndustrialSociology,TataMcGraw-Hill
2. GisbertPauscual (1972)FundamentalsofIndustrialSociology-TataMcGraw-HillPublishingHouse,NewDelhi.
3. Sharma,Pandey (2001)IndustrialSociology-SurjeetPublications,NewDelhi.
4. DayalRaghubir (1996) IndustrialSociologyandLabourWelfare-MittalPublications,NewDelhi.
5. Giri P.K. (2005) Industrial Sociology, Sublime Publications Jaipur India
6. Ramaswamy B. (2012) Industrial Sociology, Alfa Publications

Course Outcomes

1. Remembering

- Define macroeconomic concepts like economic development, national income, per capita income, and employment.
- Identify basic concepts of industrial economics, including industry size, location, and policies like FERA, FEMA, and EXIT Policy.
- Describe fundamental labor economics terms such as labor market, employment, unemployment, and wage theories.

2. Understanding

- Explain the relationship between economic development and industrial development.
- Discuss factors influencing the size and location of industries.
- Illustrate the nature and scope of labor economics, including characteristics of the Indian labor market and changing employment scenarios.

3. Applying

- Apply economic theories to analyze the role of financial institutions (nationalized and private) in industrial development.
- Utilize wage and employment theories to understand the Indian labor market and its challenges.

4. Analyzing

- Examine the factors facilitating economic and industrial development in the context of Five-Year Plans.
- Analyze the impact of industrial policies like FERA, FEMA, and EXIT Policy on industrial growth.
- Investigate the determinants of employment and wages in different labor market conditions.

5. Evaluating

- Evaluate the effectiveness of India's labor and wage policies in addressing unemployment and underemployment issues.
- Assess the role of industrial policies and financial institutions in promoting economic development.

6. Creating

- Develop solutions for addressing unemployment and improving labor market conditions in India by applying macroeconomic principles.

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- Design strategies for effective industrial planning based on industry size, location, and policy analysis.

Course-Specific Outcomes (CSOs)

Unit I: Economic Development

- **Remembering:** Define economic development, national income, and per capita income.
- **Understanding:** Explain the factors facilitating economic development and their interdependence with industrial development.
- **Analyzing:** Examine the role of Five-Year Plans in economic growth.

Unit II: Industrial Economics

- **Remembering:** Identify the structure and factors influencing the size and location of industries.
- **Understanding:** Discuss the relevance of industrial policies like FERA, FEMA, and licensing in shaping the industrial economy.
- **Applying:** Use economic theories to evaluate the role of financial institutions in supporting industrial development.
- **Analyzing:** Assess the determinants of industrial size and location and their implications for regional development.

Unit III: Labour Economics

- **Remembering:** Define labor economics, labor market, and employment-related concepts.
- **Understanding:** Describe the characteristics of the Indian labor market and the concept of wages and employment.
- **Applying:** Apply theories of employment and wages to analyze unemployment trends in India.
- **Evaluating:** Evaluate the effectiveness of India's national wage policy and its impact on the labor market.

Course Content

Unit I General Economics

Economics development, Factors facilitating economic development, industrial development and Five Year Plans, National Income and Percapita Income.

Unit II Industrial Economics

Industries: Structure and factors influencing the size of the industry, Size location and factors influencing the location of the industry.

Unit III

Financial Institutions, Government and private financial institutions, Nationalized and Private Banks, Industrial policies – licensing Policy, FERA, FEMA, EXIT Policy.

Unit IV Labour Economics

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Nature and scope of labour Economics, Labour market. Demand for and supply of labour, Characteristics of Indian Labour Market, Changing scenario, Concept of Employment and wage.

Unit V

Concept of Employment, Unemployment, Under employment. Theories of employment, Unemployment problem in India. Concept of wages. Theories of wages. National Wage policy.

Recommended Readings

1. Reading in Labour Economics and Labour Relations – Rowan and Northrup, Richard D. Irwin
2. Labour Economics and industrial Relations – P. Verma, McGraw Hill, New Delhi
3. Labour Economics and Industrial Relations – A.L Gitlow
4. Indian Economy – Dutta and Sundaram, S. Chand and Co. New Delhi
5. Indian Economy : Its growing dimensions- P.K Dhar
6. Indian Economy – Mishra and Puri
7. Industrial Economy of India – S.C. Kuchhal, Chaitanya Publishing House, Allahabad

Course Outcomes

1. Remembering

- Define Corporate Social Responsibility (CSR) and explain the legal and regulatory framework under the Companies Act, 2013, including mandatory provisions and Schedule VII obligations.

2. Understanding

- Describe the historical evolution of CSR, Carroll's CSR Pyramid, and thought leadership in the field.
- Explain the applicability of CSR obligations to Indian and foreign companies and the calculation of net worth, turnover, and profit for CSR compliance.

3. Applying

- Identify eligible CSR projects and programs in alignment with corporate obligations for effective CSR spending.
- Develop policies, form CSR committees, and plan outsourcing strategies for CSR implementation.

4. Analyzing

- Analyze the scope of CSR expenditure and distinguish between qualifying and non-qualifying CSR spends.
- Examine the processes for monitoring, evaluation, and need assessment in CSR implementation.

5. Evaluating

- Evaluate CSR initiatives through tools like impact assessment, monitoring, and evaluation, identifying areas of improvement in implementation strategies).
- Assess the significance of NGO partnerships and address obstacles in Business-NGO collaboration for CSR initiatives.

6. Creating

- Design comprehensive CSR implementation strategies that include policy formulation, partnerships, and evaluation frameworks.
- Develop frameworks for CSR reporting, disclosure, and compliance with annual reporting requirements.

Course-Specific Outcomes (CSOs)

Unit I: Concepts and Definitions of CSR

- **Remembering:** Define CSR as per Business for Social Responsibility and ISO 26000.

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- **Understanding:** Explain Caroll's CSR Pyramid and the historical evolution of CSR in India.
- **Analyzing:** Examine the contributions of CSR thought leaders and sculptors.

Unit II: Legal Framework under Companies Act, 2013

- **Remembering:** Outline the mandatory provisions for CSR, including Schedule VII activities.
- **Understanding:** Describe the applicability of CSR obligations to Indian and foreign companies.
- **Applying:** Illustrate how net worth, turnover, and net profit are calculated for CSR compliance.

Unit III: CSR Policy Formulation and Implementation

- **Remembering:** Identify the roles of CSR committees and the scope of CSR expenditure.
- **Understanding:** Explain the process of policy formulation and the considerations for outsourcing CSR activities.
- **Applying:** Develop a CSR policy and implementation framework.

Unit IV: Reporting and Compliance

- **Remembering:** State the requirements for annual CSR reports, disclosures, and penalties.
- **Understanding:** Discuss the tax implications of CSR activities.
- **Analyzing:** Evaluate the role of auditors and secretarial auditors in CSR compliance.

Unit V: Monitoring, Evaluation, and NGO Collaboration

- **Remembering:** Define monitoring, evaluation, and need assessment in the CSR context.
- **Understanding:** Explain the importance and processes of monitoring and evaluation.
- **Analyzing:** Assess obstacles in Business-NGO collaborations for CSR implementation.
- **Evaluating:** Critique the effectiveness of current CSR initiatives based on evaluation outcomes.

Course Content

Unit I Introduction to CSR

Concepts and Definitions of CSR, Definitions by Business for Social Responsibility, ISO 26000, History of CSR, CSR Sculptors, Thought Leaders, Caroll's CSR Pyramid, CSR Evaluation in India.

Unit II Mandatory provisions to implement CSR

Mandatory provisions by Companies Act 2013, Director's duties on CSR, CSR spends obligation - Expenditure/Activities which qualify CSR or specified in Schedule VII to the 2013 Act, Applicability of obligations to Indian Companies as well as Foreign Companies, Net worth, Turnover and Net Profit on CSR.

Unit III Mandatory provisions to implement CSR

CSR Committee of Directors, CSR Policy Formulation, Scope of CSR Expenditure, Expenditure which will not be considered as CSR spends, CSR through Trusts/NGOs set up by company/its group entities, or outsourcing CSR.

Unit IV Mandatory provisions to implement CSR

Requirement of Annual CSR Report, Disclosure of CSR Spends in Annual Account/Annual Return, Auditors and Secretarial Auditors in relation to CSR, Penalties and Punishments, Tax implications.

Unit V Monitoring and Evaluation

Concept of Monitoring and Evaluation, Purpose of monitoring and evaluation, various processes of CSR implementation, NGO partnerships in India, obstacles of Business-NGO Collaboration, the concept of Need Assessment and its importance.

Recommended Readings

1. Srinivasan Anand (2014) Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi.
2. Chatterji Madhumita (2014) Corporate Social Responsibility, Oxford University Press, New Delhi.
3. CII-PwC Handbook on Corporate Social Responsibility in India.
4. Cohen Elaine, CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices.
5. Garg Kamal, (2014) Corporate Social Responsibility with Companies Rules, 2014, w.e.f. 1/4/2014, Bharat Law House, New Delhi.
6. Mukharjee Harsha (2016) Sustainable CSR, Himalaya Publishing House.

1. Remembering

- Define and describe fundamental concepts, elements, and approaches to Organizational Behaviour (OB), including contributions from social sciences and historical management perspectives like Scientific Management and the Human Relations Movement.

2. Understanding

- Explain key individual-level behavioral concepts such as motivation, personality, perception, attitudes, values, and job satisfaction and their implications in workplace settings.
- Discuss group-level behaviors, including group formation, norms, cohesiveness, decision-making processes, and team-building strategies.
- Describe the concept, sources, types, and implications of organizational conflict, distinguishing between functional and dysfunctional conflict.

3. Applying

- Illustrate the role of individual and group behaviors in real-world organizational settings and develop strategies for enhancing motivation, group cohesiveness, and team effectiveness.
- Apply conflict resolution techniques such as collaboration, Transactional Analysis, and Johari Window in organizational scenarios to manage conflicts effectively.

4. Analyzing

- Analyze the dynamics of group behavior, including roles, status, authority, and power, to understand group decision-making and team-building processes.
- Examine sources of conflict, their manifestations, and their impact on organizational performance, identifying areas for intervention.

5. Evaluating

- Evaluate the effectiveness of different conflict management approaches and tools in fostering collaboration and achieving organizational goals.
- Critically assess the implications of job satisfaction, personality, and perception on individual and group performance.

6. Creating

- Design and propose strategies to enhance team dynamics, resolve conflicts, and improve overall organizational effectiveness.

Course-Specific Outcomes (CSOs)

Unit I: Organizational Behaviour

- **Remembering:** Define Organizational Behaviour (OB), its scope, and fundamental concepts.
- **Understanding:** Explain the contributions of social sciences to OB and the historical perspectives, including Scientific Management and the Human Relations Movement.
- **Analyzing:** Examine how the different approaches to OB address organizational challenges.

Unit II: Foundations of Individual Behavior

- **Remembering:** Define key concepts like motivation, personality, and job satisfaction.
- **Understanding:** Explain how individual differences such as perception and attitudes influence workplace behavior.
- **Evaluating:** Assess the implications of job satisfaction and values on employee performance and organizational outcomes.

Unit III: Foundations of Group Behavior

- **Remembering:** Identify key group concepts such as roles, norms, and cohesiveness.
- **Understanding:** Explain the process of group formation and the importance of team building.
- **Analyzing:** Analyze the impact of group norms and power dynamics on decision-making.
- **Creating:** Develop strategies to enhance team-building and decision-making effectiveness.

Unit IV: Conflict

- **Remembering:** Define the concept of conflict and classify its types.
- **Understanding:** Explain the distinction between functional and dysfunctional conflicts and their implications.
- **Analyzing:** Examine the sources and manifestations of intra-personal and interpersonal conflicts.

Unit V: Organizational Conflict

- **Understanding:** Describe approaches to conflict management, including collaboration and its role in organizational performance.
- **Applying:** Utilize tools like Transactional Analysis and the Johari Window to address conflicts.
- **Evaluating:** Assess the effectiveness of different conflict management strategies.
- **Creating:** Propose comprehensive strategies to manage organizational conflicts and improve performance.

Course Content

Unit I Organizational Behaviour

Definition and Scope; Fundamental Concepts of Organizational Behaviour; Elements of Organizational Behaviour; Approaches to Organizational Behaviour; Contribution of Social Sciences to OB; Historical Perspective of Organizational Behaviour; Scientific Management; The Human Relations Movement; Behaviouralism.

Unit II Foundations of Individual Behavior

Motivation; Personality; Perception; Attitudes; Values; Job Satisfaction and its Implications;

Unit III Foundations of Group Behavior

Key Group Concepts, Role and Status, Authority, Power and Development; Group Dynamics; Process of Group Formation; Types of Groups; Group Norms; Group Cohesiveness; decision-making in Groups, Team Building.

Unit IV Conflict

Concept, Role, Sources, and Manifestation; Classification of Conflicts; Functional and Dysfunctional Conflict: Intra-Personal Conflicts, Goal Conflict, Role Conflict, Interpersonal Conflict.

Unit V Organizational Conflict

Approaches to conflict management; Collaboration; Management of Conflict and Organizational Performance; Collaboration; Transactional analysis and Johari Window.

Recommended Readings

1. Stephen Robbins, Organizational Behaviour, Pearson Education, New Delhi.
2. Davis, Keith & Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
3. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.
4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour: Leading Human Resources, Pearson Education, New Delhi.
5. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New Delhi.
7. Udai Pareek, (2007) Understanding Organizational Behaviour, Oxford Press, New Delhi, (Second Edition)
8. Aswathappa K., Organizational Behaviour, Himalaya Publishing Co. Pvt. Ltd., Mumbai, 2011.
9. P.Subba Rao, Organizational Behaviour, Himalaya Publishing Co.Pvt.Ltd,
10. Jerald Green Berg, Organizational Behaviour, 2011.
11. T.V.Rao and Udai Pareek, Designing Organisation Systems

Course Outcomes

1. Understand

- The objectives, scope, and constitutional relevance of labour laws such as the Contract Labour Act, 1970, and the Building and Other Construction Workers Act, 1996.

2. Explain

- The key provisions of laws like the Employees' State Insurance Act, 1948, and Employees Compensation Act, 1923, to promote social security and workplace safety.

3. Apply

- The concepts and provisions of the Minimum Wages Act, 1948, and Apprentices Act, 1961, in employment scenarios to ensure fair practices.

4. Analyze

- The role of the Trade Unions Act, 1926, in fostering collective bargaining and improving industrial relations.

5. Evaluate

- The effectiveness of labour laws in addressing issues of worker safety, fair wages, and skill development through case studies and practical examples.

6. Create

- Strategies for implementing labour law compliance and promoting sustainable and ethical workplace practices.

Course-Specific Outcomes (CSOs)

1. Recall and explain

- The regulatory framework of the Contract Labour (Regulation and Abolition) Act, 1970, and its role in safeguarding contract labourers.

2. Interpret and apply

- Provisions of the Building and Other Construction Workers Act, 1996, to promote worker welfare and ensure safe working conditions.

3. Analyze

- The implications of the Employees' State Insurance Act, 1948, and Employees Compensation Act, 1923, for social security and worker compensation.

4. Evaluate

- The role of trade unions under the Trade Unions Act, 1926, in resolving workplace disputes and advocating for workers' rights.

5. Apply and assess

- The impact of the Minimum Wages Act, 1948, on equitable pay structures and economic stability.

6. Develop

- Policies and initiatives under the Apprentices Act, 1961, to enhance skill development and employability.

Course Content

- Contract Labour (Regulation and Abolition) Act, 1970
- The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996
- The Employees' State Insurance Act, 1948
- Employees Compensation Act, 1923
- The Trade Unions Act, 1926
- Minimum Wages Act, 1948
- The Apprentices Act, 1961

Recommended Books

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.
4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.
8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.

Journals

1. Labour Law Reporter.
2. Labour Law Journal.

Course Outcomes

1. Remembering

- Identify key concepts, definitions, and roles related to HR in the new millennium, employee engagement, emotional intelligence, and work-life balance (CO-1).
- Recall the components and perspectives of the Balanced Score Card and elements of knowledge management (CO-2).

2. Understanding

- Explain the challenges, competencies, and paradigm shifts for HR in a dynamic and virtual organizational environment (CO-3).
- Describe the factors, barriers, and advantages associated with employee engagement and HR outsourcing (CO-4).

3. Applying

- Demonstrate the application of emotional intelligence and balanced scorecards in workplace scenarios to improve organizational performance (CO-5).
- Apply knowledge of work-life balance interventions and HR analytics to improve employee well-being and organizational efficiency (CO-6).

4. Analyzing

- Analyze the factors influencing employee engagement, talent management processes, and the effectiveness of HR outsourcing (CO-7).
- Examine the barriers to knowledge transfer and the implications of work-life balance on organizational outcomes (CO-8).

5. Evaluating

- Evaluate HR strategies like knowledge management systems, talent management best practices, and Balanced Score Card implementations (CO-9).
- Assess HR metrics and analytics to measure engagement, work-life balance, and overall employee experience (CO-10).

6. Creating

- Design strategic HR initiatives integrating emotional intelligence, knowledge management, and HR analytics to enhance organizational effectiveness (CO-11).

Course-Specific Outcomes (CSOs)

Unit I: HR in the New Millennium

- **Remembering:** Define the new competencies required for HR professionals in dynamic and virtual organizations.
- **Understanding:** Explain the economic, political, and social challenges faced by HR professionals.
- **Analyzing:** Analyze the paradigm shift and transformation in HR roles, identifying critical issues to be addressed.

Unit II: Employee Engagement & HR Outsourcing

- **Remembering:** Recall the definitions and concepts of employee engagement and HR outsourcing (HRO).
- **Understanding:** Describe the factors affecting engagement, barriers, and the need for HRO.
- **Applying:** Use employee engagement surveys and analyze the advantages and limitations of HRO for organizational contexts.
- **Evaluating:** Evaluate the impact of employee engagement strategies on organizational performance.

Unit III: Emotional Intelligence & Balanced Score Card

- **Remembering:** Identify the clusters of emotional intelligence and perspectives of the Balanced Score Card (BSC).
- **Understanding:** Explain the importance of emotional intelligence, IQ vs EQ vs SQ, and the need for BSC in organizations.
- **Applying:** Apply emotional intelligence strategies and the BSC implementation process to workplace situations.
- **Evaluating:** Assess the effectiveness of emotional intelligence and BSC as tools for organizational growth.

Unit IV: Talent Management & Knowledge Management

- **Remembering:** Define the concepts of talent and knowledge management.
- **Understanding:** Describe the processes, best practices, and importance of talent and knowledge management systems.
- **Analyzing:** Examine barriers to knowledge transfer and strategies to manage knowledge workers effectively.
- **Creating:** Develop a comprehensive talent management strategy incorporating best practices and knowledge management resources.

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Unit V: Work-Life Balance, HR Metrics, and Analytics

- **Remembering:** Recall the definitions, measures, and metrics for work-life balance and HR analytics.
- **Understanding:** Explain the reasons for work-life imbalance and its consequences, and describe key HR metrics tracked across the employee lifecycle.
- **Applying:** Implement organizational-level and individual-level interventions for work-life balance and HR dashboards for analytics.
- **Analyzing:** Analyze the roles of stakeholders in improving work-life balance and the significance of HR analytics.
- **Evaluating:** Evaluate the effectiveness of HR dashboards and work-life balance interventions.

Course Content

Unit I HR in the New Millennium

New Competencies for HR Professionals. HR in a dynamic organisation. Role of HR in a virtual organisation. Economic, Political and Social Challenges in HR. The changing role of HR and HR transformation: Paradigm shift. Top critical issues to be addressed by HR.

Unit II Employee Engagement & HR Outsourcing

Employee Engagement: Meaning, Concept and Definition, Related Constructs, Factors Affecting Engagement, Advantages, Barriers, Measuring Engagement, Survey for Engagement, Introduction to Employee Experience.

HR Outsourcing- Meaning, Concept and Definition, HRO types, Need for HRO, Advantages of HRO, and Limitations of HRO.

Unit III Emotional Intelligence & Balanced Score Card

Emotional Intelligence: Meaning, Concept and Definition, Four Clusters of Emotional Intelligence (with detailed sub-clusters), Importance of Emotional Intelligence at the Workplace, Introduction to Spiritual Quotient, IQ vs EQ vs SQ.

Balanced Score Card- Meaning, Concept and Definition, Four perspectives of BSC, Need and Importance of Balanced Score Card, Ingredients of successful BSC, BSC implementation process, Cases and demonstration of BSC.

Unit- IV: Talent Management & Knowledge Management

Talent Management: What are Talents in reference to TM?, Meaning, Concept and Definition of TM, Importance of TM, Talent Identification, TM Best Practices, TM Process.

Knowledge Management- Concept of Knowledge, Meaning, Concept and Definition of Knowledge Management, KM cycle, Advantages of KM system, Knowledge activities, Barriers to Knowledge Transfer, KM resources and techniques, Managing Knowledge workers.

Unit- V: Work-life Balance HR Metrics and Analytics

Work-life balance: Importance, Meaning, Concept and Definition, Measures for Work-Life Balance. Reasons for imbalance, Consequences of Imbalance, Organisational-level intervention

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and Individual-level intervention for improving Work-life balance, Roles of different stakeholders in Work-life balance, Great Place to work

HR Metrics and Analytics- Introduction-Meaning, Concept and Types. Understanding Important HR Metrics tracked across the Overall Employee Journey and HR Dashboard.

Recommended Readings

1. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand
2. Kapoor, S. Human Resource Management (Text and cases), Texmann, 2015
3. Uday Kumar (2013) Human Resource Management, OUP India.
4. Sanghi, S. (2011) Human Resource Management, Macmillan Publishers India Ltd.
5. Aswathappa (2015) Human Resource Management, 7e. McGraw Hill Education Pvt Ltd

Course Outcomes

1. Remembering

- Define research and its types, characteristics, and importance.
- Identify the steps in the research process, criteria for research problems, and elements of a research proposal.

2. Understanding

- Explain ethical practices and their role in the research process.
- Discuss the concepts of hypothesis formulation, testing, and errors in hypothesis.
- Describe the characteristics of various research designs and methods.

3. Applying

- Use appropriate research methodologies to collect and classify data.
- Design questionnaires, conduct interviews, and apply sampling techniques in research projects.

4. Analyzing

- Differentiate between primary and secondary data sources and evaluate their suitability for specific research objectives.
- Analyze sampling errors and interpret statistical data for meaningful conclusions.

5. Evaluating

- Evaluate the quality of a research proposal or report based on established criteria.
- Assess the significance of literature reviews and data interpretation in research projects.

6. Creating

- Develop effective research projects, business research proposals, and research reports.
- Create innovative solutions to research problems using appropriate methodologies.

Course-Specific Outcomes (CSOs)

Unit I: Research - Meaning, Characteristics, Importance and Types

- **Remembering:** Define research and list its characteristics and types.
- **Understanding:** Explain the role of research and the measures of good research.
- **Analyzing:** Evaluate different types of research and their applicability in real-world scenarios.

Unit II: Research Process, Problem Identification, Hypothesis and Proposal

- **Remembering:** Identify the steps of the research process and sources of research problems.

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- **Understanding:** Discuss the importance of literature review and hypothesis formulation.
- **Applying:** Formulate research problems and hypotheses.
- **Analyzing:** Analyze errors in hypothesis testing and improve research proposals.

Unit III: Research Design

- **Understanding:** Describe exploratory, descriptive, and experimental research designs.
- **Applying:** Select appropriate research designs for specific projects.
- **Evaluating:** Assess the strengths and limitations of different research designs.

Unit IV: Sources of Data, Sampling and Data Analysis

- **Remembering:** List primary and secondary data sources, sampling designs, and types of scales.
- **Understanding:** Explain the significance of survey methods, observation methods, and sampling procedures.
- **Applying:** Design and administer data collection tools, such as questionnaires and interview schedules.
- **Analyzing:** Analyze and interpret collected data using statistical methods.

Unit V: Report Writing and Presentation

- **Remembering:** Identify the components of a research report and types of reports.
- **Understanding:** Explain the importance of editing, coding, classification, and tabulation in report preparation.
- **Applying:** Prepare well-structured research reports and presentations.
- **Evaluating:** Critically evaluate research reports for coherence, accuracy, and ethical compliance.
- **Creating:** Develop comprehensive research reports and innovative presentations.

Course Content

Unit I Research - Meaning, Characteristics, Importance and Types

Research- Meaning, Characteristics, Importance, Types, Role of Research, Measures of a Good Research

Unit II Research Process, Problem Identification, Hypothesis and Proposal

Research Process, Steps, Problem Identification, Criteria for Research Problem, Sources of Research Problem, Problem Formulation, Literature Review, Formulation of Hypothesis, Meaning & Types, Hypothesis Testing Procedures, Error in Hypothesis, Research Proposal

Unit III Research Design

Research Design, Exploratory, Descriptive and Experimental Research Design.

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Unit IV Sources of Data, Sampling and Data Analysis

Sources of Data-Primary, Survey Methods, Personal Interviewing, Telephone Interviewing, Mail Survey, Questionnaire Design, Interview Schedule, Observation Method, Secondary Data, Attitude Measurement Scales, Types.

Unit V Report Writing and Presentation

Sampling Designs, Sampling Procedures, Types of Sampling, Errors in Sampling, Data Analysis and Interpretation, Editing, Coding, Classification and Tabulation, Report, – Types of Reports – Report Format, Research Report Criteria, Presenting

Recommended Readings

1. Ranjit Kumar, RESEARCH METHODOLOGY a step-by-step guide for beginners, sage Publication,
2. Bhandarkar, P.L. & Wilkinson, T.S. (2016). Methodology and Techniques of Social Research. Himalaya Publishing House, Mumbai. Enhance,
3. D.N., Elhance V. & Aggarwal, B.M. (2018). Fundamentals of Statistics. Kitab Mahal, Mumbai.
4. Ferber, R. & Verdoon, P.J. (1962). Research Methods in Economics and Business. Macmillan, New York.
5. Ghosh, B.N. (2015). Scientific Method and Social Research. Sterling Publishers, New Delhi.
6. Goode, W.J. & Hatt, P.K. (2022). Methods in Social Research. McGraw Hill, London.
7. Gujarati, D., Porter, D.C. & Pal, M. (2017). Basic Econometrics. Tata McGraw Hill, New Delhi.
8. Gupta, S.P. (2021). Statistical Methods. S. Chand & Company, New Delhi.
9. Kothari, C.R. & Garg, G. (2019). Research Methodology: Methods and Techniques. New Age International Publishers, New Delhi.
10. Kurien, C.T. (1973). Research Methodology in Economics. Sangam Publishers, Madras.
11. Moser, C.A. & Kolton, C. (1979). Survey Methods in Social Investigation. Heinemann Educational Books, London.
12. Wooldridge, J.M. (2019). Introductory Econometrics: A Modern Approach. South-Western Educational Publishing, Canada

Course Outcomes

1. Remembering

- Define key concepts of communication, including types, channels, barriers, and principles of effective communication.
- Identify the components and processes of verbal and non-verbal communication.
- Recall the essentials of business letters, reports, and interview skills.

2. Understanding

- Explain the nature, scope, and importance of communication in a managerial context.
- Describe the relationship between verbal and non-verbal communication and their impact on the communication process.
- Discuss barriers to effective communication and ways to overcome them.

3. Applying

- Apply the principles of effective communication to create structured business letters, memos, reports, and presentations.
- Demonstrate negotiation and interview skills in business scenarios.

4. Analyzing

- Analyze the effectiveness of communication channels and organizational communication systems.
- Identify the reasons behind communication breakdowns and evaluate strategies to mitigate these barriers.

5. Evaluating

- Assess the effectiveness of listening and presentation skills in achieving business communication objectives.
- Evaluate the appropriateness of negotiation strategies in different business contexts.

6. Creating

- Design effective communication strategies, incorporating verbal, non-verbal, and written communication techniques for various business situations.

Course-Specific Outcomes (CSOs)

Unit I: Nature and Scope of Business Communication

- **Remembering:** Define the meaning, nature, and functions of business communication.
- **Understanding:** Explain the purpose and scope of communication in organizational settings.

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- **Analyzing:** Differentiate between formal and informal communication and evaluate their advantages and disadvantages.

Unit II: Verbal and Non-Verbal Communication

- **Remembering:** Recall the characteristics, advantages, and limitations of oral and written communication.
- **Understanding:** Describe the relationship between verbal and non-verbal messages in effective communication.
- **Applying:** Demonstrate the effective use of body language in professional interactions.
- **Evaluating:** Assess the strengths and weaknesses of verbal and non-verbal communication methods.

Unit III: Barriers to Communication

- **Remembering:** Identify various categories of communication barriers.
- **Understanding:** Explain the impact of semantic, organizational, and interpersonal barriers on communication.
- **Analyzing:** Analyze the root causes of communication barriers in specific scenarios.
- **Creating:** Design strategies to overcome communication barriers using the Seven C's and Four S's principles.

Unit IV: Listening Skills and Presentation Skills

- **Remembering:** Define the listening process and its relevance in communication.
- **Understanding:** Explain the types of faulty listening and their impact on communication effectiveness.
- **Applying:** Use the 5Ws and 1H framework to prepare impactful business presentations.
- **Evaluating:** Assess the effectiveness of listening and presentation skills in achieving business communication goals.
- **Creating:** Develop public-speaking techniques to engage audiences effectively.

Unit V: Other Forms of Communication

- **Remembering:** Recall the essentials of negotiation, business letters, and report writing.
- **Understanding:** Explain the factors affecting negotiation and the guidelines for successful negotiation.
- **Applying:** Draft professional business letters, reports, job applications, and CVs.
- **Evaluating:** Evaluate negotiation strategies and their application in achieving successful outcomes.
- **Creating:** Design professional communication materials tailored to specific business needs.

Course Content

Unit I Nature and Scope of Business Communication

Introduction: Meaning and concept, nature of communication, classification of communication, process of communication, purpose of communication, scope of communication, functions of communication, evaluation of communication effectiveness, Organisational communication, Need of communication skills in manager, communication process- one-way process and two-way process model.

Channels of Communication: Channels based on Organisational structure: Formal and informal advantages and disadvantages, Communication on direction: upward and downward, lateral and horizontal, diagonal and crosswise communication, inward and outward communication.

Unit II Verbal and Non-Verbal Communication

Verbal communication: Oral communication- meaning, characteristics, methods, advantages, disadvantages, tips for effective oral communication. Written communication- meaning, methods, characteristics, advantages and disadvantages.

Non-Verbal communication: Introduction, characteristics, relationship of non-verbal message and with verbal message, aspects of body language, effective use of body language.

Unit III Barriers to communication:

Communication barriers: Meaning and concept, categorization of barriers: Semantic barriers, organisational barriers, interpersonal barriers, individual or psycho-sociological barriers, cross-cultural and geographic barriers, physical barriers, technical aspects in communication barriers, measures to overcome barriers in communication.

Principles of effective communication: Seven C's of effective communication, the four S's of communication.

Unit IV Listening skills and Presentation skills

Listening Skills: Meaning and concept, listening process, personal characteristics and listening, types of faulty listening, barriers to listening, effective listening, do's and don'ts of listening.

Presentation Skills: Meaning and concept, Presentations in a business, six great helpers: 5Ws and 1 H.

Public speaking: Meaning and concept, Activities involved in public speaking.

Unit V Other forms of Communication

Negotiation Skills: Meaning and concept, nature of negotiation, factors affecting negotiation, negotiation process, bargaining strategies, guidelines for successful negotiation.

Business Letters and Reports: Meaning and concept, essentials of a business letter, Parts of business letter, letters to staff, notice, circulars and memo, report- meaning, types, essentials of a good report.

Interview skills: Meaning, types, structure, attending interviews, Job application letter and CV.

Recommended Readings

1. Sehgal, M.K., & Khetarpal, V. (2016) Business Communication, Third edition, Excel books Delhi.

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2. Madhukar, R. K. (2010) Business Communication, 2nd edition, Vikas Publication house Noida.
3. Pal Rajendra, &Korlahalli (2011) J.S. Essentials of Business Communication, Sultan Chand & sons
4. Bahl, S. Business Communication Today, Sage Publications
5. Sinha, A., & Sing, N. (2013) Business Communication Skills, 2nd ed., Vrinda Publications Pvt ltd.
6. Raman, M. & Singh, P. Business Communication, Second ed., Oxford higher education.
7. Bhatia, R. C. (2008) Business Communication, Ane Books India.

Course Outcomes

1. Remembering

- Define key concepts in organizational psychology, psychological testing, ergonomics, and stress management.
- Identify different psychological tests and their purposes, including personality and intelligence assessments.

2. Understanding

- Explain the nature, scope, and subfields of organizational psychology and its contemporary challenges.
- Describe the principles of test development and classifications of psychological tests.
- Understand the relationship between workplace factors and stress, burnout, fatigue, and boredom.

3. Applying

- Apply principles of ergonomics to workplace design and motion economy.
- Use psychological testing methods in scenarios related to recruitment, employee assessment, and counseling.

4. Analyzing

- Analyze the effectiveness and limitations of various psychological tests in organizational contexts.
- Identify the sources of stress, burnout, and fatigue, and their impact on human performance.

5. Evaluating

- Assess coping strategies and interventions for stress, burnout, and boredom in organizational settings.
- Evaluate the steps and effectiveness of the counseling process in addressing workplace psychological challenges.

6. Creating

- Design strategies for implementing ergonomic principles and psychological interventions to enhance employee well-being.

Course-Specific Outcomes (CSOs)

Unit I: Organizational Psychology

- **Remembering:** Recall the definition, scope, and subfields of organizational psychology.

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- **Understanding:** Explain the nature and relevance of organizational psychology in addressing workplace challenges.
- **Analyzing:** Examine contemporary issues and challenges in organizational psychology.

Unit II: Psychological Testing and Personality Tests

- **Remembering:** Define psychological and personality tests and their classifications.
- **Understanding:** Describe the steps involved in test development and their advantages and disadvantages.
- **Applying:** Use specific personality tests (e.g., Rorschach, TAT) to assess individual traits.
- **Evaluating:** Assess the suitability of different personality tests for various organizational needs.

Unit III: Intelligence Tests

- **Remembering:** List different intelligence tests (e.g., Stanford-Binet, Wechsler Scale) and their applications.
- **Understanding:** Explain the principles and objectives of intelligence and aptitude tests.
- **Analyzing:** Compare the effectiveness of different intelligence tests in organizational settings.
- **Evaluating:** Evaluate the role of intelligence tests in employee selection and training.

Unit IV: Ergonomics

- **Remembering:** Recall the principles of motion economy and ergonomic approaches.
- **Understanding:** Explain the relevance of ergonomics to workplace efficiency.
- **Applying:** Implement motion and time studies to optimize work processes.
- **Analyzing:** Analyze problems faced in the application of ergonomics.

Unit V: Stress, Burnout, Fatigue, and Counseling

- **Remembering:** Define stress, burnout, fatigue, and boredom and their workplace implications.
- **Understanding:** Explain the causes and consequences of psychological challenges like burnout and boredom.
- **Applying:** Develop techniques to cope with stress, burnout, and fatigue.
- **Analyzing:** Identify workplace factors contributing to stress and evaluate their impact on employee performance.
- **Creating:** Design counseling programs to address workplace psychological challenges.

Course Content

Unit I Introduction to Organisational psychology

Organisational Psychology: Definition, Nature, Scope of Organisational Psychology, Subfields of

Organisational Psychology, Contemporary issues and challenges

Unit II Psychological and personality test

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

Personality Test: Bell Adjustment Inventory, California test, Minnesota Multiphasic Personality Inventory, Guilford Zimmerman Temperament Survey, Projective Test, Rorschach Ink Blot Test, Thematic Appreciation Test, Situational Test.

Unit III Intelligence Test

Intelligence Test: Test of intelligence, the Stanford-Binet Test, Standard Progressive Matrices, Wechsler scale, Otis test, Wonderlic, Multifactor tests, Test of Mechanical ability, Test of Clerical ability, Test of Interest and other tests.

Unit IV Ergonomics: Man and Machine

Ergonomics: Approaches, Motion and Time study, Principles of motion economy, Problems faced in application of ergonomics.

Unit V Organisational Stress, Burnout, Fatigue, Boredom, Counselling

Stress: Meaning, Objective, Nature, Sources, Consequences, Techniques of coping.

Burnout: Meaning, Causes, Effects, Techniques of coping.

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

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

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

Recommended Readings

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