

PROGRAMME PROJECT REPORT

M.A HRM

Masters in Human Resource Management (HRM) is a highly sought-after programme. It has evolved from being a course about recruitment, retention, pay and incentive setting, to a more rounded study of structured people management and human resource development. Effectively managing an organization's human resources has become a key factor in the success of public and private enterprises. This recognition has led to an increased demand for trained and qualified HR professionals. It has also caused the development of a career structure, which grows up to the highest levels in any organization.

HRM programme has been designed to impart a holistic understanding of the processes and functions of the human resource management. Apart from developing skills for foundation fields like Performance Management, Change Management, and so on, it also helps in developing skills for Human Resource Planning, Manpower Resourcing, and Talent Retention. A perfect mix of traditional as well as modern pedagogy, the Program includes subjects from HR Auditing to Employee Relations Management.

The syllabus of the programme is a well-rounded approach to help learners grasp the skill sets required to excel as an HR professional. The course design stimulates multiple interpersonal relationship skills. It also develops skills to manage people in the form of a collective relationship between management and employees.

Program objectives:

- To demonstrate proficiency in analyzing and interpreting a wide range of business information related to the various functional areas of management.
- To develop and demonstrate key personal and inter-personal skills required for effective management and implementation of solutions to business problems at all levels within and outside the organization.
- To update the knowledge base related to business domains and appreciate their significance.
- To critically appreciate the significance of theoretical developments in business and their strategic implications.

Minimum duration of the Programme is 2 (Two)

Years Maximum duration of the Programme is 5

(Five) Years

Fee structure for the programme is as follows:

Previous Year	Rs. 16000/-
Final Year	Rs. 16000/-

Admission to this programme is provided to the eligible candidates on first come first serve basis.

The curriculum is transacted through the Print Self Learning Materials (SLMs) and Face to Face Counselling Session supplemented by audio-video programme. The duration of the programme for successful completion is minimum three years and maximum six years.

The programme is transacted through the CDOL, JMI approved Learner Support Centres across the country strictly as per the DEB/UGC norms and standard. All the Learner Support Centres where the programme is offered have qualified and trained counsellors and required staffs to facilitate learner centric qualitative teaching learnings as per prescribed curriculum of the aforesaid programme.

Counselling sessions are held at the Learner Support Centres normally on weekends within the general academic schedule of the Programme. Seven counselling sessions are organized in all theory courses separately. The counselling duration will be of 2 hours in each of the seven sessions.

The evaluation of the admitted students to this programme is done on the basis of their assignments (30% weightage in the curriculum), performance in the annual examination (70% weightage in the curriculum) as well as in the workshop and teaching practice by the competent teacher educators.

Annual examination is the major component of the evaluation system and it carries 70% weightage in a final result. Generally the Learner Support Centres happen to be the examination centre but in some cases where examination centres are allotted at some other places/institutions by giving the prior information to the appearing students.

Examination date sheets (schedule which indicates the date and time of examination for each course) are sent to all the Learner Support Centres approximately 1 month in advance.

We offer dedicated Faculty who has specialization in the papers offered in the programme. Besides, every programme has a Coordinator who is well versed with the programme and can help with any problems that might occur.

The CDOL, JMI has an SMS Alert Service, wherein a student gets connected with the Centre by receiving messages. SMS Alert Service has the uniqueness that the student gets updates regarding academic activities related to their Programme.

Admission to the programme is given to university graduates on a first come first serve basis. Assignments are the part of continuous evaluation system. The submission of assignments is compulsory. Assignments of a course carry about 30% weightage. Annual examination is the major component of the evaluation system and it carries 70% weightage in a final result.

Students will be enrolled at CDOL's, reference library. They will also have access to the English Faculty and a list of supplementary readings are also given along with the Self Learning Material.

All the CDOL, JMI Learner Support Centres offering MA HRM. (Distance Mode) programme have sufficient library resources for the distance learners.

Quality assurance mechanism and expected programme outcomes is analysed strictly on the DEB/UGC/JMI Parameters/guidelines by the CDOL, Jamia Millia Islamia annually.

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CDOL, JMI follows a two-step process for quality assurance:

- University's Internal Quality Assurance Cell (IQAC)
- Through CDOL own Centre for internal quality assurance (CIQA)

**Brief Course Structure:
Previous Year**

S. No.	Course Code	Course Title	Credits	Counselling Session 2 Hours Each	Evaluation Scheme		Total
					Assignments	Term End Examination	
1	HRM-101	Management Concept and Principles	06	7	30	70	100
2	HRM-102	Human Resource Management	06	7	30	70	100
3	HRM-103	People Management	06	7	30	70	100
4	HRM-104	Human Behaviour at work	06	7	30	70	100
5	HRM-105	Human Recourse Development	06	7	30	70	100
6	HRM-106	Business and Social Environment	06	7	30	70	100
7	HRM-107	Management Research and Quantitative Techniques	06	7	30	70	100
Total			42	49	210	490	700

Final year

S. NO	Course Code	Course Title	Credits	Counselling Session 2 Hours Each	Evaluation Scheme		Total
					Assignments	Term End Examination	
1	HRM-201	Employee Engagement	06	7	30	70	100
2	HRM-202	Talent Management	06	7	30	70	100
3	HRM-203	Change Management & Organization Development	06	7	30	70	100
4	HRM-204	Stress and Conflict Management	06	7	30	70	100
5	HRM-205	Corporate Governance	06	7	30	70	100
6	HRM-206	Strategic Human Resource Management	04	7	30	70	100
7	HRM-207	Global Human Resource Management	04	7	30	70	100
8	HRM-208	Dissertation	04	-	-	100	200
		Viva		-	-	100	
Total			42	49	210	690	900

DETAIL COURSE STRUCTURE:

HRM: 1st Previous Year

HRM-101: Management Concepts and Principles

Block -1 : Management: A Conceptual Framework

Unit 1 : Management: Concept, Definition, Scope and Purpose

Unit- 2 : Evaluation of Management Thought

Unit - 3 : Systems Approach

Unit- 4 : Managerial Processes, Skills and Roles

Block 2 : Management Functions

Unit-1 : Planning essential: strategic, polices and planning premises: decision- making

Unit-2 : Organizing: The nature of organizing, entrepreneuring and re-engineering: Organizational structure: departmentation; line / staff authority delegation and decentralization.

Unit-3 : Controlling: the system and process of counselling: control techniques

Unit- 4 : Managerial decision- making process

Block-3 : Contemporary Management

Unit-1 : Modern trends in managements: Peter F . Drucker and management by objectives

Unit-2 : TQM, KAIZEN, 5S, JIT, etc

Unit-3 : Seven S Framework, BCG Matrix, BPR, Six Sigma,etc.

Unit-4 : Post modern trends in management: CRM, enterprise management, TQP.

Unit-5 : MIS A brief introduction.

HRM 102: Human Resource Management

Block 1 : Introduction of HRM

Unit 1 : HRM: concepts, scope and functions

Unit 2 : Organised the personnel function

Unit 3 : Personnel Policies: Meaning, types and process

Unit 4 : The Changing Social Context and Emerging Issues

Block 2 : Procurement of Development of HR

Unit 1 : Human Resource Planning: concept, objectives, process, Job Analysis and Job Design

Unit 2 : Recruitment & Selection: Concepts , sources and Methods

Unit 3 : Human Resource Development: Training, Model and Methods

Unit 4 : Career Planning, Succession Planning & Talent Management

- Block 3 :** **Employees Compensation and Reward Management**
 Unit 1 : Performance Appraisal: Techniques and Competency Mapping
 Unit 2 : Wage and Salary administration: Concept and Objectives
 Unit 3 : Compensation Strategy, structure and Composition
 Unit 4 : Benefits: and Reward Management concept, coverage, objectives and types

Block 4: **Employer-Employees Relationship**

- Unit 1 : Regulatory Mechanisms in Industrial Relation
 Unit 2 : Dealing with Unions and Association
 Unit 3 : Industrial Democracy
 Unit 4 : Grievance Handling and Discipline

HRM 103: People Management

Block 1 : **Fundamentals of People Management**

- Unit 1 : Concept and scope of people management
 Unit 2 : Origin, development and its continuing growth
 Unit 3 : Factors affecting HR Policy
 Unit 4 : Specific functions – human resource planning, hiring, developer, rewards, integration, maintenance and separation

Block 2 : **Acquisition and Development**

- Unit 1 : Human resource planning including job analysis
 Unit 2 : Acquisition/procurement/employment (recruitment and selection, induction and orientation)
 Unit 3 : Development (performance management including empowerment, career planning, succession planning, human resource development including learning and development, etc)
 Unit 4 : Reward (compensation) management

Block 3 : **Employee Relations**

- Unit 1 : Integration: employee relations, industrial relations, grievance handling, discipline, participative management, trade unionism, collective bargaining etc.
 Unit 2 : Maintenance: employee services, labour welfare, etc.
 Unit 3 : Separation: resignations, retirements, terminations, death cases
 Unit 4 : Impact of labour legislation on people management

HRM 104: Human Behaviour at work

Block 1 : **Introduction to Human Behaviour**

- Unit-1 : Meaning, importance and key elements
- U nit-2 : Perception, cognition and learning: concept and theories
- Unit-3 : Theories of adult learning; behavioural, cognitive and humanist theories
- Unit-4 : Personality and attitudes: concept and theories
- Unit-5 : Tools for employee assessment
- Unit-6 : Emotional intelligence: concept and application

Block 2 : Motivation

- Unit-1 : Concept and factors affecting motivation
- Unit-2 : Content theories of motivation: Maslow's, Herzberg, McGregor and McClelland
- Unit-3 : Process theories of motivation: vroom and locus of control theory
- Unit-4 : Interpersonal relationships, job satisfaction and employee morale

Block 3 : Influencing Process

- Unit-1 : Leadership: concept, skills and types
- Unit-2 : Leadership theories and application: trait, behavioral and situational theories
- Unit 3 : Group and group dynamics
- Unit 4 : Team work

HRM 105: Human Resource Development

Block 1 : Fundamentals of HRD

- Unit 1 : Concepts, philosophy, goals, challenges and prerequisites
- Unit 2 : Historical development, shift of focus to HRD by organizations
- Unit 3 : Integrated model of HRD
- Unit 4 : Learning, training, education and development

Block 2 Training and Development: Sub-System of HRD

- Unit 1 : Training and development: objectives, overview of training process, principles and strategies
- Unit 2 : Need identification, analysis and assessment
- Unit 3 : Designing programmes, methods, factors in designing a training programmes, methodologies, role of trainer and training system
- Unit 4 : Determining training effectiveness, evaluation process and tools continuous monitoring

Block 3 : Application and Practices

- Unit 1 : HRD system design: principles and strategies
- Unit 2 : HRD and organizational strategy: management development and HRD for workers
- Unit 3 : HRD approaches for coping with organizational changes (Empowerment, Entrepreneurship)
- Unit 4 : Emerging trends of HRD in India an global context
- Unit 5 : Competency-based model : core/essential competencies, special competences (leadership), professional or individual competencies

HRM 106: Business and Social Environment

Block 1 : Economic Environment

- Unit 1 : Types of economies
- Unit 2 : Indian economy: the changing face since independence
- Unit 3 : Economic growth: implication for business
- Unit 4 : Industrial and fiscal policy in India
- Unit 5 : Economic institutions: national & global

Block 2 : Social Environments

- Unit 1 : Indian Society: The changing face of Indian society
- Unit 2 : Changing profile of Indian work face
- Unit 3 : Sociology of work
- Unit 4 : Socialization of individuals

Block 3 : Business Environments

- Unit 1 : Business society and globalization
- Unit 2 : Indian and global business environment
- Unit 3 : **Current business concerns: WTO, GATTs, IPR, SEZ, etc.**
- Unit 4 : Business Model: traditional and contemporary

HRM 107: Management Research and Quantitative Techniques

Block 1 : Fundamentals of Research

Unit 1 : Nature and scope of social and management research

Unit 2 : Qualitative and quantitative research

Unit 3 : Methods of social research

Unit 4 : Steps in social research : an overview

Unit 5 : Ethical issues in research

Block 2 Methodology of Research

Unit 1 : Research Design: experimental, exploratory, descriptive, ex-post facto, etc.

Unit 2 : Sampling : probability and non probability types

Unit 3 : Methods and tools of data collection.

Unit 4 : Data Analysis (manual and electronic), interpretation, report-writing

Block 3 : Statistical Measures

Unit 1 : Classification and tabulation of data.

Unit 2 : Levels of measurement, nominal, ordinal, interval & ratio

Unit 3 : Measure of central tendency, mean, median, mode

Unit 4 : Variance, Mean Deviation, Standard Deviation

Unit 5 : Chi Square, T. Test, Correlation and Regression

Final Year

HRM 201: Employee Engagement

Block 1 : Conceptual Framework of Employee Engagement

Unit-1 : Concept and need for employee engagement

Unit-2 : Employee services and labour welfare

Unit-3 : Historical perspective'

Unit-4 : Approaches and theories of labour welfare

Block-2 : Welfare for Employee Engagement

- Unit-1 : Statutory provisions: Factories Act, 1948
- Unit-2 : Contract Labour (Regulation and Abolition) Act 1986
- Unit-3 : Voluntary Measures for employee welfare
- Unit-4 : Employee organization initiatives
- Unit-5 : Current organizational practices
- Block 3 : Social Security Measures of Employee Engagement**
- Unit-1 : Social Security: concept and types
- Unit-2 : Statutory measures for engaged employee
- Unit-3 : Statutory measures for employee disengagement
- Unit-4 : Statutory measures for women
- Unit-5 : Current voluntary organizational practices

HRM 202: Talent Management

- Block 1 : Strategy for Talent Management**
- Unit-1 : Talent Management: concept, aims and steps
- Unit-2 : Planning for talent management
- Unit-3 : Identifying and attracting talent
- Block 2 : Talent Acquisition**
- Unit-1 : Operationalising Hiring
- Unit-2 : Attracting talent and employer branding
- Unit-3 : Selection: strategies, process and methods
- Unit-4 : On boarding talent
- Block 3 : Talent Retention and Transition**
- Unit-1 : Talent transition: concept, planning and strategies
- Unit-2 : Competence and relationship management
- Unit-3 : Career Management and succession planning
- Unit-4 : Strategic retention planning, techniques and tools

HRM 203: Change Management & Organization Development

Block 1 : Change Management

Unit-1 : Change management: concept need and factors

Unit-2 : Planned change: models and theories

Unit-3 : Change management process

Unit-4 : Strategic change management

Block 2 : Organizational Culture and Effectiveness

Unit-1 : Organizational culture: Definition, importance and components

Unit-2 : Management of organizational culture and employee effectiveness

Unit-3 : Organizational effectiveness: concept, factors and importance

Unit-4 : Dimensions of organizational effectiveness -Octapace

Block 3 : Organizational Development (OD)

Unit-1 : OD: Concept, scope, value, assumptions and need

Unit-2 : Appreciative enquiry (diagnosis), action and programme management

Unit-3 : OD interventions techniques

Unit-4 : Organizational development for managing organizational culture

HRM 204: Stress and Conflict Management

Block 1 : Understanding Stress

Unit- 1 : Concept of stress, crisis and burnout

Unit- 2 : Life events and stress

Unit- 3 : Stressors

Unit- 4 : Manifestations of stress

Block 2 : Understanding Organizational Conflict

Unit- 1 : Conflict: Concept and sources

Unit- 2 : Dimensions and manifestations of conflict

- Unit- 3 : Functional and dysfunctional conflict
- Unit- 4 : Levels of conflict – individual, inter and intra-group
- Block 3 : Coping With Stress and Conflict**
- Unit- 1 : Concept and mechanisms of copying (individual, social sub-system, organization, professional services)
- Unit- 2 : Coping and managing stress
- Unit-3 : Conflict prevention and management
- Unit-4 : Negotiation and mediation for conflict resolution

HRM 205: Corporate Governance

- Block 1 : Corporate Governance – International & Indian Perspectives**
- Unit-1 : Evolution of Modern Corporation in society
- Unit-2 : Corporate governance: introduction, concepts
- Unit-3 : Types and governance: provisions in the Companies Act, 1956
- Unit-4 : Theories of governance – Agency theory, Stewardship theory, Stakeholder theory
- Unit-5 : Company Boards: composition, structure (corporate director, Boards & committees) and functions.
- Block 2 : Business Ethics**
- Unit-1 : Concept, values and dimensions
- Unit-2 : A Kantian approach to business ethics
- Unit-3 : Social contract approaches to business
- Unit-4 : Institutionalizing approaches to business
- Unit-5 : Gandhian Model: relevance to business
- Block 3 : Corporate Social Responsibility & Accountability**
- Unit-1 : Concept, scope and importance
- Unit-2 : Practices and affirmative actions
- Unit-3 : Global practices
- Unit-4 : Corporate authority, responsibility and accountability towards society

HRM206: Strategic Human Resource Management

Block- 1 : Introduction to Business Strategy and Strategic HRM

- Unit-1 : The concept of business strategy, strategic HRM
- Unit-2 : The Process of strategic HRM and investment perspective in HR (HR inventory, accounting and auditing)
- Unit-3 : Strategic management models-contributions of Mintzberg, Johnson etc
- Unit-4 : Human resource environment and emerging trends (outsourcing)

Block- 2 : Practice of Strategic HRM

- Unit-1 : Strategic HR Planning, acquisition and development
- Unit-2 : Strategic job analysis, job design, compensation, benefits and budgeting
- Unit-3 : Strategic recruitment and selection
- Unit-4 : Strategic training and development

Block- 3 : Organizational and Functional Strategies

- Unit-1 : Structural strategies
- Unit-2 : Employee relations strategy
- Unit-3 : Competencies of HR professionals in a SHRM scenario
- Unit-4 : Tools and application

HRM 207: Global Human Resource Management

Block-1 : Management People in Global Context

- Unit-1 : Human Resources in a global business environment
- Unit-2 : International hiring and repatriation
- Unit-3 : International labour standards
- Unit-4 : Government policy and international workforce

Block-2 : Global HRM Practice

Unit-1 : International compensations approaches and practices

Unit-2 : Cultural diversity and managing global workforce

Unit-3 : Management cross cultural issues

Unit-4 : Developing international staff and multinational teams

Block- 3 : International Employee Relations and Strategies

Unit-1 : Global unions, regional integration and framework agreements

Unit-2 : Emerging trends in employee relations and employee involvement

Unit-3 : Industrial relations in a comparative perspective

Unit-4 : Managing personal and relationship issues

HRM 208: DISSERTATION

Counselling sessions are held at the study centre normally on weekends within the general

