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## Course Outline (w.e.f. 2019)

Papers	Course Title	Marks	Credits *	Weekly Teaching hours
<b>Semester 1</b>				
HRM-S1-01	Management Concepts and Principles	100	4	4
HRM-S1-02	Financial and Marketing Management	100	4	4
HRM-S1-03	Human Resource and Talent Management	100	4	4
HRM-S1-04	Social Work and Human Resource Management	100	4	4
HRM-S1-05	Field Work			
	1. Professional Interface or Observational visits to business organizations.	50	2	
	2. Skill labs: 5	100	4	
	3. Self-Management & Development Module (5 days)	50	2	
<b>Total (Marks &amp; Credits)</b>		<b>600</b>	<b>24</b>	
<b>Semester II</b>				
HRM-SII-06	Employee Relations and Legislations	100	4	4
HRM-SII-07	Organisational Behaviour and Employee Engagement	100	4	4
HRM-SII-08	Management Research and Computer Applications	100	4	4
HRM-SII-09	Skill Development Paper I	100	4	4
HRM-SII-10	Field Work	200	8	
	Viva Voce	50	2	
<b>Total (Marks &amp; Credits)</b>		<b>650</b>	<b>26</b>	
<b>Semester III</b>				
HRM-SIII-11	Performance & Strategic Reward Management	100	4	4
HRM-SIII-12	Human Resource & Organizational Development	100	4	4
HRM-SIII-13	Social Security and Labour Legislations	100	4	4
HRM-SIII-14	Business and Social Environment	100	4	4
HRM-SIII-15	Field Work	200	8	
<b>Total (Marks &amp; Credits)</b>		<b>600</b>	<b>24</b>	

Semester IV				
HRM-SIV-16	Strategic Human Resource, Change and Diversity Management	100	4	4
HRM-SIV-17	Skill Development Paper II	100	4	4
HRM-SIV-18	Corporate Governance and Business Ethics	100	4	4
HRM-SIV-19	Global Human Resource Management	100	4	4
HRM-SIV-20	Field Work	200	8	
	Viva Voce	50	2	
HRM-SIV-21	Dissertation	100	4	
	Viva Voce	50	2	
<b>Total (Marks &amp; Credits)</b>		<b>800</b>	<b>32</b>	
<b>Grand Total (Marks &amp; Credits)</b>		<b>2650</b>	<b>106</b>	

\*Each theory paper shall be of 4 credits

### Fieldwork Hours for all Semesters

Semester 1			
Component	Hours	No.	Total (Hours)
Skill Labs	4	5	20
Individual Conference (IC)	1	10	10
Professional Interface	2	3	6
Field Visit	6	2	12
Self-Management & Development Module	24	5	120
<b>Total Hours (1<sup>st</sup> Semester)</b>			<b>168</b>
Semester II, III & IV			
Component	Hours (Week)	No. (Weeks)	Total (Hours)
Fieldwork	40	6	240
IC & Report Writing	3	6	18
<b>Total (For each Semester, i.e., II, III &amp; IV)</b>			<b>258</b>
<b>Total Fieldwork Hours for Semester : I-IV</b>			<b>942</b>

## **Modalities for Internal Assessment in respect of Core Courses (Theory papers only)**

1. The internal assessment in respect of all core courses will be of 25 marks.
2. There will be two components of the internal assessment, an assignment, and a test.
3. The assignment will be for 15 marks. The nature of assignment will be the discretion of each course teacher.
4. The test will be of 10 marks and will be conducted in the week assigned for the concerned year by the Examination Incharge, as per the academic calendar of the university.
5. The rules with respect to internal assessment will be the same as provided for in the university ordinances and as modified from time to time.

### **Andragogy of transaction of theory Papers**

- Lecture /Discussion method
- Case study method
- Tutorial
- Individual and Group presentation/ assignment
- Skill labs
- Other innovative techniques as per course teacher.



# **SEMESTER I**

# HRM-SI-01 MANAGEMENT CONCEPTS AND PRINCIPLES

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Familiarise with the meaning, basic concepts and principles of management
- Understand the evolution of management thoughts and processes
- Understand the importance and basic ideas about effective and efficient management of organisations as well as employees.

## **COURSE OUTLINE**

### **Unit I: Management - A Conceptual Framework**

1. Management: concept, definition, scope and purpose
2. Evolution and schools of management thought
3. Approaches to management
4. Managerial skills and roles

### **Unit II: Management Functions**

1. Planning essentials: strategies, policies and planning premises
2. Organising: Nature and structure
3. Controlling: the system and process of controlling
4. Managerial decision making (Organisational Planning, Strategy, Approaches)

### **Unit III: Production and Operations Management**

1. Production and Operations Management: Definition, Nature and Scope
2. Layout Planning and Analysis
3. Operation Planning and Inventory Control
4. Total Quality Management, Kaizen, 7S and Six Sigma, Kanban

### **Readings:**

1. Bhat, A., Kumar, A. (2009). *Management, principles, Process and Practice*. Oxford university press, New York.
2. Chakarborty, S. K. (1993). *Management by Values: Towards cultural congruence*. Oxford university press, US
3. Deede, Keuning. (1998). *Management: A Contemporary Approach*, Pitman Publishing, London.
4. Drucker, Peter F., (1973). *Management Tasks Responsibilities Practices*, Allied Publishers Private Limited, New Delhi.
5. Gomez-Mejia, R. Luis, David B. Balkin and Robert L. Cardy, (2005). *Management*, McGraw-Hill Irwin, London.

6. Jossey-Bass, (2005). *Management Skills, Business & Management Series*, Jossey- Bass A. Wiley Imprint.
7. Koontz, Harold & Heinz Weihrich, (2004). *Essentials of Management: An International Perspective*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
8. Koontz, Harold, Cyril O'Donnell and Heinz Weihrich, (1980). *Management*, McGraw-Hill International Book Company, Johannesburg.
9. Leonard, J. Kazmier, (1982). *Management: A Programmed Approach with Cases and Application*, Fourth Edition, Tata McGraw-Hill, New Delhi.
10. Modi, Bhupender Kumar, (1995). *Performance, A Manager's Challenge*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

## **HRM-SI-02 FINANCIAL AND MARKETING MANAGEMENT**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Familiarize with the basic concepts, principles, strategies & issues of marketing.
- Interpret business information, understand various issues involved in financial management and develop the analytical skills.
- Appreciate the process of decision making, planning, scheduling and control of production and operation functions, effective and efficient flow, replenishment and control of materials in complex organisations.
- Understand the process and importance of fields of management including marketing, finance, production and operations management.

### **COURSE OUTLINE**

#### **Unit I: Marketing Management**

1. Nature and scope of marketing
2. Marketing Mix: Traditional 4 P's and Extended 3 P's for services
3. Consumer Behaviour: Models and 5 steps buyer's decision process
4. Sales and distribution management

#### **Unit II: Financial Management**

1. Concepts, relevance, scope and 7 A's of financial management
2. Principles of Accountancy: GAAP, Conventions and Postulates
3. Ratio Analysis, Cash Flow and Fund Flow Analysis
4. Tax implications relating to emoluments: allowances, perquisites, fringe benefits.

#### **Unit III: HR Accounting**

1. Concept, Objectives and Information for HR Accounting
2. HR Costs: Concept and method of measurement



3. HR valuation: Concept and determination of value, monetary measurement of HR value
4. HR Audit: Concept, Auditing Process, essential steps in HRA

### **Readings:**

#### **Marketing Management**

1. Kotler, P., Armstrong, G., Wong, V., & Saunders, J. (2008). *Marketing Defined: Principles. Marketing*. New Delhi, India: Prentice Hall of India.
2. Neelamegham, S. (2012). *Marketing in India*. 4th ed. New Delhi: Vikas.
3. Ramaswamy, V.S., & Namakumari, S. (1999). *Marketing Management: Planning, Implementation and Control, Global perspective, Indian Context* (3<sup>rd</sup> Edition). New Delhi, India: Macmillan Indian Ltd.
4. Stanton, W.J., Etzel, M.J., & Walker, B.J. (1994). *Fundamentals of marketing*. New York: McGraw-Hill College.

#### **Financial Management**

1. Hingorani, N.L., & Ramathan, A.R. (2003). *Management Accounting* (5<sup>th</sup> Edition). New Delhi, India: Sultan Chand.
2. Khan, M.Y. & Jain, P.K. (2007). *Financial Management: Text and Cases*. New Delhi, India: Tata McGraw Hill.
3. Mehrotra, H.C. & Goyal S.P. (2017). *Income Tax Law & Accounts*. Agra, India: Sahitya Bhawan Publications.

#### **HR Accounting**

1. Flamholtz, E.G. (2012). *Human resource accounting: Advances in concepts, methods and applications*. Berlin, Germany: Springer Science & Business Media.
2. Kanaka Raju, K. (2013). *Human Resource Accounting*. New Delhi, India: Scholar's Press.
3. Maheshwari, S.N. & Maheshwari, S. K. (2009). *Corporate Accounting, 5E*. New Delhi, India: Vikas Publishing House Pvt Ltd.

### **HRM-SI-03 HUMAN RESOURCE AND TALENT MANAGEMENT**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the meaning, origin and development of Human Resource and Talent Management and its continuing development.
- Understand the need and importance of effective Human Resource(HR) and Talent management for becoming effective HR. managers
- Understand the various functions of HR and Talent Management.
- Learn to apply the knowledge and skills of HR and Talent Management in a variety of situations.



- Understand the importance of HR from organisational as well as employee point-of-view including current practices

## **COURSE OUTLINE**

### **Unit I: Fundamentals of HR and Talent Management**

1. HR Management: Concept, Scope, Approaches and Evolution
2. Talent Management: Concept and Evolution
3. Talent/HR Manager: Role and Competencies
4. Talent Acquisition: Concept, Need, Linkage to organizational goals

### **Unit II: Talent Management**

1. Human Resource Planning
2. Employer Branding and Resourcing Talent
3. Selection: Strategies, Process and Methods and on boarding Talent
4. Introduction to Performance and Compensation Management

### **Unit III: HR Retention and Transition**

1. Retention: Concept and Strategies
2. Talent training, Development and Transition
3. Separation and Separation Modalities
4. Future of HR and HR Entrepreneurship

### **Readings:**

1. Adamsen, B. (2016). *Demystifying talent management: a critical approach to the realities of talent*. Houndmills, Basingstoke Hampshire New York, NY: Palgrave Macmillan.
2. Armstrong, Michael, (2013), *A Handbook of Human Resource Management Practice*, Kogan Page, London.
3. Bhattacharya, Dipak Kumar, (2006), *Human Resource Planning*, Second Edition, Excel Books, New Delhi.
4. Bickham, T. (2016). *Atd Talent Management Handbook*. Alexandria, VA: ATD Press.
5. Currie, Donald, (2006), *Introduction to Human Resource Management: A Guide to Personnel Practice*, Chartered Institute of Personnel and Development, London.
6. Davis, Keith, (1977), *Human Behavior at Work: Organization Behavior*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Decenzo, David A., P. Stephen Robbins, (2005), *Fundamentals of Human Resource Management*, John Wiley & Sons, USA.
8. Dessler, Gary, (2009), *A Framework for Human Resource Management*, Pearson Education, Singapore.
9. Hatum, A. (2010). *Next generation talent management: talent management to survive turmoil*. Houndmills, Basingstoke, Hampshire New York: Palgrave Macmillan.

10. Mathur, Krishna Mohan, (2001), *Managing Human Resource Development: An Indian Perspective*, Gyan Publishing House, New Delhi.

## **HRM-SI-04 SOCIAL WORK AND HUMAN RESOURCE MANAGEMENT**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the meaning, need and importance of helping profession.
- Understand the process and principles of working with individuals and groups.
- Focus on interactions at individual level.
- Understand the importance of professional social work practice skills, with relevance to management

### **COURSE OUTLINE**

#### **UNIT I: Fundamentals of Helping Profession**

1. Social Work and HRM: Philosophy and objectives
2. Values and ethics of helping professions
3. The helping process
4. Skills and competencies of helping professionals

#### **UNIT II: Working with Individuals in Organisation**

1. Understanding Individuals
2. Principles and process of working with individuals
3. Individual problems and interventions (Counselling, Guiding, Coaching and Mentoring)
4. Spirituality at work, work life balance, Life satisfaction

#### **UNIT III: Working with Individual in Groups**

1. Understanding Groups: concept, types and dynamics
2. Principles of working with groups
3. Group work applications: Team work, meetings and decision making
4. Groups influence on individuals

#### **Readings:**

1. Biestek, F. (1961). *The Case Work Relationship*. London, UK: Allyn Bacon.
2. Dessler, G. & Varkkey, B. (2011). *Human Resource Management* (12<sup>th</sup> edition). New Delhi, India: Pearson.
3. Helen, Northern. (1988). *Social Work with Groups* (2<sup>nd</sup> Edition). New York: Columbia University Press.

4. Hepworth, D.H., Rooney, RH, Rooney, G.D., Kimberley, Strom Gottfried. & Larsen, Jo Ann. (2010). *Theory and Skills in Social Work*. Boston: Cengage Learning, India Edition.
5. Huczynski, Andrzej. & Buchanan, David. (2001). *Organisational Behaviour: An Introductory Text* (4<sup>th</sup> Edition). New Jersey: Prentice Hall
6. Kanopka, G. (1983). *Social Group Work: A Helping Process* (3<sup>rd</sup> Edition). New Jersey: Prentice Hall Int.
7. McShane, S., Glinow, M. and Sharma, R. (2011). *Organizational Behavior Emerging Knowledge and Practice for the Real World*. 5th ed. New Delhi: Tata McGraw Hill.
8. Morales & Sheafor. (1989). *Social Work: A Profession of ManyFaces* (5<sup>th</sup> Edition). Boston: Allyn and Bacon.
9. Skidmore. et. Al. (1991). *An Introduction to Social Work*. New Jersey: Prentice Hall.
10. Toseland, Ronald. W. & Rivas, Robert.F. (1984). *An Introduction to Group Work Practice*. New York: MacMillan Pub Co.

## HRM-SI-05 FIELD WORK

**Total Marks/Credits: 200/ 8**

### OBJECTIVES

1. To orient the students about HR profession, context of work organisations and implications for contemporary HR Practices.
2. To develop skills like time management, presentation, organization, team work, leadership, etc. through skill labs.
3. To familiarize students with basic HR functions, through observational visits, in complex /business organisations.
4. To develop skills needed for better self-management and self-development to become effective HR managers.
5. To develop skills in recording and ability to use supervision for professional growth.
6. To develop professional ethics and values

### COMPONENTS

- A. Interface with HR practitioners:** Interface with the HR practitioners of senior and middle management through invited talks and panel discussions followed by interaction provide an opportunity to students get insights into the contemporary HR practices, challenges and innovations. There will be three professional interfaces organized during the first semester.
- B. Observation visits to complex /business organizations:** Observation visits to complex/business organizations are followed by interaction and discussion with the concerned faculty supervisors. The rationale of the observation visits is to provide an opportunity to students for sharing HR practices and discussing them with junior and middle level functionaries of HR department. The observation visits shall be conducted in complex/business organizations to understand the structure and functions of HR department. Two observation visits shall be organized in the first semester.
- C. Skill Labs on different HR themes:** Five skill labs to be organized on themes such as time management, anger management, leadership, team building, structured learning, etc. for development of the students so as to enhance their understanding and handling of human resource at workplace and inculcation of preparatory skills and attitudes for field work.
- D. Self-Management and Development Module (SMDM):**  
The broad objectives of the SMDM are to develop the overall personality of the students by means of challenging situations, make them physically and mentally confident and disciplined, develop team spirit and coordination, develop the ability to take up goal-oriented risks and develop leadership qualities in them. The activities selected to meet these objectives are generally outdoor adventure activities and group games. This module shall be imparted over a period of 5 days through management games, adventure sports,

etc. It may be residential/ non-residential, in-campus/outstation, depending upon the feasibility, costs involved and availability of time. The decision of the time and venue for SMDM will be finalized by the SMDM Director.

*NOTE: The students are required to write the report for all the components of the semester I field work including professional interface, observation visits, skill labs and SMDM followed by individual conference with their respective field work supervisors.*



# **SEMESTER II**



## HRM-SII-06 EMPLOYEE RELATIONS AND LEGISLATIONS

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the conceptual difference between employee relations and industrial relations
- Recognise the growing interest in the use of employee relations to improve quality of work life
- Identify the balance between task achievement and quality of work life concerns needed for high productivity
- Align organisational and employee objectives for improved organisational effectiveness
- Understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees

### COURSE OUTLINE

#### Unit I: Employee Relations

1. Employee Relations: Concept, Factors and Scope
2. Employee Relations: Evolution and contemporary scenario
3. Employee involvement: concept, types and practices.
4. Trade Union Movement with special focus on India

#### Unit II: Statutory Employee Relations

1. Trade Unions Act, 1926
2. Industrial Disputes Act, 1947
3. Industrial Employment (Standing Orders) Act, 1948
4. Maharashtra Recognition of trade unions and prevention of unfair labor laws practices act 1971 (MRTU and PULP Act, 1971)

#### Unit III: Recent Trends in Employee Relations

1. Employee relations: Approaches and theories
2. New economic policy and employee relations
3. Changing role of employee and employer relations
4. Contribution of ILO for improvement in management-employee relations

#### Readings:

1. Bhangoo, Singh Kesar. (1995). *Dynamics of Industrial Relations*. New Delhi, India: Deep & Deep Publications.
2. Bhargava, P.P. (1995). *Trade Union Dynamism*, Jaipur, India: Printwell.
3. Davar, R.S. (1991). *Personnel Management and Industrial Relations*. New Delhi, India: Vikas Publishing House Pvt. Ltd.

4. Kumar, R. (1992). *Labour Participation in Management*. New Delhi, India: Ajanta Publications.
5. Mamoria, C.B., Mamoria, Satish. & Gankar, S.V. (1997). *Dynamics of Industrial Relations*. New Delhi, India: Himalaya Publishing House.
6. Monappa, Arun. (1995). *Industrial Relations*. New Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
7. Punekar, S.D., Deodhar, S.B. & Sankaran, Saraswathi. (1999). *Labour Welfare, Trade Unionism and Industrial Relations*. New Delhi, India: Himalaya Publishing House.
8. Pylee, M. V. (1997). *Worker participation in Management*. New Delhi, India: Vikas Publishing House.
9. Sarma, A.M. (1991). *Industrial Relations – Conceptual and Legal Framework*. New Delhi, India: Himalaya Publishing House.
10. Tripathi, P.C. (1996). *Personnel Management and Industrial Relations*. New Delhi, India: Sultan Chand & Sons.

## **HRM-SII-07 ORGANISATIONAL BEHAVIOUR AND EMPLOYEE ENGAGEMENT**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Develop acquaintance with the basic processes and principles underlying human behavior.
- Facilitate the development of ability to diagnose and effectively deal with the issues of human behaviour in organisations.
- Understand the nature and purpose of employee engagement for organisational effectiveness
- Identify several types of employee services and welfare schemes and their administration in organisations.
- Understand the importance of human behaviour at work from an organisation as well as employee point of view including familiarity with current practices.
- Understand the benefits of employee engagement to an organisation and its employees.

### **COURSE OUTLINE**

#### **Unit I: Introduction to Human Behavior**

1. Human Behaviour & Cognition: Basics
2. Concept & theories of Perception & learning
3. Concept & Theories of Personality
4. Concept and importance of Leadership & Emotional Intelligence

#### **Unit II: Motivation and Organizational Culture**

1. Employee motivation: Concept and theories

2. Employee Morale and Job satisfaction
3. Organizational culture: Definition, Components and Typologies
4. Cultural Change: Issues and Models of Cultural Change

### **Unit III: Introduction to Employee Engagement**

1. Employee Engagement: Concept and Evolution
2. Developing Employee Engagement- Strategy
3. Measuring, Managing, Maintaining Employee Engagement
4. Employee Engagement and its Relationship with Improvement in Job Satisfaction, Productivity, Organizational Commitment and Retention

### **Readings:**

1. Bratton, John., Militza, Callinan., Carolyn, Forshaw., & Peter, Sawchuk. (2007). *Work and Organisational Behavior*. New York: Palgrave Macmillan.
2. Brown, Andrew. (1998). *Organizational Culture* (2<sup>nd</sup> Edition). England: Pearson Education Limited.
3. Budd, John W. (2004). *Employment with a Human Face*. London: Cornell University Press.
4. Buelens, Marc., Herman, van Den Broeck., Karlien, Vanderheyden., Robert, Kreitner., & Angelo, Kinicki. (2006). *Organisational Behavior* (3<sup>rd</sup> Edition). Berkshire: McGraw-Hill Education.
5. DeCenzo, D., Robbins, S. and Verhulst, S. (2016). *Fundamentals of human resource management*. 12th ed. Hoboken, NJ: John Wiley & Sons, Inc..
6. Hitt, Michael A., C, Chet Miller & Adrienne, Colella. (2006). *Organizational Behavior: A Strategic Approach*. USA: John Wiley & Sons, Inc.
7. Leat, Mike. (2001). *Exploring Employee Relations*. Singapore: Elsevier.
8. Luthans, Fred. (2005). *Organizational Behavior* (10<sup>th</sup> Edition). New York: McGraw-Hill Higher Education.
9. Pfeffer, Jeffrey. (1992). *Managing with Power: Politics and Influence in Organizations*. USA: Harvard Business School Press.
10. Robbins, Stephen P., Judge, Timothy A. (2007). *Organizational Behavior* (12<sup>th</sup> Edition). New Delhi, India: Prentice Hall of India.

## **HRM-SII-08 MANAGEMENT RESEARCH AND COMPUTER APPLICATIONS**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Gain an insight into the scope and extent of research and its application in management decision making
- Become familiar with basic statistical techniques and their applications in business decision- making.

- Build up the experience of computer usage in business organizations with specific reference to commercial data processing system.
- Understand the importance and application of research and quantitative techniques used in the management.
- Learn computer application for management

## **COURSE OUTLINE**

### **Unit I: Fundamentals of Research Methodology**

1. Management Research: Nature, Scope and Relevance
2. Methods of Social Research: Qualitative, Quantitative and Triangulation.
3. Process of Management Research: Research Design, Sampling, Methods and Tools of Data collection and data analysis, data interpretation and report writing
4. Ethical Issues in Research.

### **Unit II: Statistical Measures**

1. Levels of Measurement: Nominal, Ordinal, Interval and Ratio.
2. Measures of Central Tendency: Mean, Median and Mode (Percentiles and Quartiles)
3. Measures of Variance: Mean Deviation, Standard Deviation and Variance. (Range and Coefficient of Variation)
4. Correlation (person, Rank correlation) & Regression, t- test, Chi square and F-test, ANOVA, bi-variate and multivariate analysis

### **Unit III: Computer Applications: Data Management**

1. Computer Applications for Management Research: introduction
2. SPSS: Creating and saving a data file, assigning names and values to variables, Creating syntax file for simple analysis and Statistical applications.
3. Microsoft Excel: Creating a basic Formula, Using the Formula Bar, AutoSum and other basic functions, Using Data Validation, Conditional formatting
4. Creating & Working with Charts, creating a Pivot Table, Automating Tasks with Macros like Recording a Macro, Playing a Macro and Assigning a Macro a Shortcut Key, Adding a Macro to a Toolbar.

### **Readings:**

1. Arya, P.P. & Yesh, P. (2005). *Research Methodology in Management: Theory and Case Studies*. New Delhi, India: Deep & Deep Publications.
2. Brannick, T.E., & Roche, W.E. (2007). *Business Research Methods*. Mumbai, India: Jaico Publishing House.
3. Creswell, J W (1994). *Research Design: Qualitative and Quantitative Approaches*. CA: Sage Publications.
4. Denzin, N.K. & Lincoln, Y.S. Eds (2017). *The Sage Handbook of Qualitative Research*. Sage

5. Freedman, D., Pisani, R., & Purves, R. (2007). *Statistics: Fourth International Student Edition*. New York, NY: W. W. Norton & Company.
6. Gupta, S. P., & Gupta, M. P. (2015). *Business Statistics*. New Delhi: Sultan Chand & Sons.
7. Kothari, C.R. & Garg, G. (2014). *Research Methodology: Methods and Techniques*. New Delhi, India: New Age International Publishers.
8. Mark, E. Richard., T, Paul R. (2015). *Management and Business Research* (5<sup>th</sup> Ed.). New Delhi, India: Sage Publications.
9. Meyers, L.S., Gamst, G., & Guarino. (2015). *Performing data analysis using IBM SPSS*. New Jersey: Wiley-Blackwell.
10. Mohan, R. (2016). *Using SPSS in Research*. New Delhi, India: Neelkamal Publishers.

## **HRM-SII-09 SKILL DEVELOPMENT – I**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the meaning, need and importance of communication skills
- Understand the verbal and non-verbal communication patterns
- Learn about the application of the skills learnt in context of workplace
- Understand the importance of practice skills, with relevance to management.
- Understand the nature and types of business communication.

**Pedagogy:** Two/three weeks teaching of theory followed by a skill lab of 25 marks (one additional skill lab will be conducted to cover for absence).

### **Course Evaluation:**

- Skill lab: 25 marks each (Total 75)
- End semester class test: 25 marks (short Q&As)

### **COURSE OUTLINE**

#### **Unit I: Organisational and Business Communication**

1. Formal and Informal Communication, Verbal and Non-Verbal Communication
2. Theory, Process and Flow of Communication
3. Business Letters, Memos, Emails and Reports
4. Business Etiquettes and Presentations

#### **Unit II: Interpersonal Communication**

1. Nature, Elements and Functions (including Cross Cultural Communication)
2. Skills: Verbal, Non – Verbal and Listening
3. Barriers and Gateways of Communication



4. Interviews and Feedback

### **Unit III: HR Costing and Compensation**

1. Costs: various concepts and elements of Cost (Cost sheet-orientation and understanding of problem)
2. Salary Calculation: Component deductions, Disbursement and Control, DA allowances, CPI and Wage differentials
3. Labour Turnover, Productivity and Cost associated Ideal Labour
4. Calculation of Compliances: Bonus, PF, Gratuity, Disability, Layoff and Retrenchment compensation.

#### **Readings:**

1. Biswas, B. (2014). *Employee benefits design and compensation (Collection)*. Upper Saddle River, NJ: Pearson Education / FTPress Delivers.
2. Biswas, B.D. (2014). *Employee Benefits Design and Planning: A Guide to Understanding Accounting, Finance, and Tax Implications*. London: Pearson Education.
3. Chaturvedi, P D. & Chaturvedi, Mukesh. (2013). *Business Communication: Skills, Concepts, and Applications* (3<sup>rd</sup> Edition). New Delhi, India: Pearson.
4. Ellig, B. (2001). *The complete guide to executive compensation*. New York: McGraw Hill Professional.
5. Flamholtz, E.G. (1999). *Measuring Human Resource Costs: Concept and Methods in Human Resource Accounting* (pp. 55-78). US: Springer.
6. Huczynski, Andrzej & Buchanan, David. (2001). *Organisational Behaviour: An Introductory Text*. (4<sup>th</sup> Edition). New Jersey: Prentice Hall.
7. Lesikar, R., & Pettit, J. (1994). *Business communication* (7th ed.). Houston, TX: Dame Publications.
8. Seiler, W J. & Beall, ML. (2005). *Communication: Making Connections*. In McShane, S L et.al. (2011). *Organisational Behaviour: Emerging Knowledge and Practice for the Real World* (5<sup>th</sup> Ed). TMH.
9. Sharma, R.C. & Mohan, K. (2002). *Business Correspondence and Report Writing*. New York: Tata McGraw Hill.



## HRM-SII-10 FIELD WORK

**Total Marks/Credits: 250/ 10**

**Nature of Field Work Placement:** Concurrent block field work placement of semester II students shall be of six weeks. It is likely to commence in early February preferably in a complex/business organization with a well-defined HR Function.

### **Field Work Objectives:**

- To develop an in-depth understanding of the nature, structure and functioning of the complex organizations.
- To familiarize self with the functioning of Human Resource/IR department.
- To gain a practical understanding of various laws relevant for Human Resource Management and their compliances.
- To develop an understanding of Human Behaviour at Work.
- To develop a professional attitude in dealing with Human Resources at work place.
- To strengthen the ability to translate consciously theoretical inputs into the practical realm.
- To develop the ability to undertake analytical recording.
- To develop self as a professional.

### **Tasks for field Practicum:**

1. To understand the organization, its structure, strategy and unique features.
2. To gain practical understanding of all the major HR management functions
3. To participate in the daily HR activities of the organization.
4. Understanding Compliance and Administration of Legal Provisions where applicable:
  - i. Payment of Wages Act, Minimum Wages Act
  - ii. Payment of Bonus Act
  - iii. Contract Labour Regulations Act
  - iv. Employees Provident Fund Act
  - v. Payment of Gratuity Act
  - vi. Factories Act/ Shop and Establishments Act
  - vii. Industrial Employment(Standing orders) Act
  - viii. Industrial Disputes Act
  - ix. Employees State Insurance Act
5. To gain understanding and knowledge of different employee engagement activities and non-statutory welfare schemes across different levels in the organization.
6. To understand Human Resource Planning (manpower planning including surplus and/or attrition analysis), recruitment, selection, induction, job placement of employees across different levels.
7. To develop an understanding of organizational attendance, leave, payroll, pay and perquisite structure(s) and mode of dispersal across different hierarchical levels.
8. To understand organizational incentive and reward system across different hierarchical levels.

9. To understand the employee maintenance systems including: Performance management system, training and employee development activities, grievance handling.
10. To familiarize self with I.R. and trade union history of the organization, where applicable.
11. To learn the formalities involved during employee joining and exit.
12. To relate theory to practice and situational reality across all HR functions.
13. Bringing out issues, concerns and dilemmas encountered during field work through a planned paper presentation in the scheduled group conference.



# **SEMESTER III**

# HRM-SIII-11 PERFORMANCE AND STRATEGIC REWARD MANAGEMENT

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Appreciate the need, philosophy and conceptual framework of performance management and strategic reward management.
- Learn the process and methods of performance management.
- Appreciate the need for job evaluation and its methodology for compensation.
- Know about various employee benefits.
- Understand Application of performance management systems
- Analyse and learn the applicability of various rewards and other incentives in to HR practice

## COURSE OUTLINE

### Unit I: Concepts and Theories

1. Job Analysis, Job Evaluation, Job Description, Job Specification: Concept and Methods.
2. Compensation and Strategic Compensation: Concept, Methods and theoretical basis (including Tournament theory, Pay for performance: Incentives, Stock Based Compensation, SEBI Guidelines, Tax Components, Limitations)
3. Wage and Salary Compensation: Meaning, Definitions, Principles, Factors, Agency theory
4. Performance management, Performance appraisal, Potential appraisal and Competency Mapping

### Unit II: Performance Management System

1. Concept, Types, Performance cycle and factors affecting performance.
2. Performance Measures and methods of Performance Appraisal
3. Performance coaching and Performance Improvement Plan (PIP), Role of HR professional in managing employee performance
4. Performance management system and other HR systems, ethical dimensions in performance management, linkage to compensation and reward management and implications on performance, Competency based job description and role analysis

### Unit III: Compensation

1. Job Grading, structures, fixation, Differentiation and Performance Related Pay.
2. Wage legislations: Payment of Wages Act 1936, Minimum Wages Act 1948 and Equal Remuneration Act, 1976, Payment of Bonus (Amendment) Act, 2016.
3. Employee Benefits: Concept, Objectives, Purpose and types (Statutory and non-statutory employee Benefits).

#### 4. Employee Assistance Programmes

#### **Readings:**

1. Armstrong, Michael & Murlis, Helen. (2004). *Reward Management: A Handbook of Remuneration Strategy and Practice*. London: Kogan Page Ltd.
2. Armstrong, Michael. (2014). *Handbook of Human Resource Management Practice* (12th Edition). London: Kogan Page Ltd.
3. Barry, Gerhart., Sara, L. Rynes. (2003). *Compensation: Theory, Evidence and Strategic Implications*. Thousand Oaks: Sage Publications.
4. Bratton, J. & Gold, J. (2007). *Human Resource Management - Theory and Practice*. Basingstoke: Macmillan.
5. Dessler, G. (2009). *A framework for human resource management*. New Delhi, India: Pearson Education.
6. Kohli A.S. & Deb, T. (2008). *Performance Management*. New York, Oxford University Press.
7. Saks, A.M. (2000). *Research, Measurement, and Evaluation of Human Sources*. Scarborough, Ontario: Nelson/Thompson Learning.

### **HRM-SIII-12 HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the nature and importance of HRD & organizational development.
- Understand the concept, methods and strategies for HRD and organizational development.
- Appreciate the linkages between its various sub-systems
- Understand the application of performance management systems
- Understand the applicability of various rewards and other incentives.

#### **COURSE OUTLINE**

##### **Unit I: Fundamentals of Human Resource Development**

1. Concepts, philosophy, goals, challenges and prerequisites.
2. Models, evolution and objectives.
3. HRD System: Design, principles and strategies.
4. Fundamentals of Learning, training, education, competency and development.

##### **Unit II: Human Resource Development System**

1. Training and Development: Overview, principles, strategies and phases.
2. Training Need Identification: Concept and Methods.

3. Training planning, organizing, modalities and methods.
4. Training Evaluation: process, methods and tools and HR Audit.

### **Unit III: Organizational Development (OD)**

1. Concept, scope, values, assumptions and need.
2. Action and Program management/ Assessment Centres.
3. OD interventions and techniques.
4. OD for managing Organizational Effectiveness.

#### **Readings:**

1. Chalofsky, N.E., Tonette, S.R & Morris, M.L. (2014), *Handbook of Human Resource Development*. New Jersey: Hoboken.
2. Cummings, T.G. (2008), *Handbook of Organizational Development*. USA: Sage Publications.
3. Dayal, I. (1996), *Successful Applications of HRD*. New Delhi, India: New Concepts.
4. Elliott, C., Turnbull, S. (Ed.). (2005), *Critical Thinking in Human Resource Development*. London: Routledge.
5. Ghosh, B. (2000), *Human Resource Development and Management*. New Delhi, India: Vikas Publishing House Pvt. Ltd.
6. Harrison, R., Joseph, K. (2004), *Human Resource Development in a Knowledge Economy: An Organizational View*. New York: Palgrave Macmillan.
7. Joy-Matthews, J., Megginson, D & Surtees, M. (2004), *Human Resource Development*. New Delhi, India: Kogan Page.
8. Pareek, U. (1992). *Managing Transitions: The HRD Response*. New Delhi, India: Tata McGraw Hill.
9. Rao, T.V. (1996), *Human Resource Development: Experiences, Interventions, Strategies*. New Delhi, India: Sage Publications.
10. Rothwell, William J., W.J. Stavros, J.M., Sullivan, R.L., & Sullivan, A. (Ed.). (2010), *Practicing Organization Development: A Guide for Leading Change*. San Francisco: Pfeiffer.

### **HRM-SIII-13 SOCIAL SECURITY AND LABOUR LEGISLATIONS**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the origin and rationale of Social Security and various legislations
- Understand various social security provisions for workers of organized and unorganized workers
- Gain knowledge of various statutory and non-statutory security measures and its applicability for organized and unorganized workers



## **COURSE OUTLINE**

### **Unit I: Social Security Measures**

1. Social Security: Concept, Types, Evolution, Definition and Objectives
2. Statutory Social Security Measures: Employees State Insurance Act, 1948, Health Insurance of Employees
3. Statutory Measures for Employee Disengagement; Employees Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972, National Pension Scheme and Voluntary Retirement Measures.
4. Statutory Measures for Women and Children: Prevention of Sexual Harassment at Workplace, Act (2013); Child Labour Prohibition and Regulation Act (1986).

### **Unit II: Labour Welfare and Social Security**

1. Labour in India: Organised and Unorganised Sector
2. Labour Welfare: Need, Concept, Objectives, Evolution, Principles and Scope
3. Statutory Provisions: Factories Act, 1948, The Contract Labour (Regulation and Abolition) Act 1970, Apprentices Act, 1961
4. Non-Statutory Measures for Employee Welfare

### **Unit III: Social security in unorganized sector**

1. Laws: Unorganised Workers' Social Security Act 2008, The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979
2. Social Insurance Schemes: Pradhan Mantri Jan Dhan Yojna, Pradhan Mantri Suraksha Bima Yojana, Atal Pension Scheme, Krishi Amdani Bima Yojana, Aam Admi Bima Yojana, Pradhan Mantri Fasal Bima Yojana, Rashtriya Swasthya Bima Yojana, etc.
3. Old Age, Widow and Disability Pension schemes, etc.
4. Livelihood and Employability Schemes: Mudra Bank Yojna, Kaushal Vikas Yojna, Deen Dayal Upadhyaya Grameen Kaushalya Yojana, Pandit Deendayal Upadhyay Shramev Jayate Karyakram, Shyama Prasad Mukherji Rural Urban Mission, MNREGA, etc.

### **Readings:**

1. Ghosh, P., & Nandan, S. (2015), *Industrial Relations and Labour Laws*, McGraw-Hill Education.
2. Mishra, S. N. (2018). *Labour & Industrial Laws*. Allahabad, India: Central Law Publications.
3. Sahoo, C. K., & Tripathy, S. K. (2004), *Industrial Relations, Trade Unions and Labour Legislation*.
4. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017), *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.
5. Srivastava, S. C. (1990), *Industrial Relations and Labour Laws*. Vikas Publishing House.

### Websites of Govt. Schemes:

- Atal Pension Yojana (APY) <https://www.npskra.nsdli.co.in/scheme-details.php>
- Deen Dayal Upadhyaya Grameen Kaushalya Yojana <http://ddugky.gov.in/>
- Pandit Deendayal Upadhyay Shramev Jayate Karyakram- Initiatives <https://labour.gov.in/whatsnew/pandit-deendayal-upadhyay-shramev-jayate-karyakram-initiatives>
- Pradhan Mantri Fasal Bima Yojana <https://pmfby.gov.in/>
- Pradhan Mantri Jan Dhan Yojana (PMJDY) <https://pmjdy.gov.in/>
- Pradhan Mantri Kaushal Vikas Yojana (PMKVY) <http://pmkvyofficial.org/>
- Pradhan Mantri MUDRA Yojana (PMMY) <https://www.mudra.org.in/>
- Pradhan Mantri Suraksha Bima Yojana(PMSBY) <https://financialservices.gov.in/insurance-divisions/Government-Sponsored-Socially-Oriented-Insurance-Schemes/Pradhan-Mantri-Suraksha-Bima-Yojana>
- Rashtriya Swasthya Bima Yojana (rsby) [http://www.rsby.gov.in/how\\_works.html](http://www.rsby.gov.in/how_works.html)
- Shyama Prasad Mukherji Rurban Mission (SPMRM) <http://rurban.gov.in/>

## HRM-SIII-14 BUSINESS AND SOCIAL ENVIRONMENT

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand fundamentals of business, economic and social environment
- Understand importance and relevance of business environment for HRM practice.

### COURSE OUTLINE

#### Unit I: Economic Environment

1. Economy concept, types and the changing face of Indian economy since independence
2. Economic institutions: national (RBI, Exim Bank, NABARD, SIDBI) & global (WTO, IMF, World Bank, GATTs)
3. Industrial and fiscal policy in India
4. Economic growth: implication for business

#### Unit II: Social Environment

1. Changing Face of Indian society
2. Changing profile of Indian workforce
3. Sociology of work
4. Socialization of individuals/Virtual workplace: Issues and concerns

### Unit III: Business Environment

1. Business, Society and Globalisation
2. Profile of Industrial Sector: Public, Private, MSME, Village cottage industry, joint, PPP and Cooperatives
3. Public Sector Enterprises: Features and HR (Nature and concerns)
4. Start Ups and Entrepreneurships

#### Readings:

1. Ahmed F. & Alamm M.A. (2017), *Business Environment: Indian and Global Perspective*. New Delhi, India: PHI Learning Pvt. Ltd.
2. Arthur, Francis, Jeremy, Turk., & William, Paul. (Eds.). (1983), *Power, Efficiency & Institutions: A Critical Appraisal of the Markets and Hierarchies Paradigm*. London: Heinemann Educational Books.
3. Auster, Carol J., (1996), *The Sociology of Work: Concepts and Cases*. New Delhi, India: Pine Forge Press.
4. BarakM.E.M. (2005), *Managing Diversity: Toward a Globally Inclusive Workplace*. UK: Sage Publication.
5. Datt, R. & Sundharm, K.P.M. (2007), *Indian Economy*. New Delhi, India: S. Chand & Co. Ltd.
6. Devault, Marjorie L. (ed.) (2008), *People at Work: Life, Power, and Social Inclusion in the New Economy*. New York: New York University Press.
7. Edgell S. (2006), *The Sociology of Work, Continuity and Change in Paid and Unpaid Work*. New Delhi: Sage Publications.
8. Hall, Wendy. (1995), *Managing Cultures: Making Strategic Relationships Work*. New York: John Wiley & Sons.
9. Parker, B. (2005), *Introduction to Globalization and Business: Relationships and Responsibilities*. London: Sage Publication.
10. Singh, B.N.P. (2005), *Indian Economy Today Changing Contours*. New Delhi, India: Deep and Deep Publication.

## HRM-S-III-15 FIELD WORK

**Total Marks/Credits: 200/8**

### **Components:**

- Field work placement for six weeks in corporate offices of large-scale organizations/Industrial establishments
- Weekly Report Submission
- Individual Conferences
- Group Conference
- Dissertation

**Nature of Field Work Placement:** Concurrent block field work placement of semester III and IV students shall be of six weeks each. It is likely to commence in mid-September for semester III and early March for semester IV, preferably in a complex/business organization with a well-defined HR Function. The students shall be placed in the same organization during the third and fourth semester. The field work tasks and objectives will spread over the two semesters with flexibility to cover the objectives as per opportunity provided by the organization.

### **Field Work Objectives:**

1. To develop an understanding of the nature and structure of the organization.
2. To develop familiarity with major HRM functions at the corporate level.
3. To gain insights into the process of policy formulation and implementation.
4. To develop an in-depth understanding of the strategic HR functions and its relevance to global practice.
5. To familiarize self with functions of strategic HR at the corporate level.
6. To develop an understanding of Corporate CSR and Role of HR in it.
7. To develop a professional attitude in dealing with Human Resources at work place.
8. To strengthen the ability to translate consciously theoretical inputs into the practical realm.
9. To develop the ability to undertake analytical recording.
10. To develop self as a HR professional.

### **Tasks of Field Practicum:**

1. To understand the organization its structure, strategy, financial standing and unique features (including employer branding status).
2. Establishing rapport with the personnel and understanding importance of HR/HRD Department.
3. To gain practical understanding of all the major HR management functions.
4. To participate in the daily HR activities of the organization.
5. To familiarize self with the overall human capital management functions and relating it with global perspectives in HR practice.

6. To understand the policies and practices relating to employee relations, employee engagement, talent management, reward and compensation management and performance management in large scale organizations.
7. To understand human resource planning, job analysis, job evaluation and job description and recruitment and selection process, induction, job placement of employees across different levels.
8. To familiarize and critically analyze performance management systems including reward systems- incentives, promotions and transfers, etc.
9. To understand change management particularly organizational development and HRD including identification of training needs (individual and organizational), conducting training and training evaluation also management development programmes
10. To gain understanding and knowledge of different employee engagement activities.
11. To work on human resource computer application and operation of MIS
12. To work on the organizational CSR programme.
13. To relate theory to practice and situational reality across all HR functions.
14. Bringing out issues, concerns and dilemmas encountered during field work through a planned paper presentation in the scheduled group conference.



# **SEMESTER IV**



# HRM- SIV-16 STRATEGIC HUMAN RESOURCE, CHANGE AND DIVERSITY MANAGEMENT

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the need, philosophy and conceptual framework of strategic human resource, change and diversity management.
- Understand the importance of strategic human resource, change and diversity management and organizational development.
- Understand HR practices in complex organisations.

## **COURSE OUTLINE**

### **Unit I: Strategic HRM**

1. Business Strategy and Strategic HRM: Concepts, Need and Process
2. Models of Strategic HRM.
3. Structural and functional strategies of SHRM
4. Human resource environment and emerging trends (Outsourcing, Mergers and Acquisition, and Contract management)

### **Unit II: Change Management**

1. Change Management: Concept, Need and Process.
2. Planned Change: Models and theories.
3. Strategic Change Management.
4. SHRM Competencies.

### **Unit III: Diversity Management**

1. Diversity: Concept, Definitions and Principles
2. Diverse Human Resource: Typology, Issues and Concerns
3. Managing diverse workforce: Inclusion strategies and role of HR
4. Managing Diverse Workforce: Conflict resolution/ ethical concerns

### **Readings:**

1. Barak, M. E. M. (2016). *Managing diversity: Toward a globally inclusive workplace*. New Delhi, India: Sage Publications.
2. Hayes, J. (2014). *The theory and practice of change management*. Palgrave Macmillan.
3. Otten, S. (2014). *Towards Inclusive Organizations: Determinants of successful diversity management at work*. Psychology Press.

4. Palmer, I., Dunford, R., & Akin, G. (2009). *Managing organizational change: A multiple perspectives approach*. New York: McGraw-Hill Irwin.
5. Patrick, H.A., & Kumar, V.R. (2012). *Managing workplace diversity: Issues and challenges*. Sage Open, 2(2), 2158244012444615.
6. Salaman, Graeme, John Storey, John Billsberry, (eds.), (2005), *Strategic Human Resource Management: Theory and Practice, A Reader*, 2<sup>nd</sup> Edition, Sage Publications, London.
7. Schein, E H., (2004), *Organizational Culture and Leadership*, John Willey Sons, San Francisco.
8. Schuler, R. S., Jackson, S. E. (2007), *Strategic Human Resource Management*, 2<sup>nd</sup> Edition, Blackwell Publishing, USA.
9. Sharma, Anuradha, Aradhana Khandekar, (2006), *Strategic Human Resource Management: An Indian Perspective*, Response Books, Sage Publications, New Delhi.
10. Tanuja, Agarwala, (2014), *Strategic Human Resource Management*, Oxford University

## **HRM-S-IV-17 SKILL DEVELOPMENT– II**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand the concept, nature of stress and its management
- Understand the concept of self-awareness and emotional intelligence
- Learn about the application of the skills learnt in context of workplace
- Understand the importance of practice skills, with relevance to management.
- Understand the nature and types of stress, its implications and management.

**Pedagogy:** Two/three weeks teaching of theory followed by a skill lab of 25 marks (one additional skill lab will be conducted to cover for absence).

**Course Evaluation:**

- Skill lab: 25 marks each (Total 75)
- End semester class test: 25 marks (short Q&As)

### **COURSE OUTLINE**

#### **Unit I: Organizational Stress and Conflict Management**

1. Stress: Concept, nature and theories
2. Conflict: Concept, sources and theories
3. Manifestation of stress and conflict (social, psychological, work)
4. Coping and Management of Stress and Conflict

## **Unit II: Understanding Self and Self-awareness**

1. Self: Concept, formation and dimension and components
2. Skills in Self-awareness: emotional self-awareness, self-assessment and self confidence
3. Emotional Intelligence: Concept, Importance
4. Theories and Models of emotional intelligence

## **Unit III: Leading through Positive Attitude**

1. Attitudes: Formation and Types of Attitudes
2. Implications of Attitude on behaviour, perception and motivation
3. Attitudinal and behavioural change
4. Time Management

### **Readings:**

1. Brook, Andrew & DeVidi, R. C. (Ed). (2001), *Self-Reference and Self-Awareness*. The Netherlands, Amsterdam: John Benjamins Publishing Company.
2. Daniel, Goleman. (2005), *Emotional Intelligence: Why it can matter more than IQ*. Bantman Books.
3. Davidson, Jeff. (2001), *Stress Management, Breathing Space Institute*, USA: MacMillan.
4. Newport, Cal (2006), *Deep Work: Rules for Focused Success in a Distracted World*. Little, Brown Book Group.
5. Pestonjee, D.M. (2013), *Stress and Work: Perspectives on Understanding and Managing Stress*. New Delhi, India: Sage Response.
6. Stephen P. Robbins, Timothy, A.J. (2010), *Organizational Behavior*. New Delhi, India: Prentice Hall of India.

## **HRM-SIV-18 CORPORATE GOVERNANCE AND BUSINESS ETHICS**

**Max Marks:** 100 [25/75]

**Credits:** 4

*At the end of the course, the student shall be able to:*

- Understand relevance of corporate governance and CSR in the present business scenario.
- Familiarize and introduce values and ethics in business
- Student will be able to appreciate the social responsibility of business

### **COURSE OUTLINE**

#### **Unit I: Corporate Governance**

1. Concept, evolution and scope of Corporate Governance
2. Theories of governance: Agency, Stewardship and Stakeholder theory

3. New Corporate Challenges and the role of Corporate Governance
4. Companies Act 2013

### **Unit II: Business Ethics**

1. Concept, values and dimensions of business ethics
2. Approaches to business ethics: Social contract, Kantian and Gandhian approach
3. Human Quality Development (HQD) as foundation for business ethics
4. Institutionalizing ethics and business codes

### **Unit III: Corporate Social Responsibility**

1. Corporate Social Responsibility- terminology, ideology, practice and market.
2. Business and social interface: Sustainable Developmental Goals and CSR
3. Best practices of CSR: Global and Indian experiences.
4. International standards and codes of CSR.

### **Readings:**

1. Bainbridge, Stephen. (2008). *The New Corporate Governance in Theory and Practice*. New York: Oxford University Press.
2. Baxi, C.V. & Prasad Ajit. (eds.). (2005). *Corporate Social Responsibility Concepts and Cases: the Indian Experiences*. New Delhi, India: Excel Books.
3. Bhattacharya, Jayanta. (2007). *Corporate Social Responsibility: Ethical and Strategic Choice*. New Delhi, India: Asian Books Private Limited.
4. Boucher, Bonnafous., Maria. & Pesqueuz. (Eds.). (2005). *Stakeholder Theory: A European Perspective*. New York: Palgrave Macmillan.
5. Budd, John W., James, G. & Scoville. (Eds.). (2005). *The Ethics of Human Resources and Industrial Relations*, Chicago: Labour and Employment Relations Associations, University of Illinois.
6. Cohen, Stephen S. & Boyd, Gavin. (2nd Ed) (2003). *Corporate Governance and Globalization*. Cheltenham Glos, UK: Edward Elgar Publishing Ltd.
7. Crane, Andrew. (2007). *Corporate Social Responsibility*. New Delhi, India: Sage Publications.
8. Government of India. (2013). *The Companies Act, 2013*. New Delhi, India: The Author.
9. Winstanley, Diana. & Woodball, Jean. (Eds.). (2000). *Ethical Issues in Contemporary Human Resource Management*. Hampshire: Macmillan Business.
10. Zimmerli, Walter Ch. & Klaus Richter, Markus Holzinger. (eds.). (2007). *Corporate Ethic and Corporate Governance*. New York: Springer.

## **HRM-SIV-19 Global Human Resource Management**

**Max Marks:** 100 [25/75] / **Credits:** 4

*At the end of the course, the student shall be able to:*

- Acquaint with the global scenario and deal with challenges of global human resource management.
- Understand HR practises in diverse cultural scenario.

## **COURSE OUTLINE**

### **Unit I: Managing People in Global Context**

1. Human Resources in a Global Business Environment
2. International Hiring and Repatriation (including work authorization and VISA terminologies)
3. International Labour Standards
4. Government Policy and International Workforce

### **Unit II: Global Practice**

1. International Compensation
2. Performance Management: Approaches and Practices
3. Cultural Diversity: Managing Cross Cultural Issues
4. Developing International Staff and Multinational Teams (including working with sister companies)

### **Unit III: International Employee Relations and Strategies**

1. Global Unions and Regional Integration
2. Emerging trends in Employee Engagement and Employee Involvement
3. Industrial Relations in a Comparative Perspective
4. International HR Competencies

### **Readings:**

1. Brewster, C., & Suutari, V. (2005). Global HRM: aspects of a research agenda. *Personnel Review*, 34(1), 5-21.
2. Scullion, H., & Collings, D. (2011). *Global talent management*. Routledge.
3. Smale, A. (2008). Global HRM integration: a knowledge transfer perspective. *Personnel Review*, 37(2), 145-164.
4. Hayton, J. C. (Ed.). (2011). *Global human resource management casebook*. Routledge.
5. Sparrow, P., Brewster, C., & Chung, C. (2016). *Globalizing human resource management*. Routledge.
6. McCourt, W., & Eldridge, D. (2003). *Global human resource management: managing people in developing and transitional countries*. Edward Elgar Publishing.
7. Norman, A. (2004). Global human resource management: Managing people in developing and transitional countries. *Journal of Economic Literature*, 42(3), 953.
8. Dowling, P. (2008). *International human resource management: Managing people in a multinational context*. Cengage Learning.



## HRM-SIV-20 FIELD WORK

**Total Marks/Credits: 200/8**

### **Components:**

- Field work placement for six weeks in corporate offices of large-scale organizations/Industrial establishments
- Weekly Report Submission
- Individual Conferences
- Viva Voce
- Group Conference
- Dissertation
- Dissertation Viva Voce

**Nature of Field Work Placement:** Concurrent block field work placement of semester III and IV students shall be of six weeks each. It is likely to commence in mid-September for semester III and early March for semester IV, preferably in a complex/business organization with a well-defined HR Function. The students shall be placed in the same organization during the third and fourth semester. The field work tasks and objectives will spread over the two semesters with flexibility to cover the objectives as per opportunity provided by the organization.

### **Field Work Objectives:**

1. To develop an understanding of the nature and structure of the organization.
2. To develop familiarity with major HRM functions at the corporate level.
3. To gain insights into the process of policy formulation and implementation.
4. To develop an in-depth understanding of the strategic HR functions and its relevance to global practice.
5. To familiarize self with functions of strategic HR at the corporate level.
6. To develop an understanding of Corporate CSR and Role of HR in it.
7. To develop a professional attitude in dealing with Human Resources at work place.
8. To strengthen the ability to translate consciously theoretical inputs into the practical realm.
9. To develop the ability to undertake analytical recording.
10. To develop self as a HR professional.

### **Tasks of Field Practicum:**

1. To understand the organization its structure, strategy, financial standing and unique features (including employer branding status).
2. Establishing rapport with the personnel and understanding importance of HR/HRD Department.
3. To gain practical understanding of all the major HR management functions.
4. To participate in the daily HR activities of the organization.



5. To familiarize self with the overall human capital management functions and relating it with global perspectives in HR practice.
6. To understand the policies and practices relating to employee relations, employee engagement, talent management, reward and compensation management and performance management in large scale organizations.
7. To understand human resource planning, job analysis, job evaluation and job description and recruitment and selection process, induction, job placement of employees across different levels.
8. To familiarize and critically analyze performance management systems including reward systems- incentives, promotions and transfers, etc.
9. To understand change management particularly organizational development and HRD including identification of training needs (individual and organizational), conducting training and training evaluation also management development programmes
10. To gain understanding and knowledge of different employee engagement activities.
11. To work on human resource computer application and operation of MIS
12. To work on the organizational CSR programme.
13. To relate theory to practice and situational reality across all HR functions.
14. Bringing out issues, concerns and dilemmas encountered during field work through a planned paper presentation in the scheduled group conference.

## HRM-SIV-21 DISSERTATION

**Total Marks/Credits: 150/ 6**

### **Components:**

1. Preparation of dissertation (Marks: 100)
2. Viva Voce: (Marks: 50)

**Objective of Dissertation:** To understand the process of systematically undertaking research in HRM. Dissertation will be based on data collected during field work in the organization where student is placed in semester III will be prepared under the guidance and supervision of the same supervisor. It will be submitted in semester IV on a date notified by the field work unit and following this Viva Voce will be conducted. The details with regard to format of the dissertation is specified in **Annexure A**.

### **Rules pertaining to dissertation:**

- In case a dissertation is not certified by the faculty supervisor prior to the viva- voce, the candidate shall not be allowed to appear for the viva-voce and shall be declared failed in the dissertation.
- In case a student is unable to submit the dissertation within the specified time as notified by the Department, he/she shall not be given another chance in that session to complete the dissertation and shall be marked as failed in the dissertation.
- In cases, where the student is unable to submit the dissertation within the specified time due to illness or other exigencies, the matter shall be placed before the Field Work Committee to take a decision.

## Annexure A

### Dissertation Format

- The dissertation shall normally be of 75-100 pages with proper references and scientific organization.
- The dissertation is to be typed in Times New Roman, Font 12 and 1.5 line space.
- Dissertation should be submitted in spiral bound/soft bound copy in triplicate (one each for student, supervisor and department) to the Research Assistant in the department.
- The references are to be written in the APA style.
- The responsibility for ensuring the originality of the dissertation is that of the faculty supervisor. The dissertation will be checked for plagiarism before submission and the plagiarism certificate will be attached with it.

**FORMAT OF THE FRONT PAGE/1<sup>ST</sup> PAGE/COVER PAGE**

**PROJECT TITLE**

**Dissertation submitted to the JAMIA MILLIA ISLAMIA  
in partial fulfilment of the requirements  
for the award of the Degree of**

**MASTER OF ARTS (HUMAN RESOURCE MANAGEMENT)**

**BY**

**STUDENT NAME**

**RESEARCH SUPERVISOR NAME**



**DEPARTMENT OF SOCIAL WORK  
UGC CENTRE OF ADVANCED STUDY  
FACULTY OF SOCIAL SCIENCES  
JAMIA MILLIA ISLAMIA  
NEW DELHI-110025**

**INDIA**

**(year)**

## FORMAT OF THE DECLARATION

**DATE: DD/MM/YYYY**

### DECLARATION

This is certify that the dissertation/ research report entitled, “*DISSERTATION TITLE*” submitted by me in partial fulfillment for the award of the Degree of Master of Arts (Human Resource Management) of this University has not been previously submitted for any other degree/diploma of this or any other University and is my original work.

(Name & Signature of the Student)

I recommend this dissertation be placed before the examiners for evaluation.

(Name and Signature of the Faculty Supervisor)

## FORMAT OF THE CERTIFICATE

### CERTIFICATE

On the basis of the declaration submitted by Mr. /Ms.....student of **M. A. HUMAN RESOURCE MANAGEMENT (Semester – III)**, YEAR, I hereby certify that the dissertation titled “..... ” which is being submitted to the Department of Social Work, Jamia Millia Islamia, New Delhi in partial fulfillment of the requirement for the award of the degree of Master of Arts (Human Resource Management), is an original contribution to existing knowledge and faithful record of research carried out by him/her under my guidance and supervision. To the best of my knowledge this work has not been submitted in part or full for any Degree or Diploma to this University or elsewhere.

I consider this dissertation fit for submission and evaluation.

Signature and Name of the Supervisor

Date and Place: