

MHRD

VEER NARMAD SOUTH GUJARAT UNIVERSITY
DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Syllabus for MHRD Programme

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
SEMESTER – I				
HR-C-01	Fundamentals of Psychology	4	3	1
HR-C-02	Applied Economics	4	3	1
HR-C-03	Industrial Sociology	4	3	1
HR-C-04	Human Resource Management	4	3	1
HR-C-05	Principles of Management	4	3	1
HR-C-06	Research Methodology	4	3	1
	Any One from the following			
HR-ECT-01	Business Communication	2	2	-
HR-ECT-01	Management and Financial Accounting	2	2	-
	Total Credits of Semester I	26		
SEMESTER – II				
HR-C-07	Industrial Psychology	4	3	1
HR-C-08	Labour Economics	4	3	1
HR-C-09	Social Processes and Behavior Issues	4	3	1
HR-C-10	Organizational Development	4	3	1
HR-C-11	Human Resource Development	4	3	1
HR-C-12	Applied Statistics	4	3	1
	Any One from the following			
HR-ECT-01	Business Law	2	2	-
HR-ECT-02	Office Management	2	2	-
HR-ECT-03	Legal Framework Surrounding CSR	2	2	-
	Total Credits of Semester II	26		
SEMESTER – III				
HR-C-13	Human Resource Information & Control System	4	3	1
HR-C-14	Economics of Human Resources	4	3	1
HR-C-15	Labour Legislation – I	4	3	1
HR-C-16	Industrial Relations	4	3	1
HR-C-17	Global Human Resource Management	4	3	1
HR-C-18	Human Development and Human Rights	4	3	1
	Any One from the following			
HR-ECT-01	HRD in Service Sector	2	2	-
HR-ECT-02	Law and Economics	2	2	-
HR-ECT-03	Designing Effective CSR Strategy			
	Total Credits of Semester III	26		
SEMESTER – IV				
HR-C-19	Emerging Trends in HR	4	3	1
HR-C-20	Labour Legislation – II	4	3	1
HR-C-21	Compensation Management	4	3	1
HR-C-22	Strategic HRM	4	3	1
HR-C-23	Project Work	4	-	-
	Any One from the following			
HR-ECT-01	Data Mining	2	2	-
HR-ECT-02	Total Quality Management	2	2	-
HR-ECT-03	CSR Management & Sustainability Accounting	2	2	-
	Total Credits of Semester IV	22	-	-
	Total Credits of the course	100		

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Semester – I

HR – C – 01: Fundamentals of Psychology

Semester –I

Course Objectives:

The course provides an outline on basic concepts of psychology. It is designed to help students to understand patterns of human behavior in various circumstances. It also provides the students with the inputs related to the topics like learning, motivation, intelligence, personality etc.

Course Content:

UNIT I

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

UNIT II

Sensory Process: Characteristics of senses, Receiving process

Perception: Definition, Perceptual process and perception selectivity.

UNIT III

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

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

UNIT IV

Personality: Introduction, Meaning, Definition, Personality theories, Determinant of Personality.

Social Influence on Human Behavior: Social Psychology Definition, nature and scope, Socialization culture, social structure, Positions, Roles status, Social class system and social groups.

REFERNCES

1. Ghorpade M.B,1999 Essentials of Psychologies- Himalaya Publishing House, Mumbai
2. Jarnald John,1996 Work Psychology- McMillan India Ltd., New Delhi
3. Kalat James ,1990 W: Introduction to Psychology-Wads Worth Publishing Co., California
4. Mahmud Jugar,2004 Introduction to Psychology- APH Publishing Corporation, New Delhi
5. Robert Barren,2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi

Course Content:

UNIT I Introduction, Demand and Supply

Nature and scope of economics; Methodology in economics; Choice as an economic problem; basic postulates; Role of price mechanism; Demand and supply; Basic framework — applications; Market equilibrium.

Consumer behavior, Cardinal and ordinal approaches; Consumer's equilibrium Giffin goods; Elasticity of demand — Price, income and cross; Consumer's surplus; Engel curve.

UNIT III Theory of Production and Costs

Production decisions; Production function; Isoquant; Factor substitution; law of variable proportions; returns to scale; economies of scale; concept of costs, Equilibrium of the firm.

UNIT IV Market Structure

Market forms — Perfect and imperfect markets; Equilibrium of a firm — Perfect competition, monopoly and price discrimination; Measure of monopoly power; Monopolistic competition; Oligopoly; controlled and administered prices, basics of Game theory.

UNIT V Factor Pricing

Marginal productivity theory of distribution; wage determination; Rent, Profits —

References

1. Pindyck R S and D L Rubinfeld (2007), Microeconomics, Pearson.
2. Hirschey (2004), Managerial Economics, Thomson South Western.
3. Peterson, Lewis and Jain (2006), Managerial Economics, Pearson.
4. Mankiw G (2002), Principles of Economics, 3rd Edition, Thomson South Western.
5. Salvatore Dominick (2003), Microeconomics, 4th Edition, Oxford University Press.
6. Salvatore Dominick (2007), Managerial Economics, 4th Edition, Thomson South Western.
7. Mankiw George (2007), Principles of Microeconomics, Thomson South Western, New Delhi.
8. George J Borjas, (2005) Labour Economics, McGrawHill, Newyork
9. Salvatore (2008) Managerial Economics, Oxford University Press, New Delhi.

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HR – C – 03: Industrial Sociology

Semester – I

Course Objectives:

- The course provides an opportunity to the student to understand the social dimension of the industry. This course is designed to make the students understand the process of group formation, human relations approach and the dynamics of Industrial Society.

Course Content:

UNIT I

Industrial Sociology: Definition, Nature and Scope of Industrial Sociology, Importance of Industrial sociology, Importance of Industrial Sociology in India, Current trends in Industrial Sociology.

UNIT II

Social Survey: Meaning, Aims of Social Survey, Stages of Social Survey, Types of Social Survey.

UNIT III

Industrialization and Its impact: (a) On the Caste system, (b) on the system of marriage and (c) on family system.

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

UNIT IV

Employee Morale: Meaning, Definition, Measurement of Morale, Factors affects morale, Attempts to improve morale.

Survey Work: Survey work is to be conducted on some specific selected topic of social relevance.

REFERNCES

1. Paul Hersey, Kenneth H Blanchard, Dewey E Johnson 2006 Management of organizational Behavior, 8th edition. Pearson Printice Hall New Delhi
2. Gisbert Pauscual 1972: Fundamentals of Industrial Sociology- Tata Mcgraw- Hill Publishing House, New Delhi.
3. Sharma, Pandey 2001: Industrial Sociology- Surjeet Publications, New Delhi.
4. Dayal Raghubir 1996: Industrial Sociology and Labour Welfare- Mittal Publications, New Delhi.

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HR – C – 04: Human Resource Management

Semester – I

Course Objectives:

- The subject will allow with little or no prior knowledge of working HRM functions to understand the methods and techniques of the specialized functions.

Course Content:

UNIT I: Introduction to HRM

Human Resource Management – Introduction and Importance – Conceptual difference between Personnel Management and HRM – Strategic HRM- role of a HR Manager

UNIT II: Human Resource Planning, Recruitment and Selection

Human Resources Planning – Objectives - HRP Process –Manpower Estimation - Job analysis - job Description-Job Specification - **Recruitment**- Sources of Recruitment - Selection Process-Placement and Induction - Retention of Employees.

UNIT III: Training and Development, Performance Appraisal and Career Planning

Training and Development – Objectives and Needs – Training Process – Methods of Training - Tools and Aids - Evaluation of training Programs. **Career Planning**-Succession Planning, **Performance Appraisal System** - Definition, Concept and Ethics - Different methods of Performance Appraisal - Rating Errors.

UNIT IV: Compensation management and Productivity concepts

Compensation Management-Concepts and Components-Job Evaluation- Incentives and Benefits.

Productivity Management-Concepts-TQM-Kaizen-Quality Circles, Retirement/Separation - Superannuation - Voluntary Retirement Schemes- Resignation - Discharge-Dismissal - Suspension-Layoff.

REFERNCES

1. Human Resource Management – Gary Dessler
2. Personnel Management – C. B. Mamoria
3. Managing Human Resources – R. S. Dwiwedi
4. Human Resource Management – V. P. Michael
5. Human Resource Management – Dr. P. C. Pardeshi
6. Human Resource Management – Mirza & Zaiyadin
7. Human Resource Management – L. M. Prasad
8. Human Resource Management – Ashwathappa
9. Managing Human Resources – Arun Monppa

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HR – C – 05: Principles of Management

Semester – I

Course Objectives:

- Knowledge on the principles of management is essential for all kinds of people in all kinds of organizations. After studying this course, students will be able to have a clear understanding of the managerial functions like planning, organizing, staffing, leading and controlling. Students will also gain some basic knowledge on international aspect of management.

Course Content:

UNIT I: Historical Development

Definition of Management – Science or Art – Management and Administration – Development of Management Thought – Contribution of Taylor and Fayol, Weber and Elton Mayo – functions of Management

UNIT II: Planning and Organising

Planning: Nature & Purpose – Steps involved in Planning – Objectives – Setting Objectives – Process of Managing by Objectives – Strategies, Policies & Planning Premises- Forecasting – Decision-making.

Organising: Nature and Purpose – Formal and informal organization – Organization Chart – Structure and Process – Departmentation by difference strategies – Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority.

UNIT III: Directing

Leadership – Types of Leadership Motivation – Hierarchy of needs – Motivation theories – Motivational Techniques – Job Enrichment – Communication – Process of Communication – Barriers and Breakdown – Effective Communication.

UNIT IV: Controlling

System and process of Controlling – Requirements for effective control – The Budget as Control Technique – Information Technology in Controlling – Use of computers in handling the information – Productivity – Problems and Management – Control of Overall Performance – Direct and Preventive Control – Reporting

REFERNCES

1. Harold Koontz & Heinz Weihrich “Essentials of Management”, Tata McGraw-Hill, 1998
2. Joseph L Massie “Essentials of Management”, Prentice Hall of India, (Pearson) Fourth Edition, 2003.
3. Tripathy PC And Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.
4. Decenzo David, Robbin Stephen A, “Personnel and Human Reasons Management”, Prentice Hall of India, 1996
5. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.
6. Fraidoon Mazda, “Engineering Management ”, Addison Wesley, 2000.

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HR – C – 06: Research Methodology

Semester – I

Course Objectives:

- This is an introductory course in social science research methodology. It is designed to introduce the student to basic concepts and problems encountered in social scientific investigation, including types of data and measurement, sampling, and research design. This course will emphasize the importance and limitations of theory and methodology in social science research as well as the purpose of applied research, program evaluation, policy analysis, and research ethics. Following are the course objectives.
 - Familiarity with various methods of conducting empirical research.
 - Familiarity with important research terms and concepts.
 - Ability to assess the benefits of research applied to social sciences.
 - Clarity of thinking in collection and interpretation of numerical data.

Course Content:

UNIT I

The Role of Business Research
The Research Process
Ethical Issues in Business Research

UNIT II

Quantitative and Qualitative Research
Preparation of Research Proposal
Survey Research

UNIT III

Questionnaire Design
Measurement and Scaling Concepts
Sample Designs and Sampling Procedure

UNIT IV

Univariate Statistics
Bivariate Analysis: Test of Differences and Measures of Association
Multivariate Analysis
Report Writing

REFERNCES

Basic Text Books:

1. Donald R Cooper, Pamela S Schindler (2006), Business Research Methods, 9th Edition, The McGraw-Hill Companies
2. William G Zikmund (2006), Business Research Methods, 7yh Edition, Thomson South-Western.
3. Bhattacharyya Dipak Kumar, (2007) Human Resource Research Methods, Oxford University Press, New Delhi.
4. Bryman Alan, Business Research Methods, (2008) Oxford University Press, New Delhi.

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References:

1. Online Statistics textbook by Statesoft.
2. Anderson, Theodore Wilbur. An Introduction to Multivariate Statistical Analysis. New York: Wiley, 1958
3. Babbie, E & Halley, F.(1998). Adventures in Social Research: Data Analysis using SPSS for W95, Pine Forge Press.
4. Berg, Bruce L., 1995. Qualitative Research Methods for the Social Sciences, Boston: Allyn and Bacon.
5. Bowen, Bruce and Herbert F. Weisberg, 1980. An Introduction to Data Analysis, San Francisco: W.H. Freeman and Company.
6. Edwards, Allen L. An Introduction to Linear Regression and Correlation., San Francisco: W.H. Freeman, 1976.
7. Ellis, Lee, 1994. Research Methods In Social Sciences, Wisconsin: Brown and Benchmark Publications.
8. Gujarati, D.N. (1988). Basic Econometrics. New York: MacGraw-Hill.
9. Lapin L.L.(1991). Quantitative Methods for Business Decisions. New York: Harcourt Brace Jovanovich Publishers.
10. Neuman, W.Lawrence, 1994. Social Research Methods: Qualitative and Quantitative Approaches, Boston: Allyn and Bacon.
11. Popper, K.R. (1959), The Logic of Scientific Discovery, New York, NY: Basic Books.
12. Popper, K.R. (1972) Objective Knowledge, Oxford, U.K.: Clarendon.
13. Sirkin R.M. (1995). Statistics for the Social Sciences. Sage.
14. Tabachnick Barbara & Linda S. Fidell (1989). Using Multivariate Statistics. Cambridge: Harper & Row.
15. Triola, M (1997) Elementary Statistics. Addison Wesley.
16. Wonnacott, TH & Wonnacott, RJ (1990). Introductory Statistics, 5th Edition. Wiley.
17. Krishnaswamy K. N. (2006) Management Research Methodology Integration of Principles Methods and Techniques, Pearson Education New Delhi.
18. David C Howell, (2007) Statistical Methods for Psychology, Thomson Learning, New Delhi.

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HR – ECT – 01: Business Communication

Semester – I

Course Objectives:

- To enable the students to become aware of their communication skills and sensitise them to their potential to become successful managers
- To introduce them to some of the practices in managerial communication that are in vogue
- To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as
 - making speeches,
 - controlling one-to-one communication,
 - enriching group activities and processes,
 - giving effective presentations,
 - writing letters, memos, minutes, reports and advertising,
- To help them in maintaining one's poise in private and in public
- To build their confidence and to install competitiveness by projecting a positive image of themselves and of their future.

Course Content:

UNIT I

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis.

Non-Verbal Communication: barriers to communication – non – verbal communication

Listening: Effective Listening – Telephone and Teleconferencing

UNIT II

Written Communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically – The writing process for business communication – Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

Business Letters and Reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of reports- writing reports

UNIT III

Case Method of Learning: Understanding the case method of learning – different types of cases – overcoming the difficulties of the case method – reading a case properly (previewing, skimming, reading, scanning) – case analysis approaches (systems, behavioral, decision, strategy) – analyzing the case – dos and don'ts for case preparation.

UNIT IV

Presentation Skills: What is a presentation – elements of presentation – designing a presentation; Advanced visual support for business presentation- types of visual aid.

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Negotiations Skills: What is a negotiation – nature and need for negotiation – factors affecting negotiation – stages of negotiation process – negotiation strategies.

Employment Communication: Introduction – writing CVs – Group discussions – interview skills – Impact of Technological Advancement on Business Communication – Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings.

Media Management – the press release- press conference – media interviews – Seminars – workshop – conferences.

Business etiquettes.

REFERNCES

1. Basic Business Communication – Lesikar Flatley
2. Essentials of Business Communication – Rajendra pal, J.S. Korlahalli, Sultan chand & sons
3. Business Communication today – Sushil Bahl, Sage Publications

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HR-ECT-02: Management and Financial Accounting

Semester - I

Course Content:

UNIT I

Financial Management Overview: Finance and related disciplines, Scope of Financial Management, Objectives of Financial Management, and Organisation of Finance function

Financial Accounting Framework: Framework of Financial Statements, Definitions of Assets Liabilities, Income & Expenses, Recognition of Elements of Financial Statements, Accounting approaches

UNIT II

Structure of Financial Statements: Accounting Equation, Classification of Assets, Classification of Liabilities, Presentation of Balance Sheet & Profit & Loss Account, Analysis of transactions

Accounting Cycle: Journal Cash Book, General Ledger & Trial Balance, Debit Credit Rule, Accounting cycle, Journalisation, Petty Cash Book, General Ledger, Trial Balance

UNIT III

Recognition & Measurement of Assets & Liabilities: General Principles, Recognition of Tangible Fixed Assets, Intangible Assets, Investments, Current Assets, Provisions, Contingent Liabilities, Contingent, Assets, Revenue Recognition, Post Balance sheet events

UNIT IV

Completion of Accounting cycle: Preparation of Profit & Loss Account & Balance Sheet, Rectification of Errors, Adjustments, Provisions, Depreciation, Doubtful Debts, Discounts, Bank reconciliation, statements, Structure of Profit & Loss Account, Closing entries

Statement of Changes in Financial position: Meaning, Cash Flow statement

REFERNCES

1. Agrawal, P K (2008), SAP HR India Payroll: Technical Reference and Learning Guide, PHI Learning Pvt. Ltd., New Delhi.

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Semester – II

HR – C – 07: Industrial Psychology

Semester – II

Course Objectives:

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

Course Content:

UNIT I

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

UNIT II

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

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

UNIT III

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

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

UNIT IV

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

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

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

REFERNCES

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

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HR – C – 08: Labour Economics

Semester – II

Course Objectives:

- To give an overview and understanding of the fundamental issues, insights, concepts and theories of labor economics.
- To learn the principles of wage determination and compensating wages.
- To understand the role of excess market power, employer and employee, on the labor market.
- To analyze the major policy issues in labor economics. Such as the minimum wage, wage discrimination, and international competitiveness.
- To provide the student with a better understanding of the interrelationships between economics and human resource management.

Course Content:

UNIT I

Indian Labor market: A Historical Overview

UNIT II

Labor quality: Human capital, Education and Training

- Schooling, experience and earnings
- Training evaluation

UNIT III

Unemployment

Immigration

- Immigration and labor market effects,
- Immigrant's labor market assimilation

Minimum wages

Efficiency wages

The wage curve

UNIT IV

Active labor market policy

Trade unions and their impact on labor market

REFERNCES

1. Borjas, G. (1996): Labor Economics, New York: McGrawHill Companies.
2. Filter, R. K., D. S. Hamermesh and A.E. Rees (1996): The Economics of Work and Pay, 6th Edition, New York: HarperCollins College Publishers.
3. Snower, D. J. and D. de la Dehesa (1996): Unemployment Policy: Government Options for the Labour Market, Cambridge: Cambridge Press.

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HR – C – 09: Social Processes and Behaviour Issues

Semester – II

Course Objectives:

- The objective of this paper is to familiarize the students with basic behavioral process in the organization.

Course Content:

UNIT I: Introduction to Organizational Behavior

Organization as Social System, Definition and Scope of Organizational behavior, Discipline contributing to Organizational Behavior, Historical perspective of Organizational Behavior, Scientific management, Behavioral approach to management, Contingency approach.

UNIT II: Foundations of Individual Behavior and Personality

Biological foundations of behavior, Causes of human behavior, inherited characteristics of behavior, Environmental effect on behavior, Behavior as an input-output system, Behavior and performance. Personality an Introduction, Type A and Type B personality, Personality dimensions, Introvert and Extrovert personalities, Personality Theories.

UNIT III

Definition of Perception, Major influences on the perception process, Perceptual selectivity, Factors affecting perception, Perception and attribution, organization implication with regard to perception. Meaning, Importance and Relevance of values to organizational behavior, Types of values, Types, components and functions of Attitudes, Link between Attitudes and Organizational behavior, Overcoming barriers to change attitudes, Concept of Job satisfaction, factors affecting Job satisfaction, Ways of measuring Job satisfaction, Impact of job satisfaction on work performance.

UNIT IV

Basic attribution of groups, Reasons for group formation, Types of groups, group cohesiveness, Group norms, Conflict - Inter dependence of groups, Differentiation of groups, Nature of conflict in organizations, changing view of conflict, Types of conflict, Transactional Analysis, Levels of conflict, causes of conflict, Conflict management.

REFERNCES

1. Singh Nirmal(1983) Managing behaviour in Organisations, Deep & Deep.
2. Feldman Daniel C, Arnold Hugh J (1988) organizational Behaviour, McGrawhill.
3. Robins Stephen P. (1994) Essentials of Organisational Behaviour Prentice Hall.
4. Pareek Udai (1996) Organisational Behaviour Processes, Rawat.
5. Rao V S P (1991) Contemporary Studies in Organisational behaviour, Discovery.
6. Tyagi Aehna (1998) Organisational Behaviour, Excel.
7. Greenberg Jerald, Baron Robert A (2004) Behaviour in organizations, Pearson.
8. R.S.Dwivedi (2005) Human Relations and Organisational Behaviour, McMillan.
9. Newstrom John W, Davis Keith (1998) Organisational Behaviour:Human Behaviour at Work, TMH.

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HR – C – 10: Organizational Development

Semester –II

Course Objectives:

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

Course Content:

UNIT I

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

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

UNIT II

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

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

UNIT III

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

UNIT IV

OD in context of liberalization. OD in Public Sector

Cases:

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

REFERNCES

- (1) French Wendell L, 1998: Organizational Development- Prentice Hall of India, New Delhi.
- (2) Ramnarayan S., Rao T.V. and Singh Kuldeep,1998: Organization Development Interventions and Strategies- Response Book, New Delhi
- (3) Laxmi Devi,1998: Organizational Development- Anmol Publications Pvt. Ltd. - New Delhi
- (4) French Wendell and Bell,2001: Organizational Development- Prentice Hall of India Ltd., New Delhi
- (5) Wendell L French, Cecil H Bell,jr.,Veena Vohra,2006 Organizational Development Behavioral Science Interventions for Organizational Improvement, Pearson Education Inc New Delhi.
- (6) Donald Brown and Don Harvey, 2006 An Experimental approach to organizational Development, Pearson Education Inc New Delhi.

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HR – C – 11: Human Resource Development

Semester – II

Course Objectives:

- To help students to develop HRD facilitator skills and develop understanding of various HRD systems and processes.

Course Content:

UNIT I: Introduction

Historical Development – Concept, Characteristics of HRD, Objectives of HRD, Need for HRD, HRD as a Total system – Functions of HRD, HRD and Personnel Management, HRD mechanism – HRD processes – HRD outcomes – Organisational Effectiveness, Challenges for HRD.

UNIT II: HRD System

Planning and organizing HRD system – Principles of Designing HRD systems, factors affecting in HRD system Designing – Role of Line manager and CEO in HRD – HRD in Indian Industry.

UNIT III: HRD Climate and Culture

Concept of Climate – factors affecting HRD Climate – Indian Culture and HRD, The Development Dimensions.

UNIT IV: HRD Audit and Performance Management

Introduction to HRD Audit – Objectives of HRD Audit – Elements of HRD Audit – HRD Audit Process - Introduction to Performance Management – Difference between Performance Appraisal System and Performance Management System – Definitions of Performance Management – Objectives of Performance Management – Purpose of Performance Management - Performance Management process

REFERNCES

1. Dayal Raghubir (1996) Dynamics of Human Resource Development, Mittal.
2. Bhatia B.S.(1996) Emerging Dimensions of HRD: Role and Orientation, Deep & Deep.
3. Rao T.V. (2003) Future of HRD, Mcmillan.
4. Rao T.V. (1996) Human Resource Development, Sage.
5. Rao T.V. (1991) Readings In Human Resource Development, Oxford and IBH.
6. Rao T.V. (1998) HRD Missionary, Oxford & IBH.
7. Rao T.V. (1994) HRD in New Economic Environment, Tata Mcgrawhill.
8. Jaygopal R. (1993) HRD conceptual analysis and Strategies, Edison.
9. Mathur B.C. (2000) Strategy for Human Resource Development, RBSA.
10. Tripathi P.C. (2002) Human Resource Developemnt, Sultan Chand.

Course Objectives:

- To provide the basic statistical tools of management and business decisions, comprising: descriptive statistics; probability distributions; estimation; hypothesis testing; correlation and regression. On completion of this component of the module, you should be able to:
 - a) Appreciate the value of a quantitative approach to solving a wide range of business problems;
 - b) Recognize the limitations of quantitative approach;
 - c) Understand and apply basic statistical concepts within business situations;
 - d) Benefit from modules of your degree programme that require possession of quantitative skills and knowledge.

Course Content:

UNIT I

1. Need and use of statistics in social science research

- Use of statistics in Social Science Research
- The nature of Social Science Research
- The stages of Social Science Research
- Using series of numbers to do research
- The functions of Statistics
- Limitations of Statistics

2. Basic Statistics

- Organizing the Data
- Diagrammatic presentation, Tabular presentation
- Cross Tabulations
- Frequency distribution of Nominal Data
- Simple Frequency Distribution of ordinal and interval data
- Proportions and Percentages
- Ratios and Rates
- Percentile Ranks

UNIT II

Descriptive Statistics

- Measures of Central Tendency and dispersion
- Obtaining the Mean, Mode, Median and its illustrations
- Comparing the Mean, Mode, Median
- Measures of variability
- The Range, Mean Deviation, the variance and Standard Deviation
- Comparing the Measures of Variability and their applications

UNIT III

Economic Statistics

- Correlation and Coefficient of correlation
- Strength and Direction of Correlation
- Linear and Curvilinear Correlation
- The performance of Scatter plots

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- Pearson's and Spearman's Correlation Coefficient
- Partial Correlation
- Regression and Regression Model
- Interpretation of Regression Line
- Regression and Pearson's Correlation
- Multiple regression, R², Rbar Square
- Model specification, Dummy variable analysis
- Time Series Analysis
- Basic Concept and Components of Time Series Analysis
- Index Numbers, Simple Index
- Importance of Index numbers, Types of Indices
- Laspeyer's and Pasche Index
- Issues in construction of Index

UNIT IV

1. Probability Distributions and Estimation

- Random Sample, Estimate, Estimator
- Point Estimation and Interval Estimation of a parameter
- Concept of Binomial Distribution, Poisson Distribution and
- Normal Distribution

2. Testing of Hypothesis

- Null and Alternative Hypothesis
- Level of Significance, Power
- Critical Region and Acceptance Region
- Parametric Test – Student's – t test, F - test, Chi-square test, One-Way ANOVA, Two-Way ANOVA
- Nonparametric Test - Run Test, Sign Rank Test, Wilcoxon test, Median Test, Mann-Whitney Test, Kruskal-Wallis Test

3. Exposure to statistical packages like Minitab, SPSS & E-views etc.

REFERNCES

1. Aczel Amir D and Sounderpandian J (2006), Complete Business Statistics, 6th Edition, Tata MacGraw Hill.
2. Anderson David R, (2007) Statistics for Business and Economics, Thomsan Learning, New Delhi.
3. Doane D P and Seward Lori E (2007), Applied Statistics in Business and Economics, Tat McGraw Hill.
4. Edward W. Minium, (2005) Statistical Reasoning and Psychology and Education, John Wiley and Sons, New York.
5. John F Barlow, (2006) Excel Models for Business and Operations Management, John Wiley and Sons, New York.
6. Keller Jerald, (2007) Statistics for Management and Economics, Thomsan Learning, New Delhi.
7. Ken Black, (2006) Business Statistics for Contemporary Decision Making, Wiley Dreamtech India Pvt. Ltd., New Delhi.

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8. Levin David M (2006) Statistics for Managers Using Microsoft Excel, Pearson Education New Delhi.
9. Levin Jack and Fox (2006), Elementary Statistics in Social Research, 10th edition, Pearson,
10. Levin Richard I, (2007) Statistics for Management, Pearson Education, New Delhi.
11. Levine David M; Kehbiel, Timothy C and Berenson M L (2003), Business Statistics: A first Course, Third Edition , Perason.
12. Prem S Mann, (2004) Introductory Statistics, John Wiley and Sons, New York.

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HR – ECT – 01: Business Law

Semester – II

Course Objectives:

- This course aims at making the student understand the legal aspects of business. It also aims at making students aware of the functioning of legal system with reference to business and familiarizes them with the latest amendments in various Business Laws.

Course Content:

UNIT I

Contract Act, 1882

UNIT II

The Companies Act, 1956

UNIT III

Sale of Goods Act, 1930

Partnership Act, 1932

UNIT IV

The Consumer Protection Act, 1986

The Negotiable Instrument Act, 1882

REFERNCES

- (1) Kapoor N.D, Elements of Merchantile Law, Sultan Chand & Sons, New Delhi, 2007
- (2) Yusuf Amina, The Consumer Protection Act, C. Jamnadas & Co. Mumbai, 2008
- (3) Jabhwala N.H, The Law of contracts, C.Jamnadas & Co. Mumbai, 2008
- (4) Kapoor N.D., Elements of Company Law, Sultan Chand & Sons, New Delhi 2007
- (5) Jabhwala N.H, The Partnership Act, C. Jamnadas & Co. Mumbai 2007

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HR-ECT-02: Office Management

Semester – II

Course Objectives:

- The subject will allow students with little or no prior knowledge of a working office Management function to understand the methods and techniques of the discipline and to allow the students to move into a greater analysis of the specialize functions.

Course Content:

UNIT I

Introduction: Meaning, functions and importance of office management; office management and organization. Principles of office management and organization, Principal departments of modern office, Centralization vs decentralization of office services, Scope and Importance – Functions of Office Manager – The significance of Office management.; Human Resource Management – Nature – Objectives and Importance of HRM – Role of HR Managers.

UNIT II:

Office Manager: Qualifications and qualities of office manager, the status of office manager in total organization, the authorities and responsibilities of an office manager.

Stationery and forms: The design and control of office forms Control over stationery, forms and supplies. Measurement of Office work – setting of standards – work simplification – Office cost – Reduction and control – Methods of cost control - Records management Office Stationery and supplies – Purchases, recording, storage and issue of stationery, Office Furniture and Machinery – Different types of furniture.

UNIT III:

Office Automation: Uses and abuses of labour saving appliances. A study of various types of commonly used appliances i.e. typewriter, duplicator, accounting machines, addressing, machines, calculator, franking machine, weighting and folding machine, Dictaphone, cash register, coin sorter, time recorder, photocopier, telephone, facsimile, computer, scanner, printer, letter opener, time and date stamps etc.

UNIT IV:

Correspondence: Routine of handling mail, Importance of correspondence in business and Govt. offices, essentials of good business and official correspondence, various forms of correspondence.

Office personnel relations – Morale and Productivity – Motivation of Office staff – staff Welfare Measures – Handling staff grievances. – Right to Information Act- 2001 – Nature Significance of RTI. Methods of obtaining data and recording procedures – Collecting information by interview and observation – presentation of information – procedure of statement of recording – kinds of office reports –Report writing.

REFERNCES

Reference Books:

1. Arora S. P; Office Organization and Management; Vikas Publishing house 2009
2. Basu M. L; Office Methods and General Knowledge of Commerce; Basu Publishers, 1972
3. Terry G. R.; Office Automation Bombay Taraporevala publishing co.
4. Terry G. R.; Office Management & Control; Illinois : Richard D. Irwin, Inc. , 1958
5. Ghosh P. K; Office Management Principles & Practice **Edition** : 12th edn., 2010
6. Modern Office Management - I. M. Sahai, Kitab Mahal, Allahabad.
7. Office Management & Secretarial Practice - Sing S P & Sing B. 1987, Gyan Publishing House, Delhi.
8. Office Organization and Management - Arora, S. P. 1990, Vikas Publishing house Pvt. Ltd, New Delhi.

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9. Office organization and management – N.Kumar & R. Mittal. Anmol Publication Pvt. Ltd., New Delhi, Ansari Road New Delhi – 110002
10. Fundamental of office management – J. P. Mahajan, Pitamber Publishing Co. New Delhi.
11. Office Management – Dr A H Lokhandwala & V. K. Behere, Nirali Prakashan, Pune.
12. Office Organization and Management - R. K. Chopda, Himalaya Publishing House, Bombay
13. Office Organization and Management - Reddy & Apponnaiah, Himalaya Publishing House, Bombay
14. Office Management - P. K. Ghosh, Sultan Chand and Son's, New Delhi.
15. Office Organization and Management - C. B. Gupta, Sultan Chand and Son's, New Delhi.

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HR-ECT-03 Legal Framework surrounding CSR

MHRD Semester - II

Course Content:

UNIT I: Introduction

Introduction, Legal provisions of CSR in other countries, Mandatory provisions by companies act 2013, Director's duties on CSR, CSR spends obligation, Companies under CSR spend obligation, CSR committee of directors, FAQs on CSR

UNIT II: CSR Policy Formation

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

UNIT III: Tax Treatment of CSR

Surplus from CSR activity, Deductibility of CSR spends, Integration and shared value, CSR governance guidelines and CSR audits

UNIT IV: Business Reports

Business Reports by listed companies, CSR Reporting vis-a-vis Indian companies

REFERNCES

1. Garg Kamal, (2014). Corporate Social Responsibility with Companies Rules, 2014, w.e.f. 1/4/2014, Bharat Law House, New Delhi
2. CII-PwC Handbook on Corporate Social Responsibility in India
3. Anand Srinivasan, (2014). Guide to Corporate Social Responsibilities, Taxmann Publications, New Delhi

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Syllabus for MHRD Programme

Semester – III

HR – C – 13: Human Resource Information and Control System

Semester – III

Course Objectives:

Course Content:

UNIT I

Information Systems in an enterprise, Types of systems and their interrelationships, Sales and Marketing Systems, Manufacturing and Production Systems, Finance and Accounting Systems, and Human Resource Systems, Organizations, Management, Strategy and Information Systems, Information and Communication Networks, E-Commerce, Database Management Systems, Decision Support Systems Overview.

UNIT II

Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning and balancing these four levers, Balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems, Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting with respect to Engineered and Discretionary costs - Benchmarking and Total Cost Management.

UNIT III

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of budget variance, accounting aspect of control, management audit, marketing and distribution control, different types of audits, Financial and Non-financial performance measures with respect to Balance Score Card (Rock Water's Model), Transfer Pricing (Market based and Cost Based).

UNIT IV

Case Studies and field-based exercise in each functional (line) area – Human Resource Management, Marketing, Finance and Production.

REFERNCES

1. Anthony and Govindrajn (2007), "Management Control Systems", Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 12th Ed..
2. Arora A and Akshaya Bhatia (2001), "Management Information Systems", Excel Books, New Delhi.
3. Jaiswal M and Monika Mittal (2007), "Management Information Systems", Oxford University Press, New Delhi.

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4. Kahate, A. (2004), "Introduction to Database Management Systems", Pearson Education (Singapore) Pte. Ltd., Indian Branch, New Delhi.
5. Korenke D. M. (2007), "Database Processing – Fundamentals, Design and Implementation", Dorling Kindersley (India) Pvt. Ltd., New Delhi.
6. Laudon and Laudon, "Management Information Systems", Pearson Publication, 9th Ed.
7. Murthy, C S V (2007), Management Information Systems – Text and Applications", Himalaya Publishing House, Mumbai, 3rd Ed.
8. Oz E (2008), "Management Information Systems", Cengage Learning, New Delhi.
9. Rob, Peter and Carlos Coronel (2007), "Database Systems – Design Implementation and Management", Cengage Learning, New Delhi, 7th Ed.
10. Sharma, Subhash (1998), "Management Control Systems - Text and Cases", Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
11. Simson G C and Graham C Witt (2006), " Data Modelling Essentials", Reed Elsevier India Pvt. Ltd., New Delhi, 3rd Ed.
12. Stair R. and George Reynolds (2008), "Principles of Information Systems – A Managerial Approach", Cengage Learning, New Delhi.
13. Saranavel P (2005), Management Control Systems – Principles and Practice, Himalaya Publishing House, Mumbai.
14. Halale M (2007), Management Information Systems, Himalaya Publishing House, Mumbai.

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Syllabus for MHRD Programme

HR – C – 14: Economics of Human Resources

Semester –III

Course Objectives:

- In the classes of economics of human resources students will learn to apply the economic tools to analyze various social sectors such as education, health, environment, which are key sectors for human development, and to the work place in areas of on-the-job training etc. This will help students in becoming effective HR personnel. Students will be prepared to work with the corporate world, NGOs, the public sector units etc.

Course Content:

UNIT I

Introduction – The concept of human capital – Different aspects and components of human capital – The human capital theory – Activities that help accumulate human capital

UNIT II

Economics of Education:

Microeconomics of education – The investment and consumption value of education,
Macroeconomics of education – Education and economics growth, Efficiency of education system.

Non-market benefits of education

UNIT III

Economics of On-the job Training

Economics of labour market discrimination

Health Economics-Economics of health care market, Efficiency of health system

UNIT IV

Environmental Economics – Introduction of subject matter

(Discussion about the global issues related with environment).

Economics of pollution control

The issue of human capital flight

REFERNCES

1. Pindyck, R.S., and D.L. Rubinfeld, Microeconomics, fifth ed., Prentice Hall India, 2004
2. Mankiw, G.N., Macroeconomics, fifth ed. Worth Publishers, 2003

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HR – C – 15: Labour Legislation – I

Semester – III

Course Objectives:

- The objective is to enable the participants to familiarize themselves with important provisions of Industrial and labour laws which have substantial bearing on business decisions. Attempts will be made a) to give broad conceptual ideas of the laws taken for discussion, and b) to develop an insight into legal implications of their more important provisions.

Course Content:

UNIT I

Introduction to Labour Legislations
Industrial Disputes Act, 1947

UNIT II

The Factories Act, 1948
Payment of Wages
Child Labour Prohibition Act

UNIT III

Bombay Industrial Relation Act
Contract Labour Abolition

UNIT IV

Payment of Bonus Act, 1965
Introduction to Law of Dept. Inquiry and Principles of natural Justice
Disciplinary Actions and Domestic Inquiry

REFERNCES

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

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Syllabus for MHRD Programme

HR – C – 16: Industrial Relations

Semester – III

Course Objectives:

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

Course Content:

UNIT I

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

UNIT II

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

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

UNIT III

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

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

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

UNIT IV

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

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

Settlement Machinery: Conciliation, Arbitration and Adjudications.

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

REFERNCES

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

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HR – C – 17: Global Human Resource Management

Semester – III

Course Objectives:

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

Course Content:

UNIT I

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

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

UNIT II

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

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

UNIT III

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

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

UNIT IV

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

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

REFERNCES

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

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HR – C – 18: Human Development and Human Rights

Semester – III

Course Objectives:

Course Content:

UNIT I

Human Development – introduction – Historical Background – Need – Concept – Definition – UN and UNDP – Millennium Development Goals

UNIT II

Human Development Index - India's status in Human Development – HD and various national and international agencies like ILO, Govt. of India

UNIT III

Introduction to Human Rights

Human Rights, Introduction, Definition, Historical Background, Bases and Sources, Idea and Ethos; The UN and its Charter, International Bill of Human Rights, Perspectives on Human Rights and Human Duties, Individual and Human Rights, State Responsibility in International Law, Indian Perspectives on Human Rights, UN Perceptions, Emerging Dimensions in Human Rights, Future Trends for the Third Millennium.

UNIT IV

Principles and Theories of Human Rights

Evolution of the Concepts, Theories and Principles, Internationalization of Human Rights, Theoretical Foundations of Human Rights, Modern Theories of International Human Rights, Political Philosophy, Paradigms of Legal Philosophy, Legal Realism and Critical Theory.

REFERNCES

1. International Bill of Human Rights, Amnesty International Publication, 1988.
2. Human Rights, Questions and Answers, UNESCO, 1982
3. Mausice Cranston - What is Human Rights
4. Desai, A.R. - Violation of Democratic Rights in India
5. Pandey - Constitutional Law.
6. Timm. R.W. - Working for Justice and Human Rights.
7. Human Rights, A Selected Bibliography, USIS.
8. J.C.Johari - Human Rights and New World Order.
9. G.S. Bajwa - Human Rights in India.
10. Amnesty International, Human Rights in India.
11. P.C.Sinha & - International Encyclopedia of Peace, Security
12. Cheous (Ed) Social Justice and Human Rights (Vols 1-7).
13. Devasia, V.V. - Human Rights and Victimology.

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HR – ECT – 01: HRD in Service Sector

Semester – III

Course Objectives:

- To understand the context and characteristics of the service sector relevant to HRD, the special role of HRD in the service sector and the types of HRD interventions relevant to service organizations.

Course Content:

UNIT I

Introduction – Nature and Role of the Service Sector – Importance of HRD in the Service Sector – Role of HRD in the Service Sector.

UNIT II

HRD in Banks – HRD in the LIC – HRD in Education – HRD in Health Sector and HRD in Tourism.

REFERNCES

1. T.V. Rao: HRD in the New Economic Environment, Tata McGraw Hill, New Delhi.
2. M.B. Athreya: "HRD in the Service Sector," Indian Journal of Training and Development, XV (1) Jan – Mar 1985, pp 46-48.

Course Content:

UNIT I

Introduction to Law and Economics: What is the economic analysis of law? The Primacy of Efficiency over Distribution in analyzing Private Law, Why should Lawyers Study Economics? Why Should Economists Study Law

Review of Microeconomic Theory: Overview of Microeconomic Theory, Mathematical Tools, The theory of consumer choice and demand, The theory of supply, Market equilibrium, Game theory The theory of assets pricing

UNIT II

Introduction to Law and Legal Institutions: The civil law and the common law traditions, the nature of a legal dispute, How legal rules evolve

Economic Theory of Property: The Legal Concept of Property, Bargaining Theory, The origin of Institutions of Property, Economic theory of property, How property rights are protected? What can be privately owned?

UNIT III

Economic Theory of Contract: Bargain Theory: An Introduction to Contracts, An economic theory of contract, Remedies as Incentives, Formation Defenses and Performance Excuses

UNIT IV

Economic theory of Legal Process: Why sue? Exchange of information Settlement bargaining Trial, Appeals

REFERNCES

1. Robert Cooter-Thomas Ulen, Law and Economics, 5th ed.

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HR-ECT-03 Designing effective CSR strategy

MHRD Semester - III

Course Content:

UNIT I: Creating CSR Framework

Introduction, Relevance of history and culture, Creation of strategy, Creating a framework for CSR, Creating an implementation framework, Case Study

UNIT II: Framework for Rating Corporate Social Responsibility

Introduction, Understanding CSR ratings, Accepted rating framework i.e. GRI, Specialized Securities Indexes, Regulatory bodies and stock exchanges, Structure of BITC's CR index, Experts in responsible investment solutions, Infosys sustainable solution, TATA Group CSR rating framework, Assessment process,

UNIT III: Sustainability and its Challenges

Capitalism, Humanizing capitalism, Sustainability, Brundtland Report, Integrating CSR: Guidelines to effective change, ISO 26000, Triple Bottom Line, Triple Loop

UNIT IV: Best practices of CSR

Introduction, Choosing a social problem to alleviate, Social initiative to support the cause, Developing social initiative programs, Best practices to evaluating efforts, Summary of best practices, Marketing approach to winning corporate funding and support initiatives

REFERENCES

1. Chatterji Madhumita. (2014), Corporate Social Responsibility, Oxford University Press, New Delhi
2. Cohen Elaine, CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices
3. Kotler Philip and Nancy Lee. (2008). Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley Publications, Ghaziabad

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Semester – IV

HR – C – 19: Emerging Trends in HR

Semester – IV

Course Objectives:

Course Content:

UNIT I

1. Employee Engagement
2. Emotional Intelligence
3. HR Metrics
4. HRD Balanced Scorecard

UNIT II

1. HR Outsourcing
2. Talent Management
3. H R Accounting
4. Managing Knowledge in Organizations

REFERENCES

1. Future of HRD – T V Rao
2. HRD Audit – T V Rao
3. Emotional Intelligence – Daniel Goleman
4. Human Resource Accounting –
5. Knowledge Management – Sheila Lebowski
6. Knowledge Management – Rajeev Sabherwal
7. Human Resource Management – Tapomoy Deb
8. HRM Review – ICFAI Press
9. Harvard Business Review – HBR press

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HR – C – 20: Labour Legislation - II

Semester – IV

Course Objectives:

- The objective is to enable the participants to familiarize themselves with important provisions of Industrial and labour laws which have substantial bearing on business decisions. Attempts will be made a) to give broad conceptual ideas of the laws taken for discussion, and b) to develop an insight into legal implications of their more important provisions.

Course Content:

UNIT I

Employees P.F. Act, 1952
Workmen's Compensation Act

UNIT II

Bombay Shops & Establishment
Maternity Benefit Act

UNIT III

ESI Act
Minimum Wages Act

UNIT IV

Payment of Gratuity Act
Equal Remuneration Act
Study of important Case laws Group Discussion- Seminar

REFERNCES

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

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HR – C – 21: Compensation Management

Semester – IV

Course Objectives:

Objectives

- To understand the conceptual foundations for wages
- To appreciate various theories on wages
- To evolve a compensation package for workers and executives

Course Content:

UNIT I

Basic of Compensation Management

Conceptual Framework of Compensation Management: Concept and Components of Wages, Criteria of wage fixation. Methods of Payment, Broad banding, Executive compensation, Emerging trends of compensation management in IT industries.

Types of wages: Minimum wage, fair wage, living wage, statutory minimum wage and need based minimum wage, Problems in wage and salary administration, Principles to be followed in wage fixation

Authorized deductions in wage and conditions regarding imposition of fines on employees

UNIT II

WAGE DETERMINATION:

Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, merits and demerits — Why incentives fail?

Productivity oriented incentive schemes with example. Premium and group bonus schemes

Principles and procedures to make incentive schemes effective, ESOP schemes

UNIT III

THEORIES OF WAGES:

Ricardo's Subsistence Theory of wages (Iron Law of Wages), Adam Smith's Wage Fund Theory, Surplus Value Theory of Karl Marx, Residual Claimant Theory, Profit Maximization theory, Wage policy – concept, importance, National wage policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards: Structure, Scope and functions

UNIT IV

METHODS OF WAGE FIXATION

Computation of wage & salary structure, Wage differentials, Linkage of wages with productivity, Consumer price index numbers, Dearness allowance and fringe benefits, Executive remuneration and perks

REFERNCES

1. Milkovich George T (2010), "Compensation", Tata McGraw Hill Publishing Co. Ltd., New Delhi, 9th Edition
2. Barry Gerhart & Sara L Rynes. (2008), "Compensation: Theory, Evidence and Strategic Implications", Sage Publications India Pvt Ltd, New Delhi, First Edition
3. Cernea , Michael M. (2008), "Can Compensation Prevent Impoverishment", Oxford University Press , New Delhi
4. Singh, B D (2007), "Compensation and Reward Management", Excel Books , New Delhi, First Edition
5. Martocchio, Joseph J. (2006), "Strategic Compensation A Human Resource

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Management Approach”, Pearson Education Pvt Ltd., New Delhi, Third edition

6. Bhatia, S K .(2003),” New Compensation Management In Changing Environment”, Deep & Deep Publications , New Delhi

Course Objectives:

Course Content:

- UNIT I** **The concept of human resource management:** HRM defined Human resource systems Aims of HRM, Characteristics of HRM, Reservations about HRM, **The concept of strategy:** Strategy defined, The concept of strategy, The formulation of strategy **The concept of strategic human resource management:** Strategic HRM defined Basis of strategic HRM, Principles of strategic HRM, and Aims of strategic HRM, Concepts of strategic HRM, Perspectives on strategic HRM, The best-practice approach, The best-fit approach, Bundling, The reality of strategic HRM, Practical implications of strategic HRM theory
- UNIT II** **HR strategies:** What are HR strategies? What is the purpose of HR strategies? Overall HR strategies Specific HR strategies Criteria for an effective HR strategy, How should HR strategies be developed? Developing HR strategies, Implementing HR strategies, **The strategic role of HR:** The strategic nature of HR, The strategic partner model, What being strategic means, The strategic role of HR directors, The strategic role of heads of HR functions, The strategic role of HR business partners, The strategic contribution of HR advisors or assistants.
- UNIT III** **The impact of strategic HRM:** How HR impacts on organizational performance, How strategic HRM concepts impact on practice, **Strategic HRM in action:** Formulating HR strategy, The content of HR strategies Corporate issues, Achieving integration, What are the most characteristic features of strategic HRM in action?
- UNIT IV** **Human capital management strategy:** Aims of human capital management the link between HCM, and business strategy, Developing a human capital management strategy, Conclusions: the role of human capital management strategy **High-performance strategy:** High-performance work system defined, Characteristics of a high-performance work system, Components of an HPWS, Impact of high-performance work systems, Developing a high-performance strategy, **Employee resourcing strategy:** The objective of employee resourcing strategy, The strategic HRM approach to resourcing, Integrating business and resourcing strategies, Bundling resourcing strategies and activities, The components of employee resourcing strategy, Human resource planning, Employee value proposition, Resourcing plans, Retention strategy, Flexibility strategy.

REFERNCES

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delh
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM – Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

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Syllabus for MHRD Programme

HR-C-23 PROJECT REPORT AND VIVA VOCE

Semester - IV

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

The Candidates will be required to submit a Project Report and made a Presentation, which will be of 100 marks and will be evaluated as under

- Subject Matter of the Report
- Viva Voce

A Board of examiner committee of 2 members (one External & one Internal) will evaluate report & conduct Viva Voce.

Unit – I: Introduction

What is Data Science?, Getting started with R, Exploratory Data Analysis, Review of probability and probability distributions, Bayes Rule

Unit – II: Learning and Classification

Supervised Learning: Regression, polynomial regression, local regression, k-nearest neighbours, model selection and validation; Unsupervised Learning: Kernel density estimation, Clustering, Naive Bayes, Data and Data Scraping; Classification, ranking, logistic regression

Unit – III: Trees

Classification and Regression Trees: Best practices, feature selection; Sampling, data leakage, data incest, Bootstrap sampling and bagging; Introduction to data engineering, sharding, Hadoop, mapreduce and proto buffers.

Unit – IV: Machine Learning

Recommendation engines, dimensionality reduction, indexing large-scale data, and implementing / optimizing machine learning algorithms.

References

- Brown, Bruce; et. al. (2014), Hadoop for Dummies, Wiley India Pvt Ltd.
Dunham, Margaret H. (2008), Data Mining: Introductory and Advanced Topics, Pearson India.
Gardener, Mark (2012), Beginning R: The Statistical Programming Language, Wiley India Pvt. Ltd.
Gardener, Mark (2013), The Essential R Reference, Wiley India Pvt Ltd.
Holmes, Alex (2013), Hadoop in Practice, Dreamtech Press.
Lam, Chuck (2011), Hadoop in Action, Dreamtech Press.
Larose, Daniel T (2006), Data Mining: Methods and Models, Wiley India Pvt. Ltd.
Linoff, G S (2012), Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley India Pvt. Ltd.
Meys, Joris; De Vries, Andrie (2012), R for Dummies, For Dummies.
Mount, John; Zumei, Nina (2014 June), Practical Data Science with R, Dreamtech Press.
Pace, Larry (2012), Beginning R: An Introduction to Statistical Programming, Apress.
Pei, Jian; Han, Jiawei; Kamber, Micheline (2011), Data Mining: Concepts and Techniques, Elsevier.

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HR-ECT-02 Total Quality Management

Semester - IV

Course Objectives:

Objectives: This paper enables students

- To understand the principle concepts of TQM,
- Focusing on quality planning, models of TQM, customer satisfactions, quality audits and SPC quality tools.
- Enabling the students to apply them in the field of human resources management

Course Content:

UNIT I

INTRODUCTION TO TQM:

Definition of Quality, Dimensions of Quality, Quality planning, Quality cost, Analysis techniques for Quality cost, Basic concepts of TQM, TQM- meaning, definition and fundamental concepts, Historical review – W.Edwards Deming, Joseph .M. Juran and Phili .B. Crosby

UNIT II

TQM PRINCIPLES:

Customer satisfaction, Customer perception of quality, customer complaints, service quality, customer retention, employee involvement- motivation, empowerment, teams, recognitions, rewards, performance appraisal, benefits, continuous process improvements- Juran trilogy, PDSA cycle, 5S kaizen and supplier partnership.

UNIT III

MODELS OF TQM

Fuji Xerox model, Norman Rickad model, Eicher group model, Basic frame move model, Operational model, Diamond model, Umbrella model, Accelerated Business improvement model, Kano's basics of TQM model, Westinghouse model of TQM, Itoh model, Peratech model, Kehoe's model - an integrated model, Eighty components model, Building block model and Dhruv model.

UNIT IV

Statistical Process Control

Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X,R & P chart), Summary of Control Chart Construction, Designing Control Charts, Product control acceptance sampling and Curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement

REFERNCES

1. Bank , John (1995), "The Essence Of Total Quality Management", Prentice-Hall of India Pvt.Ltd., New Delhi, Reprint
2. Mody , Suresh M (1993)," Total Quality Management", National Centre For Quality Management , Bombay, First edition
3. Besterfield, Dale H .(2005)," Total Quality Management", Prentice-Hall of India Pvt.Ltd. , New Delhi, Third Edition
4. Janakiraman, B .(2006), "Total Quality Management Text And Cases", Prentice-Hall of India Pvt.Ltd. , New Delhi

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5. Dodrajka , Sangeeta (2007),” Total Quality Management Text and Cases”, Deep & Deep Publications , New Delhi
6. Gyani, Girdhar J (1997),” Training Manual on ISO 9000 and TQM”, Raj Publishing House , Jaipur

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HR-ECT-03 CSR Management and Sustainability Accounting

MHRD Semester - IV

Course Content:

UNIT I: Monitoring and Evaluation

Purpose of monitoring and evaluation, various processes of CSR implementation, NGO partnerships in India, obstacles of business-NGO collaboration, Need assessment/impact assessment

UNIT II: Strategic Choice for CSR

CSR and profit, Strategic issues on CSR, Centrality, Specificity, Proactive, Voluntarism, Visibility, Value creation as strategic outcome and implications, CSR governance and attributes, CSR: organizational check, CSR decision matrix

UNIT III: Sustainability Accounting

Need and demand for sustainability accounting, corporate sustainability performance, Areas of social performance, Discloser by AAA, Abt's Social Audit

UNIT IV: Indian Saga

Introduction, Post-independent India, Government initiatives, Challenges, Community development and empowerment, Case Study

REFERNCES

1. Bhattacharya Jayanta, (2007). Corporate Social Responsibility: Ethical and Strategic Choice, New Delhi
2. Chatterji Madhumita. (2014), Corporate Social Responsibility, Oxford University Press, New Delhi
3. Sapru R K, Public Policy: Formulation, Implementation and Evaluation

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