

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

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**5 Years' Integrated Programme in MA (HRD)**

**Course Structure**

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
<b>Semester-I</b>				
	<b>Core Courses</b>			
UG-HR-CC-01	General Psychology	4	3	1
UG-HR-CC-02	General Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-01	Principles of Economics-I	4	3	1
UG-HR-CE-02	Basic Mathematics	4	3	1
UG-HR-CE-03	Basic Financial Accounting	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-01	Stress Management	2	2	-
UG-HR-GE-02	Communication Skills	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-01	Document Design	2	2	-
UG-HR-DC-02	Leadership Issues	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-01	Computer Application	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-01	English for Business	2	2	-
UG-HR-EF-02	Right to Information	2	2	-
	<b>Total Credits of Semester I</b>	<b>24</b>		
<b>Semester-II</b>				
	<b>Core Courses</b>			
UG-HR-CC-03	Development Psychology	4	3	1
UG-HR-CC-04	Business Laws	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-04	Principles of Economics-II	4	3	1
UG-HR-CE-05	Introduction to Statistics	4	3	1
UG-HR-CE-06	Culture and Society	4	3	1
	<b>Generic Elective (Any One)</b>			

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Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
UG-HR-GE-03	Industrial Safety	2	2	-
UG-HR-GE-04	Employment Laws	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-03	Interpersonal Communication	2	2	-
UG-HR-DC-04	Data Analysis and Spread Sheets	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-02	Soft Skills	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-03	Time Management	2	2	-
UG-HR-EF-04	Tourism Management	2	2	-
	<b>Total Credit of Semester II</b>	<b>24</b>		
<b>Semester-III</b>				
	<b>Core Courses</b>			
UG-HR-CC-05	Social Psychology	4	3	1
UG-HR-CC-06	Industrial Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-07	Macroeconomics	4	3	1
UG-HR-CE-08	Applied Statistics	4	3	1
UG-HR-CE-09	Environment Studies	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-05	Business Environment	2	2	-
UG-HR-GE-06	Technical communication	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-05	Indian Business Legends	2	2	-
UG-HR-DC-06	Presentation Skills	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-03	Database Essentials for Business	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-05	Employee Empowerment	2	2	-
UG-HR-EF-06	WTO	2	2	-
	<b>Total Credit of Semester III</b>	<b>24</b>		
<b>Semester-IV</b>				
	<b>Core Courses</b>			
UG-HR-CC-07	Industrial Psychology	4	3	1
UG-HR-CC-08	HRM-I	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-10	Development Economics	4	3	1

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<b>Paper Code</b>	<b>Subjects</b>	<b>No. of Credits</b>	<b>Lectures per week</b>	<b>Tutorials per week</b>
UG-HR-CE-11	Research Methodology	4	3	1
UG-HR-CE-12	Corporate Responsibility and Governance	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-07	Cyber Laws and Cyber Security	2	2	-
UG-HR-GE-08	Business Ethics	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-07	Women Studies	2	2	-
UG-HR-DC-08	Change Management	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-04	Constitutional Law	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-07	Law for Everyone	2	2	-
UG-HR-EF-08	Physical Education	2	2	-
	<b>Total Credit of Semester IV</b>	<b>24</b>		
<b>Semester-V</b>				
	<b>Core Courses</b>			
UG-HR-CC-09	HRM-II	4	3	1
UG-HR-CC-10	Labour Relations	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-13	Principles of Management	4	3	1
UG-HR-CE-14	Fundamentals of HRD	4	3	1
UG-HR-CE-15	Training and Development	4	3	1
	<b>Generic Elective (Any One)</b>	2	2	-
UG-HR-GE-09	Employer Branding	2	2	-
UG-HR-GE-10	Disaster Management			
	<b>Discipline Centric Elective (Any One)</b>	2	2	-
UG-HR-DC-09	Fundamentals of Human Organisational Communication	2	2	-
UG-HR-DC-10	The Legal Environment			
	<b>Compulsory Foundation</b>	2	2	-
UG-HR-CF-05	Career Management			
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-09	History of Cultures	2	2	-
UG-HR-EF-10	Management and Business Skills	2	2	-
	<b>Total Credit of Semester V</b>	<b>24</b>		
<b>Semester-VI</b>				

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Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
	<b>Core Courses</b>			
UG-HR-CC-11	Organisational Development	4	3	1
UG-HR-CC-12	Organisational Behaviour	4	3	1
	<b>Core Elective(Allied) (Any Two)</b>			
UG-HR-CE-16	Strategic Staffing	4	3	1
UG-HR-CE-17	Compensation and Benefits	4	3	1
UG-HR-CE-18	Labour Laws	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-11	Qualitative Research	2	2	-
UG-HR-GE-12	Talent Management	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-11	Entrepreneurship	2	2	-
UG-HR-DC-12	HR Outsourcing	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-06	Human Resource Information System	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-11	Indian Culture and Heritage	2	2	-
UG-HR-EF-12	Statistical Analysis Using software's	2	2	-
	<b>Total Credit of Semester VI</b>	<b>24</b>		
	<b>Total Credit for the Undergraduate Programme</b>	<b>144</b>		
<b>Semester – VII</b>				
PG-HR-C-701	Industrial Psychology	4	3	1
PG-HR-C-702	Industrial Economics	4	3	1
PG-HR-C-703	Industrial Sociology	4	3	1
PG-HR-C-704	Human Resource Management	4	3	1
PG-HR-C-705	Entrepreneurial Development	4	3	1
PG-HR-C-706	Statistics and Research Methodology	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-701	Business Communication	2	2	-
PG-HR-EC-702	Management and Financial Accounting	2	2	-
PG-HR-EC-703	International Business Environment	2	2	-
	<b>Total Credits of Semester - VII</b>	<b>26</b>		
<b>Semester – VIII</b>				
PG-HR-C-801	Strategic HRM - I	4	3	1
PG-HR-C-802	Labour Economics	4	3	1
PG-HR-C-803	Organizational Behaviour	4	3	1

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<b>Paper Code</b>	<b>Subjects</b>	<b>No. of Credits</b>	<b>Lectures per week</b>	<b>Tutorials per week</b>
PG-HR-C-804	Organizational Development	4	3	1
PG-HR-C-805	Human Resource Development	4	3	1
PG-HR-C-806	Management of Financial Resources	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-801	Business Laws	2	2	-
PG-HR-EC-802	Strategic Game Theory for Managers	2	2	-
PG-HR-EC-802	Management of Safety and Health	2	2	-
	<b>Total Credits of Semester - VIII</b>	<b>26</b>		
<b>Semester - IX</b>				
PG-HR-C-901	HRM in Service Sector	4	3	1
PG-HR-C-902	Economics of Human Resources	4	3	1
PG-HR-C-903	Labour Legislation - I	4	3	1
PG-HR-C-904	Industrial Relations	4	3	1
PG-HR-C-905	International Human Resource Management	4	3	1
PG-HR-C-906	Human Development and Human Rights	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-901	Data Mining	2	2	-
PG-HR-EC-902	Law and Economics	2	2	-
PG-HR-EC-903	Corporate Social Responsibility	2	2	-
	<b>Total Credits of Semester - IX</b>	<b>26</b>		
<b>Semester - X</b>				
PG-HR-C-1001	Talent Acquisition and Retention	4	3	1
PG-HR-C-1002	Labour Legislation - II	4	3	1
PG-HR-C-1003	Compensation Management	4	3	1
PG-HR-C-1004	Strategic HRM - II	4	3	1
PG-HR-C-1005	Project Work	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-1001	HR Analytics	2	2	-
PG-HR-EC-1002	Total Quality Management	2	2	-
PG-HR-EC-1003	Performance Management System	2	2	-
	<b>Total Credits of Semester – X</b>	<b>22</b>		
	<b>Total Credits for the Post-Graduate Programme</b>	<b>100</b>		

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



# Five-Years Integrated Programme in HRD

### Course Structure and Syllabus

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
<b>Semester-I</b>				
	<b>Core Courses</b>			
UG-HR-CC-01	General Psychology	4	3	1
UG-HR-CC-02	General Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-01	Principles of Economics-I	4	3	1
UG-HR-CE-02	Basic Mathematics	4	3	1
UG-HR-CE-03	Basic Financial Accounting	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-01	Stress Management	2	2	-
UG-HR-GE-02	Communication Skills	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-01	Document Design	2	2	-
UG-HR-DC-02	Leadership Issues	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-01	Computer Application	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-01	English for Business	2	2	-
UG-HR-EF-02	Right to Information	2	2	-
	<b>Total Credits of Semester I</b>	<b>24</b>		
<b>Semester-II</b>				
	<b>Core Courses</b>			
UG-HR-CC-03	Development Psychology	4	3	1
UG-HR-CC-04	Business Laws	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-04	Principles of Economics-II	4	3	1
UG-HR-CE-05	Introduction to Statistics	4	3	1
UG-HR-CE-06	Culture and Society	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-03	Industrial Safety	2	2	-
UG-HR-GE-04	Employment Laws	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-03	Interpersonal Communication	2	2	-
UG-HR-DC-04	Data Analysis and Spread Sheets	2	2	-
	<b>Compulsory Foundation</b>			

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

*Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16*

<b>Paper Code</b>	<b>Subjects</b>	<b>No. of Credits</b>	<b>Lectures per week</b>	<b>Tutorials per week</b>
UG-HR-CF-02	Soft Skills	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-03	Time Management	2	2	-
UG-HR-EF-04	Tourism Management	2	2	-
	<b>Total Credit of Semester II</b>	<b>24</b>		
<b>Semester-III</b>				
	<b>Core Courses</b>			
UG-HR-CC-05	Social Psychology	4	3	1
UG-HR-CC-06	Industrial Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-07	Macroeconomics	4	3	1
UG-HR-CE-08	Applied Statistics	4	3	1
UG-HR-CE-09	Environment Studies	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-05	Business Environment	2	2	-
UG-HR-GE-06	Technical communication	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-05	Indian Business Legends	2	2	-
UG-HR-DC-06	Presentation Skills	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-03	Database Essentials for Business	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-05	Employee Empowerment	2	2	-
UG-HR-EF-06	WTO	2	2	-
	<b>Total Credit of Semester III</b>	<b>24</b>		
<b>Semester-IV</b>				
	<b>Core Courses</b>			
UG-HR-CC-07	Industrial Psychology	4	3	1
UG-HR-CC-08	HRM-I	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-10	Development Economics	4	3	1
UG-HR-CE-11	Research Methodology	4	3	1
UG-HR-CE-12	Corporate Responsibility and Governance	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-07	Cyber Laws and Cyber Security	2	2	-
UG-HR-GE-08	Business Ethics	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-07	Women Studies	2	2	-

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*Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16*

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
UG-HR-DC-08	Change Management	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-04	Constitutional Law	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-07	Law for Everyone	2	2	-
UG-HR-EF-08	Physical Education	2	2	-
	<b>Total Credit of Semester IV</b>	<b>24</b>		
<b>Semester-V</b>				
	<b>Core Courses</b>			
UG-HR-CC-09	HRM-II	4	3	1
UG-HR-CC-10	Labour Relations	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-13	Principles of Management	4	3	1
UG-HR-CE-14	Fundamentals of HRD	4	3	1
UG-HR-CE-15	Training and Development	4	3	1
	<b>Generic Elective (Any One)</b>	2	2	-
UG-HR-GE-09	Employer Branding	2	2	-
UG-HR-GE-10	Disaster Management			
	<b>Discipline Centric Elective (Any One)</b>	2	2	-
UG-HR-DC-09	Fundamentals of Human Organisational Communication	2	2	-
UG-HR-DC-10	The Legal Environment			
	<b>Compulsory Foundation</b>	2	2	-
UG-HR-CF-05	Career Management			
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-09	History of Cultures	2	2	-
UG-HR-EF-10	Management and Business Skills	2	2	-
	<b>Total Credit of Semester V</b>	<b>24</b>		
<b>Semester-VI</b>				
	<b>Core Courses</b>			
UG-HR-CC-11	Organisational Development	4	3	1
UG-HR-CC-12	Organisational Behaviour	4	3	1
	<b>Core Elective(Allied) (Any Two)</b>			
UG-HR-CE-16	Strategic Staffing	4	3	1
UG-HR-CE-17	Compensation and Benefits	4	3	1
UG-HR-CE-18	Labour Laws	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-11	Qualitative Research	2	2	-

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**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

*Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16*

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
UG-HR-GE-12	Talent Management	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-11	Entrepreneurship	2	2	-
UG-HR-DC-12	HR Outsourcing	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-06	Human Resource Information System	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-11	Indian Culture and Heritage	2	2	-
UG-HR-EF-12	Statistical Analysis Using software's	2	2	-
	<b>Total Credit of Semester VI</b>	<b>24</b>		
	<b>Total Credit for the Undergraduate Programme</b>	<b>144</b>		
<b>Semester – VII</b>				
PG-HR-C-701	Industrial Psychology	4	3	1
PG-HR-C-702	Industrial Economics	4	3	1
PG-HR-C-703	Industrial Sociology	4	3	1
PG-HR-C-704	Human Resource Management	4	3	1
PG-HR-C-705	Entrepreneurial Development	4	3	1
PG-HR-C-706	Statistics and Research Methodology	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-701	Business Communication	2	2	-
PG-HR-EC-702	Management and Financial Accounting	2	2	-
PG-HR-EC-703	International Business Environment	2	2	-
	<b>Total Credits of Semester - VII</b>	<b>26</b>		
<b>Semester – VIII</b>				
PG-HR-C-801	Strategic HRM - I	4	3	1
PG-HR-C-802	Labour Economics	4	3	1
PG-HR-C-803	Organizational Behaviour	4	3	1
PG-HR-C-804	Organizational Development	4	3	1
PG-HR-C-805	Human Resource Development	4	3	1
PG-HR-C-806	Management of Financial Resources	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-801	Business Laws	2	2	-
PG-HR-EC-802	Strategic Game Theory for Managers	2	2	-
PG-HR-EC-802	Management of Safety and Health	2	2	-
	<b>Total Credits of Semester - VIII</b>	<b>26</b>		
<b>Semester - IX</b>				
PG-HR-C-901	HRM in Service Sector	4	3	1
PG-HR-C-902	Economics of Human Resources	4	3	1

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*Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16*

<b>Paper Code</b>	<b>Subjects</b>	<b>No. of Credits</b>	<b>Lectures per week</b>	<b>Tutorials per week</b>
PG-HR-C-903	Labour Legislation - I	4	3	1
PG-HR-C-904	Industrial Relations	4	3	1
PG-HR-C-905	International Human Resource Management	4	3	1
PG-HR-C-906	Human Development and Human Rights	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-901	Data Mining	2	2	-
PG-HR-EC-902	Law and Economics	2	2	-
PG-HR-EC-903	Corporate Social Responsibility	2	2	-
	<b>Total Credits of Semester - IX</b>	<b>26</b>		
<b>Semester - X</b>				
PG-HR-C-1001	Talent Acquisition and Retention	4	3	1
PG-HR-C-1002	Labour Legislation - II	4	3	1
PG-HR-C-1003	Compensation Management	4	3	1
PG-HR-C-1004	Strategic HRM - II	4	3	1
PG-HR-C-1005	Project Work	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-1001	HR Analytics	2	2	-
PG-HR-EC-1002	Total Quality Management	2	2	-
PG-HR-EC-1003	Performance Management System	2	2	-
	<b>Total Credits of Semester – X</b>	<b>22</b>		
	<b>Total Credits for the Post-Graduate Programme</b>	<b>100</b>		

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

**UG-HR-CC-01 General 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.

**UNIT V**

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

**REFERENCES**

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

**UG-HR-CC-02 General Sociology**

**Semester –I**

**Course Objective:**

The objective of this paper is to provide students basic understanding of sociology and its related concepts. The subject also provides the various dimensions of sociological institution, groups and sociological thoughts.

**Course Contents:**

**UNIT I: Introduction**

Definition and nature of sociology, subject matter and scope of sociology, uses of sociology, three major theoretical perspectives of sociology

**UNIT II: Basic Sociological Terms**

Meaning and Characteristics of Society, Community, Association, Institutions Social System and Social Action

**UNIT III: Social Institutions**

**Marriage:** Meaning, functions, types of marriage,

**Family:** Meaning, characteristics and types of family,

**Kinship:** Definition, a significant Concept in Anthropology, kinship usages,

**UNIT IV: Social Groups**

Definition and characteristics of groups, Importance of social groups, classification of Social Groups, Primary and Secondary group

**UNIT V: Sociological Thought**

Meaning and nature of social thought, August Comte and his thoughts, Herbert Spencer and his thought.

**REFERENCES**

1. Malone john C ,2010 Psychology- PHI Learning Pvt. Ltd., New Delhi
2. C T Morgan, 2006 Introduction to Psychology 7ed - Tata McGraw Hill Publishing Co. Ltd, New Delhi
3. S P Chaube, 2000 Fundamentals of Industrial Psychology- Himalaya Publishing House ,Mumbai
4. Peter Scott & Christopher Spencer, 1998 Psychology A Contemporary Introduction- Blackwell Publishers
5. Arno F. Wittig., 2004 Introduction to Psychology 2ed-Tata McGraw Hill Publishing Co. Ltd, New delhi.
6. Jafar Mahmud, 2004 Introduction To Psychology- A P H Publishing Corporation, New Delhi
7. Dennis Coon, 2007 Introduction to Psychology- Thomson Book/Cole, United States
8. Edward E Smith & Others, 2006 Introduction To Psychology 14ed : Thomson Asia Pvt Ltd, Bangalore

**UG-HR-CE-01 Principles of Economics-I**

**Semester –I**

**Course Objective:**

This course gives basic foundations of principles of economics. It provides the requisite background to understand the basics of microeconomics, with special emphasis on utility theory, demand and supply; and production and cost theories.

**Course Contents:**

**UNIT I: Basics of Microeconomics: Some concepts**

Trade-offs; Prices and markets; Equilibrium; Theories and models; Positive and normative analysis; Markets: competitive versus non-competitive markets; real versus nominal prices; Concept of demand; Nature of demand curve; Total, average and marginal relationships.

**UNIT II: Utility Theory**

Total and marginal utility; Cardinal Approach: Concept, Assumptions, Limitations; Ordinal Approach: Concept, Assumptions, Properties of Indifference Curves, Limitations of the approach; consumer's income and price constraints; Consumer's choice and utility maximization; deriving the demand curve through cardinal as well as ordinal approach

**UNIT III: Demand and Supply**

Law of demand; The demand curve; Determinants of Demand; Changes in Income and the Engle Curve; Income and substitution effects; Individual versus market demand; Elasticities of demand: Price elasticity, income elasticity and cross elasticity; Normal, inferior and Giffen goods. The supply curve; Elasticities of supply; The market equilibrium; Changes in market equilibrium.

**UNIT IV: Production Analysis**

Relating outputs to inputs; Production with one variable input; Production with two variable inputs; The shape of isoquants; Returns to scale; Cobb-Douglas production function.

**UNIT V: Cost Analysis**

Nature of costs; short-run versus long-run cost curves; plant size and economies of scale; Learning curves; Cost-volume-profit analysis.

**REFERENCES**

1. Koutsoyiannis, A. (1980), Microeconomic Theory, MacMillan.
2. Pindyck R S, Rubinfeld D L and Mehta P L (2009), Microeconomics, Pearson, 7<sup>th</sup> Edition.
3. Salvatore, Dominick (2012), Managerial Economics, Oxford University Press, 7<sup>th</sup> Edition. Adapted Version.
4. Varian, H. (2000), Intermediate Microeconomics: A Modern Approach (5e), Affiliated East-West Press.
5. Mankiw, N G (2012), Principles of Microeconomics, Cengage India Pvt Ltd., 6<sup>th</sup> Ed.

**UG-HR-CE-02 Basic Mathematics**

**Semester – I**

**Course Objectives:**

The course provides an outline on basic concepts of Mathematics. It is designed to help students basic mathematical concepts used in different fields of investigation.

**Course Content:**

**UNIT I**

Algebraic expressions, constants and variables

Ratio, proportion, variation

Sequence, limit of a sequence

Series, Arithmetic, Geometric and Harmonic progressions

**UNIT II**

Common logarithms, Natural logarithms, exponents

Sets, operations on sets, functions, polynomials

Straight line and its application, quadratic, cubic and other polynomial functions

**UNIT III**

Differential calculus, maxima, minima

Differentiation, Rules of differentiation and its application

Partial differentiation

**UNIT IV**

Integration and application, areas under curve

Indefinite and definite integrals, integration by parts

System of linear equations

**UNIT V**

Vectors, matrices and matrix operations

Matrix multiplication, transpose, determinants and inverse of a matrix

**REFERENCES**

1. Bradley, T., & Patton, P. (2002). Essential Mathematics for Economics and Business. WILEY INDIA.
2. Holden, K., & Pearson, A. W. (2002). Introductory Mathematics for Economics and Business. MACMILLAN.
3. Hoy, M., Livernois, J., McKenna, C., Rees, R., & Stengos, T. (2001). Mathematics for Economics. Prentice- Hall of India.
4. Monga, G. S. (2008). Mathematics and Statistics for Economics. Vikas Publishing House Pvt Ltd.
5. Sydsaeter, K., & Hammond, P. J. (1995). Mathematics for Economic Analysis. Pearson Education.
6. Yamane, T. (2006). Mathematics for Economists. Prentice Hall of India.

**UG-HR-CE-03 Basic Financial Accounting**

**Semester –I**

**Course Objectives:**

To familiarize students with the concepts, tools and practices of basic finance.

**Course Content:**

**UNIT I**

Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting.

**UNIT II**

Conceptual Frame work: Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India, Accounting Policies, Accounting as a measurement discipline, valuation Principles, accounting estimates

**UNIT III**

Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance. Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation.(WDV & SLM)

**UNIT IV**

Preparation of final accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business.

**UNIT V**

Computerized Accounting: Computers and Financial application, Accounting Software packages.

**REFERENCES**

1. Anil Chowdhry.(2006) Fundamentals of Accounting & Financial Analysis: Pearson Education
2. Rajesh Agarwal & R Srinivasan.(2010) Accounting Made Easy Tata McGraw –Hill
3. Amrish Gupta, (2009). Financial Accounting For Management. Prentice Hall College
4. Dr. S.N Maheshwari, (2012) Financial Accounting For Management Fifth Edition, Vikas Publishing House

**UG-HR-GE-01 Stress Management**

**Semester –I**

**Course Objectives:**

1. Understand the intellectual and emotional basis of stress
2. Understand the effects of stress on the body
3. Develop the ability to reduce stress through relaxation techniques
4. Develop the ability to reduce stress with cognitive techniques
5. Understand the stress reduction by means of physical activity
6. Understand stress in adulthood and old age

**Course Content:**

**UNIT I**

Introduction to Stress, Sources of Stress, Type of Stressors, Signs and Symptoms of Stress Overload.

**UNIT II**

Effects of Stress, Assessing Stress.

**UNIT III**

Stress at Workplace, Stress at Home

**UNIT IV**

Stress and psychological disorders

- a. Sleep disorders
- b. Eating disorders
- c. Emotional disorders

**UNIT V**

Stress Relieving Techniques and Exercises

**REFERENCES**

1. Richard Blonna(1999)., Coping with Stress in a changing world (3rd Edition).McGraw-Hill Publishing Co
2. Klinik Community Health Centre (2010) Stress and Stress Management

**UG-HR-GE-02 Communication Skills**

**Semester –I**

**Course Objectives:**

This Course gives the basic understanding of communication and helps to learn writing, reading, listening and public speaking. The communications skills covered in this course will increase your ability to exercise choice and control for every type of conversation.

**Course Content:**

**UNIT I Introduction:**

Basics of Communication, Channels of communication, Importance of Communication, Seven C's of Communication.

**UNIT II The Writing Process:**

An overview of the writing process, Planning, Drafting, Revising, Formatting and Proof Reading, The 3 Ps in Writing Report.

**UNIT III Listening**

Introduction, Listening Process, Barriers to Listening, Techniques for Listening

**UNIT IV Reading Skills**

Introduction, Components of Reading skills, Factors Affecting reading efficiency, Techniques for Improving reading efficiency, Techniques for improving retention, Guidelines for effective reading.

**UNIT V Public Speaking:**

Introduction, Activities involves in Public speaking, determine the purpose: Selection of the Topic, Planning and Drafting the speech, Organising the speech, presenting the Speech; Important Qualities to be possessed by a speaker, developing and overcoming fear.

**REFERENCES**

1. Lesikar R V, Flatley M E ,Rantz K and Pandey Business Communication: Making Connections in a Digital World 2009: New Delhi, Tata Mcgrow Hill
2. Kumar S and Lata(2011)P Communication Skills New Delhi Oxford University Press
3. Leech, Geoffrey and Jan Svartvik. A Communicative Grammar of English. New Delhi: Pearson,2009.

**UG-HR-DC-01 Document Design**

**Semester –I**

**Course Objective:**

The basic objective of this course is to acquaint the students with capabilities of word processing softwares so that they are able to use the software with its full potential. The course also aims to give an idea of different word processors working on different platforms. This will help them in efficiently using any word processor software on any platform.

**Course Contents:**

**UNIT I: Introduction to Word Processors**

Types of word processors; uses of word processors; features of word processors; starting a word processor programme; the start-up screen, Creating a new blank document; the file tab; Ribbon tabs; Groups; Dialog box launcher; Saving a document; Opening and closing documents; Save as; Using help; Closing the word processor programme; Using templates to create documents.

**UNIT II: Manipulating and Formatting Text**

Selecting text, inserting, deleting, undo and redo; Copying text within a document; Moving (cutting) text within a document; changing the font type, size, colour, bold, italic and underline; Subscript and superscript; Changing the case of text; highlighting the text; Copying text formatting; Removing formatting; Using zoom; Inserting special characters and symbols; Paragraph marks; Soft paragraph (line break) marks; Recommended techniques for aligning and indenting text; Aligning text; Indenting paragraphs; Line spacing within paragraphs; Spacing above or below paragraphs; Applying numbered and unnumbered bullets to a list; Modifying bullet and numbering formatting; Removing bullet or numbering formatting; Using find and replace; Finding text; Replacing text

**UNIT III: Page Formatting**

Using borders and shading: adding, modifying and removing borders and shadings to the text; Tab stops; Displaying the ruler; Setting and removing tabs using the ruler; Viewing tab marks using the show/hide icon; styles; Applying a design theme; Applying a theme colour; Apply a customised font; Page orientation, size, Inserting and deleting page breaks; Page margins; Headers and footers; Page numbering; Cover pages; Applying automatic hyphenation

**UNIT IV: Tables and Graphics**

Using tables; Inserting a table; Navigating within a table; Selecting and editing text within a table; Selecting cells, rows, columns or the entire table; Inserting and deleting rows and columns; Modifying column width or row height; Modifying the table width; Modifying table styles; Types of graphics that you can insert into word processor; Inserting pictures; Inserting online pictures; Inserting shapes; Inserting SmartArt; Inserting a chart; Modifying

the chart type; Modifying the chart style; Modifying the chart data; Inserting a screenshot; Selecting, resizing, deleting, Copying and moving graphics.

**UNIT V: Document Navigation and Multiple Documents**

Switching between Word views; Using the zoom tool; Navigating through documents; Multitasking with word processors; Switching between open documents; Tiling or cascading documents on your screen; Comparing documents side by side; Copying or moving selected items between documents.

**REFERENCES**

1. Cox, Joycee and Lambert, Joan (2013), Step-by-Step – Microsoft Word 2013, PHI Learning Private Ltd.
2. Geoff, Evelyn and Pierce, John (2012), MOS 2010 Study Guide for Microsoft Word, Microsoft Press.
3. Gookin, Dan (2013), Word 2013 for Dummies, For Dummies.
4. Kogent Learning Solutions Pvt Ltd. (2010), Microsoft Word 2010 in Simple Steps, Dreamtech Press.
5. Murray (2011), Microsoft Word 2010: Plain and Simple, PHI Learning Pvt. Ltd.
6. Scroggins, Edwin (2010), How to Self-Publish Your Book Using Microsoft Word 2010: A Step-By-Step Guide for Designing & Formatting Your Book's Manuscript & Cover to PDF & Pod P, Createspace.

**UG-HR-DC-02 Leadership Issues**

**Semester –I**

**Course Objectives:**

The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs.

**Course Content:**

**UNIT I Introduction:**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation.

**UNIT II Leadership Skills:**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

**UNIT III Assessing Leadership**

Assessing Leadership & Measuring Its effects.

**UNIT IV Groups**

Groups and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.

**UNIT V Teams:**

Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

**REFERENCES**

1. Yukl G - Leadership in Organisations (Prentice hall, 7th Ed.)
2. Lall& Sharma – Personal Growth Training& Development (Excel Books)
3. Janakiraman- Training& Development (Biztantra)
4. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
5. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
6. UdaiPareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
7. SahuR..K. - Training for Development (Excel Books, 1st Ed.)

**UG-HR-CF-01 Computer Application**

**Semester –I**

**Course Objectives:**

The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs.

**Course Content:**

**UNIT I Basic Concepts of Computer**

Development of computers and their generations; Architecture of a typical microcomputer; Essential Components of computer Hardware: Input devices, Output devices, Storage Devices Software: Introduction; Types of software with examples; Introduction to languages, packager, compiler, interpreter and assembler. Operating System: Concept, Functions, Types and Classification.

**UNIT II Computer Networks:**

Overview of Computer Network, Types of computer networks, Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.).

**UNIT III Internetworks**

Data Centre foot prints & Concepts; Introduction To cloud; Virtualization concepts, Types of Virtualization & its benefits, Introduction to Various Virtualization OS, Vmware , KVM etc., Storage Area Network (SAN) Backend; High Availability / Disaster Recovery (HA/DR) using Virtualization, Moving VMs; Cloud Fundamentals, Cloud Building Blocks, Understanding Public & Private cloud environments.

**UNIT IV Cloud Computing**

Data Centre foot prints & Concepts; Introduction To cloud; Virtualization concepts, Types of Virtualization & its benefits, Introduction to Various Virtualization OS, Vmware , KVM etc., Storage Area Network (SAN) Backend; High Availability / Disaster Recovery (HA/DR) using Virtualization, Moving VMs; Cloud Fundamentals, Cloud Building Blocks, Understanding Public & Private cloud environments.

**UNIT V Applications of Information Technology**

Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

**REFERENCES**

1. Borberg, J (2013), Cloud Computing: Principles And Paradigms, Wiley India Pvt. Ltd.
1. Crookes, David (2012), Cloud Computing, McGraw Hill Education India Pvt. Ltd.
2. Kurose James (2012), Computer Networking: A Top-Down Approach, Pearson India Pvt. Ltd., 5th Ed.

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Academic Year 2015-16*

3. Norton, Peter (2010), Introduction to Computers, McGraw Hill Education India Pvt. Ltd, 7th Ed.
4. Singer, Thom (2013), The ABC's of Networking, Manjul Publishing House.
5. Zacker, Craig (2001), Networking: The Complete Reference, McGraw Hill Education India Pvt. Ltd.

**UG-HR-EF-01 English for Business**

**Semester –I**

**Course Objectives:**

To develop students' ability to communicate correctly and effectively in English, on matters having relevance to day-to-day business operations with emphasis on quality communication.

**Course Content:**

**UNIT I**

Meetings

- Chairing, setting the agenda, controlling the conversation
- Participating, turn taking, listening and taking notes
- Being diplomatic, agreeing and disagreeing

**UNIT II**

Business Correspondence

- Emails– register, style, standard phrasing
- Notes and memos
- Business specific language phrases

**UNIT III**

Telephoning

- Checking & Clarifying information
- Finance specific scenarios
- Listening to different accents, intonation

**UNIT IV**

Negotiating

- Key negotiating language, framing your argument
- Negotiating with suppliers
- Negotiating with customers.

**UNIT V**

Social English

- The first five minutes
- Speed networking– the elevator pitch
- Small talk, turn taking
- Business conventions

**REFERENCES**

1. Sylvie Donna (2000), Teach Business English, Cambridge University Press.
2. Evan Frendo (2005), How to Teach Business English, Pearson Education Limited

**Course Objectives:**

The main objective is to provide basics in right to information act-2005 and amendment with legal study.

**Course Content:**

**UNIT I**

Constitutional rights under Right to information

**UNIT II**

Right to information Act-2005

**UNIT III**

Right to information amendment Bill 2013

**UNIT IV**

The constitution of a central Information commission and state Information commission, limitations under RTI.

**UNIT V**

Legal Case study and seminar

**REFERENCES**

1. PankajK.P.Sheyaskar (2013), RTI Act In India: Future and Implications.
2. SudhirNaib (2013), The Right To Information In India, Oxford India.
3. SudhirNaib (2015), The Right to InformationAct, A Handbook, Oxford India.

**UG-HR-CC-03 Development Psychology**

**Semester –II**

**Course Objectives:**

The course provides an outline on basic concepts of Developmental psychology. It is designed to help students to understand Life Span development, Theories of Human Development, Perinatal, Antenatal and Postnatal Development, Development during adulthood, middle age and old age etc.

**Course Content:**

**UNIT I**

Life Span development: introduction, Introduction Life and Development, Definition, Concept and Characteristic Features, Theories of Human Development (Psychodynamic theory [Freud and Erikson], Humanistic Theory [Maslow and Rogers], Behaviourist Theory [Pavlov and Skinner], Cognitive theory [Piaget])

**UNIT II**

Prenatal Development, Perinatal, Antenatal and Postnatal Development, Perceptual Development, Language Development, Development during early and late childhood

**UNIT III**

Physical and Motor Development, Psycho Social Development, Relationship in early years (Attachment theory), Child rearing Practices screening and assessment for developmental disorders

**UNIT IV**

Physical development and adjustment, Sexual maturity in male and female, Identity, self-concept and self-esteem, Relationships— Family and peer group, Information process and cognitive theory

**UNIT V**

Development during adulthood, middle age and old age, Physical, Psychological and Social changes, Havighurst's developmental tasks in adulthood, middle age and old age  
Erickson's concept regarding adulthood, middle age and old age, Concept and attitude towards successful aging, death and dying

**REFERENCES**

1. Kalat James, 1990 W: Introduction to Psychology-Wads Worth Publishing Co., California
2. Mahmud Jugar, 2004 Introduction to Psychology- APH Publishing Corporation, New Delhi
3. Robert Barren, 2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi
4. Piaget, J. (1952). The origins of intelligence in children. New York: International Universities Press. (Textbook Chapter 3)
5. Fantz, R. L. (1961). The origin of form perception. Scientific American, 204, 66-72. (Textbook Chapter 5)
6. Baumrind, D. (1971). Current patterns of parental authority. Developmental psychology Monographs, 4 (1, part 2). (Textbook Chapter 13)

7. Werner, E.E., & Smith, R.S. (2001). Journey from childhood to midlife: Risk, resilience, and recovery. Ithaca, NY: Cornell University Press. (Textbook Chapter 17)
8. Bell, R.Q. (1968). A reinterpretation of the direction of effect in studies of socialization. *Psychological Review*, 75, 81-95. (Textbook Chapter 20)

**Course Objectives:**

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law in a comprehensive way.

**Course Content:**

**UNIT I**

**Indian Contract Act, 1872:**

Nature of Contract ,Definition of contract, Essential elements of valid contract ,Capacity To contract, Void Agreements, Performance of Contract ,Discharge Of Contract.

**UNIT II**

**Sale of Goods Act, 1930**

Formation of Contract of Sale, Sale and agreement to sell, Condition and warranties, Caveat Emptor, Rights and Duties Of buyer, Rights of an unpaid seller, Auction.

**UNIT III**

**Indian Partnership Act, 1932**

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

**UNIT IV**

**The Negotiable instrument Act, 1882:**

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

**UNIT V**

Legal Deeds and drafting.

**REFERENCES**

1. Misra L (2006),Case Laws on Industrial Relations Issues and implication, Excel booksNew Delhi.
2. MathurT.N(2003), Industrial relations and Labour Laws-Deep and deep, New Delhi.

**UG-HR-CE-04 Principles of Economics-II**

**Semester –II**

**Course Objectives:**

The basic objective of this course is to further acquaint the students with theories of microeconomics. The course provides theoretical foundations for theories on market structures in detail and on game theory, economics of information and economics of uncertainty.

**Course Content:**

**UNIT I Market Structures: Perfect Competition, Monopoly and Monopolistic Competition**

Perfect competition: characteristics, price determination and shut-down point; Monopoly: characteristics, price determination, price discrimination and market power, consumer surplus and the deadweight loss, shut-down point; Monopolistic competition: characteristics, price determination and shut-down point.

**UNIT II Market Structures: Oligopoly**

Characteristics, price determination (kinked demand curve model), stickiness of prices and shut-down point; Non-collusive oligopolistic models of Cournot; Bertrand and Stackelberg models.

**UNIT III Game Theory**

Gaming and Strategic Decisions: Non-co-operative versus co-operative games, Dominant Strategies, Nash equilibrium: Maximin strategies, mixed strategies, Repeated games, Sequential games and the first mover advantage, Threats, commitments and credibility, Bargaining strategies, Entry deterrence.

**UNIT IV Economics of Uncertainty**

Individual behaviour towards risk, expected utility and uncertainty equivalence; Risk and risk aversion – sensitivity analysis, gambling, risk pooling and risk spreading; Efficient market hypothesis.

**UNIT V Economics of information**

Market with incomplete information, search and transaction costs; Quality uncertainty and market for lemons; Market signalling: a model of job market signalling, guarantees and warranties; Moral hazard; The principal-agent problem; Managerial incentives; Asymmetric information in labour markets: efficiency wage theory.

**REFERENCES**

1. Koutsoyiannis, A. (1980), Microeconomic Theory, MacMillan.
2. Pindyck R S, Rubinfeld D L and Mehta P L (2009), Microeconomics, Pearson, 7<sup>th</sup> Edition.
3. Salvatore, Dominick (2012), Managerial Economics, Oxford University Press, 7<sup>th</sup> Edition. Adapted Version.
4. Varian, H. (2000), Intermediate Microeconomics: A Modern Approach (5e), Affiliated East-West Press.
5. Mankiw, N G (2012), Principles of Microeconomics, Cengage India Pvt Ltd., 6<sup>th</sup> Ed.

**UG-HR-CE-05 Introduction to Statistics**

**Semester – II**

**Course Objectives:**

The course provides an outline on basic concepts of statistics. It is designed to help students about basics of statistics and getting information about sources of different types of data. It also helps to understand about fundamentals of data analysis.

**Course Content:**

**UNIT I**

Meaning and definition of statistics - Importance and scope of statistics  
Measuring anything that exists: Conceptualization - Operationalization and measurement

**UNIT II**

Sources of data: Primary and Secondary - Different methods of primary and secondary data collection - Defining variable and attributes Different types of variables - Levels of measurements and their implications

**UNIT III**

Meaning of attitude and importance of measuring attitude - Scaling techniques: Simple scale, Likert scale, Thurstone scale, semantic differential, Guttman scale, Index construction

**UNIT IV**

Modes of observation: Qualitative and Quantitative - Survey research: Methods of conducting survey, Questionnaire design - Strength and weaknesses of survey research.

**UNIT V**

Classification, Tabulation and presentation of data - Calculation of summary numbers: measures of centrality and dispersion with their practical utility.

**REFERENCES**

1. Babbie, E. (2014). *The Practice of Social Research*. Cengage Learning.
2. Baker, T. L. (2014). *Doing Social Research*. McGraw Hill.
3. Zikmund, W. G. (2013). *Business Research Methods* (8 th ed.). Cengage Learning.

**UG-HR-CE-06 Culture and Society**

**Semester –II**

**Course Objective:**

The objective of this paper is to provide students knowledge on culture and society and its development and changes on society at large. The subject also provides the concept of culture and socialization, nature and characteristics of organization and role of the individual in organization.

**Course Content:**

**UNIT I: Individual and Society**

The 'Sociality' of Man: The Central Problem of Sociology, Man depends on Society, The Social Contract Theory and The Organismic Theory, Limitations of the theories, The Inseparable Individual and the Society, Man in Society and Society in Man, Scope for individuality

**UNIT II: Individual and Communities**

Community and individual life, rural community and urban community and its meaning, types and characteristics, rural economic organization, rural recreational activities, rural problems, urban problems, the rural-urban contrast

**UNIT III: Culture**

Meaning, characteristics and functions of culture, culture contents, subculture, elements of culture, cultural change, civilization, distinction between culture and civilization

**UNIT IV: Socialization and Culture**

The concept and process of Socialization, Types of Socialization, Role of culture in Socialization, Culture, Socialization and personality, can culture determine personality

**UNIT V: Organization and Individual**

Nature and characteristics of organization, Formal and informal organizations, interrelationship between the formal and the informal organizations, role of the individual in organization.

**REFERENCES**

1. Ahuja Ram, C.N. Shankar Rao, (reprint 2010), Sociology – Principles of sociology with an introduction to social thought, S. Chand & Company Ltd.
2. Ahuja Ram, (2010). Indian Social System, Rawat Publication

**UG-HR-GE-03 Industrial Safety**

**Semester-II**

**Course Objectives:**

The objective of this paper is to familiarize the students with basics of industrial safety.

**Course Content:**

**UNIT I**

1. Indian factory Act, 1948 and Legal Requirements

**UNIT II**

2. Dock Workers (safety, Health and Welfare) Act, 1986
3. Building and Other construction Workers  
(Regulation of employment and Condition of service) Act, 1996

**UNIT III**

4. Air (prevention & control of Pollution ) Act,1981
5. Water (prevention & control of pollution) Act,1974

**UNIT IV**

6. Environment (protection) Act,1986
- 7 Hazardous waste (management, handling and TransboundaryMovement )Rules,2008

**UNIT V**

- 8 Bio-medical waste (management and handling) Rules,1998
9. E-waste (management and Handling)rules,2011

**REFERENCES**

1. P.L.Malik(2013): Industrial Laws,Vol.1 and Vol.2,ECB.
2. Dr.P.S.Jaiswal (2013): Environment Laws,Allahabad Law Publication.
3. Meenu Paul(2014):Labour and Industrial Law,Allahabad Law Agency.

**Course Objectives:**

The objective of this paper is to familiarize the students with basics of Employment Laws

**Course Content:**

**UNIT I**

**1. Child Labour Prohibition Act ,1986**

Rights of child and the Indian constitution, object and Scope, Definitions, Prohibition of Employment of children in certain Occupations and processes ,regulation and conditions of work of children penalties, procedure relating to offences ,appointment of inspectors, Amendments of Act.

**UNIT II**

**2. Maternity benefit Act,1961**

Extent and commencement, Application, Definitions, Rights of female worker, protective Provisions for women. Rules and Regulations and amendments.

**3. Workmen's Compensation Act,1923**

Introduction, main features of the Act, Definitions, Employer's liability for Compensation, Workmen's compensation, commissioners rules.

**UNIT III**

**4. Equal Remuneration Act,1976**

Introduction, Definitions, Act to have over riding effect, Payment of remuneration at Equal rates to men and women, workers and other matters, duty of employers. Inspector, Penalties.

**UNIT IV**

**5. Payment of Bonus Act,1965**

Introduction, scope and Application, Definitions, concept of Bonus-Computation of bonus Offences by companies.

**UNIT V**

**6. Payment of Gratuity Act,1972**

Introduction, scope and Application ,Definition payment of gratuity, inspectors, recovery Of gratuity ,penalties.

**REFERENCES**

1. Malik P.L. (2004) labour Laws ,ECB
2. Misra S.N.(2006) labour Laws, central Law house

**UG-HR-GE- 03 Interpersonal Communication**

**Semester-II**

**Course Objectives:**

This course focuses not on developing a particular set of “skills” (communication competence), but to explore the overarching structures that influence interpersonal interaction and investigate research on some of the major topics of interpersonal communication.

**Course Content:**

**UNIT I**

- Conversation
- Patterned Social Interaction
- Social Networks
- Perspectives & Definitions of Interpersonal Communication
- Theoria, Praxis, Poesis; Episteme; Phoronesis, Techne
- Models of Communication
- Symbolic Interactionism
- Self Presentation.

**UNIT II**

- Social Construction of Language
- Monologue & Dialogue
- Coordinated Management of Meaning
- Language-Games
- Conversational Competence
- Speech Act Theories.

**UNIT III**

- Culture
- Mass Media
- Gender
- Dissociation
- High-Low Context Cultures
- Monochronic/Polychronic Time
- Exoticism.

**UNIT IV**

- Friendship
- Family Interaction

- Dating
- Interpersonal Interaction in Public Social Settings
- Interpersonal Interaction in the Workplace
- Interpersonal Conflict.

**UNIT V**

- Conversation Analysis
- Survey Research
- Ethnography.

**REFERENCES**

1. Cupach, W. R., ed. ,&Spitzberg, B. H., ed. (Eds.), ed. . (1994). The dark side of interpersonal communication, NJ: Lawrence Erlbaum.
2. Jablin, F. M., & Krone, K. J. (1994). Task/work relationships: A life-span perspective. In M. L. Knapp, ed. & G. R.
3. Lee, J., Jares, S. M., and Heath, R. L. Decision-Making encroachment and cooperative relationships between
4. Public relations and legal counselors in the management of organizational crisis. Journal of Public Relations Research vol. 11 no. (3) pp. 243–270 (1999).
5. Littlejohn, S. W. (2002). Communication in relationships. In Theories of human communication (7th ed., pp 234– 262). Belmont, CA: Wadsworth.
6. Miller, K. (1995). Conflict management processes. In Organizational communication: Approaches and processes(pp. 231–250). Belmont, CA: Wadsworth.

**UG-HR-DC-04 Data Analysis and Spread Sheets**

**Semester –II**

**Course Objectives:**

The basic objective of this course is to acquaint the students with capabilities of data analysis and spreadsheetsoftwares. This will help them in using the software for the data analysis and tabular / graphical presentation of data. The course also aims to give and idea of different word processors working on different platforms. This will help them in efficiently using any word processor software on any platform.

**Course Content:**

**UNIT I Introduction to Spreadsheets**

An overview of use of spreadsheets, Starting the spreadsheet software, Selecting the blank worksheet template, Cell referencing system, Entering numbers and text, Default text and number alignment, Summing a column of numbers, Entering a date, Worksheets and workbooks, Saving a workbook to your hard disk, Closing a workbook, Creating a new workbook, Opening a workbook, Switching between workbooks, Saving a workbook using another name, Saving a workbook using a different file type, Getting help, Customizing the Spreadsheet Program.

Switching between worksheets, Renaming a worksheet, Recommended techniques with naming worksheets, Inserting a new worksheet, Deleting a worksheet, Copying a worksheet within a workbook, Moving a worksheet within a workbook, Copying or moving worksheets between workbooks..

**UNIT IIRows, Columns and Cells**

Importance of selection techniques, Selection of: cell, a range of connecting cells, a range of non-connecting cells, entire worksheet, a row, a range of connecting rows, a range of non-connected rows, a column, a range of connecting columns, a range of non-connecting columns, Recommended techniques when creating or editing lists.

Inserting rows into a worksheet, Inserting columns into a worksheet, Deleting rows within a worksheet, Deleting columns within a worksheet, Modifying column widths, Modifying column widths using 'drag and drop', Automatically resizing the column width to fit contents, Modifying row heights.

Copying a cell or range contents within a workbook, Deleting cell contents, Moving the contents of a cell or range within a workbook, Editing cell content, Undo and redo, Copying data between worksheets (within the same workbook), Moving data between worksheets (within the same workbook), Moving data worksheets (between different workbooks), Copying data between worksheets (in different workbooks), AutoFill, Copying a data range using AutoFill, Sorting a cell range, Searching and replacing data.

**UNIT III Formatting – Fonts and Numbers**

Font formatting options, Font type, Font size, Bold, italic, underline formatting, Cell border formatting, Formatting the background colour, Formatting the font colour, Alignment

formatting, Horizontally aligning contents in a cell range, Centring a title over a cell range, Cell orientation, Text wrapping within a cell, Aligning cell contents vertically, Format painter. Number formatting, Decimal point display, Applying and removing comma style formatting (to indicate thousands), Currency symbol, Date styles, Percentages, Freezing row and column titles.

#### **UNIT IV Formulas, Functions and Analysis ToolPak**

Creating formulas, The easy way to create formulas, Copying formulas, Operators, Using operators in formulas, Formula error messages, Relative cell referencing within formulas, Absolute cell referencing within formulas, What are functions?, Common functions: Numeric, String, Date and Statistical Functions, 'If' functions.

Using the analysis toolpak: Descriptive statistics, t-tests, correlation and regression using the analysis toolpak.

#### **UNIT V Charts**

Inserting Charts / Graphs: Column, Bar, Line, Pie, Resizing a chart, Deleting a chart, Chart title or labels, Changing the column, bar, line or pie slice colours in a chart, Modifying the legend fill colour, Changing the chart type, Modifying charts using the design tab, Modifying the chart title, Modifying the chart axis, Modifying the chart legend, Modifying chart data labels, Displaying chart data tables, Modifying chart gridlines, Copying and moving charts within a worksheet, Copying and moving charts between worksheets, Copying and moving charts between workbooks.

#### **REFERENCES**

1. Curtis, Frye (2013), Step by Step - Microsoft Excel 2013, PHI Learning Pvt. Ltd.
2. Curtis, Frye (2014), Microsoft Excel 2013 Plain & Simple, PHI Learning Pvt. Ltd.
3. Harvey, Greg (2013), Microsoft Excel 2013 for Dummies, Wiley India Pvt. Ltd.
4. Kogent Learning Solutions Inc. (2014), Excel 2013 in Simple Steps, Dreamtech Press.
5. McFedries, Paul (2013), Teach Yourself Visually Complete Microsoft Excel 2013, Wiley India Pvt. Ltd.
6. Rockoff, Larry (2013), Microsoft Excel 2013 for the Business Analyst, Cengage Learning.
7. Walkenbach John (2013), Microsoft Excel 2013 Bible: The Comprehensive Tutorial Resource, Wiley India Pvt. Ltd.
8. Walkenbach, John, Microsoft Excel 2013 Power Programming with VBA, Wiley India Pvt. Ltd.
9. Winston (2013), Microsoft Excel 2013 : Data Analysis and Business Modeling, Microsoft Press.

**UG-HR-CF-02 Soft Skills**

**Semester –II**

**Course Objectives:**

The objective of this subject is to acquaint the students with concepts of soft skills and to enable them to apply this knowledge in business decision making.

**Course Content:**

**UNIT I Stress Management**

The Nature of Stress A wellness Lifestyle Distress symptoms: emotional distress, cognitive distress, behavioural distress, physical distress symptoms managing stress : exercise, nutrition, sleep, healthy pleasures self-talk and stress – Relaxation Methods: breathing techniques, Meditation techniques, visualization techniques self-hypnosis- muscle relaxation techniques Using social support.

**UNIT II Maintaining Trust**

Developing and maintaining trust being trusting and trustworthy building interpersonal trust re-establishing trust after it has been broken trusting appropriately trust and friendship.

**UNIT III Resolving Interpersonal Conflicts**

Understanding conflicts of Interests- conflict strategies negotiating to win negotiating to solve the problems steps for effective problem solving negotiating refusal skills.

**UNIT IV Applying Emotional Intelligence**

Emotional Intelligence and emotional competence components of emotional intelligence behavioural skills of emotional intelligence.

**UNIT V: Enhancing self esteem**

Self-theory and the Johari window- Characteristics of fully functioning individual's manifestations of low and high self-esteem techniques for enhancing self-esteem nurturance techniques.

**REFERENCES**

1. Schafer, W. (1998). Stress Management for Wellness. 4th edition. Australia: Thomson &Wadsworth.
2. Johnson, D.W. (1997). Reaching out – Interpersonal Effectiveness and SelfActualization. 6th ed. Boston: Allyn and Bacon.
3. Robbins, S. P. and Hunsaker, Phillip, L. (2009). Training in Interpersonal skills. Tips for managing people at work. 5th Ed. New Delhi: PHI Learning.
4. Frey, D and Carlock, C. (1989). Enhancing Self Esteem. 2nd edition. Indiana: Accelerated Development INC.

**UG-HR-EF-03 Time Management**

**Semester –II**

**Course Objectives:**

The objective of this subject is to acquaint the students with concepts and techniques used in time management theory and to enable them to apply this knowledge in business decision making.

**Course Content:**

**UNIT I**

Time management - definition - importance - functions - theory - basic principles.

**UNIT II**

Planner - benefits of using a planner - time budget - time monitor - making schedules- time management model - management vs. leadership.

**UNIT III**

Procrastination - definition - overcoming procrastination - creativity and its importance - job clarification - job purpose - identify key areas - identify targets.

**UNIT IV**

First generation time management - notes - checklists - factors that define an activity- problem solving - cause and effect diagram.

**UNIT V**

Second generation time management - calendars and appointment books – events schedule - activities in the future - third generation - idea of prioritization – setting goals.

**REFERENCES**

1. Harvard Business Essentials. (2005). Time Management. Harvard Business Review Press.
2. Managing Time for a Competitive Edge - Bhatia R.L - S.Chand
3. Time management pocket book-Ian Fleming published by Research Press,distributed by East-West Books Madras, 1999

**UG-HR-EF-04 Tourism Management**

**Semester –II**

**Course Objectives:**

The objective of this course is to develop a basic framework of methods, practices, techniques of analysis and process of decision making in the area of tourism management. It also aims to give an idea about India's rich heritage and to understand the role of HR in tourism management.

**Course Content:**

**UNIT I Tourism Concepts**

Definitions of tourism, Historical development of Tourism, Distinction between tourist – traveller – visitor – excursionist; Forms of tourism; Nature, Characteristics and components of tourism; Inbound and outbound tourism.

**UNIT II Demand and Supply of Tourism**

Tourism demand; Determinants of tourism demand; Motivation and tourism demand; Measuring the tourism demand; Emerging trends and new areas of tourism.

**UNIT III Tourism Planning and Development**

Planning for tourism; co-ordination in planning; assessment of tourism demand and supply; territorial planning; infrastructure planning; financial planning, Human Resource planning; marketing and promotion of tourism and monitoring.

**UNIT IV Organization of Tourism**

Need for organization; Factors influencing; Recommendations of the UN conference; The National Tourist Organization; Tourist organizations in India and their roles.

**UNIT V International Organizations and Tourism**

International Union of Official Travel Organization (IUOTO), Pacific Area Travel Association (PATA), International Air Transport Association (IATA), International Civil Aviation Organization (ICAO), World Travel and Tourism Council (WTTC).

**REFERENCES**

1. Allan, Fyall (2010), Tourism Marketing: A Collaborative Approach, Multilingual Matters.
2. Bhatia, A K (2006), International Tourism Management, Sterling Publisher, 3rd Ed.
3. Bhatt, Harish (2006), Hospitality and Tourism Management, Crescent Publishing House.
4. Cook, Roy; Yale, Laura and Marqua, Joseph (2007), Tourism : The Business of Travel, Pearson India Pvt. Ltd.
5. Ghosh B (2007), Tourism and Travel Management, Vikas Publishing House Pvt. Ltd., 2nd Ed.
6. Joshi, Vandana; Biwal, Archana (2009) Tourism Operations and Management, Oxford University Press.
7. Pruthi, R K (2008), Rural Tourism: Challenges and Paradox, Rajat Publications.
8. Sarnagadhara, M; et. al (Editors) (2005), Tourism and Sustainable Economic Development, New Century Publication.

**Course Objectives:**

The course provides an outline on basic concepts of social 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 attitude and behaviour, group dynamics , culture, norms and values etc.

**Course Content:**

**UNIT I**

Definition and concept of social psychology, Historical perspective of social psychology, social psychology and other related disciplines and research method in social psychology.

**UNIT II**

Definition, concept, description, characteristic of attitude, Components of attitude Predicting behaviour from attitude and attitude is determinants of behavior Effecting attitudinal change and cognitive dissonance theory, compliance of self-perception theory and self-affirmation.

**UNIT III**

Introduction to groups: definition, characteristics, and types of groups, Group process: social facilitation, social loafing, group interaction, group polarization, group mind, Group behaviour: Influence of norms, status and roles.

**UNIT IV**

introduction to crowd behavioural theory, crowd psychology (classical and convergence theories) Crowd Psychology: collective consciousness and collective hysteria..

**UNIT V**

Definition of norms, social norms, need and characteristic features of norms, Norms formation, factors influencing norms, enforcement norms, formation and social conformity. Autokinetic experiment in norm formation, Norms and conformity experiment (Asch's line and length experiments)

**REFERENCES**

1. Anita kumar;2000; Social Psychology; Himalaya publishing House;Mumbai.
2. Susan T. Fiske, Daniel T. Gilbert, Gardner Lindzey John Wiley & Sons, McGraw Hill Education India Pvt Ltd; 10 edition.

**UG-HR-CC-06 Industrial Sociology**

**Semester –III**

**Course Objectives:**

The objective of this paper is to students endow with knowledge of industrial sociology and the relations of industry and the society, impact of industrialization in society.

**Course Content:**

**UNIT I**

Introduction Meaning of Industrial Sociology, Scope, nature and Importance of Industrial Sociology, Development of Industrial Sociology

**UNIT II**

Industrialization and Growth Hunting and gathering Societies, Feudal system, manorial, guild system, domestic and putting out system, Factories and its characteristics, the industrial revolution and its impact

**UNIT III**

Industrial Organization and Human Relations Kinds of organizations, various levels of industrial organization, Informal organization, Human relations in industry  
Industrial Leadership, Levels and types of Leadership, the conditions of effective leadership

**UNIT IV**

Collective Bargaining and Social Dialogue Concept and definition of Collective Bargaining, Approaches, features of collective bargaining, government perspective, importance of collective bargaining, position of collective bargaining in Indian context, in public sector, emerging issues in collective bargaining

**UNIT V**

Organizational Changes and Postindustrial Society Postindustrial society, Information Society, Globalization, migration, globalization and skill, globalization and its impact on India

**REFERNCE**

1. Narendar Singh, (2012), Industrial Sociology, Tata McGraw-Hill
2. Sharma and Pandey, (2002), Industrial Sociology, Surjeet Publications

**UG-HR-CC-07 Macroeconomics**

**Semester –III**

**Course Objectives:**

The objective of this course is to acquaint students with the concepts of national income, employment, unemployment, consumption and investment functions, monetary theory, inflation and business cycles. The student is expected to understand various macroeconomic terms used in day-to-day life, that is important to business and has a bearing on the economy.

**Course Content:**

**UNIT I National Income and Employment**

National Income concepts and accounting methods; Circular Flow models; Determination of the equilibrium level of income – Classical Keynesianism and the 45° cross, the fiscal models and level of income and employment; Demand and supply of labour – Classical view.

**UNIT II The Consumption and Investment Functions**

The absolute income hypothesis; Shifting parameter hypothesis; Relative income hypothesis; Permanent income hypothesis;

Criteria of investment decisions: present value, internal rate of return, payback period; Keynesian formulation – long and short-run relationships.

**UNIT III Monetary Theory**

Classical Theory of Money; Say's Law and Walras' Law; Classical dichotomy and the neutrality of money; Friedman's Modern Quantity Theory of Money

Supply of money – Measures of money supply; Money multiplier theory, determinants of money supply; Demand for money.

**UNIT IV Inflation and Macroeconomic Policy**

Debates: Inflation and unemployment - Philips curve analysis; Factor and goods markets; IS-LM analysis of an open economy.

**UNIT V Cyclical Fluctuations in the Economy**

Characteristics of change and movements; Accelerator and multiplier principles and their interactions - Business cycle models.

**REFERENCES**

1. Ackley, G. (1978): Macroeconomics: Theory and Policy, Macmillan, NY.
2. Bober, S. (1971): Economics of Cycles and Growth, Wiley Eastern, ND.
3. Branson, W.H. (1988): Macroeconomic Theory and Policy, Universal Book Stall, ND.
4. Dornbusch, R., S. Fischer, and R. Startz (2000): Macroeconomics, Tata McGraw-Hill, ND.
5. Duesenberry, J.S. (1949): Income, Saving and the Theory of Consumer Behavior, Harvard Univ. Press.
6. Mankiw, N.G. (2007): Principles of Macroeconomics, Thomson-South Western, Singapore.
7. Shapiro, E. (1996): Macroeconomic Analysis, Galgotia Publications, ND.



**UG-HR-CE-08 Applied statistics**

**Semester III**

**Course Objectives:**

The course objective is to get understanding of different data analytical procedures with live examples and to understand applicability of proper technique for the problem under study

**Course Content:**

**UNIT I**

Correlation: meaning and importance of correlational studies, methods of measuring correlation: scatter plot, Pearson's correlation co-efficient, Spearman's rank correlation co-efficient

Partial correlation: meaning and importance

**UNIT II**

Regression analysis: meaning and importance, types of regression model, different methods getting regression line, assumptions of regression analysis

**UNIT III**

Introduction of probability and its importance in data analysis

Probability distributions: Bernoulli distribution, Binomial distribution, Poisson distribution

**UNIT IV**

Normal distribution

Importance of normal distribution in data analysis

Characteristics of normal distribution

Introduction to hypothesis testing

**UNIT V**

Parametric tests: t-test, F-test, ANOVA

Difference between parametric and non parametric testing procedures

Introduction to non parametric tests

**REFERENCES**

1. Asthana, H. S., & Bhushan, B. (2007). *Statistics for Social Sciences*. Prentice- Hall of India.
2. Keller. (2007). *Statistics for Management and Economics*. Thomson.
3. Levin, J., & Fox, J. A. (2006). *Elementary Statistics*. Pearson.
4. Minium, E. W., King, B. M., & Bear, G. (2010). *Statistical Reasoning in Psychology and education*. WILEY INDIA.
5. Sharma, J. K. (2014). *Business Statistics: Problems and solutions*. Vikas Publishing House Pvt Ltd.

**Course Objectives:**

The objective of this course is to acquaint them with various environmental issues and associated threats. The course also aims to mould their attitude to conservation of environment and to sensitize them on various local environmental aspects.

**Course Content:**

**Unit – I: Natural Resources and Ecosystems**

Renewable and non-renewable resources: Natural resources and associated problems; Forest resources; Water resources; Mineral resources; Food resources; Energy resources; Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification; Role of an individual in conservation of natural resources; Equitable use of resources for sustainable lifestyles.

Concept of an ecosystem; structure and function of an ecosystem; Forest ecosystem; Grassland ecosystem; Desert ecosystem; Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

**Unit – II: Biodiversity and its Conservation**

Introduction; biographical classification; Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values; Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

**Unit – III: Pollution and other Threats**

Causes, effects and control measures of: Air pollution, Water pollution, Soil pollution; Marine pollution; Noise pollution; Thermal pollution; Solid waste Management: Causes, effects and control measures of urban and industrial wastes; Role of an individual in prevention of pollution.

Nuclear hazards; Disaster management: floods, earthquake, cyclone and landslides

**Unit – IV: Social Issues and Environment**

From Unsustainable to Sustainable development; Urban problems related to energy; Water conservation: rain water harvesting, watershed management; Resettlement and rehabilitation of people;

Environmental ethics: Issues and possible solutions; Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust; Wasteland reclamation; Consumerism and waste products; Public awareness.

**Unit – V: Human Population and Environment**

Population growth, variation among nations; Population explosion; Family welfare Programme; Environment and human health: HIV/AIDS, Women and Child Welfare.

**References**

1. Agarwal, K.C. (2001) Environmental Biology, Nidi Publ. Ltd. Bikaner.

2. Bharucha, Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd.
3. Brunner, R.C., (1989), Hazardous Waste Incineration, McGraw Hill Inc.
4. Cunningham, Cooper (2001), W P; Gorhani, T H; E & Hepworth.
5. De A.K., Environmental Chemistry, Wiley Eastern Ltd.

**UG-HR-GE-05 Business Environment**

**Semester –III**

**Course Objectives:** The objective of this course is to acquaint them with various environmental issues and associated threats. The course also aims to mould their attitude to conservation of environment and to sensitize them on various local environmental aspects.

**Unit – I: Economic Environment**

Concepts and significance of economic environment – at national and international level; Economic System: Laissez faire, capitalism, socialism and mixed economy; National Income; Monetary and Fiscal Policy (finance commission); Industrial Policy; Five year plans; Dissolution of Planning commission and formation of NitiAayog.

**Unit – II: Social Environment**

Concept and significance of social environment, Interdependence of business and society, Culture and organization: Nationally and Globally; Social responsibility of business and trusteeship management, Business ethics, Management education in India; Population and Census; Chambers of Commerce, CII, FICCI, ASSOCHAM, NASSCOM

**Unit – III: Technological Environment**

Concept and significance of technological environment; Impact of technology on organization; Process of technological adaptation and development, Patents, Technological Collaborations, Government guidelines, technology assessment at government level; ISO standards and Bureau of Indian Standards; Biotechnology

**Unit – IV: International Business Environment**

International Business : An Overview, types of International Business; Balance of Payments and Macroeconomic Management; Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, Bilateral and Commodity Agreements

**Unit – V: GATT and WTO**

Tariff and non-tariff barriers, WTO, Regional blocks, Management in International Firms Production, Operations and Service; Global competitiveness and global competition; World Economic growth and the environment, country evaluation and selection.

**References:**

1. Ashwathappa (2006), Economic Environment of Business, Himalaya.
2. Cherunilam Francis (2013), Business Environment, Himalaya, 22<sup>nd</sup> Ed..
3. Dutt R and Mahajan, A ( 2013), Indian Economy, S Chand, 70<sup>th</sup> Ed.
4. Paul, Justin (2010), Business Environment, McGraw Hill Education, 3<sup>rd</sup> Ed.
5. Saleem, Shaikh (2006), Business Environment, Pearson.
6. Soderston B. (2000), International Economics.

**UG-HR-GE-06 Technical Communication**

**Semester –III**

**Course Objectives:**

This course provides an overview of the research writing, editing, and design principles of technical and professional communication. You will learn how to gather, organize, and present information effectively according to audience and purpose. The exposure of different softwares required for technical writing shall also be given

**Unit – I: Basics**

Technical Writing: Concepts, why technical writing, role of technical writer; Principles of technical writing, documentation deliverables, printed documentation and online help systems; working with images and illustrations.

**Unit – II: Software Development Life Cycle**

How Software is developed, tested, maintained and retired; How products are installed, configured, customized and deployed; Relating software product features and business benefits; Working with programmers and testers;

Understanding software requirement specifications; Analyzing product architecture; Documentation development life cycle; Types of documents associated with software products; Different types of software and what they do.

**Unit – III: Documentation Writing Process**

Documentation Process: Understanding Audience/Readers, Collecting and Organizing information, Drafting information verbally and visually, Producing Information.

**Unit – IV: Technical Writing Process**

Technical Writing Process: Document development process, Estimating Technical Documentation, Documentation Planning, Selection of Tools, Information Architecture, Templates and Page design, Audience Profiling, Task Analysis, Content Development, Elements of Style, Technical Reviews, Editorial Reviews, Formatting and pagination, Document Conversions, Content Publishing, Quality Control, Content Maintenance.

**Unit – V: Grammar, Editing and Software Tools**

Grammar and Editing: English Grammar, Punctuation and Mechanics, MS Style Guides & Proof Reading.

Software Tools: Microsoft Word, Macromedia RoboHelp, Adobe FrameMaker, Snag IT, Ms Visio, PowerPoint, Photoshop.

**References:**

1. Rickard, T A (2009), Technical Writing, Cambridge Scholars Publishing.
2. McMurrey, Handbook of Technical Writing, Cengage Learning India Pvt. Ltd.
3. Shah, Sharanam (2008), Software Documentation for Professionals, Shroff Publishers.
4. Barker (2004), Writing Software Documentation – A Task-Oriented Approach, Pearson India Pvt. Ltd., 2<sup>nd</sup> Ed.
5. Pringle, A S and O’Keefe, S S (2009), Scriptorium Publishing Services Inc.
6. Piotrowski M V ( 1996), Specifications of Effective Business Writing, Harper Reference.

**UG-HR-DC-05:Indian Business Legends**

**Semester III**

**Course Objectives:**

This course aims to develop students' communication and language skills in order to plan and deliver an effective presentation. Students will be taken systematically through the key stages of giving presentations, from planning and introducing to concluding and handling questions..

**Unit – I:**

The Pioneers – CawasjiNanbhonyDavar, JRD Tata, G D Birla, DhiruBhaiAmbani, VergheseKurien

**Unit – II:**

The Exemplary CEOs – Ratan Tata, Rahul Bajaj, MukeshAmbani, VenuSrinivasan, K V Kamath, NandanNilkeni, Anil Amban.

**Unit – III:**

The Business Icons – Luxmi N Mittal, N R Narayana Murthy, Azim H Premji, Sunil Mittal, Kumar Manglam Birla.

**Unit – IV:**

Women Business Leaders – KiranMazumdar Shaw, IndraNooyi, NainaLalKidwai, Chand Kochhar,Amrita Patel

**Unit – V:**

Reviews of Books on Business Legends.

Business Legends by GeetaPiramal

Stay Hungry Stay Foolish by RashmiBansal

**References**

1. Gita Piramal.(2010) Business Legends, Penguin India.
2. Gita Piramal (2011)Business Maharajas, Penguin India

**UG-HR-DC-06: Presentation Skills**

**Semester III**

**Course Objectives:**

This course aims to develop students' communication and language skills in order to plan and deliver an effective presentation. Students will be taken systematically through the key stages of giving presentations, from planning and introducing to concluding and handling questions..

**Unit – I: Introduction**

Introduction to Presentation, Skills requires to give a presentation, Barriers to effective presentation

**Unit – II: Organizing a Presentation**

The Five Steps of Presentation.

1. Develop the objectives.
2. Analyse the Audience.
3. Develop Content.
4. Prepare a presentation outline.
5. Develop visual aids, handouts and notes.

**Unit – III: Interpersonal Components**

Platform skills, overcoming nervousness, Transitions, Handling Groups.

**Unit – IV: Technical components**

Handouts, Chart pads and boards, Slideshows.

**Unit – V: Practical**

Practice, Perform, Evaluate.

**REFERENCES**

1. James Schofield(2014) Presentation skills in 7 simple steps, HarperCollins.
2. Carmine Gallo,(2009) Presentation secrets of Steve Jobs, McGraw Hill Education Pvt Ltd.
3. Theo Theobald(2011) Develop your presentation skills, Kogan Page.

**UG-HR-CF-03:Database Essentials for Business**

**Semester III**

**Course Objectives:**

This subject is designed to teach the students the creation and use database management systems. In any organization, important information is stored in databases. The subject helps the student to understand the structure of database, storage, retrieval and processing of data stored the database system.

**Unit – I: Understanding Databases and Creating Tables**

Understanding Databases: Starting and Opening an Existing Database, Moving Around in Access, Understanding Datasheet View & Design View, Using the Mouse Pointer to Navigate, Using the Key board to Navigate

**Unit – II: Creating Tables**

Creating a Database, Creating a Table Using the Wizard, Creating and Modifying a Table, Adding Fields to Tables, Adding and Editing Records, Printing Tables, Moving and Deleting Fields, Deleting Records

**Unit – II: Working with Tables**

Formatting a Table, Modifying Field Properties, Sorting Records in a table, Finding records in a table, Using filters with a table, Establishing relationships with tables, Creating sub-datasheets, Importing records from an external source

**Unit – III: Creating an Using queries**

Creating and running a query, Specifying criteria in a query, Using comparison operators, Creating a calculated field, Creating a multiple-table query, Printing a query

**Unit – IV: Designing a form**

Creating a form using autoform, Creating a form using the form wizard, Adding controls to a form, Modifying control properties, Resizing and moving controls, Entering records into a form, Creating calculated controls

**Unit – V: Designing a report**

Creating a report using autoreport, Creating a report using report wizard, Adding a control to a report, Formatting a report, Resizing and moving controls, Creating calculated controls, Printing a report

**References**

1. Leon, Alexis and Leon, Mathews (2009), Essentials of Data Base Management System, Vikas Publishing Limited.
2. Pannerselvam, R (2011), Database Management Systems, PHI Learning Pvt Ltd., 2<sup>nd</sup> Ed.
3. Bayross, Ivan (2011), Mastering Database Technologies, BPB Publications.
4. Shaw, Sharanam (2011), Oracle for Professionals, Shroff Publishers and Disitributors.
5. Kahate, Atul (2011), Introduction to database Systems, Pearson Education.
6. Gillenson, Mark (2008), Fundamentals of Database SystemsWiley India Pvt. Ltd.

**UG-HR-EF-05 Employee Empowerment**

**Semester**

**III**

**Course Objectives:**The objective of this course is to teach students the basics of employee empowerment and how empowering will help the organisation to retain and motivate employees..

**Unit – I:**

Introduction, Meaning, Conceptual framework of Employee Empowerment, Levels of Employee empowerment.

**Unit – II:**

Benefits, Complications in Employee empowerment, Forms of Participation for Employee empowerment.

**Unit – III:**

Process of Employee empowerment, The Credo of an Empowering Manager.

**Unit – IV:**

Challenges of Employee empowerment, Pros and Cons of Employee empowerment.

**Unit – V:**

Role of Trade Union and Role of Government in Employee Empowerment.

**REFERENCES**

1. Michaels, A. Sharon and Bianco, P. David. Encyclopedia of Business, 2nd ed. "Empowerment."
2. Wagner, R. & Harter, J.K. 2006. The Elements of Great Managing, New York:Gallup Press.

**UG-HR-EF-06 WTO**

**Semester III**

**Course Objectives:** Through this course the students will get:

- A sound understanding of the structure, organisation and decision-making procedures of the WTO
- A detailed knowledge of the dispute settlement system of the WTO, including its system of sanctions
- A sound general knowledge of the policy implications of WTO's activities
- A detailed and advanced understanding of the WTO's contribution to the development of customary international law.

**Unit – I:**

A brief history of international trade

- Main trade policy instruments
- International trade institutions

**Unit – II:**

The rules of the WTO;

- Structure and logic;
- Objectives of the system;
- Functions, including rule-setting, negotiating, resolving disputes,
- Reducing information asymmetries;
- The Structural setup of the WTO

**Unit – III:**

The economics of standards and regulations

- Public policy and protectionism
- The WTO and standards

**Unit – IV:**

Multilateral trade negotiations

- WTO laws: AoA
- Trade dispute settlement
- Doha Development Agenda
- Bilateral trade negotiations
- Economics of RTAs or FTAs

**Unit – V:**

Trade policy for services

- Trade and environment
- Dispute settlement

**REFERENCES**

1. The Political Economy of the World Trading System by Hoekman and Kostecki
2. The World Trading System John H. Jackson, 1997, , 2nd Edition, Cambridge, Mass: MITPress
3. International Trade. Robert C. Feenstra and Alan M. Taylor. 2011. NY: Worth
4. Publishing.
5. The World Trade Organization: A Very Short Introduction by Amrita Narlikar
6. Fair Trade and Harmonization - JagdishBhagwati and Robert Hudec, 1996 Volume 2: LefzalAnalysis, Mass.: MIT Press

**UG-HR-CC-07 Industrial Psychology**

**Semester –IV**

**Course Objectives:**

The course provides an outline on basic concepts of Industrial psychology. It is designed to help students to understand topics like Psychological assessment and testing procedure, Learning and motivation in organizations, occupational health, etc.

**Course Content:**

**UNIT I**

Introduction and overview Introduction to industrial and organizational psychology; Historical perspective of industrial and organizational Psychology; industrial and organizational psychology as related to other disciplines; Human factors in industrial and organizational psychology.

**UNIT II**

Human resource management and development; Identifying and measuring individual difference in job and people characteristics; Psychological assessment and testing procedure, industrial and organizational testing Personality training and development, criterion development and performance appraisal

**UNIT III**

Learning and motivation in organizations; Organizational behavior modification application of theory of reinforcement Work stress, job satisfaction.

**UNIT IV**

Introduction to occupational health and stress factor in organization; Occupational stress, burnout, health and wellbeing

**UNIT V**

The aging work force, work hours and shift work safety and accident prevention – psychological intervention strategies

**REFERENCES**

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

**Course Objectives:**

- To impart to the students the conceptual and procedural knowledge in the functional area of Human Resources Management.
- To enable the students to understand concepts, principles and techniques to be applied in the above functional area.

**Course Content:**

**UNIT I INTRODUCTION**

Meaning of Human Resource Management, Objectives of Human, Resources Management, Functions of Human Resource Management, Difference between Human Resource Management and Personnel Management, Limitations of Human Resource Management.

**UNIT II HUMAN RESOURCE PLANNING**

Meaning and Definition, Importance of Human Resource Planning, Process of Human Resource Planning, Guidelines for successful Human Resource Planning.

**UNIT III RECRUITMENT AND SELECTION**

Meaning and definition of Recruitment, Process of Recruitment, Sources of Manpower- Internal/External, Meaning and definition of Selection, Process of Selection, Placement.

**UNIT IV TRAINING**

Meaning and Concept of Training (b.) Induction Training, Importance of Training, Identifying Training Needs.

**UNIT V PROMOTION AND TRANSFER**

Meaning of Promotion, Objectives of Promotion, Factors affecting Promotion, Meaning of Transfer, Objectives of Transfer, and Factors affecting Transfer.

**REFERENCES**

1. Aswathappa ( 2013) Human Resource Management, McGraw Hill Education Pvt Ltd
2. V.S.P Rao(2010) Human Resource Management, Excel Books
3. Uday Kumar (2013) Human Resource Management, OUP India.

**UG-HR-CE-10 Development Economics**

**Semester –IV**

**Course Objectives:**

To impart to the students the conceptual and procedural knowledge in the functional area of Human Resources Management. To enable the students to understand concepts, principles and techniques to be applied in the above functional area.

**Course Content:**

**Unit – I: Economic Development: An Overview**

Income and Growth: Measurement issues and historical experiences, Income distribution in developing countries, Evolution of the concept of development: economic growth, economic development, human development, Some structural features: demographic characteristics, occupation and production structure, rapid rural-urban migration and international trade, Technical progress and convergence.

**Unit – II: Growth Theories**

Classical model of economic growth, Harrod-Domar model, Neo-Classical growth theories: Harrod, Solow and Swan.

**Unit – III: Development and Inequality**

Economic growth and development; Theories of economic development; Economic inequality – conceptual issues and measurement; Poverty- conceptual issues and measures, Incidence of poverty in developing countries; Functional impact of poverty.

**Unit – IV: Rural and Urban Sectors and Economic Development**

Economic development and the rural economy; Rural credit and land markets- microcredit and SHGs; Employment and income diversification in rural economy; Role of the rural non-farm sector; Migration and the urban informal sector; Agriculture and rural development.

**Unit - V: Institutions and Economic Development**

Market and economic development; market failure-problem of moral hazard; Governance and economic development, government failure and its correction; Globalization and economic development.

**REFERENCES**

- Behrman and Srinivasan (1995): Handbook of Development Economics, Vol. 3, Elsevier, Amsterdam.
- Meier, G.M. and J.E. Rauch (2000): Leading Issues in Economic Development, OUP, NY.
- Ray, D. (1998): Development Economics, OUP, Delhi.
- Thirwall, A.P. (1999): Growth and Development (6e), Macmillan, U.K.
- Bardhan, P. and C. Udry (1999): Development Microeconomics, OUP, NY.
- Barro, R. and X. Sala-i-Martin (1995): Economic Growth, McGraw Hill, NY.
- Lewis, W.A. (1955): The Theory of Economic Growth, George Allen and Unwin, London.
- Myrdal, G. (1957): Economic Theory and Underdeveloped Regions, Duckworth, London.

**UG-HR-CE-11 Research Methodology**

**Semester – IV**

**Course Objectives:**

Basic course objective is to make students aware about basics of different types of research and major stages of research from formulizing research problem to preparation of research report. Students are expected to undertake one study and prepare report by the end of the course.

**Course Content:**

**UNIT I**

Objectives and types of research: Motivation and objectives – Research methods vs Methodology. Types of research – Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs Empirical.

**UNIT II**

Research Formulation – Defining and formulating the research problem - Selecting the problem - Necessity of defining the problem - Importance of literature review in defining a problem – Literature review – Primary and secondary sources – reviews, Critical literature review – Identifying gap areas from literature review - Development of working hypothesis.

**UNIT III**

Research design and methods – Research design – Basic Principles- Need of research design — Features of good design – Important concepts relating to research design ,Induction, Deduction, Developing a research plan- Preparing research proposal

**UNIT IV**

Data Collection and analysis: Execution of the research - Observation and Collection of data - Methods of data collection – Sampling Methods- Data Processing and Analysis strategies - Data Analysis with Statistical Packages - Hypothesis-testing - Generalization and Interpretation

**UNIT V**

Reporting and thesis writing – Structure and components of scientific reports - Types of report – Technical reports and thesis – Significance – Different steps in the preparation – Layout, structure and language of typical reports – Illustrations and tables - Bibliography, referencing and footnotes.

**REFERENCES**

1. Babbie, E. (2014). *The Practice of Social Research*. Cengage Learning.
2. Baker, T. L. (2014). *Doing Social Research*. McGraw Hill.
3. Zikmund, W. G. (2013). *Business Research Methods* (8 th ed.). Cengage Learning.

**UG-HR-CE-12 Corporate Responsibility and Governance**

**Semester –IV**

**Course Objective:**

The objective of this paper is to provide a strong framework for studying corporate responsibility and governance with the role of business in modern society. The subject also examines the origins, managing and implementation of CR with the understanding of Socially Responsible Investment concept.

**Course Contents:**

**UNIT I: Introduction**

Definitions, Understanding corporate responsibility, Values-driven business, Business and society, Taxonomy of business responsibilities

**UNIT II: Origins of Corporate Responsibility**

Introduction, Three eras of responsibility, Corporate responsibility theory in historical context, Theories of CR, Ethical theory

**UNIT III: Managing and implementation Corporate Responsibility**

What is company trying to achieve, Qualities of good CR management, Structuring CR functions, Challenges, CR as strategy, CR in small & medium sized companies

**UNIT IV: Corporate Responsibility and Governance**

Definition, Theories of Corporate Governance, Drivers of CG reform, Development of UK-CG framework, Revised combined code, Sustainable Development

**UNIT V: Socially Responsible Investment**

Origins and development of SRI, Criteria for SR, Ethical fund performance, Engagement, Other SRI approaches, Market and ethics Trends of SRI

**REFERENCES**

1. Arvind Jain and Nisha Jain, (2012). Corporate Governance and Social Responsibility, Jaipur, RBSA Publishers
2. C B Bhattacharya, Shankar Sen, Daniel Korschun, (2011). Leveraging Corporate Responsibility, New Delhi, Cambridge University Press
3. D Geeta Rani and R K Mishra, (2008) Corporate Governance, New Delhi, Excel Books
4. Michael Blowfield and Alan Murry, (2008). Corporate Responsibility – a critical introduction, Noida, Oxford university press.

**UG-HR-GE-07 Cyber Laws and Cyber Security**

**Semester-IV**

**Course Objectives:**

The course provides an outline on basic concepts of cyber Laws and Cyber Securities, Amendments, Rules and Regulations.

**Course Content:**

**UNIT I Introduction to cyber Laws, Cyber Crime**

Meanings, Definitions, Nature of Cyber crimes, Historical Genesis and Evaluation of Cyber crime, International and Indian laws on cyber crime

**UNIT II Cyber Security**

Introduction to cyber security, Implementing Hardware Based Security, Software Based Firewalls, Security standards, assessing threat levels, Forming an Incident Response team, Reporting Cyber Crime, Operating system Attacks, Reverse engineering and Cracking techniques and fraud.

**UNIT III Cyber Crime Issues**

Unauthorized Access to computers, white collar crimes, Internet hacking and cracking, pornography, virus attacks, stalking and obscenity in Internet, Cyber terrorism, other crimes.

**UNIT IV Statutory Laws pertaining to Cyber Crimes in India**

Cyber policing current status in India, Penalties and offences under Information Technology Act, 2000. Offences under India Penal Code, 1860, IT ACT 2000 and other legal Provisions, Amendments, Rules, Notifications.

**UNIT V Landmark Judgements under The Information Technology Act**

Legal case study and Legal seminar

**REFERENCES**

1. Justice Yatindrasingh (2005): cyber laws, Universal.
2. Barkha & U. Rama Moha (2013): Cyber Laws & Crimes (2013), Asia Law House.
3. Dipusingh (2013): Cyber Laws, Allahabad Law Agency.
4. Anirudh Rastogi (2014): Information Technology and Internet, Lexis Nexis.
5. Karnika Seth (2013): Computer Internet and New Technology Laws, Lexis Nexis.

**UG-HR-GE-08 Business Ethics**

**Semester-IV**

**Course Objectives:**

This course will emphasize the individual as decision-maker and focus upon ethical issues and dilemmas facing managers in most business organizations. The specific objectives of the course are to raise students' general awareness of ethical dilemmas at work, to place ethical issues within a management context subject to analysis and decision-making action, and to enhance and improve the ability of students to reason toward a satisfactory resolution of an ethical dilemma.

**Course Content:**

**UNIT I**

Role and importance of Business Ethics and Values in Business - Definition of Business Ethics Impact on Business Policy and Business Strategy - Role of CEO - Impact on the Business Culture.

**UNIT II**

Types of Ethical issues - Bribes - Coercion - Deception - Theft - Unfair Discrimination.

**UNIT III**

Ethics internal - Hiring - Employees - Promotions - Discipline - Wages - Job Description - Exploitation of employees - Ethics External - Consumers - Fair Prices - False Claim Advertisements..

**UNIT IV**

Ethics External - Environment Protection - Natural - Physical - Society - Relationship of Values and Ethics - Indian Ethos - Impact on the performance..

**UNIT V**

Vendors - Government - Social Audit

**REFERENCES**

1. Albuquerque, Danieln (2010), Business Ethics: Principles and Practices, Oxford University Press.
2. Fernando (2013), Business Ethics: An Indian Perspective, Pearson India Pvt. Ltd.
3. Degeorge R T (2011), Business Ethics, Pearson India Pvt. Ltd.

**UG-HR-DC-07 Women Studies**

**Semester –IV**

**Course Objective:**

The objective of this paper is to provide students about the concept and the development of women studies and its relevant issues on inequality, gender and discrimination and rights of women.

**Course Content:**

**UNIT I: Introduction**

Concept and need of women studies, women movement and its Impact, women in Ancient India, Women in Medieval Period, Changes in the British Period Affecting Women's Status, Women in Post Independence Period, Women and Employment

**UNIT II: Women – Health, illness and caring**

Women and medicine, women and health inequalities, iatrogenic medicine, health and domestic violence, motherhood and informal care

**UNIT III: Violence against Women**

Women's harassment, Nature, Extent and Characteristics of Violence against Women, Violence against widows, Victims of Violence, Perpetrators of violence, Types of violence, Motivation in violence, Theoretical explanation of violent behavior

**UNIT IV: Human Rights of Women**

Women and politics, Protection to women under the national legal framework, Law relating to dowry in India, Sexual harassment at workplace

**UNIT V: Women Empowerment**

Need and importance of women empowerment, National policy for empowerment of women, ways to empower women, Barriers of women empowerment, key strategies of empowering women, UNDP eight point agenda for girls and women

**REFERENCES**

1. Dr. Devinder Singh (2010), Human Rights – Women & Law, Allahabad Law Agency
2. Linda L. Lindsey (2011), Gender Roles – A Sociological Perspectives, PHI Learning Private Limited
3. Pamela Abbott, Claire Wallace and Melissa Tyler (1990), 3<sup>rd</sup> edition, An introduction to Sociology – Feminist Perspectives
4. Ram Ahuja (2010), Indian Social System, Rawat Publications
5. Ram Ahuja (2007), Social problems in India, 2<sup>nd</sup> edition, Rawat Publications

**UG-HR-DC-08 Change Management**

**Semester –IV**

**Course Objective:**

Change is all around us. We are continually asked to manage change in our own lives and organizations. Yet, change unfolds through personal and organizational resistance. This course focuses on planning and managing change and provides frameworks and tools to implement it.

**Course Content:**

**UNIT I: Basics of Change Management**

Meaning, nature and Types of Change, change programmes, change levers, change as growth change as transformation change as turnaround, valuebased change.

**UNIT II: Mapping Change**

The role of diagramming in system investigation A review of basic flow diagramming techniques systems relationships systems diagramming and mapping, influence charts, multiple cause diagrams a multidisciplinary approach.

**UNIT III: Systems Approach to Change and Learning Organisation**

Systems autonomy and behavior the intervention strategy model cases in intervention total project management model (TPMM). The relevance of a learning organization kindling learning processes in organizations strategies to build a learning organization.

**UNIT IV: Organisational Development**

Meaning, Nature and scope of OD Dynamics of planned change Personfocused and role-focussed OD interventions Planning OD Strategy OD interventions in Indian Organisations Challenges to OD practioners.

**UNIT V: Negotiated Change**

Change in the labour management relations in the post liberalised India a review of the response of collective bargaining strategy to the challenges of Globalisation and the restructuring of enterprises in India Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security

**REFERENCES**

1. MirzaS.Saiyadan, Organisational Behaviour, TMH, 2003, New Delhi.
2. Robert A Paton and James McCalman, Change Management: A Guide to Effective Implementation Response Books, New Delhi, 2000.
3. 3. Sethi :Orgnisational Transformation Through Business Process Reengineering Pearson Education.
4. Art Horn: Gifts of Leadership: Team Building through Focus and Empathy, Macmillan India, 1998.
5. C.S.Venkataratnam: Negotiated Change Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.

**UG-HR-CF-04 Constitutional Law**

**Semester –IV**

**Course Objectives:**

The main objective is to provide basics in constitution of India. A student of constitutional law must have a very good understanding of socio –economic as well as political dimensions of the constitutional law. The teacher should teach the special importance of Charismatic leadership of post –independent India.

**Course Content:**

**UNIT I**

**Preamble of constitution and citizenship:**

Application of the Doctrine of basic structure to the preamble. Salient features of the Indian Constitution, Relevant articles of citizenship. Article 1 to 11.

**UNIT II**

**Fundamental Rights-**

Right to Equality, Right to freedom, Rights against exploitations, freedom to Religion, Rights of minority, Right to writ, Article 12 to 32.

**UNIT III**

**Directive principles of state policy and Fundamental duties,**

Article 36 to 51, and Article 51 (a)

**UNIT IV**

**Parliamentary government:**

President, Vice President, the Attorney –General of India, Article.52 to 76,

**UNIT V**

**Emergency provisions:**

ARTICLE 352 TO 360, constitutionalemergency, state emergency and financial emergency

**REFERENCES**

4. N.H.Jabhwalaaa:The constitution of India(2014), Jamnadas and co.
5. N.K.Acharya: The constitution of India(2014), Aisa Law House

**UG-HR-GE- 07 Law for Everyone**

**Semester-IV**

**Course Objectives:**

The objective of this paper is to familiarize the students with basics of laws

**Course Content:**

**UNIT I Laws Relating to Women**

Constitutional provisions, The Immoral Traffic (prevention) Act, 1956, Harassment of women at the workplace and the laws protecting them, National commission for women.

**UNIT II Laws Relating to Child**

Constitutional provisions, Declaration of the rights of child, 1959, Convention on the Rights of the child, 1989, the children Act, 1960, Commission for protection of Child Rights Act, 2005.

**UNIT III Laws Relating Consumers**

Consumer Protection Act-1986: objectives, Definitions, consumer protection councils, Consumer Dispute Redressal Agencies.

**UNIT IV Laws Relating to disable person**

Constitutional provisions, the person with Disabilities (Equal Opportunities, protection of rights and full participation) Act, 1995 and Rules, 1996.

**UNIT-V Laws Relating to Minorities.**

Constitutional provisions, The National commission For Minorities Act, 1992, National Commission for Minority Education Institutions Act, 2004

**REFERENCES**

1. Dr.A.N.Sen, Human Rights(2013), Allahabad Law Agency
2. Dr.Devinder Singh, Human Rights, Women & Law(2010), Allahabad Law Agency
3. Aswinkaria: Human rights (2014), C.Jamnadas and co.
4. N.K.Acharya, The Constitution of India(2014), Asia Law House

**UG-HR-GE- 08 Physical Education**

**Semester-IV**

**Course Objectives:**

At the end of the course the student- teachers will able to

- Create awareness on different aspects of health and fitness.
- Develop skills in organizing the physical education programme in the department.
- Understand the nature of injuries and to take care during emergencies and provide first aid.

**Course Content:**

**UNIT I History**

History of Physical Education in India

Before Independence

After Independence

Important Institutions of Physical Education in India, YMCA, Christian College of Physical Education,.

**UNIT II Physical Education**

Meaning and concept of Education. Its aim and objective, importance of Education in Modern era.

Meaning and definition of Physical Education, its aim and objective and misconception about physical Education.

Need, importance and scope of Physical Education in the Modern Society and its relationship with General Education.

**UNIT III Philosophical Foundations**

Idealism and Physical Education.

Pragmatism and Physical Education.

Naturalism and Physical Education.

Existentialism and Physical Education.

**UNIT IV Biological Basis of Physical Education**

Growth and Development, Differences between growth and development, Factors Affecting growth and development.

Age and Sex differences in relation to Physical activities and Sports.

Chronological Age, Anatomical Age and Physiological Age..

**UNIT V Sociological Foundation:**

Physical education & sports as a need of the society.

Sociological implications of Physical Education and Sports.

Physical activities and Sports as a men's cultural heritage

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**UG-HR-CC-12 Human Resource Management-II**

**Semester –V**

**Course Objectives:**

The objective of the course is to understand and integrate human resource function into business management effectively. The in-depth knowledge of contemporary issues presented in the syllabus will help students understand human behaviour.

**Course Content:**

**UNIT I Performance Management System**

Stakeholder in Performance System; Multi Source Assessment & Feedback; Balanced Scoreboard; Performance Appraisal; Behaviourally Anchored Rating Scale ( BARS )

**UNIT II Training and Development**

Introduction; Training as System; Components of Training development; Benefits of training and development

**UNIT III Potential Appraisal & Succession Planning**

Potential Appraisal; Career Development; Definition , meaning and process of succession planning.

**UNIT IV Motivating Human Resources**

Introduction; Motivation at Work; Basic Process; Different Theories; Relationship Between Motivation & Performance; Empowerment & Participative Management

**UNIT V HRM in Mergers & Acquisitions**

Introduction to Mergers & Acquisitions; Culture Mixing; Challenge in Managing Human Resource

**REFERENCES**

1. HRM- 4th Edition. Biswajeet Pattanayak. Eastern Economy Edition
2. HRM. Uday Kumar Haldar.Juthika Sarkar
3. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand

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**UG-HR-CC-10 Labour Relations**

**Semester –V**

**Course Objectives:**

The course provides an outline on basic concepts of Labour Relations. It is designed to help students to understand basic components of Labour relations. It also provides the students with the inputs related to the topics like Role of Trade Unions, Role of Government etc.

**Course Content:**

**UNIT I**

**Labour Relations;** Definition, Objectives; Importance of harmonious labour relations; Need for harmonious labour relations; Labour relations in India.

**UNIT II**

**Indian Labour;** Its Characteristics; Social composition of industrial labour; The sex composition of labour; Problems of Indian Labourers.

**UNIT III**

**Trade unions;** Definition; Characteristics of Indian trade unions; Problems of Indian Trade Unions; Methods of Trade unions; Role of unions in maintenance of harmonious labour relations.

**Government machinery;** Role of government machinery in maintenance of harmonious labour relations.

**UNIT IV**

**Labour Disputes;** Definition; Causes for Labour Disputes; Preventive measures; Tripartite and Bipartite bodies; Dispute settlement Machinery.

**UNIT V**

**Collective Bargaining;** Definition; role of Collective Bargaining; Characteristic features of Collective Bargaining; Principles of Collective Bargaining; Negotiation; methods of negotiations; Process of Negotiation.

**REFERENCES**

1. Mamoria C B ; Mamoria Satish & Gankar S V; Dynamics of Industrial Relations; Himalaya Publishing House; Mumbai 2015.
2. Punekae S D; Deodhar S B; Saraswati sankaran; Labour Welfare, Trade Unionism and Industrial Relations; Himalaya Publishing House; Mumbai 2012.
3. Subba Rao P; Essentials of Human Resource Management and Industrial Relations; Himalaya Publishing House; Mumbai 2014

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**UG-HR-CE-13: Principles of Management**

**Semester –V**

**Course Objective:**

**4 Credits**

This course offers foundations of principles of Management. Evolution of Management theories and different functions of Management are covered in this course.

**Course Contents:**

**UNIT I: Evolution of Management Thought**

Introduction to the concept of Management: Management as Science or Art, Universality of Management thoughts, Different Schools of Thoughts: Scientific Management School, Classical Organization Theory School, Behavioural School and Scientific Management School, Rationalistic Perspective versus Interpretative Perspective.

**UNIT II: Planning**

The nature of Managerial Decision Making, Rational Model of Decision Making, Bounded Rationality, Importance of Planning, Types of Plans, Planning and Strategy Making, Levels of Strategies.

**UNIT III: Organizing**

Organizational Design and Structure, Concept of Power and Authority, Distribution of Power and Authority.

**UNIT IV: Directing / Leading**

Concept of Leadership, Teams and Team Work, Communication, Issues in Communication and dealing with the issues of communication.

**UNIT V: Controlling**

Concept and Design of Control Systems.

**REFERENCES**

1. Drucker, P (2014), Management, Harper Business.
2. Hitt, M A; Black, J S and Porter, L W (2009), Management, Pearson, New International Ed.
3. Robbins, S P (2009), Management, Pearson, 10<sup>th</sup> Ed.
4. Robbins, S P, Coulter, M and De Cenzo, D (2016), Fundamentals of Management, Pearson
5. Stonner, J A F, Freeman, R E and Gilbert, D R, Jr (2003), Management, Pearson, 6<sup>th</sup> Ed.

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**UG-HR-CE-14: Fundamentals of Human Resource Development**

**Semester –V**

**Course Objective:**

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

**Course Contents:**

**UNIT I: HRD- An Introduction**

Historical Development; Concept of HRD; Characteristics of HRD; Objectives of HRD; Need for HRD; HRD as a total system; Functions of HRD; HRD and Personnel Management

**UNIT II: Philosophies and Strategies**

An overview; HRD matrix; HRD Philosophy; HRD policies; HRD Strategy; HRD organization; Barriers of HRD programmes; Suggestions to make HRD effective in Indian Organisations; Attributes of HRD manager; HRD in Indian Industry.

**UNIT III: HRD System**

Process of Designing HRD Systems; Principles in Designing HRD Systems; Factors affecting in HRD Systems Designing.

**UNIT IV: HRD Mechanism**

Pre requisite for HRD; Variables in HRD Mechanism; HRD Processes; HRD Outcomes; Organizational Effectiveness.

**UNIT V: HRD Climate and Culture**

Concept of Climate; Factors affecting HRD Climate; Indian Culture and HRD; The Developmental Dimensions.

**REFERENCES**

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, Edision.
9. Mathur B.C. (2000) Strategy for Human Resource Development, RBSA.
10. Tripathi P.C. (2002) Human Resource Developemnt, Sultan Chand.

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**UG-HR-CE-15: Training and Development**

**Semester –V**

**Course Objective:**

The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.

**Course Contents:**

**UNIT I**

Introduction to training concept- Definition – meaning – need for training – Importance of training – Objectives of training – Concepts of education – training and development – overview of training functions – types of training.

**UNIT II**

Process of training - Steps in training – identification of job competencies – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment

**UNIT III**

Designing and implementing a training program - Trainer identification – methods and techniques of training –

**UNIT IV**

designing a training module (cross cultural – leadership – training the trainer – change) – management development program – budgeting of training

**UNIT V**

Evaluation of Training Program - KirkPatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training

**REFERENCES**

1. Employee Training and Development – Raymond Noe
2. Every Trainers Handbook – Devendra Agochia
3. 360 Degree Feedback, Competency Mapping and Assessment Centre – Radha Sharma
4. Training and Development – S. K. Bhatia
5. HRM – Biswajeet Pattanayak

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**UG-HR-GE-09 Employer Branding**

**Semester –V**

**Course Objectives:**

Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

**Course Content:**

**Unit – I: Employer branding**

Brand- basics- Brand ideals- Brand elements – Brand dynamics – Brand and it's stakeholders

**Unit – II: Integrated Model**

Concept of employer brand, needs and aspiration of employees, managerial challenges, role of leadership, developing employer brand concept, strategic perspective of employer brand

**Unit – III: Brand fundamentals**

Benefits – Brand analysis – Brand value – Brand positioning and differentiation – Brand management and development – Brand life cycle – Branding process

**Unit – IV: Employer brand insight and positioning**

Employee insight- Labour market insight – Brand identity – Brand integration – Positioning model – Brand vision model - Employee value proposition – Measuring employer brand

**Unit - V: Brand Communication and management**

Emotional engagement - Employee commitment and behavioural change - Behavioral change – Branding policy - Practices – Key responsibilities of employer brand management – Employee engagement – Components - Case studies

**REFERENCES**

1. Simon Barrow, Richard Mosley , The employer brand: Bringing the best of brand management to people at work, Wiley
2. Hugh Davies, Employer Branding, Book pal
3. Wheeler Aina, Designing brand identity: An essential guide for the whole branding team
4. Helen Rosethorn, The employer brand, Gower
5. Cyrill Ting, AV Akademikerverlag, Employer branding and the employee-life-cylce: How to be attractive employer
6. Lizz Pellet, The cultural fit factor: Creating an employment brand that attracts, retains and repels the right employees, Society of Human resource management
7. Jeff Waldman, Christine Mcleod, The HR Trailblazer: Unlock the potential of your employer brand,

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**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

*Proposed Syllabus for 5-years integrated HRD course Effective from the Academic Year 2015-16*

**UG-HR-GE-10- Disaster Management**

**Semester –V**

**Course Objectives:**

Disaster whether they be natural or man-made causes havoc for humans. It kills people, injures many and destroys precious scarce resources making all of us poor. They are one of the biggest threats to the survival of the human race and its civilization. In this course students will learn about various disasters and how to manage them once they occur.

**Course Content:**

**UNIT I**

Definition, nature, characteristics and types of disasters

**UNIT II**

Disaster profile of India

**UNIT III**

Natural disasters- Earthquake; Landslides; Volcano eruption; Cyclone/hurricane; Avalanches; Floods/flash floods; Droughts; Tsunami

**UNIT IV**

Man-made disasters - Wars: Nation state and civil wars; Genocide/pogroms; Terrorism; Crime; Industrial hazard; Environmental hazard (waste disposal etc.); Fire

**UNIT V**

Disaster management- Prevention; Preparedness; Mitigation

Disaster response technologies; Disaster Management Authority of India

Disaster Management Policies in Gujarat; Disaster Management Policies in Surat

**REFERENCES**

1. Collins, L. R. (2000). *Disaster Management and Preparedness*. CRC Press.
2. Coppola, D. P. (2010). *Introduction to International Disaster Management*. Elsevier.
3. Home - National Disaster Management Authority. (n.d.). Retrieved 16 August 2016, from <http://www.ndma.gov.in/en/>

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**UG-HR-DC-09 Fundamentals of human organisational communication Semester –V**

**Course Objectives:**

Communication objectives are the strategies used by an organization to create awareness, impart knowledge, shape brand reputation or affect sales. The strategies are measurable plans to increase the company's visibility, to attract new clients or customers, to communicate the organization's mission or vision to a broader audience or to more fully engage employees in the business strategy.

**Course Content:**

**Unit – I: Definition and basics of communication**

Definition of Communication - History of Communication- Nature of communication – Classification of communication – Process of communication – Objectives of communication – Organisational communication: Importance of communication in management - Why managers need communication skills

**Unit – II: Channels of Communication**

Channels, Networks, Forms and Dimensions of communication: Formal communication, Informal communication, Upward communication, Downward communication, Lateral communication, Diagonal communication, Inward communication, Outward communication, Written communication, Oral communication, Non-verbal communication, Wheel network, Y network, Chain network

**Unit – III: Oral and written communication**

Oral Communication: Characteristics/Features of oral communication, Advantages & disadvantages of oral communication

Written Communication: Characteristics of written communication, Advantages & disadvantages of written communication

**Unit – IV: Non-verbal communication**

Non-verbal Communication: Characteristics of non-verbal communication, Kinesics or body language, Facial expression, Eye contact, Gestures, Effective use of body language

Paralanguage, Advantages & disadvantages paralanguage,

**Unit - V: Writing process and email**

Writing process, Enquiries & replies, Quotations, Memo, Reports: Types of reports, Report writing process, Outline of a report, Group Discussions, Strategies for group discussions

E-correspondence: E-mail, Basic rules of business etiquettes

**REFERENCES**

1. Sehgal M K, Business Communication, Excel Books
2. Sushi Bahl, Business Communication today, Sage publication
3. Pal Rajendra, Korlahalli, Essentials of business communication, S Chand & sons.

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**UG-HR-DC-10 Legal Environment**

**Semester –V**

**Course Objectives:**

The objective of this paper is to make students aware with the legal environment affecting business in India. The topics covered includes intellectual property rights, law of patents and also provides insight into international conventions on Intellectual Property Rights.

**Course Content:**

**UNIT I**

Legal Terms: contract, consensus ad idem, void ab initio, quasi contract, condition, warranty, caveat emptor, lien, person, ultra vires, doctrine of lifting corporate veil, doctrine of indoor management, child labour, information, right to information, record, intellectual property, cyber space, information technology, cyber stalking, internet, hacking, Constitution, preamble, writs, habeas corpus, mandamus, certiorari, prohibition, quo warranto, secularism, fundamental rights, Directive Principles of State Policy, Fundamental Duties, Doctrine of Separation of Power, Rule of Law, Consumer

**UNIT II Intellectual Property Rights**

Intellectual Property – Forms, WIPO, WTO, Intellectual Property and Human Rights, Judicial Approaches

**UNIT III PATENTS**

Definitions, Patentable Inventions, Non Patentable Inventions, Term of Patents, Powers of Controller, Compulsory Licences, Infringement of Patents and Remedies, Traditional Knowledge, Biotechnology Patents

**UNIT IV**

**Copyright:** Objectives of Copyright Law, Subject matter, Term, Remedies for Infringement

**Trademark:** Aims and Objects of Trademark Act, Registration, IPAB, Effect of Registration of Trademark

**UNIT V International Conventions on IPR**

Berne Convention for the Protection of Literary and Artistic Works, 1986; WIPIO Copyright Treaty, 1996; TRIPS, PCT

**REFERENCES**

1. Gandhi, B. M. (2009). Legal Language. New Delhi: Eastern Book Co.
2. R, M.S. (2012). World Trade Organisation. Hyderabad: Asia Law House
3. Avtar, S. (2013). Intellectual Property Law. New Delhi: Eastern Book Publication
4. Ahuja. (2013). Intellectual Property Law. New Delhi: Eastern Book Company

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**UG-HR-CF-05 Career Management**

**Semester –V**

**Course Objectives:**

The objective of the course is to understand various stages of career cycle in an employee's work life, to understand the various factors (internal and external) which can affect career development and thereby understand how management can help to get best possible outcomes

**Course Content:**

**UNIT I Career Planning & Development**

Meaning of Career planning, Career Planning and manpower planning; Career planning and succession planning; Process of career planning

**UNIT II Career Planning & Development-II**

Career Counselling; Advantages of career planning; Limitations of career planning; Making career planning successful, Career Development

**UNIT III Employee empowerment**

Concept of employee empowerment, Elements of empowerment; Approaches to empowerment; Importance of empowerment; Barriers to empowerment

**UNIT IV Talent Management**

Concept Of Talent; Importance of Talent Management; Talent Identification; Talent Management best practices

**UNIT V Human Resource Management in a changing environment**

Economic liberalisation and human resource management; Changing nature of work; Workforce diversity; Exit policy

**REFERENCES**

1. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand
2. Pattanayak, Biswajeet (2001), Human Resource Management. New Delhi: Patience-Hall of India
3. Rao, T.V. (1999), Designing and Managing Human Resource Systems. Oxford & IBH Publishing

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**UG-HR-EF-09- History of Cultures**

**Semester –V**

**Course Objectives:**

This course is designed to introduce the students to the various cultures of the world throughout history starting from ancient time to modern. For being a member of our civilized world it is important for students to know all these civilizations and their culture. The father of American literature Mark Twain said, "Travel is fatal to prejudice, bigotry, and narrow-mindedness". In this course we will take students on a virtual travel of the different parts of the world and its histories.

**Course Content:**

**UNIT I Introduction**

History: An Introduction

**UNIT II Overview**

A brief history of the world (from the dawn of humanity to the 21<sup>st</sup> Century)

**UNIT III History of Cultures-I**

Middle East And Africa - Sumer: The Cradle of Civilization; Ancient Egypt

**UNIT IV History of Cultures-II**

Asia - Ancient China; The Mongols; Japan

**UNIT V History of Cultures-III**

The Americas – Aztecs; Mayans

Europe - Ancient Greece; Ancient Rome; Modern Europe: A Brief Overview

**REFERENCES**

1. Bryson, B. (2004). *A Short History of Nearly Everything* (1st edition). New York: Broadway Books.
2. Davies, N. (1998). *Europe: A History*. Harper Perennial.
3. Durant, W., & Durant, A. (1993). *The Story of Civilization*. MJF Books.
4. Toynbee, A., & Somervell, D. (1963). *A STUDY OF HISTORY. in TWO VOLUMES* (15th Printing edition). Oxford University Press.

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**UG-HR-EF-10 Management & Business skills**

**Semester –V**

**Course Objectives:**

To impart knowledge of dealing with colleagues, clients and stakeholders. A new age corporate world requires a candidate equipped with not only fresh knowledge but also with skill and attitude. This subject makes student more competent.

**Course Content:**

**Unit – I: Self-improvement**

Self-Improvement: Plan to improve- Visualise your best self, long-term goals – Short term objectives-Action plans- Actively working to improve yourself, Mentoring and coaching, counselling, behaviour modification

**Unit – II: Working with others**

Value added qualities-Cheerfulness, Sense of humour, Tactfulness, Empathy and sympathy, Willingness to participate, Negative traits to avoid- Resentment, Irritating habits, Envy and jealousy, Self-pity, Being a team player – Cooperation, Politeness, Patience, Enthusiasm, Dependability, Loyalty

**Unit – III: Getting along with your supervisor**

Know your supervisor, Supervisor is a real person, leadership styles, Communicating with supervisor, Special communication with your supervisor, What should you expect from your supervisor?- Avoid negative reactions to criticism, Handling criticism, Safe work environment, Personal recognition, What your supervisor expects of you- Be present and on time, show diligence and initiative, Allegiance, Enthusiasm, Change

**Unit – IV: Relating to clients and customers**

Customer expectations, quality products and services, Reliability, Empathy and understanding, Timeliness, Recognition and acknowledgement, Customer communication  
Thinking Skills- Critical thinking, Creative thinking, Thinking strategies- Problem solving

**Unit - V: Standard of conduct**

Integrity and ethics- Understand employer expectations, keep your standards high, loyalty, Avoid drug and alcohol abuse, Honesty- Petty theft, expense account abuses, Abuses of fringe benefits

**REFERENCES**

1. Wallace H, Personality Development, Cengage Learning
2. Sinha A, Singh N, A text on Soft skills for business, Vrinda Publication
3. Joshi Gangadhar, Campus to Corporate: Your roadmap to employability, Sage Publication
4. K. Alex, Soft Skills, S. Chand Publication
5. Mitra Barun, Personality development and soft skills, Oxford Publication

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**UG-HR-CC-11 Organisational Development**

**Semester –VI**

**Course Objectives:**

The course provides an outline on basic concepts of Organisational Development. It is designed to help students to understand basic process of Organisational Development. It also provides the students with the inputs related to the topics like Process of organisational diagnosis, OD intervention and ethics in OD etc.

**Course Content:**

**UNIT I**

**Organisational Development;** Definition, Objectives; Importance of Organisational Development; Evolution of organisational Development.

**UNIT II**

**Organisational Consultant;** Client – Consultant relations in organisational Development; Implications for consultants behaviour.

**UNIT III**

**Internal OD facilitator;** functions of internal OD facilitator; attributes of internal OD facilitator; training design for an internal OD facilitator;

**UNIT IV**

**Organisational Diagnosis;** Process of organisational diagnosis. **OD interventions;** selecting an OD intervention; classifications of OD interventions.

**UNIT V**

Organisational development in Global setting; Future direction of Organisational Development.

**REFERENCES**

1. Cummings D T and Worli C.G. Theory of Organisational Development and Change, Cengage Learning India pvt. Ltd., New Delhi, 2015.
2. Singh Kavita, Organisational change and Development, Excel books, New Delhi, 2012.
3. Prasad Kesho, Organisational Development for Excellence, Macmillan India Ltd, 2005.
4. French W L, Bell C and Veena vohra, Organisational Development, Pearson Education, New delhi, 2007

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**UG-HR-CC-12 Organisational Behaviour**

**Semester –VI**

**Course Objectives:**

It is an interdisciplinary field dedicated to better understanding and managing people at work. The course develops an insight for various individual phenomena observed at workplace leading to human behavior

**Course Content:**

**UNIT I Introduction to Organizational Behavior**

Meaning and Definition of Management, Role of Managers, Definition and scope of Organizational Behavior, Disciplines contributing to Organizational Behavior, Models of OB.

**UNIT II Historical View of Organizational Behavior**

Early contributions to the field of Management, Foundations of OB, Behavioral science foundations of OB

**UNIT III Foundations of Individual Behavior**

Biological foundations of behavior, Causes of Human behavior, Environment effects on behavior, Behavior as an input-output system

**UNIT IV Attitudes**

Nature of Attitudes, Components of Attitudes, Functions of Attitudes, Changing Attitudes and ways of changing work related attitudes.

**UNIT V Job Satisfaction and values**

Concept of Job satisfaction, Factors affecting Job satisfaction, Impact of Job satisfaction on performance, Meaning, importance and relevance of values to OB, Types of Values

**REFERENCES**

1. Stephans Robbins , 2007 , Organisational Behavior, Prentice hall Inc
2. Fred Luthans, Organisational Behavior, McGraw Hill ,UK
3. G. Moorhead & Griffith ,2007, Organisational Behavior , Houghton Muffin Co.
4. Davis ,Keith, 1989, OB : Human Behaviour at Work , McGraw Hill Inc.
5. Ashwathappa, K , 2006, Organisational Behavior : Text & Cases , Himalaya publications.
6. Rao VSP and Narayana , P S , Organisation Theory and Behaviour , Konark publications

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**UG-HR-CE-16 Strategic Staffing**

**Semester –VI**

**Course Objectives:**

The course provides an outline on basic concepts of strategic Staffing. It is designed to help students learn about how work force should be managed so that it is in line with organization's overall vision.

**Course Content:**

**UNIT I Concept of Strategy and Strategic Human Resource Management**

What is Strategy?; Formulation of strategy

Concept of Strategic human resource management; What are HR strategies?; Specific HR Strategies; Developing HR Strategies;

**UNIT II Strategic human resource planning**

Definition and concept of strategy; Elements of a good strategy; Vision and mission of the organisations; Human resource planning aligned with business strategy, labour market

**UNIT III Understanding current workforce**

Job analysis and the right fit; Recruitment sources (traditional and innovative); Electronic recruitment

**UNIT IV Talent Management Strategy**

Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence-Defining culture and talent; Components of culture change; Five stages of culture change

**UNIT V Employee relations Strategy**

Employee relations strategy defined; Concerns of employee relations strategy; The background to employee relations strategies; Formulating employee relations strategies

**REFERENCES**

1. Armstrong, Michael (4<sup>th</sup> Edition), Strategic Human Resource Management-A Guide to Action; Kogan Page
2. Belcourt, Monica, Strategic Human Resource Planning, Cengage Learning
3. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand
4. Pattanayak, Biswajeet (2001), Human Resource Management. New Delhi: Patience-Hall of India
5. Heneman, H.G., Judge H.G.(2012), Staffing organisations,  
N.B. Teacher will provide the related reading material during the course of the lectures

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**UG-HR-CE-17 Compensation and benefit**

**Semester –VI**

**Course Objectives:**

The aim of this subject is to understand the various dimensions of Compensation Management. Also, to familiarise the role of various bodies involved in Compensation Management.

**Course Content:**

**Unit – I: Introduction**

Introduction to compensation management: Concept of compensation – Objectives of compensation – Importance of compensation program – Core components of compensation (Elements of successful compensation package) – Direct compensation & indirect compensation – Factors affecting employee's compensation

**Unit – II: Strategic perspectives in compensation**

Aligning compensation strategy with business strategy – Skill based Pay: Reasons for skill based pay, introducing a skill-based pay system- problems in skill based pay- Competency based compensation programme

**Unit – III: Managing compensation & Performance based compensation**

Managing compensation: Designing a compensation system, Compensation as a retention strategy- Competency based program

Performance based compensation: Effect of compensation on performance and motivation – Pay for performance system- Types of pay for performance plans – Does compensation motivate performance?

**Unit – IV: Wages and salary administration**

Definition and concept of wages- The wage determination process – Methods of wage fixation –Theory of wages - Types of wages,

**Unit - V: Incentive plans and fringe benefits**

Incentive plan- Characteristics of incentive plan- benefits of incentive plans –Individual incentive system, Based on Time-Halsey plan, Rowan plan, Emerson plan, Bedeaux plan, Based on production- Taylor plan, Group incentive system- Gain sharing plan, Kaiser plan, Profit sharing plan, co-partnership

Definition of fringe benefit, Need for fringe benefit, Objective of fringe benefits

**REFERENCES**

1. Bhatia, Kanchan, Compensation Management, Himalaya Publishing House
2. Pattanayak Biswajeet, Human Resource Management, PHI Learning Pvt. Ltd.
3. Armstrong, Michael, A Handbook of Human Resource Management Practice, Kogan Page Publication
4. Haldar U, Sarkar Juthika, Human Resource Management, Oxford University Press

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**UG-HR-CE-18 LABOUR LAW**

**Semester –VI**

**Course Objectives:**

The present course aims at familiarizing the participants with various legal aspects of labour laws. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, ever changing procedures & practices in the field of labour Law .

**Course Content:**

**UNIT I**

**The Trade Unions Act, 1926** ; Introduction, Object and Scope, Definitions, Registration, Application, Cancellation of registration, Criminal conspiracy in trade disputes, Immunity from civil suit in certain cases, Returns, Failure to submit returns, Cognizance of offences.

**UNIT II**

**Minimum wages act, 1948**; The object, Minimum rates of wages, manner and procedure of fixing and revising minimum rates of wages, hours of work , extra wages, rest day, Employer's obligations, Registers, records, notices, abstract and returns, Scheduled Employment, Penalties & Punishment for offences

**Payment of wages act, 1946**; Introduction, Object, Applicability of the act, Definitions, Responsibility for payment of wages, Deduction, Levy of fines, Deduction for damage and loss, Claim, Employer's obligations, Penalties

**UNIT III**

**Bonded Labour System (Abolition) Act, 1947**; Introduction, Scope and definition, Extinguishment of liability of bonded debt, Property to be freed from mortgage, creditor not to accept payment against extinguished debt, penalties.

**UNIT IV**

**Employees provident fund (miscellaneous provisions) act,1952**; Introduction, scope and Application, Definitions, concept, payment of Contribution for EPF, Duties of employers under EPF scheme, Scale of benefits payable under EDLI scheme, 1976, Offences, punishment.

**UNIT V**

**Legal case study and seminar**

**REFERENCES**

1. Cummings D T and Worli C.G. Theory of Organisational Development and Change,Cengage Learning India pvt. Ltd.,New Delhi, 2015.
2. Singh Kavita, Organisational change and Development,Excel books, New Delhi , 2012.
3. Prasad Kesho, Organisational Development for Excellence, Macmillan India Ltd,2005.

4. French W L, Bell C and Veena vohra, Organisational Development, Pearson Education, New delhi, 2007
5. S. N. Misra (2016) labour & Industrial Laws, CLP
6. H.L. Kumar (2015) labour laws' cases, ULP
7. Meenu Paul (2014): Labour and Industrial Law, Allahabad Law Agency
8. Misra S.N. (2006) labour Laws, central Law house
9. Malik P.L. (2004) labour Laws , ECB

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**UG-HR-GE-11: Qualitative Research**

**Semester –VI**

**Course Objective:**

This course offers foundations of qualitative research. The paradigm of qualitative research is different from the standard methodologies adopted for research. It gives a different perspective to look at things and analyse research questions. Thus, this course provides an overview of all major qualitative research designs and methods of data collection.

**Course Contents:**

**UNIT I: Introduction**

Introduction to qualitative research and its paradigm, Comparison between Qualitative and Quantitative Research, basic designs of qualitative research.

**UNIT II: Ethnography and Case Study Approaches**

Undertaking Ethnographic research, Undertaking Case Study Research

**UNIT III: Data Collection Methods**

Interviewing and Focus Group Discussions (FGDs), Participant and non-participant observation, Sampling in Qualitative Research

**UNIT IV: Action Research and PRA**

Action Research and Participatory Rural Appraisal (PRA)

**UNIT V: Data Analysis and Grounded Theory**

Basics of Content Analysis, Introduction to Grounded Theory

**REFERENCES**

1. Bryman, A (2016), Social Research Methods, Oxford University Press, 5<sup>th</sup> Ed.
2. Flick, U (2009), An Introduction to Qualitative Research, Sage, 4<sup>th</sup> Ed.
3. Gibson, W J and Brown, A (2009), Working with Qualitative Data, Sage.
4. Hennink, M, Hutter, I and Bailey, A (2011), Qualitative Research Methods, Sage.
5. Silverman, D (2013), Doing Qualitative Research, Sage, 4<sup>th</sup> Ed.

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**UG-HR-GE-12 Talent Management**

**Semester –VI**

**Course Objectives:**

Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

**Course Content:**

**Unit – I: Talent Management Basics**

Talent Management : What is Talent management? – Concept of Talent Management – Importance of Talent Management – Talent management life cycle –Factors influencing talent management – Managing the talent

**Unit – II: Integrated Model**

Talent management: An integrated model – Identifying the talent gaps – Talent sourcing – Developing talent –Benefits of talent management to organization – Factors retarding talents in India

**Unit – III: Elements of Talent Management**

The element of Talent Management-The resourcing strategy- Attraction and retention policies and programmes – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management

**Unit – IV: Attraction strategies**

Creating a great place to work : Attraction strategies – Employer branding- Employer of choice – Targeted recruitment and selection

**Unit - V: Retention strategies**

Retention strategies – Factors affecting retention- Basis of the strategy - Risk analysis – Analysis of reasons for leaving – Areas of action

**REFERENCES**

1. Pattanayak Biswajeet, Human Resource Management, PHI Learning Pvt. Ltd.
2. Armstrong, Michael, A Handbook of Human Resource Management Practice, Kogan Page Publication
3. Haldar U, Sarkar Juthika, Human Resource Management, Oxford University Press

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**UG-HR-DC-11- Entrepreneurship**

**Semester –VI**

**Course Objectives:**

The objective of this course is to familiarize students with the important phenomena of entrepreneurship. As the great economists like Joseph Schumpeter and Ludwig von Mises said, entrepreneurs are the drivers of any economy. Because of the primary importance of entrepreneurial function for any economy this course is designed to inform the students about the various facets of entrepreneurship

**Course Content:**

**UNIT I INTRODUCTION**

1. Entrepreneurship: definition, nature and function

**UNIT II ENTREPRENEURSHIP IN THEORY**

1. Entrepreneurship in economics
2. Entrepreneurship in business

**UNIT III CORPORATE ENTREPRENEURSHIP**

1. Frameworks for corporate entrepreneurship: static and dynamic perspectives
2. Strategies for major new product/business development

**UNIT IV ENTREPRENEURIAL FINANCE**

1. Introduction, overview and brief history
2. Sources of entrepreneurial finance
3. Entrepreneurial financial planning
4. Business Valuation:
  - a. Discounted cash flow (DCF) and the venture capital method
  - b. Real option valuation

**UNIT V GREAT ENTREPRENEURS : CASES**

1. Steve Jobs
2. Andrew Carnegie
3. Dhirubhai Ambani
4. Bill Gates

**REFERENCES**

1. Isaacson, W. (2015). *Steve Jobs* (Reissue edition). Simon & Schuster.
2. Kirzner, I. M. (1978). *Competition and Entrepreneurship* (New edition edition). University Of Chicago Press.
3. Klein, P. G. (2010). *Capitalist & the Entrepreneur by Peter G. Klein (2010) Paperback*. Ludwig von Mises Institute.
4. Marden, O. S. (2012). *How They Succeeded: Life Stories of Successful Men Told By Themselves*. Forgotten Books.

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**UG-HR-DC-12: HR OUTSOURCING**

**Semester –VI**

**Course Objectives:**

The increasingly globalizing economy offers opportunities to HR managers to make their organizations more efficient via outsourcing many of their functions. This is important for the businesses to survive in global competitive economies of the world. In this course students will learn about HR outsourcing and via it how companies can become more efficient organizations.

**Course Content:**

**UNIT I**

HR Outsourcing: Introduction - Meaning and nature; Need/reasons for outsourcing

**UNIT II**

Functions of HR outsourcing Firm; Areas of HR outsourcing

**UNIT III**

Strategies for HR Outsourcing; Advantages and disadvantages of HR outsourcing

**UNIT IV**

Implications - For businesses; For workers; For governments

**UNIT V**

Case studies – USA; India; China; EU

**REFERENCES**

1. Beaman, K. V. (2004). Out of Site: An Inside Look at HR Outsourcing. Rector-Duncan, Inc.
2. Cook, M. F. (1998). Outsourcing Human Resources Functions: Strategies for Providing Enhanced HR Services at Lower Cost. AMACOM.
3. Gildner, S. B., & Cook, M. F. (2006). Outsourcing Human Resources Functions: How, Why, When, and When Not to Contract for HR Services (2nd edition). Society For Human Resource Management.
4. Lawler, E. E., Ulrich, D., Fitz-enz, J., Madden, J., & Maruca, R. (2004). Human Resources Business Process Outsourcing: Transforming How HR Gets Its Work Done (1 edition). Jossey-Bass.

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**UG-HR-CF-06: Human Resource Information Systems**

**Semester –VI**

**Course Objective:**

This course offers the introductory technical knowhow of using a Database Management System to efficiently manage HR data and work with it. Data is vital for taking important HR decisions and making systems that give suggestions on the basis of data. This course offers background of different systems used in an organization to make HR decisions. Basic technical knowhow of developing and using these systems are also provided in this course.

**Course Contents:**

**UNIT I: Introduction**

Basics of Information Systems: MIS and Decision Support Systems: Concepts, Types and Uses

**UNIT II: Database Concepts**

Introduction to Relational Database Management System, Client-Server and Distributed Database Management System

**UNIT III: Designing Database**

Designing a database, creating tables, defining relationships and writing queries using Structured Query Language (SQL)

**UNIT IV: Querying Databases**

HR Metrics and Workforce Analytics basics

**UNIT V: HR Applications**

Recruitment and Selection in Internet Context, HRIS Privacy and Security

**REFERENCES**

1. Kroenke, D M and Auer, D (2014), Database Processing: Fundamentals, Design and Implementation, Pearson, 13<sup>th</sup> Ed.
2. Rob, P, Morris, S and Coronel, C (2013), Database Systems: Design, Implementation and Management, Cengage Learning, 10<sup>th</sup> Ed.
3. Kavanagh, M J and Thite, M (2011), Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia, 2<sup>nd</sup> Ed.

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**UG-HR-EF-11- Indian Culture and Heritage**

**Semester –VI**

**Course Objectives:**

The Indian subcontinent has a rich and deep history of civilization of almost 5000 years. This course is designed to familiarize the students with this rich and deep history of the Indian subcontinent.

**Course Content:**

**UNIT I Introduction**

Culture: An Introduction

**UNIT II Overview**

Indian culture: An Overview

**UNIT III A Brief History of India**

1. Ancient India
2. Medieval India
3. Modern India

**UNIT IV Cultural Heritage of India - I**

1. Language and Literature
2. Religion and Philosophy

**UNIT V Cultural Heritage of India - II**

1. Painting, Performing Arts and Architecture
2. Science and Technology
3. Social Structure

**REFERENCES**

1. Basham, A. L. (1975). *A Cultural History Of India*. Oxford University Press, Incorporated.
2. Keay, J. (2010). *India: A History*. HarperPress.
3. *Medieval India: The Study of Civilization*. (2008). National Book Trust.
4. Thapar, R. (2015). *The Penguin History of Early India: From the Origins to AD 1300*. Penguin UK.

**UG-HR-EF-12 Statistical Analysis using software**

**Semester –VI**

**Course Objectives:**

This course intends to give exposure to students about different statistical packages. This paper will serve as pre-requisite to those who intend to opt for Data Mining and HR Analytics. The course gives an exposure to two Free and Open Source (FOSS) packages and one proprietary software.

**Course Content:**

**UNIT I: Basics of Libre Calc**

Data Entry, Use of functions Statistical functions and other related functions, Graphs and charts in MS-Excel.

**UNIT II: Analysis in Libre Calc**

Finding summary measures, t-test, ANOVA, correlation and regression analysis.

**UNIT III: Introduction to SPSS and Data Management**

Introduction of different windows of SPSS, data entry in SPSS, reading an excel file in SPSS, recoding variables, creating frequency table, crosstabulations, Graphs and Charts.

**UNIT IV: Data Analysis using SPSS**

Descriptive statistics, Normality Testing, Hypothesis testing: t-tests, Analysis of variance (ANOVA), correlation and regression analysis.

**UNIT V: Introduction to R**

Getting started with R, Data Structures in R, Reading a data file in R, Descriptive Statistics, t-test, ANOVA, Correlation and Regression using R. Simple graphs in R.

**Teaching pedagogy:** Sessions will be conducted in computer laboratory so as to give hands-on exposure to the software packages. The computer laboratory sessions shall be conducted in two batches of 30 students each. Each batch shall require a hands-on exposure of 2 hours per week.

**Examination:** Continuous assessment will be done through assignments. There will be total 3 compulsory assignments, one library work (seen test) and one unseen test. The assignments will be of 20 marks from each unit.

**REFERENCES**

1. McFedries, P (2013), Excel Data Analysis: Visual Blueprint, Visual (Wiley), 4<sup>th</sup> Ed.
2. Nelson, S L and Nelson E C (2014), Excel Data Analysis for Dummies, Wiley, 2<sup>nd</sup> Ed.
3. George, D and Mallery, P (2009), SPSS for windows step by step : A simple guide and reference (17.0 Update), Pearson, 10<sup>th</sup> Ed.
4. Pandya, K and Bulsari, S (2014), SPSS in Simple Steps, Dreamtech Press (Wiley).
5. Crawly, M J (2013), The R Book, Wiley, 2<sup>nd</sup> Ed.

**REFERENCES**

1. Dhanajoy, S., & Seema, K. (2007). Lesson planning: Teaching methods and class management in physical education. New Delhi: KhalSahitya Kendra.
2. Nash T.N. (2006). Health and physical education. Hydereabad: Nilkamal Publishers.
3. Prasad, Y. V. (2006). Method of teaching physical education. New Delhi: Discoverypublishing house.
4. Sachdeva, M. S. (2006). School organisation, administration and management. Ludhiana: DandonPublication.
5. Chandra, S., Sothi, & Krishnan.P. (2005). Health education and physicaleducation. Delhi: Surject Publications.
6. Mangal, S. K. (2005). Health and physical education. Ludhiana: Tandon Publication bookmarket.

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

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**For Semester 7 to 10**

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*(Submitted for Approval)*

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

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**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

**Course Structure of Integrated Programme in HRD**

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
<b>Semester-I</b>				
	<b>Core Courses</b>			
UG-HR-CC-01	General Psychology	4	3	1
UG-HR-CC-02	General Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-01	Principles of Economics-I	4	3	1
UG-HR-CE-02	Basic Mathematics	4	3	1
UG-HR-CE-03	Basic Financial Accounting	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-01	Stress Management	2	2	-
UG-HR-GE-02	Communication Skills	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-01	Document Design	2	2	-
UG-HR-DC-02	Leadership Issues	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-01	Computer Application	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-01	English for Business	2	2	-
UG-HR-EF-02	Right to Information	2	2	-
	<b>Total Credits of Semester I</b>	<b>24</b>		
<b>Semester-II</b>				
	<b>Core Courses</b>			
UG-HR-CC-03	Development Psychology	4	3	1
UG-HR-CC-04	Business Laws	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-04	Principles of Economics-II	4	3	1
UG-HR-CE-05	Introduction to Statistics	4	3	1
UG-HR-CE-06	Culture and Society	4	3	1
	<b>Generic Elective (Any One)</b>			

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

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

<b>Semester-III</b>				
	<b>Core Courses</b>			
UG-HR-CC-05	Social Psychology	4	3	1
UG-HR-CC-06	Industrial Sociology	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-07	Macroeconomics	4	3	1
UG-HR-CE-08	Applied Statistics	4	3	1
UG-HR-CE-09	Environment Studies	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-05	Business Environment	2	2	-
UG-HR-GE-06	Technical communication	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-05	Indian Business Legends	2	2	-
UG-HR-DC-06	Presentation Skills	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-03	Database Essentials for Business	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-05	Employee Empowerment	2	2	-

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UG-HR-EF-06	WTO	2	2	-
	<b>Total Credit of Semester III</b>	<b>24</b>		
<b>Semester-IV</b>				
	<b>Core Courses</b>			
UG-HR-CC-07	Industrial Psychology	4	3	1
UG-HR-CC-08	HRM-I	4	3	1
	<b>Core Elective(Allied) (Any Two )</b>			
UG-HR-CE-10	Development Economics	4	3	1
UG-HR-CE-11	Research Methodology	4	3	1
UG-HR-CE-12	Corporate Responsibility and Governance	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-07	Cyber Laws and Cyber Security	2	2	-
UG-HR-GE-08	Business Ethics	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-07	Women Studies	2	2	-
UG-HR-DC-08	Change Management	2	2	-
	<b>Compulsory Foundation</b>			
UG-HR-CF-04	Constitutional Law	2	2	-

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

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UG-HR-CE-15	Training and Development	4	3	1
	<b>Generic Elective (Any One)</b>	2	2	-
UG-HR-GE-09	Employer Branding	2	2	-
UG-HR-GE-10	Disaster Management			
	<b>Discipline Centric Elective (Any One)</b>	2	2	-
UG-HR-DC-09	Fundamentals of Human Organisational Communication	2	2	-
UG-HR-DC-10	The Legal Environment			
	<b>Compulsory Foundation</b>	2	2	-
UG-HR-CF-05	Career Management			
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-09	History of Cultures	2	2	-
UG-HR-EF-10	Management and Business Skills	2	2	-
	<b>Total Credit of Semester V</b>	<b>24</b>		
<b>Semester-VI</b>				
	<b>Core Courses</b>			
UG-HR-CC-11	Organisational Development	4	3	1
UG-HR-CC-12	Organisational Behaviour	4	3	1
	<b>Core Elective(Allied) (Any Two)</b>			
UG-HR-CE-16	Strategic Staffing	4	3	1
UG-HR-CE-17	Compensation and Benefits	4	3	1
UG-HR-CE-18	Labour Laws	4	3	1
	<b>Generic Elective (Any One)</b>			
UG-HR-GE-11	Qualitative Research	2	2	-
UG-HR-GE-12	Talent Management	2	2	-
	<b>Discipline Centric Elective (Any One)</b>			
UG-HR-DC-11	Entrepreneurship	2	2	-
UG-HR-DC-12	HR Outsourcing	2	2	-

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

Paper Code	Subjects	No. of Credits	Lectures per week	Tutorials per week
	<b>Compulsory Foundation</b>			
UG-HR-CF-06	Human Resource Information System	2	2	-
	<b>Elective Foundation (Any One)</b>			
UG-HR-EF-11	Indian Culture and Heritage	2	2	-
UG-HR-EF-12	Statistical Analysis Using software's	2	2	-
	<b>Total Credit of Semester VI</b>	<b>24</b>		
	<b>Total Credit for the Undergraduate Programme</b>	<b>144</b>		
<b>Semester – VII</b>				
PG-HR-C-701	Industrial Psychology	4	3	1
PG-HR-C-702	Industrial Economics	4	3	1
PG-HR-C-703	Industrial Sociology	4	3	1
PG-HR-C-704	Human Resource Management	4	3	1
PG-HR-C-705	Entrepreneurial Development	4	3	1
PG-HR-C-706	Statistics and Research Methodology	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-701	Business Communication	2	2	-
PG-HR-EC-702	Management and Financial Accounting	2	2	-
PG-HR-EC-703	International Business Environment	2	2	-
	<b>Total Credits of Semester - VII</b>	<b>26</b>		
<b>Semester – VIII</b>				
PG-HR-C-801	Strategic HRM - I	4	3	1
PG-HR-C-802	Labour Economics	4	3	1
PG-HR-C-803	Organizational Behaviour	4	3	1
PG-HR-C-804	Organizational Development	4	3	1
PG-HR-C-805	Human Resource Development	4	3	1
PG-HR-C-806	Management of Financial Resources	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-801	Business Laws	2	2	-

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

PG-HR-EC-802	Strategic Game Theory for Managers	2	2	-
PG-HR-EC-802	Management of Safety and Health	2	2	-
	<b>Total Credits of Semester - VIII</b>	<b>26</b>		
<b>Semester - IX</b>				
PG-HR-C-901	HRM in Service Sector	4	3	1
PG-HR-C-902	Economics of Human Resources	4	3	1
PG-HR-C-903	Labour Legislation - I	4	3	1
PG-HR-C-904	Industrial Relations	4	3	1
PG-HR-C-905	International Human Resource Management	4	3	1
PG-HR-C-906	Human Development and Human Rights	4	3	1
	<b>Any one of the Following</b>			
<b>Paper Code</b>	<b>Subjects</b>	<b>No. of Credits</b>	<b>Lectures per week</b>	<b>Tutorials per week</b>
PG-HR-EC-901	Data Mining	2	2	-
PG-HR-EC-902	Law and Economics	2	2	-
PG-HR-EC-903	Corporate Social Responsibility	2	2	-
	<b>Total Credits of Semester - IX</b>	<b>26</b>		
<b>Semester - X</b>				
PG-HR-C-1001	Talent Acquisition and Retention	4	3	1
PG-HR-C-1002	Labour Legislation - II	4	3	1
PG-HR-C-1003	Compensation Management	4	3	1
PG-HR-C-1004	Strategic HRM - II	4	3	1
PG-HR-C-1005	Project Work	4	3	1
	<b>Any one of the Following</b>			
PG-HR-EC-1001	HR Analytics	2	2	-
PG-HR-EC-1002	Total Quality Management	2	2	-
PG-HR-EC-1003	Performance Management System	2	2	-
	<b>Total Credits of Semester – X</b>	<b>22</b>		
	<b>Total Credits for the Post-Graduate Programme</b>	<b>100</b>		

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

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

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

PG-HR-C- 701 Industrial Psychology

Semester –VII

Course Objectives:

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

Course Content:

UNIT I

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

UNIT II

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

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

UNIT III

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

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

UNIT IV

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

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

UNIT V

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

REFERNCES

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

**INDUSTRIAL ECONOMICS**

**SEMESTER VII**

**Course Objective:**

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

**Course Contents:**

**UNIT I INTRODUCTION**

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

**UNIT II THEORY OF FIRM**

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

**UNIT MARKET BEHAVIOR I**

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

**UNIT IV MARKET BEHAVIOR II**

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

**UNIT V RESEARCH DEVELOPMENT AND ADOPTION OF THE NEW TECHNOLOGY**

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**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

1) Innovation: research, development and diffusion

REFERENCES

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

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

*Semester – VII*

**Subject: PG-HR-C-703 Industrial Sociology**

**Course Objective:**

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

**Course Content:**

**UNIT I: Introduction**

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

**UNIT II: Methods of Industrial Sociology**

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

**UNIT III: Management of Discipline**

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

**UNIT IV: Alienation and Anomie**

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

**UNIT V: Social Work & Social Security**

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

**REFERNCES**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

**PG-HR-C-704 Human Resource Management**

**Semester –VII**

**Course Objectives:**

- To impart to the students the conceptual and procedural knowledge in the functional area of Human Resources Management.
- To enable the students to understand concepts, principles and techniques to be applied in the above functional area.

**Unit – I: Performance appraisal & HR Policies**

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

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

**Unit – II: Job evaluation**

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

**Unit – III: Compensation Management & Productivity concepts**

Compensation components, introduction to incentives and benefits,

**Productivity concept:** TQM, Kaizen, Quality circles

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

**Unit – IV: Contemporary issues in HRM**

HR audit

Emotional Intelligence

**Unit – V: Contemporary issues in HRM**

Ethics and Corporate Social Responsibility

Work life balance

**References:**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

*Syllabus for Entrepreneurial Development*

**PG-HR-C-705 ENTREPRENEURIAL DEVELOPMENT**

**IHRD, Semester-VII**

**Course Objective:**

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

**Course Content:**

**UNIT I Entrepreneurship**

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

**UNIT II Setting Up A Small Business Enterprise**

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

**UNIT III Formalities for Setting Up of A Small Business Enterprise**

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

**UNIT IV Project Report and Clearance**

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

**UNIT V Institutions Supporting Business Enterprises**

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

**REFERENCES**

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

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

*Semester – VII*

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

**Course Objective:**

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

**Course Content:**

**UNIT I: Introduction**

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

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

**UNIT II: Literature review in practice**

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

Writing review of literature

**UNIT III: Data analysis**

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

**UNIT IV: Data analysis through software**

Data analysis through different tools like spreadsheet, SPSS, R

**UNIT V: Report writing**

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

**REFERNCES**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

**PG-HR-EC-701-BUSINESS COMMUNICATION**

**Semester –VII**

**Course Objectives:**

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

**Course Content:**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

Business Reports: Types of reports, Report writing process

**UNIT IV**

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

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

**UNIT V**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

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

**REFERENCES**

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

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

**PG-HR-EC-702 Management & Financial Accounting (20Hrs) - VII**

**Course Content**

**Unit I: Introduction**

Financial System & Financial Management  
Financial Market:- Role, Types & Structure  
Financial Intermediaries:- Meaning & Structure  
Financial Assets:- Meaning & Types  
Goals of FM  
Functions of Financial Manager

**Unit II: Source of Long term Finance**

Retained Earning  
Equity shares  
Right Shares  
Preference Share  
Debentures  
Term Loan  
GDR  
Venture Capital in India

**Unit III: Capitalisation (Only Theory)**

Concept:- Capitalisation  
Over:- Capitalisation  
Under:- Capitalisation (Meaning, Advantages, Dis Advantages)

**Unit IV: Working (Capital Management)**

Introduction: - Concept of WC, Need, Operating Cycle, Estimation of WC Requirement  
Cash Management: - Need for cash, Process of Cash Management, Cash Budget Receipt & Payment Method  
Inventory Management: - Need for Inventory, Types of Inventory, EOQ Model ABC analysis, order point

**References**

1. Finance by R M Srivastava (Himalaya Publishing House)
2. Financial Management by Chandra Bose
3. Financial Management Theory Practice by Prasanna Chandra
4. TATA McGraw Hill Publication
5. B S SHAH Prakasan
6. M. Pandey (Best Book)
7. Khan & Jain Financial Management Book

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*Syllabus for International Business Environment (IBE)*

**PG-HR-EC-703 INTERNATIONAL BUSINESS ENVIRONMENT (IBE)**

**IHRD, Semester-VII**

**Course Objective:**

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

**Course Content:**

**UNIT I**

- Globalization and International Business.
- The Cultural Environments facing business.
- The Political and Legal Environments facing Business
- The Economic Environments facing business.

**UNIT II**

- International Trade and Factor-Mobility Theory
- Government Influence on Trade
- Cross-National

**UNIT III**

- Cooperation and Agreements
- Global Foreign-Exchange Markets
- The Determination of Exchange Rates

**UNIT IV**

- The Strategy of International Business
- Country Evaluation and Selection
- Export and Import Strategies
- Direct Investment and Collaborative Strategies
- The Organization of International Business

**UNIT V**

- Marketing Globally
- Global Manufacturing and Supply Chain Management
- International Accounting Issues
- The Multinational Finance Function
- Human Resource Management

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

**REFERENCES**

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

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

*Syllabus for Strategic Human Resource Management-I*

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

**IHRD, Semester-VIII**

**Course Objectives:**

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

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

**Course Content:**

**UNIT I THE CONCEPT OF HRM AND STRATEGY**

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

**UNIT II STRATEGIC HUMAN RESOURCE MANAGEMENT**

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

**UNIT III HR STRATEGY**

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

**UNIT III THE PRACTICE OF STRATEGIC HRM-I**

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

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**UNIT IV THE PRACTICE OF STRATEGIC HRM-II**

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

**UNIT V IMPACT OF SHRM**

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

**REFERENCES**

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

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**LABOR ECONOMICS**

**SEMESTER VIII**

**Course Objective:**

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

**Course Contents:**

**UNIT I LABOR MARKET FACTS AND TRENDS**

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

**UNIT II LABOR SUPPLY AND DEMAND**

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

**UNIT III UNEMPLOYMENT, MINIMUM WAGES, IMMIGRATION AND UNIONS**

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

**UNIT IV LABOR MARKET DISCRIMINATION**

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

**UNIT V ARTIFICIAL INTELLIGENCE (AI) AND THE LABOR MARKET**

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

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

REFERENCES

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

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

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**PG – HR – C – 803 ORGANISATIONAL BEHAVIOUR - VIII**

**UNIT – I Personality**

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

**UNIT - II Perception**

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

**UNIT – III Group Dynamics**

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

**UNIT - IV Conflict Management**

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

**UNIT – V Power and Political Behavior**

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

**References:**

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

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

PG-HR-C- 804 Organisational Development

Semester –VIII

Course Objectives:

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

Course Content:

UNIT I

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

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

UNIT II

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

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

UNIT III

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

UNIT IV

OD in context of liberalization. OD in Public Sector

UNIT V

Cases:

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

REFERENCES

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

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

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

**Course Content**

**UNIT – I HRD Audit**

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

**UNIT – II Resources requirements for Making HRD Work**

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

**UNIT – III Employee Participation**

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

**UNIT – IV Quality of Work Life**

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

**UNIT – V Competency Mapping**

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

**References**

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

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

**Course Content**

**Unit I : Introduction**

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

**Unit: II Capital Budgeting**

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

**Unit III Leverages (Example)**

Operating Leverage  
Financial Leverage  
Combine Total Leverage

**Unit IV Tactical Management:-**

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

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

**References**

1. Finance by R M Srivastava (Himalaya Publishing House)
2. Financial Management by Chandra Bose
3. Financial Management Theory Practice by Prasanna Chandra
4. TATA McGraw Hill Publication
5. B S SHAH Prakasan
6. I. M. Pandey (Best Book)
7. Khan & Jain Financial Management Book

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**BUSINESS LAWS – SEM VIII**

**Course Objectives:**

The present course aims at providing an advanced knowledge in various legal aspects of business. It aims at equipping the participants with latest technical knowhow from the viewpoint of law required in business and introducing them to the recent trends in the field of Business Law.

**Unit 1: General Principles of Indian Contract Act, 1872**

Nature of Contract – Definition – Nature of Agreements – (a) Contingent Contract – (b) Quasi Contract – (c) Government as a Contracting Party – Public Policy – Performance of a Contract – Remedies for Breach of Contract – Damages & Types of Damages for a Breach of Contract – Appropriation of Payments

**Unit 2: Special Contracts under Indian Contract Act, 1872**

Bailment – Pledge – Hypothecation: Definitions – Distinctions – Nature of the agreement – Parties – Rights & Obligations of the Parties – General & Particular Lien

Indemnity & Guarantee: Definitions – Distinctions – Nature of the Agreement – Rights, Duties and Liabilities of Parties

Law of Agency: Definitions – Nature of the agreement – Creation of Agency – Parties – Rights, Obligations and Liabilities of the Parties – Termination of Agency

**Unit 3: Electronic Contracts**

Definition – General Principles – Nature of contract – Types of Electronic Contracts – Issues & Challenges in Electronic Contract – Offences in relation to Electronic Contracts

**Unit 4: Law of Carriage**

Definitions – Nature of the agreement – Parties – Types of Contracts – Carriage of Goods on Land – Rights, Duties and Liabilities of Parties – Carriage of Goods by Sea – Carriage of Goods by Air

**Unit 5: Legal Deeds & Drafting**

**REFERENCES**

1. Misra L (2006), Case Laws on Industrial Relations Issues and implication, Excel books New Delhi.
2. Mathur T.N (2003), Industrial relations and Labour Laws-Deep and deep, New Delhi.

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MA (HRD): Semester - VIII

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

**Course Objectives:**

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

Unit – I: Concepts in Game Theory

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

Unit – II: Mixed Strategies

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

Unit – III: Co-operation and Outcomes in Oligopoly

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

Unit – IV: Games under Imperfect and Incomplete Information

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

Unit – V: Behavioural Game Theory

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

Pedagogy

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

Text Book

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

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**References**

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

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

**MANAGEMENT OF SAFETY AND HEALTH**

**SEMESTER VIII**

**Course Objective:**

Health and safety of the employees is an important aspect of a company's smooth and successful functioning. It is a decisive factor in organizational effectiveness. It ensures an accident-free industrial environment. Keeping these objectives in mind this subject tries to prepare students for the purpose of industrial health and safety management.

**Course Contents:**

**UNIT I INTRODUCTION**

- 1) What is industrial/occupational health and safety?
- 2) Importance

**UNIT II OH&S LEGISLATION I**

- 1) The factories act, 1948
- 2) Mines act, 1952
- 3) Dock Workers (Safety, Health & Welfare) Act, 1986

**UNIT III OH&S LEGISLATION II**

- 1) Plantation Labor Act, 1951
- 2) Explosives Act, 1884
- 3) Petroleum Act, 1934
- 4) Insecticide Act, 1968
- 5) Indian Electricity Act, 1910
- 6) Indian Boilers Act, 1923

**UNIT V OH&S LEGISLATION III**

- 1) Food, education, health, housing and work
- 2) Discrimination and equality
- 3) The death penalty
- 3) Indian Atomic Energy Act, 1962
- 4) Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996
- 5) Beedi and Cigar Workers' (Conditions of Employment) Act, 1966

**UNIT V OH&S INSTITUTIONAL MECHANISM**

- 1) National Safety Council of India (NSCI)

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

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

**REFERENCES**

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

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

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**PG – HR – C – 901    HRM IN SERVICE SECTOR**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**References**

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

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

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

**ECONOMICS OF HUMAN RESOURCES**

**SEMESTER IX**

**Course Objective:**

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

**Course Contents:**

**UNIT I INTRODUCTION**

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

**UNIT II ECONOMICS OF EDUCATION**

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

**UNIT ECONOMICS OF ON-THE-JOB TRAINING**

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

**UNIT IV HEALTH ECONOMICS**

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

**UNIT V ENVIRONMENTAL ECONOMICS**

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

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REFERENCES

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

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

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**PG-HR-C-903 Labour Legislation - I**

**Semester – IX**

**Course Content:**

**UNIT I**

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

*UNIT II*

Bombay Shop and Establishment Act  
Employee Provident Fund Act

*UNIT III*

The Factories Act, 1948  
Apprentice Act

*UNIT IV*

Minimum Wages

*UNIT V*

Child Labour Prohibition Act

References

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

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

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

PG-HR-C-904: Industrial Relations

Semester – IX

Course Objectives:

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

Course Content:

UNIT I

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

UNIT II

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

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

UNIT III

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

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

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

UNIT IV

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

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

Unit V

**Settlement Machinery:** Conciliation, Arbitration and Adjudications.

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

REFERNCES

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

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

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

PG-HR-C-905 International Human Resource Management

Semester –IX

**Course Objectives:**

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

**Course Content:**

**UNIT I**

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

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

**UNIT II**

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

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

**UNIT III**

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

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

**UNIT IV**

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

**UNIT V**

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

**REFERNCES**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

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

**HUMAN DEVELOPMENT & HUMAN RIGHTS**

**SEMESTER IX**

**Course Objective:**

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

**Course Contents:**

**UNIT I HUMAN DEVELOPMENT I**

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

**UNIT II HUMAN DEVELOPMENT II**

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

**UNIT III HUMAN RIGHTS I**

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

**UNIT IV HUMAN RIGHTS II**

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

**UNIT V HUMAN RIGHTS III**

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

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

**REFERENCES**

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

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

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

**LAW AND ECONOMICS**

**SEMESTER IX**

**Course Objective:**

The objective of this course is to enable students to understand the interaction between the science of economics and the institution of Law. Bedrock of any market economy is the institution of law supporting its property rights and titles. For the successful organization of a human society understanding both these sciences is necessary.

**Course Contents:**

**UNIT I INTRODUCTION**

- 1) Historical background
- 2) Subject matter of law and economics

**UNIT II BRIEF REVIEW OF MICROECONOMIC THEORY**

- 1) Some fundamental concepts: maximization, equilibrium and efficiency
- 2) Mathematical tools
- 3) Theory of demand and supply and market equilibrium
- 4) Game theory
- 5) General equilibrium and welfare economics
- 6) Behavioral economics

**UNIT ECONOMIC THEORY OF PROPERTY**

- 1) Theories of property rights
  - a. Common property
  - b. Public property
  - c. Chicago Coase Theorem
  - d. Libertarian property rights theory
    - i. Natural rights theory
    - ii. Hoppean argumentative ethics
- 2) Protection of property rights

**UNIT IV ECONOMIC THEORY OF CONTRACT**

- 1) Introduction to contracts
- 2) Contract enforcement
- 3) Contract remedies

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**UNIT V CRIME AND PUNISHMENT**

- 1) Theories of crime and punishment:
  - a. Economic theory (efficient punishment)
  - b. Punishment and proportionality
- 2) Topics in crime and punishment:
  - a. Death penalty
  - b. Gun control laws
  - c. Alcohol/drug ban laws

**REFERENCES**

- 1) Cooter, Robert D., and Thomas Ulen. 2007. *Law and Economics*. 5 edition. Boston: Pearson.
- 2) Parisi, Francesco, ed. 2017. *The Oxford Handbook of Law and Economics: Volume 1: Methodology and Concepts, Volume 2: Private and Commercial Law, and Volume 3: Public Law and Legal Institutions*. 1 edition. Oxford, United Kingdom New York, NY: Oxford University Press.

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

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

**Course Objective:**

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

**Course Content:**

**UNIT I: Introduction**

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

**UNIT II: Legal Provisions of CSR I**

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

**UNIT III: Legal Provisions of CSR II**

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

**UNIT IV: Framework for Rating Corporate Social Responsibility**

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

**UNIT V: Monitoring and Evaluation**

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

**REFERENCES**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

**PG-HR-C- Talent Acquisition and Retention**

**Semester –X**

**Course Objectives:**

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

**Unit – I: Talent Acquisition**

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

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

**Unit – II: Talent Engagement and Retention:**

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

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

**Unit – III: Role of culture in attracting and retention**

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

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

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

Roles and responsibilities of Talent acquisition and retention officer.

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

**Unit – V: Contemporary Talent Management Issues**

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

**References:**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

**PG-HR-C-1002 Labour Legislation - II**

**Semester – X**

**Course Content:**

**UNIT I**

Industrial Disputes Act

**UNIT II**

Contract Labour Abolition Regulation Act

**UNIT III**

Payment of Bonus Act

**UNIT IV**

Disciplinary Action and Laws of Departmental Inquiry

**UNIT V**

Payment of Gratuity Act

**References**

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

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

*Syllabus for Compensation Management*

**PG-HR-C-1003 Compensation Management**

**Semester-X**

**Course Objective:**

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

**Course Content:**

**UNIT I JOB ANALYSIS**

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

**UNIT II JOB EVALUATION**

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

**UNIT III BENEFITS AND ADMINISTRATION**

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

**UNIT IV COMPENSATION OF SPECIAL GROUP**

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

**UNIT V INTERNATIONAL COMPENSATION**

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

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**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

- Various approaches to intentional compensation

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**REFERENCES**

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

**DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT**

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

*Syllabus for Strategic Human Resource Management-II*

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

**IHRD,**

**Semester-X**

**Course Objectives:**

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

**Course Content:**

**UNIT I HUMAN CAPITAL MANAGEMENT STRATEGY**

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

**UNIT II HIGH-PERFORMANCE STRATEGY**

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

**UNIT III ORGANIZATION DEVELOPMENT & EMPLOYEE ENGAGEMENT STRATEGY**

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

**UNIT IV KNOWLEDGE MANAGEMENT & EMPLOYEE RESOURCING STRATEGY**

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

**UNIT V TALENT MANAGEMENT & EMPLOYEE RELATIONS STRATEGY**

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

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

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

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**REFERENCES**

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

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

**PG-HR-C-1005 Project Work**

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

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

- Subject Matter of the Report
- Viva Voce

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

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

**Five Years Integrated Programme in HRD**

**MA(HRD): Semester - X**

**PG-HR-EC-1001: HR Analytics**

**Course Objectives:**

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

**Unit – I: Data Analytics Concepts**

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

**Unit – II: Unsupervised and Supervised Learning Methods**

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

Regression Methods, Random Forests, Neural Networks

**Unit – III: Text Analytics**

Bag of words and n-gram approaches

**Unit – IV: Prescriptive Analytics**

Generating Big Data, Reinforcement Learning, Active Learning

**Unit – V: Softwares for Analytics**

Hadoop, Map Reduce, Python, R

**Pedagogy:**

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

**Examination: Project + Viva Voce**

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

References

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

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VEER NARMAD SOUTH GUJARAT UNIVERSITY

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Subject: PG-HR-EC-1003 Total Quality Management (TQM) - X

**Course Objective:**

The objective of this paper is to introducing concept of TQM to the students and making them aware about world class quality management practices

**Course Content:**

**UNIT I: Introduction**

Historical note on TQM: American and Japanese approach, Time series of TQM milestones  
Components of TQM, defining TQM, principles of TQM, Deming philosophy

**UNIT II: Quality management**

Meaning and definition of quality, dimensions of product and service quality, Quality for customers, Five quality check points, Quality management process, Juran's approach of Quality planning

**UNIT III: Cultural and implementation aspects of TQM**

Cultural basis of TQM, Creating and supporting TQM culture: social tools to develop cultural values, constructing culture through leadership  
TQM Implementation model: Role of top management, creating study group, establishing action task force

**UNIT IV: TQM tools**

TQM tools and techniques, Seven old tools: control charts, Pareto chart, Fishbone diagram, run chart, histogram, scatter diagram, flow chart, new tools: Quality Function Deployment (QFD), 5S, Taguchi method, importance of Tools in TQM

**UNIT V: Current Practices**

Business excellence approaches, Six Sigma, Lean manufacturing, ISO, Malcolm Baldrige National Quality Award, Deming award

**REFERNCES**

1. Sashkin M and Kiser K (2009), Putting Total Quality Management to work, Berrett-Koehler Publishers
2. Deming, W. Edwards (1986). *Out of the Crisis*. MIT Press.
3. Crosby, Philip (1979). *Quality is Free*. New York: McGraw-Hill

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

**PG-HR-EC-1003-PERFORMANCE MANAGEMENT SYSTEM**

**Semester –X**

**Course Objectives:**

In today's globally competitive world, it is the people who provide the competitive edge to organisations. Organisations with talented and motivated employees offering outstanding services to customers are likely to pull ahead of the competitors even if the products offered are similar to those offered by the competitors.

This subject is about managing people well. Students will learn that performance management can provide an important source of motivation and challenge to achieve better and better results, as well as significant performance development.

**Course Content:**

**UNIT I**

What is performance management system? A conceptual framework-Understanding performance management, Nature of performance management, Purpose/objective of performance management, Historical development in India

**UNIT II**

Importance and benefits of performance management for organisation, managers, and individuals, Role of HR professionals in performance management, What is performance appraisal? Difference between performance management and performance appraisal,

**UNIT III**

Performance planning- Definition, Objectives, Importance, Components of performance planning, Steps for effective performance planning

Key Performance Areas, Identification of key tasks and activities

Key Results Areas, Identification of key result areas

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**UNIT IV**

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

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

**UNIT V**

Performance appraisal- Definition, Purpose, Importance of performance appraisal

Performance appraisal process,

Key elements of Performance review, Performance review process

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

**REFERENCES**

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