

SYLLABUS

As per National Education Policy (NEP)

DEPARTMENT OF BUSINESS ADMINISTRATION

Post Graduate Diploma in Human Resource Management

2023-24



JAI NARAIN VYAS UNIVERSITY

JODHPUR

POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

As per National Education Policy (NEP)

ACADEMIC SESSION 2023 – 24

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF COMMERCE & MANAGEMENT STUDIES,
JAI NARAIN VYAS UNIVERSITY, JODHPUR

The 'Department of Business Administration' came into existence on 3rd February 1990 with the objective of imparting quality business education as well as to enable the student fraternity to broaden their base and sharpen their understanding with a view to mould them as future business leaders' administrators and executives. Initially the department commenced its activities within the 'Faculty of Commerce' but started functioning independently from February 1990. Since then the Department of Business Administration has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years.

The Department of Business Administration focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of decision making. The department and its expert faculty educate future business leaders. The department is dedicated to instilling the critical thinking necessary to succeed in business. A rich learning environment is enhanced by experiential learning opportunities.

VISION

To be recognized as knowledge hub of business education and research creating socially responsible citizens.

MISSION

To develop future business leaders and professionals from a cross-functional, cross-cultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded, globally minded managers to be successful in dynamic, ever changing business environment.

OBJECTIVES

- *To offer academic and research programmes in business and allied disciplines.*
- *To offer educational programmes at different levels in the field of business education.*
- *To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.*
- *To undertake consultancy, research and extension activities with a focus on sustainable development.*

COURSES FOR STUDIES

The department offers following programmes of teaching:

- Bachelor of Commerce (B.Com.) – In combination with other department of the faculty.
- Bachelor of Commerce – B.Com. (Honours) Business Administration

- Bachelor of Business Administration (BBA) – In combination with other department of the faculty.
- Master of Commerce (M.Com.) – Business Administration
- Master of Human Resource Management (MHRM)
- Master of Marketing Management (MMM)
- Post Graduate Diploma in Human Resource Management (PGDHRM)
- Post Graduate Diploma in Marketing Management (PGDMM)
- Certificate Course in Entrepreneurship & Managerial Skill
- Certificate Course in Office Management Skills

RESEARCH PROGRAM

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Administration. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research program continue to attract researchers of excellent caliber.

TEACHING FACULTY

The Department of Business Administration is headed by Dr. Ramesh Kumar Chouhan with rich teaching experience. The department is supported by six Assistant Professors. Our teaching faculties are widely acknowledged as leaders in research in varied business streams. They actively contribute in professional organizations and serve on influential editorial boards. The faculty members have authored various books, produce academic papers, and written an array of articles for general business publications. The research and consultancy are translated into a classroom experience that is theoretically grounded, evidence-based, practical and forward looking. The teaching team comprises of:

1. Dr. Ramesh Kumar Chouhan, Assistant Professor and Head
M.Com., M.T.A., Ph.D., PGDM&SM
2. Dr. U.R. Tater, Assistant Professor
M.Com., Ph.D.
3. Dr. Asha Rathi, Assistant Professor
M.Com., Ph.D., PGDM&SM
4. Dr. Ashish Mathur, Assistant Professor
M.B.A., Ph.D.
5. Dr. Manish Vadera, Assistant Professor
M.B.A., Ph.D., LL.M.
6. Dr. Ashok Kumar, Assistant Professor
M.Com., M.Phil., Ph.D.
7. Dr. Vandana Yadav, Assistant Professor
M.B.A., Ph.D.

Medium of Instruction:

The language medium of instructions and examination in each course shall be English and Hindi.

Name of the Program: Post Graduate Program in Human Resource Management (PGDHRM)

Agency conducting the course: Department of Business Administration, Faculty of Commerce and Management Studies, Jai Narain Vyas University, Jodhpur

Program Structure:

The PGDHRM Program is divided into two semesters i.e. Semester I and Semester II. As per the new structure, in the both semesters, there are 3 Discipline Centric Core (DCC) Papers where as there are 2 Discipline Specific Elective (DSE) Papers to choose for students from the available papers list. Student also gets an option to choose Discipline Specific Elective – Special Type (DSE*) in each semester in lieu of one DSE paper.

- There will be 4 lecture periods of 60 minutes each of teaching per week for each paper.
- Duration of End of Semester Exams (EoSE) of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for End of Semester Exams (EoSE) and 30 marks for Continuous Assessment (CA).

Teaching Methods:

A combination of different teaching methods such as Lectures; Case Discussions; Seminars; Presentations, Individual and Group Exercises and Assignments etc will be used.

Teaching Faculties:

Faculty will be drawn from within the Jai Narain Vyas University of Jodhpur and outside subject to availability considering nature of the subject and availability of resources as the case may be. In addition, an attempt will be made to draw Professionals from Business, Industry to share their experience with Participants.

NOTE:

Jai Narain Vyas University NEP Ordinance and PG Guidelines issued by the university will be guiding for admission, examination and DSE* (Discipline Specific Elective – Special Type) courses.

The Schedule of courses of semester with level, course type, course code, workload, credits and maximum marks shall be as follows:

Level (NHEQF)	Semester	Course Type	Course Code	Course Title	Teaching Hours Per Week			H/W	Total Hours	Total Credits	CA Marks	EoSE Marks	Total Marks
					L	T	P						
8 (6)	I	DCC	BAD8004T	Principles of Business Management	4	-	-	4	60	12	30	70	100
			BAD8005T	Human Resource Management	4	-	-	4	60		30	70	100
			BAD8006T	Organization Behaviour	4	-	-	4	60		30	70	100
		DSE	BAD8107T	Managerial Leadership	4	-	-	4	60	8	30	70	100
			BAD8108T	Human Resource Development	4	-	-	4	60		30	70	100
			BAD8109T	Labour-Management Relations	4	-	-	4	60		30	70	100
		DSE*	DPR8213S	Field Study	-	-	-	-	120	4	30	70	100
			DPR8214S	Project Work	-	-	-	-	120	4	30	70	100
			SEM8212S	Seminar	-	-	-	-	60	2	30	70	100
TOTAL CREDITS TO BE EARNED									20				
<p>(1) Student to choose any two DSEs from the list.</p> <p>(2) If student choose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any one DSE from the list and one of the DPR. Student can choose either DPR8213S or DPR8214S course because of time constraints.</p> <p>(3) For DPR and Seminar, One Credit = 30 hours.</p>													
8 (6)	II	DCC	BAD8012T	Fundamentals of Management Research	4	-	-	4	60	12	30	70	100
			BAD8013T	Organization Development & Change Management	4	-	-	4	60		30	70	100
			BAD8014T	Labour and	4	-	-	4	60		30	70	100

				Industrial Laws									
	DSE	BAD8121T	Compensation Management	4	-	-	4	60	8	30	70	100	
		BAD8122T	Labour Welfare and Social Security	4	-	-	4	60		30	70	100	
		BAD8123T	HR Analytics	4	-	-	4	60		30	70	100	
	DSE*	IOJ8213S	Internship	-	-	-	-	180	4	30	70	100	
		IOJ8214S	On-Job Experience	-	-	-	-	180	4	30	70	100	
		CEE8212S	Community Engagement Experience	-	-	-	-	180	4	30	70	100	
		RCC8212S	Research Credit Course	-	-	-	-	180	4	30	70	100	
		SEM8215S	Seminar	-	-	-	-	60	2	30	70	100	
TOTAL CREDITS TO BE EARNED									20				

- (1) Student to choose any two DSEs from the list.
(2) If student choose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any one DSE from the list and one of the IOJ. Student can choose only one of the IOJ type DSE* course because of time constraints.
(3) For IOJ, CEE and RCC, One Credit = 45 hours. For Seminar one credit = 30 hours.

Exit with PG Diploma in Human Resource Management

Abbreviations:

NHEQF: National Higher Education Qualification Framework Level	DCC: Discipline Centric Core Course	DSE: Discipline Specific Elective Course
L: Lecture	T: Tutorial	P: Practical
H/W: Hours per week	EoSE: End of Semester Exams	CA: Continuous Assessment

SEMESTER I (PAVAS SEMESTER)

JULY – DECEMBER, 2023

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	H/W	Total Hours	CA Marks	EoSE Marks	Total Marks
8 (6)	DCC	BAD8004T	Principles of Business Management	4	4	60	30	70	100
		BAD8005T	Human Resource Management	4	4	60	30	70	100
		BAD8006T	Organization Behaviour	4	4	60	30	70	100
	DSE	BAD8107T	Managerial Leadership	4	4	60	30	70	100
		BAD8108T	Human Resource Development	4	4	60	30	70	100
		BAD8109T	Labour-Management Relations	4	4	60	30	70	100
	DSE*	DPR8213S	Field Study	4	-	120	30	70	100
		DPR8214S	Project Work	4	-	120	30	70	100
		SEM8212S	Seminar	2	-	60	30	70	100

Course Code : BAD8004T
Name of Course : Principles of Business Management
Semester : I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
6 Credits	6 Hours	90 Hours
<p>Course Objective: The objective of this course is to provide students with a comprehensive understanding of principles, theories, and practical aspects of management.</p> <p>Course Outcome: On successful completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand the concept and significance of management • Develop skills in planning and decision-making • Comprehend the principles and techniques of organization and coordination • Gain insights into motivation, leadership, and direction • Acquire knowledge of managerial control and change management 		
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<p>UNIT 1: Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional Areas of Management,</p>		

Development of Management Thoughts - Classical, Neo-Classical and Contingency Approaches.
UNIT 2: Planning: Concept, Process, Types, Levels, Advantages, Disadvantages and Principles of Planning. Decision- Making: Concept and Process; Management by Objective (MBO).
UNIT 3: Organisation: Concept, Nature, Process and Significance, Authority and Responsibility Relationships. Centralization and Decentralization; Span of Management. Coordination: Meaning, Importance, Principles and Techniques.
UNIT 4: Direction: Meaning & Principles. Motivation and Leading People at Work: Motivation- Concept, Importance, Theories of - Maslow, Herzberg, McGregor and Ouchi. Leadership - Concept and Leadership Styles; Likert's System of Management.
UNIT 5: Managerial Control: Concept and Process; Effective Control System; Techniques of Control. Management of Change: Concept, Nature, Types of Changes and Process of Planned Change, Resistance to Change and Methods of Reducing Resistance to Change.
SUGGESTED READINGS
<ul style="list-style-type: none"> • Harold Knootz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill, New Delhi • Vijay Kumar Kaul: Business Management, Vikas Publishing House. • R.D. Agarwal: Organization and Management, Tata McGraw Hill, New Delhi. • Louis A. Allen : Management and Organisation, McGraw Hill, Tokyo • Ansoff, H.I. : Corporate Strategy, McGraw Hill, New York • Hampton David R. : Modern Management, McGraw Hill, New York • James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Jr.: Management, Prentice Hall, New Delhi. • Harsey, Paul and Blanchard Kenneth H: Management of Organizational Behaviour-Utilizing the Human Resources, Prentice Hall of India, New Delhi • John M. Ivancevich, James H. Donnelly, Jr. James L. Gibson: Management Principles and Functions. AITBS Publishers and Distributors, New Delhi. • George R. Terry, Stephgen G. Franklin: Principles of Management, AITBS Publishers and Distributors, New Delhi.
Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8005T
Name of Course : Human Resource Management
Semester : I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
6 Credits	6 Hours	90 Hours
<p>Course Objective: The objective of this course is to develop a comprehensive understanding of human resource management principles and practices for organizational success and enhancing workplace productivity.</p> <p>Course Outcome: On successful completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand the fundamental concepts and importance of Human Resource Management (HRM) in organizations, including the strategic role of HR managers and the process of HR planning. • Gain knowledge of the role and responsibilities of HR managers. 		

- Comprehend the concepts and practices of Training & Development as well as performance management and competency management.
- Comprehend the concept of Compensation Management and learn about career planning, succession planning, and talent management for high-potential employees.
- Develop an understanding of productivity management techniques and gain awareness of challenges, ethical issues in HRM and international HRM.

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UNIT 1: Human Resource Management- Meaning & Definition, Importance, Role of HR Manager-Strategic HRM, Human Resource Planning- Meaning & Definition, Objectives, Process, Forecasting. Job Analysis- Job Description & Job Specification. Recruitment-Meaning & Definition, Sources of Recruitment, Process, Employer Branding. Selection - Meaning & Definition, Process. Induction.

UNIT 2: Training & Development- Meaning & Definition, Objectives and Needs, Process & Methods of Training, Evaluation of Training Programme, Performance Management-Concept & Definition, Methods, Rating Errors, Competency Management.

UNIT 3: Compensation Management-Concept, Job Evaluation, Incentives & Benefits, Types of Compensation Plans, Career Planning-Succession Planning-Talent Management High Potential Employees.

UNIT 4: Productivity Management- Concept- TQM- Kaizen- Quality Circles, Industrial Relations-Grievance, Collective Bargaining. Retirement/Separation - Superannuation – Voluntary Retirement Schemes, Resignation, Discharge-Dismissal-Suspension-Layoff. Exit Interview

UNIT 5: Ethical Issues in HRM: Nature and Need, HR Ethical Issues. Challenges of HRM. International Human Resource Management. Domestic HRM and IHRM Compares, Managing International HR Activities.

SUGGESTED READINGS

- Gomez-Mejia, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resources, Prentice Hall, New Jersey.
- D'Çenzo, David A. & Stephen P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi.
- Ian, Beardwell and Len Holden: Human Resource Management, MacMillan, Delhi.
- Dessler, Garry: Human Resource Management, Prentice Hall of India, New Delhi.
- Saiyadain Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Chhabra, T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Dwivedi, R.S.: Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi
- Harzing, A.W. and Joris Van Ruysseveldt: International Human Resource Management: An Integrated Approach, Sage Publication, London
- Dowling, Peter J., D.E. Welch and R.S. Schuller: International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing Cincinnati.
- Seema Sanghi: Human Resource Management, Vikas Publishing House
- S.S. Khanka: Human Resource Management S. Chand Publishing
- Sharma and Surana: Sevivargiya Prabandh evam Audyogik Sambandh (Hindi)

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8006T
Name of Course : Organization Behaviour
Semester : I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a deeper understanding of human behaviour within organizations, enabling them to analyse and influence factors that impact organizational dynamics, decision-making processes, enhance teamwork, foster positive work culture and overall organizational effectiveness.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the key elements and evolution of organizational behavior (OB), including the influence of environmental forces on managerial roles and skills.
- Analyze the individual dimensions of OB, such as motives, personality, perception, learning, and theories of motivation, to comprehend their impact on behavior in organizations.
- Evaluate the importance of groups and leadership in organizations, including the classification of groups, group dynamics, group structure, and the different theories and styles of leadership.
- Explore the concepts of power, politics, and conflict within organizations, including the sources and bases of power, the influence of power on behaviour, and strategies for conflict prevention and resolution.
- Examine the significance of organizational culture, including its elements, functions, and the role it plays in managing ethics and facilitating organizational change. Understand the forces for change, resistance to change, and approaches to managing organizational change.

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UNIT 1: Manager and Organizational Behaviour: Managerial Roles and Skills, Environmental Forces: Meaning, Characteristics, key elements and Evolution of Organizational Behaviour (OB); Research on Organizational Behaviour; Biological Foundations of Behaviour; Biological foundation Inherited and Learned Characteristics of Behaviour.

UNIT 2: Individual Dimension of OB: Motives and Behaviour; Personality and Behaviour: Perception and Behaviour; Learning and Behaviour; Theories of Motivation; Expectancy Theory; Equity Theory; Reinforcement Theory; Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.

UNIT 3: : Groups and Leadership: Meaning and Classification of Group; Reasons for group formation; Conditions imposed on the Group; Group Member Resource; Group Structure; Group Cohesiveness, Committees: Nature and functions; Advantage and Disadvantage; Guidelines for effectivity. Leadership: Meaning and Roles in Organization; Major approaches; Leadership styles; Distinction between Manager and leader; Theories: Ohio and Michigan studies; Fiedler’s Contingency Model; Hersey and Blanchard’s model; Path- Goal Theory.

UNIT 4: Power, Politics and Conflict: Power; Meaning, Sources and Bases; How Power influences Behavior; Impression management; Defensive Behaviour; Rational versus Political Behaviour; Acquiring and exercising Political Power, Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict.

UNIT 5: Organizational Culture: Introduction; Elements of Culture; Identifying

Organizational Culture; Functions of Organizational Culture; Diagnosing Organizational Culture; Approaches to Describing Organizational Culture; Managing Organizational Culture; Organizational Culture and Ethics. Organizational Change: Forces for Change; Planned Change; Resistance to Change; Approaches to Managing Organizational Change; Creating a Culture for Change; Organizational Change in Indian Businesses.

SUGGESTED READINGS

- Agarwal, P.K. & Mathur Ashish: Organizational Behaviour, Pragati Prakashan, Meerut.
- Luthans, Fred: Organizational Behaviour.
- Davis Keith: Human Behaviour at Work.
- Stogdill, R.M.: Hand Book at Leadership.
- Hersey, Paul and Blanchard, K.H.: Management of Organizational Behaviour.
- Korman, Abraham, K: Organizational Behaviour.
- Bennis and Thomas(ed): Management of Change and Conflicts.
- Drucker, Peter, P: The Effective Executive.
- Dr. M.L. Dashora: Sangathan Sidhant and Vyavhar (Hindi).
- Dr. P.C. Jain: Sangathanatmak Vyavhar (Hindi).
- K. Aswathappa : Organization Behaviour.
- K. Aswathappa and G. Sudarsana Reddy: Management and Organization Behaviour.
- G.S. Sudha: Management concept and Organization Behaviour.

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8107T
Name of Course : Managerial Leadership
Semester : I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to develop students' skills in strategic decision-making and effective leadership to effectively lead teams and organizations.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the different approaches to leadership.
- Explore various contemporary leadership theories.
- Recognize the importance of cultural and global perspectives in leadership.
- Analyze the dynamics of power in leadership.
- Develop essential leadership skills and styles.

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UNIT 1: Leaders and Leadership; Leaders and Managers; Trait approach, skills approach, style approach and situational approach; Women as leaders.

UNIT 2: Charismatic Leadership; Transformational Leadership, Authentic Leadership, Trust and Leadership, Ethics and Leadership, Contemporary Leadership Roles.

UNIT 3: Substitutes for Leadership, Leadership across cultures, Leadership in the new environment, Project GLOBE and the future of International Leadership Studies.

UNIT 4: Leadership and Power; The Distinction among power, authority and influence; The classifications of power, Contingency approaches to power, political implications of power, Global implications of power.

UNIT 5: Important Perspectives in Leadership: Negotiation and Networking, Developing Leadership Skill , Leadership Styles of Indian Manager , Women & leadership

SUGGESTED READINGS

- Fred Luthans: Organizational Behaviour.
- Stephen P. Robbins, Timothy A. Judge, and Seema Sanghi: Organizational Behaviour, Person Prentice Hall.
- Sampat P. Singh: Leading Lessons from Literature, Response Books,.
- Peter G. Northouse: Leadership: Theory and Practice, Response Books.
- Fred Luthans and Bruce Avolio: The High Impact Leader, Mc Graw- Hill.
- Paul Hersey and Kenneth H. Blanchard: Management of Organizational Behaviour: Utilizing Human Resource, Pearson Prentice Hall
- Yukal, G.A.: Leadership in Organizations, Pearson Prentice Hall.

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8108T
Name of Course : Human Resource Development
Semester : I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills necessary to effectively manage and develop human capital within organizations.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the conceptual framework of HRD.
- Differentiate between HRD and HRM, and comprehend the nature and assumptions of HRD.
- Identify the sub-systems and mechanisms of HRD, design HRD systems, and understand the qualities required for an HRD manager.
- Analyze HRD activities and comprehend training & development
- Understand the concept of organization development and its interventions. Develop insights into emerging issues in HRD.

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UNIT 1: Conceptual Framework of HRD, Meaning, Characteristics, Objectives, Scope, Need and Importance of HRD. Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.

UNIT 2: Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, Qualities required for HRD manager.

HRD Activities: Organisation of HRD Activities Communication of HRD efforts. Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives.

HRD Culture, Appraisal of HRD efforts.
UNIT 3: Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of Training Programme. Organization Development (OD): Objectives, various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.
UNIT 4: Career Planning, Succession Planning, Employee Counselling, Feedback, HRD in India. HRD Experiences: HRD in Manufacturing and Service industry, HRD in Government and Public Systems, HRD in Education, Health and other sectors. Comparative HRD - International Experiences.
UNIT 5: Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilisation of HRD efforts. Emerging trends and perspectives, Future of HRD.
SUGGESTED READINGS
<ul style="list-style-type: none"> • Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993 • Kohil. Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD,1995 • Maheshwari, B.L. & Sinha , Dhami P.: Management of Change Through HRD New Delhi, Tata McGraw Hill, 1991. • Pareek. U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992 • Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988. • Silvera, D.N.: HRD: The Indian Experience, Delhi, New, India, 1991.
Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8109T
Name of Course : Labour-Management Relations
Semester : I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours
<p>Course Objective: The objective of this course is to provide students with comprehensive understanding of the principles and practices of effective labour-management relations.</p> <p>Course Outcome: On successful completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand the concept of industrial relations, the parties involved and the changing pattern of industrial settlement, and the role of state action in regulating labor relations. • Identify the problems faced by trade unions in India and analyze recent trends in the trade union movement. • Comprehend the concept and process of collective bargaining and assess its progress in India. • Understand the concept and objectives of worker participation in management and its forms, progress, barriers, and remedial measures in the Indian context. 		

- Understand the objectives, principles, functions, and organization of the International Labour Organization and its impact on Indian labour.

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UNIT 1: Industrial Relations: concept and Parties, Rise and Growth, Industrial Relations and Human Relations, Changing pattern of Industrial settlement, State action

UNIT 2: Trade Unions: Problems and remedies, Recent Trends in Trade Union Movement in India, Employers, Organizations and their role

UNIT 3: Collective Bargaining: Concept, Need, Process-Collective Bargaining in India: Progress, Prerequisites for success, Wage Boards

UNIT 4: Worker's Participation in Management Concept, Need, Objectives of Participation- Indian Scene : Forms, Progress, Barriers, Remedial Measures

UNIT 5: International Labour Organization: Objectives, Principles, Functions, Organization, impact of ILO on Indian Labour, Labour Productivity: Concept, Causes of low Productivity. Measures for improving productivity

SUGGESTED READINGS

- Myres, C.A. : Industrial Relations in India
- Pigors and Myres : Reading in Personnel Administration
- Agrwal, R.D. : Dynamics of Labour Relations
- Puneekar, S. : Industrial Peace in India
- Vaid, K.N. : Labour Management Relation in India
- Shrivastava G.L. : Collective Bargaining and Labour Management Relations in India
- Agnihotri, V. : Industrial Relations
- Sharma, Surana and Srivastava: Prabandh evam Audhyogic Sambandh, Hindi
- Tanic Zivan : Participation in Management

Note: Latest edition of textbooks and reference books may be used.

SEMESTER II (BASANT SEMESTER)
JANUARY – MAY, 2024

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	H/W	Total Hours	CA Marks	EoSE Marks	Total Marks
8 (6)	DCC	BAD8012T	Fundamentals of Management Research	4	4	60	30	70	100
		BAD8013T	Organization Development & Change Management	4	4	60	30	70	100
		BAD8014T	Labour and Industrial Laws	4	4	60	30	70	100
	DSE	BAD8121T	Compensation Management	4	4	60	30	70	100
		BAD8122T	Labour Welfare and Social Security	4	4	60	30	70	100
		BAD8123T	HR Analytics	4	4	60	30	70	100
	DSE*	IOJ8213S	Internship	4	-	180	30	70	100
		IOJ8214S	On-Job Experience	4	-	180	30	70	100
		CEE8212S	Community Engagement Experience	4	-	180	30	70	100
		RCC8212S	Research Credit Course	4	-	180	30	70	100
SEM8215S		Seminar	2	-	60	30	70	100	

Course Code : BAD8012T
Name of Course : Fundamental of Management Research
Semester : II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the essential skills and knowledge in conducting research within the field of management, enabling them to apply research methodologies effectively for evidence-based decision-making.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the meaning and types of research, and the role of research in the managerial process and social sciences.
- Identify and select research problems, formulate hypotheses, and design research studies using appropriate methodologies.
- Collect and analyze various types of data using observation, interview, and questionnaire

- methods, and apply the scientific method to social research.
- Choose appropriate sampling techniques, determine sample sizes, and apply case study methodology to investigate real-world situations.
 - Write effective research reports using general principles and practices, and utilize computer tools for research purposes.

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UNIT 1: Research: Meaning, Types, Research and the Managerial Process, Management Research and the Social Science, Fundamental/ Applied Approaches: Historical / Experimental / Exploratory Methodology.

UNIT 2: Research Problem: Selection and Identification. Hypotheses: Meaning and Formulation. Research Design: Meaning, Types, Essentials.

UNIT 3: Data: Types, Methods of Collection, Observation Method, Interview Method, Schedule / Questionnaire. Scientific Method: Meaning, Characteristics, Steps of Scientific Method, Problem of use of Scientific Method in Social Research.

UNIT 4: Sampling: Different Types, Determination of Sample Size, Selection of Sample. Case Study: Meaning, assumptions procedure, merits and limitation.

UNIT 5: Research Report: General Principles and Practice. Layout of Research Report, Types of Reports, Mechanics of writing Research Report. Computer and Research.

SUGGESTED READINGS

- Rogert Bennett : Management Research, ILO Publication
- Rummel, J.F. and Ballaine, W.C. : Research Methodology in Business, Harper and Row, New York
- Kerlinger. F.N. : Foundations of Behavioural Research
- Hughes, J. : The Philosophy of Social Research, Longman, London
- Blalock, H.M.: An Introduction to Social Research, Prentice Hall, New Jersey
- Bailey, K.D. : Methods of Social Research, Free Press, New York
- Kothari, C.R. : Research Methodology : Methods and Techniques Wiley Eastern Ltd., New Delhi.
- Trivedi, R.N. and Shukla, D.P. : Research Methodology (Hindi Edition) College Book Depot, Jaipur
- Satpal Runela : Sarvekeshan Anusandhan Aur Sankhiki, Vikas Publishing, New Delhi
- Campbell : Form and Style in Thesis Writing (William Gileo)
- Sharma C.L.: Samajik Anushandhan Evam Surveykshan, Rajasthan Hindi Granth Acadamy, Jaipur
- Nahar and Khanna: Samajik Anushandhan Evam Surveykshan, Jain Book Depot, Jodhpur

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8013T
Name of Course : Organization Development and Change Management
Semester : II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to enable students to comprehend principles and

practices of Organizational Development, develop diagnostic skills for assessing organizations, and gain knowledge of effective interventions and change management strategies.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the concept of Organizational Development (OD).
- Develop skills in conducting organizational diagnosis at various using appropriate diagnostic methods and data collection processes.
- Gain knowledge of effective OD interventions and their design.
- Analyze different types of change and their implications.
- Acquire practical insights into implementing change management and integrating change into the organizational culture.

SYLLABUS

UNIT 1: Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.

UNIT 2: The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, the Intervention Process. Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; Role Playing, Employee Empowerment

UNIT 3: Techno Structural Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self Designing Organizations, Learning Organizations. Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development.

UNIT 4: Organizational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, techno structural, human resource and strategic interventions. Understanding Change: nature of change, forces of change, perspective on change: contingency perspective population ecology perspective – institutional perspective resource-dependence perspective.

UNIT 5: Types of Change: continuous change discontinuous change participative change directive change. Implementing change: assemble a change management team, establish a new direction for change. Prepare the organization for change, setup change teams to implement change, align structure, systems and resources to support change, identify and to remove road blocks to change, absorb change into the culture of the organization.

SUGGESTED READINGS

- French, W.L. Bell, Jr., C.H. and Zawacki, R.A.: Organisation Development, Universal Book Stall, New Delhi.
- Huse, E.F. and Cummings, T.G.: Organization Development and Change, West Publishing Co., Minnesota.
- Cummings, T.G. and Worley, C.G.: Organization Development and Change, USA; South Western College Publishing.

- Beer, M. and Nitin, N: Breaking the Code of Change, USA: Harvard Business School Press.
- Pettigrew. A. and Whipp, R.: Change Management for Competitive Success, New Delhi: Infinity Books.
- Schein, E.H. and Beckard, R: Addison Wesley Series on Organization Development, USA: Addison Wesley Publishing Co.

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8014T
Name of Course : Labour and Industrial Laws
Semester : II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding and legal framework governing labour and industrial relations.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the emergence and objectives of labour laws and their socio-economic environment, and evaluate labour legislations in India
- Comprehend the provisions of the Factories Act, 1948, and the Industrial Disputes Act, 1947.
- Familiarize themselves with key labour laws related to wages, minimum wages, and trade unions.
- Gain knowledge of important labour laws concerning compensation, insurance, and social security
- Understand the regulations governing contract labour, maternity benefits, and gratuity

SYLLABUS

UNIT 1: Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation.

UNIT 2: Factories Act 1948: Provisions regarding health, welfare and security. Industrial Disputes Act, 1947: Provisions regarding Strikes, Lockouts, Retrenchment and Layoff.

UNIT 3: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Trade Union Act, 1926

UNIT 4: Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act, 1952.

UNIT 5: Contract Labour Act (Abolition & Regulation Act), 1970, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972.

SUGGESTED READINGS

- Misra, S.N.: Labour and Industrial Laws, Central Law Publications, Allahabad.
- Malik, P.N.: Industrial Law (Volume 1 and 2), Eastern Book Depot, New Delhi.
- Garg, A: Labour Laws: One Should Know, New Delhi, NABHI Publications.
- Raza, M.A. and Anderson, A.J.: Labour Relations and the Law, Prentice Hall Inc., London.
- Saini, D.S.: Cases on Labour Law: Minimum Conditions of Employment, Oxford, New Delhi.
- Srivastava, S.C.: Industrial Relations and Labour Laws, New Delhi, Vikas Publishing House.
- Monga, M.I.: Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd., Delhi.

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8121T
Name of Course : Compensation Management
Semester : II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of compensation principles & strategies and equip them with knowledge & skills to design and implement effective compensation strategies.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the various types of compensation and the conceptual framework of compensation management.
- Analyze the theories of wages and criteria for wage fixation, considering institutional and cultural factors influencing compensation practices.
- Develop a strategic compensation plan by designing a total compensation strategy, conducting job evaluations, and establishing a compensation structure.
- Evaluate variable pay systems, including incentive plans and performance measurement issues, and their application in a global context.
- Gain insights into managing employee benefits.

SYLLABUS

UNIT 1: Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches

UNIT 2: Strategic Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.

UNIT 3: Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization
 Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.

UNIT 4: Executive compensation – elements of executive compensation and its management – Executive compensation in an international context
 Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions.

UNIT 5: International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits

around the world - CEO pay in a global context - Beyond compensation.

SUGGESTED READINGS

- Milkovich, Newman & Gerhart, Compensation, TMH
- Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge
- Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,
- B D Singh, Compensation And Reward Management, Excel Books
- Tapomoy Deb, Compensation Management, Text and Cases, Excel Books.

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8122T
Name of Course : Labour Welfare and Social Security
Semester : II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of labour welfare policies and social security systems.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the concept and principles of labour welfare and social welfare, and their significance in the Indian context.
- Analyze the historical development of labour welfare in India.
- Examine the impact of the Indian Labour Organization (ILO) on labour welfare in India and understand the roles and functions of various agencies involved in labour welfare.
- Comprehend the concept and scope of social security and explore the development of social security measures for industrial employees in India.
- Gain insights into the evolution of machinery for labour administration.

SYLLABUS

UNIT 1: Social Welfare; Labour Welfare: Concept, Scope; Philosophy and Principles of Labour Welfare; Indian Constitution and Labour Welfare; Labour Welfare Policy, Historical Development of Labour Welfare in India; Social Security frame work in India.

UNIT 2: Impact of Indian Labour Organization (ILO) on Labour Welfare in India; Agencies of Labour Welfare and their Roles, Labour Welfare Programmes: Statutory and Non-statutory, Extra Mural and Intra Mural. Welfare Centers; Welfare Officer: Role, Status and Functions.

UNIT 3: : Social Security: Concept and Scope; Social Assistance and Social Insurance, Development of Social Security in India; Social Security Measures for Industrial Employees

UNIT 4: Evolution of Machinery for Labour Administration; Central Labour Administrative Machinery in India, Labour Administration in India.

UNIT 5: Director General of Employment and Training; Director General of Factory Advice Service; Provident Fund Organization; ESI Schemes; Central Board for Workers' Education.

SUGGESTED READINGS

- Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Publishing Co., New Delhi.
- Vaid, K.N., Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.
- Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing, House, Mumbai.
- Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., New Delhi.
- Puneekar, S.D. Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, Mumbai.
- Pant, S.C., Indian Labour Problems, Chaitanya Publishing House, Allahabad.
- Saxena, R.C., Labour Problems and Social Welfare, K. Nath & Co., Meerut.
- Bhogiliwala, T.N., Economics of Labour and Industrial Relations, Sahitya Bhavan Publishing Agra.
- Mamoria, C.B. Dynamics of Industrial Relations in India, Himalaya Publishing House, Mumbai.

Note: Latest edition of textbooks and reference books may be used.

Course Code : BAD8123T
Name of Course : HR Analytics
Semester : II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the skills and knowledge to utilize data-driven insights and techniques to make informed HR decisions.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the importance of measurement in HRM.
- Familiarize with HR metrics and analytics and common problems associated with metrics.
- Gain knowledge of statistical tools for HR analytics.
- Gain ability to apply various HR measures.
- Develop skills in measuring development aspects of HRM and gain awareness of current issues and the future of HR analytics.

SYLLABUS

UNIT 1: Fundamentals of measurement- Advantages of measurement in HRM- Consequences of not measuring HRM- Introduction to HR metrics and Analytics-Framework for HR measurement -Common problems with metrics- Traditional vs Contemporary HR Measures.

UNIT 2: Statistical tools for HR analytics-Predictive analytics-Multivariate analysis - Introduction to SPSS-Exploring data-Data analysis using SPSS (hands on training)- Introduction to Factor Analysis and SEM analysis.

UNIT 3: Various HR measures-Staffing Measures -Measures related to Quality of Hire/recruitment, Cost of hiring, Absenteeism- Separation measures-HR planning metrics-HR forecasting tools- Compensation measures-Connecting revenues and expenses,

calculating various wage/salary related measures. Variable pay systems, cost benefit analysis, and comparators-Calculation of incentives.

UNIT 4: Development Measures -Training ROI, measures for employee satisfaction and attitudes, Training evaluation models-Productivity measures- Performance metrics- 6 sigma, customer focused metrics, BSC, HR Scorecard.

UNIT 5: Trends in Quantitative HRM- Development of HR dashboard, HR index, internal improvement Monitors and smoke detectors in HR research- problems, HR Audit research, and Organization Health survey-Assessing Employee attitudes and satisfaction- Social Media analysis- Current issues and future of HR Analytics.

SUGGESTED READINGS

- Lee, Gregory John . HR Metrics: Practical Measurement Tools for People Management. Knowres Publishing.
- Sullivan, John . R Metrics, the World-class Way: How to Enhance Your Status and Build the Business Case for HR. Kennedy Information.
- Cascio, W. & Boudreau, J.. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition. Upper Saddle River, NJ: FT Press.
- Field, A., , Discovering Statistics Using SPSS, 4th Edition, Los Angeles, CA: Sage.
- Jac Fitz-Enz. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments (American Management Association).

Note: Latest edition of textbooks and reference books may be used.