

**SARDAR PATEL UNIVERSITY
VALLABH VIDYANAGAR**



**SYLLABUS EFFECTIVE FROM: 2018-19
Master of Commerce
(Human Resource Management)
SEMESTER-I**

PAPER: PB01ACHR21 KNOWLEDGE MANAGEMENT SEM – I

Course Objectives:

The main objective is to introduce concept, system and practices of Knowledge Management in Indian context and to make students understand major knowledge management functions in organization. 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

Knowledge Management – Definition, Concept, Meaning. Applications of knowledge Management, Knowledge Management life cycle. Understanding knowledge types, Expert knowledge, Human thinking and learning, Knowledge transfer, Transfer methods

Unit-II

Building Knowledge System, Knowledge system life cycle, Various Knowledge Capture Techniques, Internet and Knowledge Management

Unit-III

Knowledge Management systems tools-An overview, Data Mining, Data Management , Knowledge Management and Ethical, legal & Managerial Issues

Unit- IV

Managing Knowledge workers, Knowledge worker and work adjustment, Technology & KnowledgeWorker, Role of Ergonomics, Managing Knowledge Projects.

Reference Book

1. Sanjay Mohapatra: Knowledge Management, McMillan publishers, India Ltd.
2. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management: Challenges, Solutions, and Technologies. Prentice Hall. ISBN: 0-13-109931-0
3. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1

4. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition
5. Amrit Tiwana (2002). The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall. ISBN: 013009224X
6. Shelda Debowski, Knowledge Management, Wiley India Edition

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PAPER: PB01CCHR21 PRINCIPLES OF MANAGEMENT SEM - I

Course Objectives:

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

Course Content:

Unit – I Historical Development

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

Unit – II Planning and organizing

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

Organizing: Nature and Purpose – Formal and informal organization – Organization Chart – Structure and process – Departmentalization by difference strategies – Line and staff authority – Benefits and Limitations – De – Centralization and Delegation of Authority.

Unit – III Directing

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

Unit – IV Controlling

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

REFERENCES

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

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PAPER: PB01CCHR22

Business Economics

SEM – I

Unit I

Introduction of Economics:- Definitions, Nature, Scope and Significance of Economics, Difference between Micro and Macro Economics. Basic Economic Problems, Business Economic and Business Decisions.

Unit II

Consumer Behaviour: Concept of Consumer Behaviour and Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Consumer's surplus. 2.5 Indifference Curve Analysis- Features, Priceline, Consumer's Equilibrium.

Unit III

Demand Analysis :- Concept of Demand, Demand Function and The Law of Demand, Elasticity of Demand :- Types, Methods of Measurement, Determinants and Significance of Elasticity of Demand

Unit IV

Analysis of Supply, Production and Cost :- Derivation of Individual and Market supply curves, Concept of Production Function, Concepts of Real, Opportunity and Social, Short-run and Long-run Cost Curves, Revenue Curves- Total, Average and Marginal (Perfect Competition and Monopoly)

Reference Book:

1. Mithani D.M.:- Business Economic, Himalaya Publishing House, New Delhi
2. G.S. Gupta, Managerial Economics, TaTa McGraw Hill Publishing Company, Ltd. New Delhi,1990
3. N Gregory Mankiw, Principles of Economics Thomson South Western 2nd edition, 2002 Indian reprint
4. Mankiw, Economics– Principles and Application Cengage Learning Latest Edition

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PAPER: PB01CCHR23 RESEARCH METHODOLOGY & STATISTICS - I SEM - I

Course Objectives:

This is an introductory course in social research methodology. It is designed to introduce the student to basic concepts and problems encountered in social scientific investigation, including types of data and measurement, sampling, and research design. This course will emphasize the importance and limitations of theory and methodology evaluation, policy analysis, and research ethics. Following are the course objectives.

- Familiarity with various methods of conducting empirical research
- Familiarity with important research terms and concepts.
- Ability to assess the benefits of research applied to social sciences.
- Clarity of thinking in collection and interpretation of numerical data.

Course Content:

Unit – I Introduction

Meaning of research – Nature of research – Objective of research, Significance of research – Importance of knowing how research is done, – Criteria of Good research – Research Method Vs Research Methodology – Ethics in Research - Types of research – Major steps of research process –Problems encountered by researchers in India, Research design concepts with types of design

Unit – II Defining the Problem and Measurement

What is Problem – Characteristics of a good problem –Sources of research problem – Necessary considerations for selecting a research problem - Necessity of Defining the Problem – Technique involved in defining problem - Meaning and types of variables – Research Proposal
Measurement and Scaling concepts

Unit – III Hypothesis and Varieties of Research Studies

Meaning, Nature, and types of hypothesis – Suggestions for hypothesis construction, Meaning, Nature, Objects Methods and Limitation of Exploratory study -Meaning, Nature, Objects, Scope, Steps Importance and Limitation of Descriptive study

Unit – IV Statistical Techniques

Univariate Statistics , - Correlation –Null hypothesis testing – X (Chi-square) testing by contingency co-efficient, Friedman test equal and Normal Probability method. Independent samples X (Chi-square) method.

REFERENCES

1. Donald R Cooper, Pamela S Schindler (2006), Business Research Methods, 9th Edition, The McGraw – Hill Companies
2. William G Zikmund (2006) Business Research Methods, 7th Edition, Thomson South– Western.
3. Bhattacharyya Dipakkumar, (2007) Human Resource Research Methods, Oxford University Press, New Delhi
4. Ellis, Lee 1994 Research Methods in Social Sciences, Wisconsin: Brown and Benchmark Publications.
5. Krishnaswamy K. N. (2006) Management Research Methodology Integration of Principles
6. Methods and Techniques, Pearson Education New Delhi.
7. Kerlinger F.N., Research methods in the Behavioral Science Dryden-1953.
8. Seltiz C.Jahoda: M; Deutch M.,& Cook, Holt -1959. Research methods in Social Relation” New York.
9. Underwood B.J.: “Psychological Research” Appleton Centaur New York.
10. Sadhu & Amarjitsingh : Research Methodology in Social Science Pub. House, New Delhi.
11. Trivedi M. D. & Parekh, B. U., (1989), : Statistics in Education, GranthNirman Board, Ahmedabad.

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PAPER: PB01ECHR21 HUMAN RESOURCE MANAGEMENT SEM – I

Course Objectives:

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

Course Content:

Unit –I Introduction of HRM

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

Unit –II Human Resource Planning, Recruitment and Selection

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

Unit –III Training and Development, Performance Appraisal and Career Planning

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

Unit –IV Compensation management and Productivity concepts

Compensation Management-Concepts and Components-Job Evaluation-Incentives and Benefits. Productivity Management-Concepts-TQM-Kaizen-Quality Circles, Retirement/Separation - Superannuation -Voluntary Retirement Schemes-Resignation -Discharge-Dismissal -Suspension-Layoff

REFERENCES

1. VSP Rao, Human Resource Management, Excel Books, 3rd Edition, New Delhi
2. Gary Dessler, Biju Varkkey, Human Resource Management, Pearson Publication, New Delhi
3. K Ashwathappa, Human Resource Management, Tata McGraw Hill, New Delhi
4. P. Jyothi, DN Venkatesh, Human Resource Management, Oxford University Press, New Delhi,
5. P Subba Rao, Human Resource Management, Himalaya Publishing House, Mumbai
6. Biswas Debasish, The Romance of Human Resource Management, , Himalaya Publishing House, Mumbai

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PAPER: PB01ECHR22 BUSINESS ENVIRONMENT SEM – I

Course Objectives: The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business. The provide knowledge about the Indian and international business environment.

Course Content:

Unit-I

Business – Meaning, Definition, Nature & Scope, Types of Business Organizations, Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment, Micro and Macro Environment – Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.

Unit-II

Introduction to Micro-Environment –Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society
Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal

Unit-III

Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector, Sunrise sectors of India Economy. Challenges of Indian economy.

Unit- IV

Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business
Technological environment -Features, impact of technology on Business
Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies

Reference Book

1. Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
2. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
3. Business Environment Raj Aggarwal Excel Books, Delhi
4. Economic Environment of Business – M. Adhikary, Sultan Chand & Sons.

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**SYLLABUS EFFECTIVE FROM: 2018-19
Master of Commerce
(Human Resource Management)
SEMESTER-II**

PAPER: PB02ACHR21

COUNSELING SKILLS

SEM - II

Course Objectives:

After studying this subject, student will

- ✓ Develop basic counseling skills including verbal and non-verbal attending, observation, active listening, paraphrasing, and reflection of feelings, questioning, summarizing, and confrontation.
- ✓ Understand the core conditions of counseling including unconditional positive regard, genuineness, and empathy. Have practice, observation of, and experience in basic counseling
- ✓ Develop cultural sensitivity within the counseling arena.
- ✓ Develop an awareness of yourself, your place in the counseling field, and how to get the most out of your experiences in the counselor education program. Gain experience in role of counselor and develop realistic assessment of skills and potential

Course Content:

Unit – I

Introduction: Definition of counseling, Indian Problems and need of Counseling, Counseling and related fields, Goals of Counseling, Counselor Characteristics, Distinction between effective and ineffective counselor, Professional and ethical standards of counselors, Fields of counseling.

Unit – II

Counseling process: Preparation for counseling, counseling relationship, counseling content and process, variables affecting the counseling process, counseling interaction.

Unit – III

Approaches to counseling: Psychoanalytic approach, Behaviorist approach to counseling, Humanistic approach, Cognitive approach.

Unit – IV

Group counseling: Emerging field of group counseling, Structuring group, Limitation and assumption of group counseling, Group counseling – its value, the process of group counseling, similarities and differences between individual and group counseling.

REFERENCES

7. Counseling and Psychotherapy – Allen E. Ivey
8. Introduction to Counseling –Gary J.Belkin
9. Counseling – A Comprehensive Profession – Samuel T.Gladding
10. Counseling Psychology – T. Narayan Rao
11. Counseling Psychology – Sombhai Patel, GranthNirman Board, Ahmedabad
12. Counseling Psychology – Kusumben Bhatt, GranthNirman Board, Ahmedabad

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PAPER: PB02CCHR21 HUMAN RESOURCE DEVELOPMENT - I SEM - II

Course Objectives:

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

Course Content:

Unit –I : Introduction

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

Unit –II: HRD System

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

Unit –III: HRD Climate and Culture

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

Unit –IV: Career Planning

Concept of Career Planning, Objective of Career Planning, Process of Career Planning, Advantages of Career Planning, Limitations of Career Planning, Making Career Planning Effective, Succession Planning, Concept of Career Development, Individual Career Development, Organizational Career Development System, Suggestions for Effective Career Development, HRD and Career Planning and Development

REFERENCES

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

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PAPER: PB02CCHR22

STRATEGIC MANAGEMENT

SEM - II

Course Objectives:

To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment

To familiarize the learners with the strategies at corporate, business and functional levels

To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation

To understand the process of strategy implementation and the challenges of managing a change

Course Content:

Unit – I Overview of Strategic Management

Understanding Strategy, diff between Strategy and policy, Definition of SM, Elements in SM, Process of SM, and Model of Strategic Management

Unit – II Hierarchy of Strategic Intent

Vision, Mission, Business Definition and Goals/Objectives.

Unit – III Environment and Organization appraisal

Environment Analysis: Concept of Environment, Environmental Sectors, Environmental Scanning, Appraising the environment

Organization Analysis: Dynamics of Internal Environment, Organizational Capability Factors, Consideration and Methods for organizational appraising;.

Unit – IV Strategy Formulation

Corporate level Strategies,

Business level strategies,

Strategic Analysis and choice

REFERENCES

- 1 Strategic Management, Azhar Kazmi, Tata Mc-Graw Hill Publication, Latest edition
- 2 Strategic Management, Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson; Cengage Learning
- 3 Crafting and Executing Strategy: The Quest for Competitive Advantage, Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain, Tata Mc-Graw Hill Publication, Latest edition
- 4 Business policy and strategic management, Lomash Sukul; Vikas Publishing House New Delhi

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PAPER: PB02CCHR23 RESEARCH METHODOLOGY & STATISTICS - II

SEM - II

Course Objectives

To acquaint the student with contemporary conceptual and theoretical framework of research methods

To acquaint the student with the key concept, various methods and application of research method in the field of social science

To acquaint students with various types of research methods

To acquaint students to make use of various statistical methods for the analysis of data

Course Content

Unit – I Sampling

Sampling: Meaning of sample, Distinction between Population and sample - Characteristics of a good sample design – Steps in Sample Design – Types of sampling – Advantages and Disadvantages of sampling – Sampling errors.

Unit –II Data Collection

Methods of data collection: Meaning, Characteristics, Types and Evaluation of Questionnaire Method - Meaning, Types, Merits and Limitation of Interview method – Meaning and Evaluation of observation method – Projective method – Their scope and limitation. Personal and public documents

Unit – III

Parametric Test: Analysis of variance One way and two way ANOVA method and t-test

Unit –IV Statistics

Non-Parametric Test: The advantages of non-parametric Tests – Sign test – Wilcoxon test – Median test – Man Whitney U test – Cochran's Q test, Kruskal- Wallis one way analysis of variance.

REFERENCES

1. Kerlinger F.N. (1963) Research methods in the field of social sciences New York
2. S.C. Jahoda & Wok (1959) Research methods in social Relations New York
3. Underwood S.J. (1967) Psychological Research , New York
4. Broota K .D. (1998) Experimental Design in Behavioural Research Willey Estern, Delhi
5. Seltiz C.Jahoda: M; Deutch M.,& Cook, Holt -1959. Research methods in Social Relation” New York.
6. Underwood B.J.: “Psychological Research” Appleton Centaur New York.
7. Broota K. D. Experimental design in Behavioral Research. N Eastern.
8. Sadhu & Amarjitsingh : Research Methodology in Social Science Pub. House, New Delhi.
9. Minium, E. W., King & Bear Statistical reasoning in Education Psychology.
10. Parekh, S. C. & Dixit, S. K., (1995), Statistical Testing in Psychological Research, ChampaPrakashan, Junagadh.
11. Parekh, S. C. (1998), Non Parametric statistics, ChampaPrakashan, Junagadh.

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PAPER: PB02ECHR21 INDUSTRIAL RELATIONS & LABOUR LEGISLATION SEM - II

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. It also focuses on some legislations.

Course Content:

Unit – I

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

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 – II

Grievance: 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, Settlement Machinery: Conciliation, Arbitration and Adjudications.

Bipartite Bodies: Work committee and joint, Management councils – its compositions and Functions

Tripartite Bodies: The Indian Labour Conference, its importance and role in maintaining industrial relations.

Unit –III

Industrial Disputes Act, 1947

Trade Union Act, 1926

Employee Standing Order Act, 1946

Unit –IV

Workmen Compensation Act, 1923

Payment of Bonus Act, 1965

Payment of Gratuity Act, 1972

REFERNCES:

1. Mishra : Case Laws on Industrial Relations issues and implications – Excel Books, New Delhi 2006.
2. BhaliaS.K. : Constructive Industrial Relations and Labour Laws – Deep and Deep, New Delhi 2003.
3. MathurT.N. : Industrial Relations in Public Sector – Arihent Publishers, Jaipur 1990.

4. Dr A M Sharma Aspects of Labour Welfare and Social Security (Himalaya Publication)
5. S K Puri Law & Industrial Relations (Allahabad Publication)
6. MeenuPoulLabour& Industrial Laws (Allahabad Publication)
7. N C Jain Labour Laws
8. Avtar Singh Mercantile Laws
9. P L Malik Industrial Laws ECB

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PAPER: PB02ECHR22

REWARD MANAGEMENT

SEM – II

Course Objectives: To make students to understand the importance of reward in the organization to achieve overall efficiency of the organization.

Unit – I

Reward management: an overview

Reward management definition, the aims of reward management, Achieving the aims, The reward system, Elements of a reward system, Factors affecting reward management policy and practice, The development of reward management

The context of reward management

The internal environment, the external environment, Impact of the environment

Unit – II

Total reward

Total reward: Definition, The significance of total reward, Benefits of total reward, Model of total reward, Relational rewards, developing a total reward approach, Approaches to total reward, Turning rhetoric into reality

Strategic reward management

Strategic reward management definition, The rationale for strategic reward, Guiding principles, The concept of reward strategy

Unit – III

Factors affecting pay levels

Economic determinants of pay, Factors affecting pay levels within organizations, The significance of the factors affecting pay levels, Application of the factors

Motivation and Reward

The process of motivation, Motivation theories, Motivation and financial incentives and rewards, Factors affecting satisfaction with pay, Motivation and job satisfaction and performance, The key messages of motivation theory. Basic concepts of Engagement, Organizational Commitment and Psychological Contract

Unit – IV

Managing Reward

Reward procedures, Controlling reward, Conducting general pay reviews, Conducting individual reviews, Communicating to employees, Managing the development of reward systems, The use of computers in reward management

Responsibility for reward

The role of the reward specialist, Role of the front-line manager in managing reward, Using reward consultants

REFERENCES

1. Employee Reward Management and Practices by Michael Armstrong, Kogan Page publisher, 2nd Edition
2. Compensation and Reward Management by B D Singh, Excel Books

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**SYLLABUS EFFECTIVE FROM: 2018-19
Master of Commerce
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SEMESTER-III**

PAPER: PB03ACHR21

BUSINESS COMMUNICATION

SEM - III

Course Objectives:

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

Course Content:

Unit – I Basic Communication Skills

- **Written Communication:** Purpose of writing – clarity in writing – Principles of effective writing – approaching the writing process systematically – The writing process for business communication – pre writing – Writing – Revising – Specific writing features – coherence .
- **Business Letters and Reports:** Introduction to business letters –writing routine and persuasive letters – positive and negative messages – writing memos – what is a report purpose, kinds and objectives of reports –writing reports
- **Non- Verbal Communication:** non – verbal communication, its importance
- **Listening:** Effective Listening – Telephone and Teleconferencing

Unit –II Professional Communication Skills.

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

- **Employment Communication:** Introduction – writing CVs- Group discussions – interview skills – Impact of Technological Advancement on Business Communication – Communication networks – Intranet-Internet – emails – SMS – teleconferencing – videoconferencing
- **Group Communication:** Meetings – Planning meetings – objectives – participants – timing venue of meetings –leading meetings.
- **Media Management:** the press release – press conference – media interviews – Seminars – workshop- conferences.Business etiquettes.

Unit -III

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

REFERENCES:

1. Basic Business Communication – LesikarFlatley
2. Essentials of Business Communication – Rajendra pal, J.S. Korlahalli, Sultan chand& sons
3. Business Communication –SuhilBahl, Sage Publications
4. Business Correspondence – Chopra R.K. Himalaya Publishing House, Amedabad
5. Business Communication – Rai & Rai, Himalaya Publishing House A'bad

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PAPER: PB03CCHR21 HUMAN RESOURCE DEVELOPMENT - II SEM - III

Course Objective:

To make the students aware regarding education and HRD, Personnel training & executive Development
Quality of Work life & HRD, and HRD Audit.

Course Content:

Unit – I: Training & executive Development

Concept of Training & Development, Meaning of Training, Features of Training, Principles of Training, Need & importance, Methods of training & Development, Evaluation of training & development, steps of Training & Development, Drawbacks suggestive system, critical issues in Training.

Unit – II: Performance & Potential Appraisal

Concept of performance Appraisal, Purpose of performance Appraisal, Factors affecting performance appraisal, Criteria of Performance Appraisal, What to be Appraised, Process & methods of appraisal, Essential of a good appraisal system, Assumptions of Appraisal system, Potential appraisal, Limitation of Performance Appraisal

Unit –III Quality of Work life

Concept, specific issues in QWL, QWL and Productivity, Quality Circle, Barriers to Quality of work life

Unit –IV HRD Audit and Performance Management

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

REFERNCES

12. Santosh Gupta & Gupta Sachin: Human Resource Development, Concept & Practices, Deep & Deep Publications Pvt. Ltd.
13. DayalRaghubir (1996) Dynamics of Human Resource Development, Mittal.
14. Bhatia B.S. (1996) Emerging Dimensions of HRD : Role and Orientation, Deep & Deep.
15. Rao T.V. (2003) Future of HRD ,Mcmillan.
16. Rao T.V. (1996) Human Resource Development, Sage.
17. Rao T.V. (1991) Readings In Human Resource Development, Oxford and IBH.
18. Rao T.V. (1998) HRD Missionary, Oxford & IBH
19. Rao T.V. (1994) HRD in New Economic Environment, Tata Mcgrawhill
20. Jaygopal R (1993) HRD conceptual analysis and Strategies, Edision
21. Mathur B.C. (2000) Strategy for Human Resource Development, RBSA
22. Tripathi P.C. (2002) Human Resource Development, Sultan Chand

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PAPER: PB03CCHR22 ENTREPRENEURSHIP DEVELOPMENT SEM –III

Objective:

It provides exposure to the students to the entrepreneurial culture and to prepare them to set up and manage their own business unit.

Unit -1

Entrepreneur- Concept on percent - Functions and clarifications of entrepreneurs - Characteristics of entrepreneur - Nature and importance of entrepreneur - Entrepreneur vs. professional manager - entrepreneurial traits, Entrepreneurship, Women Entrepreneurship- Development and problems, Rural Entrepreneurship and TRYSEM

Unit-2

Entrepreneurial Motivation: Concept, internal and external motivating factors, Achievement Motivation.
Entrepreneurial Development- Concept of EDP, Misconceptions of EDP, Process of EDP, Target Groups of EDP Institutes, Conducting EDPs in India, Entrepreneurship training

Unit-3

Small Enterprise: Definition of Small Scale; Rationale; Objective; Scope; Location of Enterprise, Steps for starting a small enterprise, Selection of types of ownership organization. Incentives and Subsidies, Role of SSI in Economic Development of India; SSI; Registration.

Role of Support Institutions and Management of Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUD; State Financial Corporation SIC; Other financial Institutions, Role of consultancy organizations.

Unit- 4

Projects Management: Project Identification, Project formation, Project report, Project implementation, Project appraisal

Reference:

1. Dynamics of entrepreneurial development and management- Vasant Desai, Himalaya Pub
2. Entrepreneurship Development – Neeta Baporikar, Himalaya Publication
3. Handbook for new entrepreneurs – edited by P. C. Jain
4. Entrepreneurship and new venture formation – T. W. Zimmerer, Norman M. Scarborough.

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PAPER: PB03CCHR23 ORGANIZATIONAL BEHAVIOUR-I SEM – III

Course Objectives:

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

Course Content:

Unit – I Basics and Foundation

Introduction to OB: Management- Do people behave similarly or dissimilarly?-Models of Man - Organization as Social System, Definition and Scope of Organizational behavior, Discipline contributing to Organizational Behavior, Historical perspective of Organizational Behavior,

Foundation of Individual Behavior: Biological foundations of behavior, Causes of human behavior, inherited characteristics of behavior, Environmental effect on behavior, Behavior as an input –output system, Behavior and performance

Unit –II Behavior and Change

Values: Meaning, Significance, Sources, Types of values, Values in different cultures.

Organizational Change: Meaning and Types, Forces for change, Planned change, Response to change, Resistance to change, Approaches to manage Change, Three stages in change , Building support for the change, Ethical issues in organizational change, Creating culture for change, Organizational Development

Unit –III Motivation and Stress Management

Motivation: Why Motivation, Motivating, Types of Motivation, Theories of Motivation.

Stress Management: Introduction, causes of stress, consequences of stress, how to manage stress? Mild stress, stress and job burnout. Personality and stress: Type ‘A’ personality and Hardi personality.

Unit – IV Group Behavior

Foundation of Group: Meaning, Definition, Types of Groups, Group formation, Groups at Workplace, Group structure. Formal and Informal groups, influence of informal groups, managing informal groups.

Team Work & Team Building: Meaning, Definition, Types of Teams, Team building, Team Roles and Norms, Virtual teams

Group Conflicts & Negotiations: Introduction, Levels of conflict, sources of conflict , effect of conflict, Intra-Individual conflicts, Intra-Group conflicts, Inter-Group conflicts, Interpersonal conflict handling

styles- Avoiding style, forcing style, accommodating style, collaborating style, compromising style, effectiveness of style. Model of conflict.

REFERNCES

1. Singh Nirmal(1983) Managing behavior in Organizations, Deep & Deep.
2. P Subba Rao (2013) Organizational Behavior, Himalaya Publication, New Delhi
3. Robins Stephen P. (1994) Essentials of Organizational Behavior Prentice Hall.
4. PareekUdai (1996) Organizational Behavior Processes, Rawat
5. Rao V S P (1991) Contemporary Studies in Organizational behavior, Discovery.
6. TyagiAehna (1998) Organizational Behavior, Excel
7. Greenberg Jerald, Baron Robert A (2004) Behaviour in Organizations, Pearson.
8. Keith Davis (2002) : Organizational Behaviour: Human Behaviour at work, Tata McGraw-Hill Publishing company Ltd., New York

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PAPER: PB03ECHR21

HRD IN VARIOUS SECTORS

Sem – III

Course Objective:

To understand the context and characteristics of the service sector relevant to HRD, the Special role of HRD in the service sector and the types of HRD Interventions relevant to service organizations.

Course Content:

Unit – I

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

Unit -II

Role of HRD in the Service Sector.

Barriers to HRD Programmes

HRD in Indian Context

Unit – III

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

Unit -IV

HRD in NGOs

Growth and Development

HRD tool for overall Development

REFERNCES

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

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PAPER: PB03ECHR22 LABOUR MOVEMENT & LABOUR WELFARE SEM – III

Course Objectives:

The Object is to equip the students with Evolution of Labour Movement and important Labour Welfare provisions such as Employers Liability Act, Weekly Holiday Act, Employees State Insurance Act, Equal Remuneration Act and Personal Injuries (Compensation Insurance) Act. Attempts will be made to give broad conceptual ideas of the laws taken for the discussion and develop an insight into legal implications of their more important provisions.

Unit I

Introduction, Evolution, Importance of Labour Movement & Labour Welfare

Unit II

Employees Liability Act 1938

Aim Objectives, Purpose and Provisions of employees' liability Act 1938.

Weekly Holiday Act 1942

Aim Objectives & Purpose and Provisions of weekly holiday Act 1942.

Unit III

Natural Justice, Principles of Natural Justice.

Departmental Enquiry

Unit IV

Equal Remuneration Act 1976,

Aim, Objectives & Provisions of the Act

Personal Injuries (Compensation Insurance) Act

Aim, Objectives & Provisions of the Act

REFERENCES

1. Dr AM Sarma Aspects of Labour Welfare and Social Security (Himalaya Publication)
2. S K Puri Law & Industrial Relations (Allahabad Publication)
3. Meenu Poul Labour & Industrial Laws (Allahabad Publication)
4. N C Jain Labour Laws
5. Avtar Singh Mercantile Laws
6. PL Malik Industrial Laws ECB

**SARDAR PATEL UNIVERSITY
VALLABH VIDYANAGAR**



**SYLLABUS EFFECTIVE FROM: 2018-19
Master of Commerce
(Human Resource Management)
SEMESTER-IV**

**PAPER: PB04ACHR21 MANAGEMENT OF COMPETENCIES, PERFORMANCE & CAREER
SEM-IV**

Course Objective:

The course aims at imparting basic concepts on competency and its link to HRD. It facilitates learning of stages in career planning and development. It develops skills for managing performance of employees.

Course Content:

Unit – I Competencies and Competency Mapping

Meaning, Definitions, Concept of Competencies, Evolution of Competencies, Categorization of Competencies-Generic Competencies, Managerial Competencies, Technical, Functional, Human Competencies, Core Competencies, Behavioral Competencies, Threshold Competencies. Business Competencies, HRD Competencies, HRD Roles
Job Analysis, Role Analysis, Competency Mapping Process, Competency Evaluation-Assessment Centers, Behavioral Event Interview, Job Simulation, Structured Interviews, Focused Group Discussion, Panel Interview

Unit – IICareer Planning & Performance Appraisal

Meaning, Stages in Career Planning & Development, Process of Career Planning and Development, Succession Planning, Career Development Actions, Advantages and Limitations of Career Planning.

Concept, Importance, Process, Methods and Problem of Performance Appraisal-Halo effect, Horn Effect, Central Tendency, Leniency & Strictness Error, Recency Effect, Uses of Performance Appraisal and concept of Potential Appraisal, 360° Appraisal, MBO

REFERNCES

1. V S P Rao, Human Resource Management, Himalaya Publication
2. Tripathi, P C, Human Resource Development, Sultan Chand & Sons, Delhi
3. Ashwatthappa K., Human Resource/Personnel Management, Tata McGraw Hill
4. Gary Dessler, Human Resource Management, Pearson education India
5. Edwin B. Flippo, U S-1979, Personnel Management, Mcgraw Hill Inc.
6. T.V. Rao, HRD Missionary, Pearson Education India
7. Pareek, Uday, Designing and Managing HR System, Oxford & IBH Pub. Co., New Delhi

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PAPER: PB04CCHR21

ORGANIZATIONAL BEHAVIOUR-II

SEM – IV

Course Objectives:

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

Course Content:

Unit – I Decision Making and Leadership

Individual & Group Decision Making: Meaning and Definition, Importance of DM, Approaches to Problem Solving, Nature of Managerial DM, Approaches to DM, Types of Decisions, Process of DM
Group DM - Methods, Techniques, Benefits, Limitations

Leadership & Followership: Introduction, Leader vs. Manager, Theories of Leadership, Leadership Styles, Followership Styles, Leadership Skills, Leadership under cross-cultural environment, Women and Leadership

Unit –II Power and Organization

Power and Politics: Concepts of Power, Sources of Power, Contingencies of Power, Measuring Power bases, Empowerment, Organizational Politics, Factor contributing to Political Behavior, Consequences and Ethics of Politics, Types of Organizational Politics,

Organizational Theory: Meaning, Classical theory, Neo-classical theory and Modern theory

Organizational Structure: Organizing, Organizational Design Approaches to Organization Structure.

Unit –III Culture, Communication

Organizational Culture & Effectiveness: Introduction, Creating Organizational Culture, Approaches to Organizational Culture, How to learn it?, How to measure it?, Organizational Effectiveness

Communication: Introduction, Purposes, Importance, Functions, Process of Communication, Methods of Communication, Communication Channels, Communication Networks, Organizational Communication, Barriers to effective Communication

Unit – IV Extended OB

Strategic OB: Meaning, Definition, Organization & Human Resource Strategies and Behavioral Requirements, OB Modification

International OB: Meaning, Definition, International Business Approaches, cultural Shock, Dimensions of International Assignments, Diversity Management

Case Studies: (Organizational Behavior, P Subba Rao, 2nd edition, Himalaya Publication)

- Case1** Consequences of different Perceptions
- Case2** Personality: Viewed differently
- Case3** Motivated beyond Money
- Case4** Group storming to Performing stage
- Case5** Don't fail to receive Communication
- Case6** Leadership is a Complex Art
- Case7** Work Stress grows to Personal Stress at Home

REFERNCES

9. Singh Nirmal(1983) Managing behavior in Organizations, Deep & Deep.
10. P Subba Rao (2013) Organizational Behavior, Himalaya Publication, New Delhi
11. Robins Stephen P. (1994) Essentials of Organizational Behavior Prentice Hall.
12. PareekUdai (1996) Organizational Behavior Processes, Rawat
13. Rao V S P (1991) Contemporary Studies in Organizational behavior, Discovery.
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15. Greenberg Jerald, Baron Robert A (2004) Behaviour in Organizations, Pearson.
16. Keith Davis (2002) :OrganizationalBehaviour: Human Behaviour at work,tata McGraw-Hill Publishing company Ltd., New York

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PAPER: PB04CCHR22 ORGANIZATIONAL DEVELOPMENT SEM-IV

Course Objective:

The main objective is to acquaint the students with the theoretical aspects of organizational change and development, and to develop the skills 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 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 Wis board's Six Box Model for Diagnosis

Unit -II

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

Change Processes: resistance to change and force for resistance to change, overcoming resistance to change.

Unit –III

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

Unit -IV

OD in context of liberalization. OD in Public Sector

Cases:

1. OD activities at MarutiUdhyog Ltd.
2. OD activities at Brooke Bond India Ltd.
3. OD at HMT.

REFERNCES

1. French Wendell L 1998; Organizational Development – Prentice Hall of India, New Delhi.
2. Ramnarayan S ., Rao T.V. and Singh Kuldeep, 1998 : Organization Development Interventions and Strategies – Response Book, New Delhi
3. Laxmi Devi, 1998: Organizational Development – Anmol Publications Pvt. Ltd. – New Delhi
4. French Wendell and Bell, 2001: Organizational Development – Prentice Hall of India Ltd., New Delhi

5. Wendell L French, Cecil h Bell. Jr., Veena Vohra, 2006 Organizational Development Behavioral Science Interventions for Organizational Improvement, Pearson Education Inc New Delhi.

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PAPER: PB04CCHR23

BUSINESS ETHICS AND CSR

SEM – IV

Course Objectives:

To prepare men and women with character by sensitizing them to fundamental principles of Ethics in general and Business Ethics in particular in such a way that it makes permanent imprints in the minds of the students so that 'Ethical Mindset' becomes a crucial filter for future decision making process as is necessary for a transparent and a fair Corporate Governance System.

Unit I

Introduction – Ethics and morality, Ethics and law, Ethics and ethos, Business Ethics, Concepts, Importance and benefits, Ethical theories, Values and its relevance in Management, Values for Managers, Ethics in Business and Indian Value system, Various approaches to ethics-Indian examples

Unit II

Ethical Corporate Behavior, its Development, Ethical leadership with examples, Ethical Decision Making, Work ethics: nature and scope, Ethical issues at workplace, Ethics and cultural issues, Environmental Ethics, Ethical dilemma, ethical displacement

Unit III

Ethics in Functional Areas: Operations, Marketing, Finance, HR & I. Technology, Recent challenges in ethics, Ethics in different countries Corporate Governance, Corporate Governance initiatives in India and abroad, Corporate Governance failures

Unit IV

CSR and its significance in Business, social audit – Ethical Issues- Corruption - Whistle blowing competition-privacy-trade secrets, IP rights, Harassment & Discrimination

REFERENCES

1. Manisha Paliwal, Business Ethics, Newage International press. New Delhi.
2. Patyrick J. A. & Quinn J. F. Management Ethics, Response Publishing, New Delhi.
3. Sherlekar, Ethics in Management, Himalaya Publishing
4. S.K.Chakravorty, Business Ethics, , TMH Publication
5. Velasquez, Business Ethics Concepts & Cases, TMH Publication
6. S K Mandal, Ethics in Business and Corporate Governance, Tata McGraw-Hill Education

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PAPER: PB04ECHR21

PROJECT WORK / DISSERTATION

SEM – IV

Total Marks: 100

Viva – Voce Exam: 50

Report Writing: 50

- Project Work / Dissertation on any selected topic related to HR field.
- Empirical Data / Secondary Data shall be collected.
- Weightage for project report will be 50% and presentation 50%.
- Project report will be evaluated by internal & external Faculties.

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PAPER: PB04ECHR22

INDUSTRIALPSYCHOLOGY

SEM – IV

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, History and Development of the field, Scope of Industrial Psychology, Scope 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 Employee's Performance and Job satisfaction: Judgmental methods of Employee performance, Errors in ratings. Job satisfaction, Determinants of job satisfaction, measurement of job satisfaction, Theories of job satisfaction

Human factor Engineering:

- Time and motion study, Principles of motion economy, Best method of work.
- The Concept of human factor engineering
- The nature of man and machine system
- Psychological Principles of machine design and control devices.

Unit – IV

Industrial Morale: Definition, Determiners of Morale, Measurement of Morale, Methods of increasing morale, A comparison of methods for increasing morale

Accident & safety: Accident proneness principles, Accident reduction, Predicting accidents, Safety measures.

Consumer Psychology: Basics of Consumer behavior, Consumer decision process, Advertising effectiveness, Marketing

REFERNCES

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