

**SARDAR PATEL UNIVERSITY
VALLABH VIDYANAGAR**



SYLLABUS EFFECTIVE FROM: 2018-19

(પીજી બોર્ડ તા. 03/04/2019)

**MASTER OF SOCIAL WORK (HR)
SEMESTER – IV**

PA04CSHR21	Organisational Behaviour	Credits : 3
Unit : I	Unit 1- Foundations of Organizational Behaviour Historical Background ; Hawthorns Studies ; Nature and critical bases of organizational behaviour ; Organizational behavior model ; Emerging organizations ; Information base ; total quality and organizations.	20%
Unit : II	Global and cultural diversity: Contemporary challenges; diversity and ethics ; Managing diversity ; Ethics and ethical behaviour in organizations.	20%
Unit : III	Micro- Perspective of Organizational behaviour : Perceptual processes Impression management ; Personality attitudes and values ; Motivation ;Needs, Content and processes ; Motivation performance through job design and goal setting ; Learning processes, Reward System and Behavioural Management	20%
Unit IV	Macro perspective of organizational Behaviour Communication Technology and Interpersonal Process; Decision making ; Organizational theory and design ; Organizational Culture.	20%
Unit V	Case studies with reference to components of organizational behavior	20%

Reference

1. Luthans, Fred (1995) Organizational Behaviour (VII ed)New Delhi : Mc Graw -Hill
2. Organizational Behavior (13th Edition) by Stephen P. Robbins and Timothy A. Judge
3. Organizational Behaviour: Understanding and Managing Life at Work by Gary Johns and Alan M. Saks
4. Organizational Behavior by Michael A. Hitt, C. Chet Miller, and Adrienne Collela

Unit : I	<ul style="list-style-type: none"> Role of Compensations and Rewards in the Organisations Compensation: The Concept Indirect Compensation Role of Compensation Compensation Structure The Compensation Programme: Functions & Responsibilities Corporate Compensation Policy Issues and Current Trends 	20%
Unit : II	<ul style="list-style-type: none"> Job Evaluations Introduction : Objectives: Principles and Advantages- Disadvantages Methods of Job Evaluations 	15%
Unit : III	<ul style="list-style-type: none"> Framework of Compensations Policy Introduction Macro Policy Framework & Micro Policy Considerations Divergent Perspectives of Management and Labour 	15%
Unit IV	<ul style="list-style-type: none"> Incentives Meaning and Definition Classification of Incentives Merits and Demerits Pre-requisites of Effective Incentive Scheme Incentive Systems Wage Incentive Plans Working of Incentive Schemes 	10%
Unit V	<ul style="list-style-type: none"> Pay-Packet Composition The concept of Wages, Salary and Pay-Packets Basic Wage Component of Pay Packet Dearness Allowance Component of Pay-Packet Payment by Result or Incentive Payment Statutory Bonus Allowances Fringe Benefits and Social Security Paternalistic or humanistic consideration, Statutory requirements Concern for security & Hazard of Industrial life Tax considerations Competitive consideration Understanding the Trends of Pay-Packets 	10%
Unit VI	<ul style="list-style-type: none"> Design of Performance linked Reward System Significance of PLRS Forms and Choice of Performance-linked Reward System Steps in Designing Issues and Trends 	10%
Unit : VII	<ul style="list-style-type: none"> Comparative Internal Compensations Introduction Emerging Trends Limitations of the Job Related Compensation Paradox of Performance Related Compensation Competency Based Compensation 	10%

Unit : VIII

Managerial Compensations

10%

Recent trends in Managerial Compensations in Indian Organisations and MNCs

Role of HR department in Compensations Management

Reference

1. Compensation Management in a Knowledge-Based World (10th Edition) - Hardcover (June 24, 2005) by Richard I Henderson
2. The Compensation Handbook - Hardcover (May 19, 2008) by Lance Berger and Dorothy Berger
3. Solving the Compensation Puzzle: Putting Together a Complete Pay and Performance System (Practical Hr Series) - Paperback (Apr. 1, 2008) by Sharon K. Koss

Learner Objectives

- 1) To understand various labor legislations prevailing in the country
- 2) To understand legislations pertaining to different industries
- 3) To understand concept and act pertaining to various labor welfare fund

Unit : I	Legislations Pertaining To Different Industries (20%) The Plantations Labor Act, 1951 The Mines Act,1952 The Shops and Establishments Law The Working Journalists and other Newspaper Employees (conditions of Service) and Miscellaneous Provisions Act, 1955	20%
Unit : II	Legislations Pertaining To Labor Employment The child labor (prohibition and regulation) Act,1986 Bonded labor system (abolition) Act,1	20%
Unit : III	Legislations Pertaining To Industrial Conflict and Labor Welfare The Bombay industrial relations act,1946 Non statutory bodies for conflict resolution Concept and sources of labor welfare funds Mica Mines Labor Welfare Funds Act,1946 Iron Ore, Manganese Ore, And Chrome Ore Mines Labor Welfare Funds Act,1976 Limestone And Dolomite Mines Labor Welfare Fund Act,1972 Beedi Workers Welfare Funds Act,1976 Cine Workers Welfare Fund Act,1981	20%
Unit IV	Other Labor Legislations The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 The Apprentices Act, 1961 Employers Liability Act	20%
Unit V	Case Study Conflict resolution through Non Statutory Machineries Bombay Industrial Relations Act References :- 1) C. B. Mamoria and Gankar: Dynamics of Industrial Relations. 2) S. P. Jain: Industrial Labor Laws	20%

ELECTIVE COURSE

PA04ESHR23

Strategic Management

Credits : 3

Learner Objectives

Unit : I	INTRODUCTION TO STRATEGIC MANAGEMENT Definition, Nature, Scope of Strategic Management Process Of Strategic Management Importance Of Strategic Management Strategic Framework	20%
Unit : II	STRATEGY FORMULATION Characteristics of environment appraisal Environmental sectors Methods and techniques for organizational appraisal	20%
Unit : III	BUSSINESS LEVEL STRATEGIES Cost & Differentiation Tactics For Business Strategies Business strategies for industry life cycle Business strategy & digitalisation	20%
Unit IV	CORPORATE LEVEL STRATEGIES Expansion Strategies Stability Strategies, Retrenchment Strategies Combination Strategies	20%
Unit V	STRATEGIC EVALUATION AND CONTROL Evaluation techniques for strategic control Case study of strategic management	20%

Learner Objectives

Unit : I	PROJECT FORMATION AND APPRAISAL Project Management - An Overview Feasibility & Technical Analysis Market and Demand Analysis Economic and Financial Analysis Formulation of Detailed Project Reports	25%
Unit : II	PROJECT PLANNING AND SCHEDULING Planning Time Scales — Network Analysis Material and Equipment Human Resource Project Costing and Financing Project Organisation	25%
Unit : III	IMPLEMENTATION AND CONTROL Project Management Information System Material and Equipment Human Resource Financial Aspects	25%
Unit IV	PROJECT COMPLETION AND EVALUATION Integrated Project Management Control System Managing Transition from Project to Operations Project Review	25%

Reference :

1. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 7th Edition by Harold Kerzner
2. Breakthrough Technology Project Management (E-Business Solutions) by Bennet P. Lientz
3. Applied Project Management: Best Practices on Implementation by Harold Kerzner
4. Effective Project Management, 2nd Edition by Robert K. Wysocki
5. Planning, Performing, and Controlling Projects: Principles and Applications (2nd Edition) by Robert B. Angus

Learner Objectives

- 1) To understand internationalization of human resource management
- 2) To understand hr management practices at global level
- 3) To understand employment laws and labor standards in various countries

Unit : I	The Internationalization of Human Resource Management The Drivers of the Internationalization of Business The Growth and Spread of Internationalization Different Settings of International Human Resource Management The Development of International Human Resource Management	20%
Unit : II	Design and Structure of the Multinational Enterprise International Organizational Design and Structure: Designing the Multinational Enterprise International Organizational Structure Choices IHRM and International Organizational Design and Structure Formal Structure and Beyond	20%
Unit : III	International Mergers and Acquisitions, Joint Ventures and Alliances International Combinations: An Introduction IHRM and International Mergers and Acquisitions IHRM and International Joint Ventures IHRM and International Alliances	20%
Unit IV	International Employment Law, Labor Standards and Ethics and comparative IHRM The Institutional Legal Context of International Business (IB) Establishment of Labor Standards by International Institutions The Global Legal and Regulatory Context of MNEs Comparative Law The International Framework of Ethics and Labor Standards Comparative IHRM HRM Issues in Europe HRM Issues in North America HRM Issues in Asia	20%
Unit V	Case Study Case 1.1: Capitalizing on Complexity: Insights from the 2010 IBM Global Chief Executive Officer Study (US) Case 1.2: Harry Ramsden's goes International (UK) Case 4.1: Comex Group: A Mexican Firm goes International (Mexico) Case 4.2: BCE's Acquisition of Teleglobe International (Canada) Case 14.1: Performance Evaluations at Indian OQT-Pharmaceuticals(India) Case 14.2: The Impact of HR on Innovation: A Six-Country Comparison (Global)	20%

References

International Human Resource Management Policies and Practices for Multinational Enterprises 4th Edition Dennis Briscoe Randall Schuler Ibraiz Tarique

Learner Objectives

Unit : I	Organisational Effectives Definitions and Meanings Characteristics Models of Organisational Effectiveness	20%
Unit : II	Organisational Climate and Culture Definitions and Meanings Characteristics of Organisational climate and culture Differences and Similarities	20%
Unit : III	An overview of concept of organisational change effectiveness and developments	20%
Unit IV	Power and Politics : The process of empowerment	20%
Unit V	Organisational learning : Creativity and Innovations	20%

Learner Objectives

To appreciate the importance of career strategies in a rapidly changing environment
 To develop an awareness of various career orientations and strategies of individual career planning
 To develop an understanding in designing appropriate of competency mapping & organizational development

Unit : I	History & Origin of competency – KSA v/s Competency Reasons for Popularity of competency – Competency & EVA, Views Against Competency – Definitions Confusion about Competency	20%
Unit : II	Components of Competency Skill, Knowledge & Motive – Trait & Self – Concept, Iceberg Model of Competency – Operant & Respondent Traits of Competency, Competency models – Causes for Resistance and Recommended Actions to Address – Delphi Technique Competencies & Generic Indicators – 360 Degree Feedback – HR Generic Competency Model – Supervisory Generic Competency Model	20%
Unit : III	Competency Categories Threshold Competencies – Differentiating Competencies – Generic or Key Competencies – Functional or Technical Competencies – Leadership or Managerial Competencies, steps in Developing Competency Model – Determining the objective & scope – Clarifying implementation Goals & Standards – Create an Action Plan – Define Performance, Effectiveness Criteria – Identify a Criterion Sample – Data Gathering & interim competency Model – Finalize & Validate Competency Model	20%
Unit IV	Career Development Theoretical Foundations, Objectives ,Definition of Career Development, Process of Career Planning Reasonability for Career Planning & Career Development Methods of Career development (Management) Competency Approach to Development, Career Paths, Career Transition, Competency Approach to Development	20%
Unit V	Innovative Employer Career Initiatives Different methods used by employer to enhance employee career, Special issues in career development, Mentoring for Employee Development	20%

Reference books :

Calvin S, Theories of Personality, Hall Et Al, Wiley Publication
 John. W. Newstrom and Keith Davis Tata, Organizational Behavior –
 Human Behavior at work, McGraw Hill, 1/e2003
 Robert N Lussier, Human Relations in organizations, 6th edition,
 McGraw Hill Education
 Stephen Robbins, Training in Interpersonal Skills – tips for managing
 people at work, Et al, person, PHI
 Udai Parek, Understanding OB, Oxford University Press
 Whetten & Cameron, Development Management Skills, 7th Ed.
 Pearson, PHI