

**SARDAR PATEL UNIUNIVERSITY
MASTER OF SOCIAL WORK - HR
SYLLABUS – IV SEMESTER**

(WITH EFFECT FROM 2016)

PA04CSHR01	Organisational Behaviour	Credits : 3
Unit : I	Unit 1- Foundations of Organizational Behaviour	20%
	<ul style="list-style-type: none"> • Historical Background ; Hawthorns Studies ; • Nature and critical bases of organizational behaviour ; • Organizational behavior model ; • Emerging organizations ; Information base ; total quality and organizations. 	
Unit : II	Global and cultural diversity:	20%
	<ul style="list-style-type: none"> • Contemporary challenges; diversity and ethics ; • Managing diversity ; • Ethics and ethical behaviour in organizations. 	
Unit : III	Micro- Perspective of Organizational behaviour :	20%
	<ul style="list-style-type: none"> • 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 	
Unit IV	Macro perspective of organizational Behaviour	20%
	<ul style="list-style-type: none"> • Communication Technology and Interpersonal Process; • Decision making ; • Organizational theory and design ; • Organizational Culture. 	
Unit V	Case studies with reference to components of organizational behavior	20%
	<p>Reference</p> <ol style="list-style-type: none"> 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 	

PA04CSHR02	Compensations Management	Credits : 3
Unit : I	Role of Compensations and Rewards in the Organisations	20%
	<ul style="list-style-type: none"> • Compensation: The Concept • Indirect Compensation • Role of Compensation • Compensation Structure • The Compensation Programme: Functions & Responsibilities • Corporate Compensation Policy • Issues and Current Trends 	
Unit : II	Job Evaluations	15%
	<ul style="list-style-type: none"> • Introduction : Objectives: Principles and Advantages- Disadvantages • Methods of Job Evaluations 	
Unit : III	Framework of Compensations Policy	15%
	<ul style="list-style-type: none"> • Introduction • Macro Policy Framework & Micro Policy Considerations • Divergent Perspectives of Management and Labour 	
Unit IV	Incentives	10%
	<ul style="list-style-type: none"> • Meaning and Definition • Classification of Incentives • Merits and Demerits • Pre-requisites of Effective Incentive Scheme • Incentive Systems • Wage Incentive Plans • Working of Incentive Schemes 	
Unit V	Pay-Packet Composition	10%
	<ul style="list-style-type: none"> • 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 	
Unit VI	Design of Performance linked Reward System	10%
	<ul style="list-style-type: none"> • Significance of PLRS • Forms and Choice of Performance-linked Reward System • Steps in Designing • Issues and Trends 	

Unit : VII	<p>Comparative Internal Compensations</p> <ul style="list-style-type: none"> • Introduction • Emerging Trends • Limitations of the Job Related Compensation • Paradox of Performance Related Compensation • Competency Based Compensation 	10%
Unit : VIII	<p>Managerial Compensations</p> <ul style="list-style-type: none"> • Recent trends in Managerial Compensations in Indian Organisations and MNCs • Role of HR department in Compensations Management <p>Reference</p> <p>1. Compensation Management in a Knowledge-Based World (10th Edition) - Hardcover (June 24, 2005) by Richard I Henderson</p> <p>2. The Compensation Handbook - Hardcover (May 19, 2008) by Lance Berger and Dorothy Berger</p> <p>3. Solving the Compensation Puzzle: Putting Together a Complete Pay and Performance System (Practical Hr Series) - Paperback (Apr. 1, 2008) by Sharon K. Koss</p>	10%

PA04CSHR03	Employment Law II	Credits : 3
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%)	20%
	<ul style="list-style-type: none"> • 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 	
Unit : II	Legislations Pertaining To Labor Employment	20%
	<ul style="list-style-type: none"> • The child labor (prohibition and regulation) Act, 1986 • Bonded labor system (abolition) Act, 1 	
Unit : III	Legislations Pertaining To Industrial Conflict and Labor Welfare	20%
	<ul style="list-style-type: none"> • 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 	
Unit IV	Other Labor Legislations	20%
	<ul style="list-style-type: none"> • The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 • The Apprentices Act, 1961 • Employers Liability Act 	
Unit V	Case Study	20%
	<ul style="list-style-type: none"> • Conflict resolution through Non Statutory Machineries • Bombay Industrial Relations Act 	
	References :- 1) C. B. Matoria and Gankar: Dynamics of Industrial Relations. 2) S. P. Jain: Industrial Labor Laws	

ELECTIVE COURSE

PA04ESHR13	Strategic Management	Credits : 3
Learner Objectives		
Unit : I	INTRODUCTION TO STRATEGIC MANAGEMENT	20%
	<ul style="list-style-type: none"> • Definition, Nature, Scope of Strategic Management • Process Of Strategic Management • Importance Of Strategic Management • Strategic Framework 	
Unit : II	STRATEGY FORMULATION	20%
	<ul style="list-style-type: none"> • Characteristics of environment appraisal • Environmental sectors • Methods and techniques for organizational appraisal 	
Unit : III	BUSSINESS LEVEL STRATEGIES	20%
	<ul style="list-style-type: none"> • Cost & Differentiation • Tactics For Business Strategies • Business strategies for industry life cycle • Business strategy & digitalisation 	
Unit IV	CORPORATE LEVEL STRATEGIES	20%
	<ul style="list-style-type: none"> • Expansion Strategies • Stability Strategies, • Retrenchment Strategies • Combination Strategies 	
Unit V	STRATEGIC EVALUATION AND CONTROL	20%
	<ul style="list-style-type: none"> • Evaluation techniques for strategic control • Case study of strategic management 	

PA04ESHR16	Project Management	Credits : 3
Learner Objectives		
Unit : I	PROJECT FORMATION AND APPRAISAL	25%
	<ul style="list-style-type: none"> • Project Management - An Overview • Feasibility & Technical Analysis • Market and Demand Analysis • Economic and Financial Analysis • Formulation of Detailed Project Reports 	
Unit : II	PROJECT PLANNING AND SCHEDULING	25%
	<ul style="list-style-type: none"> • Planning Time Scales — Network Analysis • Material and Equipment • Human Resource • Project Costing and Financing • Project Organisation 	
Unit : III	IMPLEMENTATION AND CONTROL	25%
	<ul style="list-style-type: none"> • Project Management Information System • Material and Equipment • Human Resource • Financial Aspects 	
Unit IV	PROJECT COMPLETION AND EVALUATION	25%
	<ul style="list-style-type: none"> • Integrated Project Management Control System • Managing Transition from Project to Operations • Project Review 	
	<p>Reference :</p> <ol style="list-style-type: none"> 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 	

PA04ESHR15	HRM in International Settings	Credits : 3
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	20%
	<ul style="list-style-type: none"> • 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 	
Unit : II	Design and Structure of the Multinational Enterprise	20%
	<ul style="list-style-type: none"> • International Organizational Design and Structure: • Designing the Multinational Enterprise • International Organizational Structure Choices • IHRM and International Organizational Design and Structure • Formal Structure and Beyond 	
Unit : III	International Mergers and Acquisitions, Joint Ventures and Alliances	20%
	<ul style="list-style-type: none"> • International Combinations: An Introduction • IHRM and International Mergers and Acquisitions • IHRM and International Joint Ventures • IHRM and International Alliances 	
Unit IV	International Employment Law, Labor Standards and Ethics and comparative IHRM	20%
	<ul style="list-style-type: none"> • 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 	
Unit V	Case Study	20%
	<ul style="list-style-type: none"> • 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) 	

	<ul style="list-style-type: none"> • Case 4.2: BCE’s Acquisition of Teleglobe International (Canada) • Case 14.1: Performance Evaluations at Indian OQT-Pharmaceuticals(India) <p>Case 14.2: The Impact of HR on Innovation: A Six-Country Comparison (Global)</p> <p>References International Human Resource Management Policies and Practices for Multinational Enterprises 4th Edition Dennis Briscoe Randall Schuler Ibraiz Tarique</p>	
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PA04ESHR18	Organizational Effectiveness & Change	Credits : 3
Learner Objectives		
Unit : I	Organisational Effectives	20%
	<ul style="list-style-type: none"> • Definitions and Meanings • Characteristics • Models of Organisational Effectiveness 	
Unit : II	Organisational Climate and Culture	20%
	<ul style="list-style-type: none"> • Definitions and Meanings • Characteristics of Organisational climate and culture • Differences and Similarities 	
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%

PA04ESHR14	Competency Mapping and Career Development	Credits : 3
Learner Objectives		
<ol style="list-style-type: none"> 1. To appreciate the importance of career strategies in a rapidly changing environment 2. To develop an awareness of various career orientations and strategies of individual career planning 3. 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	20%
	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	
Unit : III	Competency Categories	20%
	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	
Unit IV	Career Development	20%
	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	
Unit V	Innovative Employer Career Initiatives	20%
	Different methods used by employer to enhance employee career, Special issues in career development, Mentoring for Employee Development Reference books : <ol style="list-style-type: none"> 1. Calvin S, Theories of Personality, Hall Et Al, Wiley Publication 2. John. W. Newstrom and Keith Davis Tata, Organizational Behavior – Human Behavior at work, McGraw Hill, 1/e2003 3. Robert N Lussier, Human Relations in organizations, 6th 	

	edition, McGraw Hill Education	
	4. Stephen Robbins, Training in Interpersonal Skills – tips for managing people at work, Et al, person, PHI	
	5. Udai Parek, Understanding OB, Oxford University Press	
	6. Whetten & Cameron, Development Management Skills, 7 th Ed. Pearson, PHI	