

**SARDAR PATEL UNIVERSITY
VALLABH VIDYANAGAR**



SYLLABUS EFFECTIVE FROM: 2018-19

(પીજી બોર્ડ નં. 03/04/2019)

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

PA03CSHR21	Organizational Development	Credits : 3
Learner Objectives		
To prepare the students as organisational change facilitators using the knowledge and techniques of behavioural sciences.		
Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed.		
Unit : I	Unit 1- Introduction to Organisation development Concept and process; Assumptions and values underlying Organisation development (OD); Foundations of organisation development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners.	20%
Unit : II	Organisational Diagnosis Techniques of organisational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analysing diagnostic information; feeding back diagnostic information.	20%
Unit : III	Organisational Change, Renewal, and Development Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organisational renewal and re –energising; Institution building; Creativity and innovation.	20%
Unit IV	OD Interventions: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC); Behavioural interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-structural interventions- Restructuring organizations, Employee involvement	20%
Unit V	Case studies with reference to OD-HRD interface OD in global settings OD research and practice in perspective;	20%

Challenges of OD

Recommended Readings:

- French, W.L. and Bell, C.H., *Organisation development*, Prentice-Hall, New Delhi.
- Hackman, J.R. and Suttle, J.L., *Improving life at work: Behavioural science approach to organisational change*, Goodyear, California.
- Harvey, D.F. and Brown, D.R., *An experimental approach to organization development*, Prentice-Hall, Englewood Cliffs, N.J.
- Hersey P., and Blanchard, H.B., *Management of organisational behaviour: Utilising human resources*, PrenticeHall, New Delhi.
- Pareek U., Rao, T.V. and Pestonjee, D.M., *Behavioural processes in organisations*, Oxford and IBH., NewDelhi.
- Kurt Lewin (1958). *Group Decision and Social Change*. New York: Holt, Rinehart and Winston.
- Cummings, Thomas G.; Worley, Christopher G., *Organization Development & Change*, Thomson South-Western
- Western, S. (2010), *What do we mean by Organizational Development*, Krakow: Krakow: Advisio Press

Learner Objectives

Introduce the students to the basic concepts and practices in the area of Human Resource Development tools.

Introduce the students to the foundational frameworks in the area of organizational psychology and their implications on designing and using some HRD tools

Enhance the knowledge of the students on application of such tools in the context of modern HR challenges facing organizations

Unit : I	Introduction to Human Resource Development Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.	20%
Unit : II	HRD Process Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate	20%
Unit : III	HRD Activities Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.	20%
Unit IV	HRD Applications and Trends Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.	20%
Unit V	Case studies with reference to HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development	20%

Recommended Readings:

Werner J. M., DeSimone, R.L., Human resource development, South Western.i.

Nadler, L., Corporate human resources development, Van Nostrand Reinhold.

Mankin, D., Human resource development, Oxford University Press India.

Haldar, U. K., Human resource development, Oxford University Press India

Rao, T.V., Future of HRD, Macmillan Publishers India..

Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.

Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson

Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.

Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, Harvard Business Review

Learner Objectives

To acquaint with professional understanding of labour legislations

To acquaint the students with Legal provisions of Labour Laws in India

To develop implementation skills of various Industrial and labour laws

Unit : I	Introduction to Labour Legislations Need for Labour Legislations, Indian Perspective, Labour Laws and Rapid Changing Industrial scenario, Implementation of Labour Laws, Role of ILO. National Labour Commissions.	20%
Unit : II	Laws on Working Conditions & Dispute The Factories Act, 1948 Industrial Dispute Act, 1947	20%
Unit : III	Laws on Wages The Minimum Wages Act, 1948 The Payment of Wages Act, 1936 The Payment of Bonus Act, 1965 The Equal Remuneration Act, 1976	20%
Unit IV	Laws on Social Security The Workmen's Compensation Act, 1923 The Employee's State Insurance Act, 1948 The Maternity Benefit Act, 1961 The Employee's Provident Fund and Miscellaneous Provisions Act, 1952 The Payment of Gratuity Act, 1972	20%
Unit V	Case studies Case discussion on Laws related to working condition, wages and social security	20%

Recommended Readings:

1. Industrial and Labour Law – P. L. Maliki.
2. Industrial Law – J. K. Bareja
3. Industrial & Labour Laws – S. P. Jain
4. Labour laws for Managers – B.D. Singh
5. Industrial Relations, Trade union and Labour Sinha , Pearson Publication
6. Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4th Edn, 2011.)
7. Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3rd edn, 2011.)

ELECTIVE COURSE

Group A

PA03ESHR21 Management Functions And Behaviour Credits : 3

Learner Objectives

Introduce students about basic concepts of Management and its recent practices.

To acquaint students about different organizational structure and its processes.

To familiarise students about how to take crucial decisions in corporate with different practical case studies.

To make them learn some managerial and leadership skills.

Unit : I	Introduction to Management Meaning and nature of Management Management Systems and Processes Task and Responsibilities of a Professional Manager Managerial skills	20%
Unit : II	Organisational Structure and Process Organisational Structure and Design Planning Process Centralization and decentralization Delegation of authority and Interdepartmental Controlling	20%
Unit : III	Decision Making Organisational Context of Decisions Decision Making-Techniques and Processes Management by Objectives	20%
Unit IV	Organisational Climate And Change Organisational Structure and Managerial Ethos Management of Organisational Conflicts Managing Change	20%
Unit V	Behavioural dynamics Leadership Theories of Leadership Case study on Leadership Group Dynamic	20%

Recommended Readings:

Management Functions & Behaviour Ms: 01 Gph Book, Saini Ak, Dinesh Verma

Principles of Management, B.S.Shah publication

Organisational Behaviour, Freud Luthans

Essentials of Management, Koontz O Donnell & Wehrich

Management, Stoner, Freeman & Gilbert

Organisational Behaviour, Stefen. P. Robbins

Learner Objectives

Introduce the students to the basic concepts and practices in the area of CSR

Introduce the students to the foundational frameworks and operationalisation of CSR

Enhance the knowledge of the students policy, challenges and issues of CSR in the Indian context

Unit : I	Introduction to CSR Concept and Philanthropy & Charity' Meaning and Importance of CSR Evolution of CSR in India Principles and Ethics and CSR	20%
Unit : II	Approaches of CSR The Triple Bottom-line Approach Obstructionist Defensive Accommodative Proactive	20%
Unit : III	Operationalisation of CSR CSR Provisions under Companies Act, 2013, Companies (Corporate Social Responsibility Policy) Rules, 2014, The Role Of Business In Society -Different stakeholders, different perspectives	20%
Unit IV	Issues in CSR Environmental and Social issues Labour and related issues Ethical and Governance issues	20%
Unit V	Case studies with reference to CSR – Indian Story CSR- Global Context	20%

Learner Objectives

To develop an understanding of how to effectively manage people.

To understand and carry out HR related responsibilities.

To become conversant with the latest trends in management of human resources in an organisation.

Unit : I	Human Resource Management: Context, Concept And Boundaries The Concept and Functions of Human Resource Management Changing Role of HRM Emerging Trends in HRM	20%
Unit : II	Maintaining & Retention Of Human Resources Socialization, Separation HR Outsourcing Absenteeism: Concept, causes, effects of Absenteeism, Control over Absenteeism Labour Turnover: Concept, causes, Measurement & effects of Labour Turnover	20%
Unit : III	Performance management, potential assessment & compensation Competency Mapping Performance Planning and Review Potential Appraisal Assessment Centers Career Planning & Succession Planning HR Audit	20%
Unit IV	Compensation: Concept, types of Compensation, Pay Structure Industrial relations Industrial Relations : Concept, Definition and Importance Laws Pertaining to Industrial Relation (Trade Union Act, Industrial Dispute Act) Grievances: concept, causes of grievances and understanding of Employees grievances, grievances settlement procedure Discipline & Disciplinary Action: Concept, aims & objectives of Discipline, Procedure for Disciplinary Action	20%
Unit V	Case studies on Industrial Relation Compensation Grievance Procedure	20%

Recommended Readings:

Mamoria C.B. & Gankar S.V., (2008). Personnel Management- Text and Cases.

Himalaya Publishing House: Mumbai

Mamoria C.B. & Gankar S.V., (2008). Dynamics of Industrial Relations. Himalaya Publishing House: Mumbai

Jain S.P., (2008-09). Industrial and Labour Laws. Dhanpat Rai & CO: Delhi

Gupta C.B., Human Resource Management. Sultan Chand & Sons: New Delhi

Haldar U., Human Resource Development: Oxford University Press Bhatia S K.,

(2008). Emerging HRD. Deep and Deep Publications Pvt. Ltd.: New Delhi

Learner Objectives

To acquaint students about industrial disputes and its Redressal machinery.

To familiarise students about grievance handling procedure and disciplinary action.

To make them learn how to develop better Employment Relations in industry with effective case studies.

To promote the understanding of new trends in employment relations in India and Abroad.

Unit : I	CONCEPTUAL FRAMEWORK OF EMPLOYMENT RELATIONS Concept, Scope and Approaches to Industrial Relations Evolution of Industrial Relations and Current Developments Constitutional and Legal Framework of Industrial Relations: Conventions, ID Act, Trade Union Act	20%
Unit : II	TRADE UNIONISM Trade Union Development and Functions Trade Union Structure and Recognition Managing Trade Unions Managerial Unionism Employer's Organisations	15%
Unit : III	COLLECTIVE BARGAINING Nature and Content of Collective Bargaining Negotiation Skills Issues and Trends in Collective Bargaining	15%
Unit IV	EMPLOYEE INVOLVEMENT Evolution, Structure and Process Design and Dynamics of Participative Forums Strategies for Implementing Participation	15%
Unit V	GRIEVANCE HANDLING AND DISCIPLINE Grievance Function in Industrial Relations Conciliation, Arbitration and Adjudication Discipline in Industry	20%
Unit VI	TRENDS IN EMPLOYMENT RELATIONS Strategic Employee Relations : Emerging Trends Cultural Aspects of Employment Relations	15%

Basic Text & Reference Books:

Mamoria, Mamoria and Gankar, Dynamics of Industrial Relations, 2005

Contemporary Industrial Relations: A Critical Analysis by Ian Beardwell.

K. Ashwathappa. Human Resources Management and Personnel Management, 2007

Krishna Arora, 2005, Labor and Industrial Law, Manual Professional Book Publishers, New Delhi

Learner Objectives

To prepare the students as organisational dynamic facilitators using the knowledge and techniques of behavioural sciences.

Case studies involving the learning from the course and to understand the applicability of OD dynamic are required to be discussed.

Unit : I	Group Dynamics Understanding Groups Phases of Group Development Group Cohesion and Alienation Conformity and Obedience	20%
Unit : II	Role and Power Dynamics The Concept and Systems of Roles, Role Analysis, Organisational Stress and Burnout, Coping with Stress and Burnout Bases of Power, The Process of Empowerment Decentralisation and Delegation & Transformational Leadership	20%
Unit : III	Organisational Dynamics Organisational Culture Social Responsibilities of Organisations Organisational Ethics and Values Process of Learning Organisations.	20%
Unit IV	Inter-Organisational Dynamics Cross Cultural Dynamics Management of Diversity Strategic Alliances and Coalition Formation	20%
Unit V	Case studies with reference to Organisational Culture Decentralisation process in corporate sector Leadership practice in corporate sector	20%

Recommended Readings:

Strategic Management & Organizational Dynamics [Paperback] Ralph D. Stacey, 2009
 The Change Handbook: The Definitive Resource on Today's Best Methods for
 Engaging Whole Systems [Paperback] Peggy Holman Author), Tom Devane, 2009
 Process Consultation Revisited: Building the Helping Relationship (Prentice Hall
 Organizational Development Series) [Paperback] Edgar H. Schein, 2007
 Bateson, M.C. (1994), Peripheral Vision, New York, Harper Collins

Learner Objectives

Promote understanding of the nature of industrial employees wage and compensation package, principles, regulating different components and their role in the compensation package.

Impart skills in formulating a wage/ compensation policy and planning suitable package on principles of equity and efficiency.

To identify the problem area and scope for rationalising wage and compensation policies.

Unit : I	Introduction to Wage and Salary Concept of Wages Theories of Wages Types of Wages National Wage Policy	20%
Unit : II	Introduction to Compensation Definition and Objectives of compensation Types of compensation management Factors influencing Compensation Components of compensation programme	20%
Unit : III	Legal Frame Work Of Wage And Salary Administration Regulation of Minimum wages and Equal Remuneration Law relating to payment of wages and bonus Wage : Determination , Components and Survey	20%
Unit IV	Pay Structure –Dearness Allowance Different pay structure, pay roll management deductions, issues involving pay increases, cost to company compensation (CTC) Computation of CPI, Exerceive, Wage Incentives : Concept, Different kinds of wage incentives plans and their application	20%
Unit V	Case studies on Wages and Compensation Management	20%

Recommended Readings:

- Wage and Salary Administration, V.V. Giri, Himalaya Publishers, 2003
 Wage And Salary Administration In India, Alka Gupta, Anmol Publishers, 2000
 Compensation Management, Dr. Kanchan Bhatia. Himalaya publishers.
 Compensation Management, Dipak kumar Bhattacharya.
 Industrial Labour Laws, S.P.Jain.

Learner Objectives

To develop an understanding of how to effectively plan work force

To understand how to carry out Human resource planning related responsibilities

To become conversant with latest trends as well as the basics of the theory of human resource planning

Unit : I	Basics Of Human Resource Planning And Strategic Plannin Introduction to HRP-Meaning Nature and importance Factors affecting Human Resource Planning Process of Human resource Planning Methods of Human Resource Demand forecast and Human Resource Supply forecast Barriers to Human Resource Planning Strategic Planning- Meaning, Importance and Process	20%
Unit : II	Approaches To Analysing Job Job Analysis - Meaning , Process and Methods of collecting Job data Job Design Approaches Job Evaluation : Concepts and Methods	20%
Unit : III	Key HR practices Recruitment –Meaning and Process Selection –Meaning and Process Dislocation and Relocation of Employees Orientation Career and Succession Planning	20%
Unit IV	Intellectual capital accounting Human Resource Information System – Concept ,Need And Importance Human Resource Audit – Concept ,Need And Importance Human Resource Accounting – Concept ,Need And Importance	20%
Unit V	Case studies on Human Resource Planning and Strategic Planning	20%

Recommended Readings:

Learner Objectives

To create awareness in upcoming managers, of different types of information systems.

To increase student understanding of IT and their application for human resource.

To explore the use of some common Information Systems development tools

Unit : I	Introduction to Human Resource Information System Different types of computer based information systems: Computers and Computer Based Information Systems / Introduction to Computer Based Information Systems -TPS/MIS/EIS/ES/DSS/OA HRMS Planning Human resource & HRMS Planning an HRMS Designing an HRMS Software for HRMS Hardware for HRMS	20%
Unit : II	Management Information Systems Functional Applications / Exercise HRIS Life Cycle/HR responsibility in each phase of HRIS development Pre implementation stage of HRIS: HRIS planning HRIS expectation HRIS cost-benefit value analysis Getting Management support for HRIS Limitations of computerization of HRIS	20%
Unit : III	Implementation of HRIS Tools in HRIS development	20%
Unit IV	HRIS Applications Applicant and employment management EEO and affirmative action Compensation Benefits Employee and industrial relations Training and development Human resource planning OSHA Payroll	20%
Unit V	Case studies with reference to HRIS implication in corporate sector	20%

Recommended Readings:

1. Rampton, G. M., Turnbull, I. J., & Doran, J. A. (1999). Human Resource Management Systems: A Practical Approach (2nd ed.). Carswell Legal Publications.
2. Ceriello, V. R., & Freeman, C. (1998). Human Resource Management Systems: Strategies, Tactics, and Techniques. San Francisco, Calif: Jossey-Bass Publishers, Pfeiffer & Company. / New York: Lexington Books.
3. Haag, S., Cummings, M. & Dawkins, J.P. (2007) Management
4. information Systems for the Information Age U.S.A.: McGraw-Hill
5. Kavanagh and Thite.(2008), Human Resource Information Systems: Basic, Applications, and Future Directions, Sage Publications
6. Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (1990). Human Resource Information Systems: Development and Application. Boston, Mass: PWS-Kent Publishing Company.
7. Lederer, A. L. (Ed.). (1993). Handbook of Human Resource Information Systems. New York: Warren, Gorham and Lamont
8. Groe. G.M., Pyle. W.J.J.J. (1996) "Information technology andHR" Human Resource Planning 19 (1) 56 – 61.
9. Hubbard.J.C, Forcht. K.A. (1998) "Human resource information systems: An overview of current ethical and legal issues" Journalof Business Ethics. 17 (12) 1319 – 1323.
10. Kovach, K.A, Cathgart.E.J. (1999) "Human resource informationsystems (HRIS) Providing business with rapid data access,information exchange and strategic advantage" Public PersonnelManagement. 28 (2) 275 – 282.
11. Targowski, A..S.; Desphande, S.P. (20001) "The utility and selection of an HRIS," Advances in Competitiveness Research