



SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

(Reaccredited with 'A' Grade by NAAC (CGPA 3.25))

Master of Social Work (Human Resource) – Semester III

(With Effect from June 2022)

Paper Code PA03CSHR51	Title of the paper Organisational Development	Credits: 05
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Course Objectives	<ol style="list-style-type: none"> 1. To understand about organisational development in context with contemporary conditions/situation of labour market 2. To know how the change occurs in an organisation and affects the overall development concerning to the organisation 3. To acquaint students with the interventions pertaining to the organisational development
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Course Outline:		
Unit	Unit Description	Weightage*
1	Introduction to Organisation development	20%
	<ol style="list-style-type: none"> 1. Concept and process; 2. Assumptions and values underlying 3. organisation development (OD); 4. Foundations of organisation development, 5. Emergence of OD as an applied behavioural science; 6. Role of top management and organization development practitioners. 	
2	Organisational Diagnosis	20%
	<ol style="list-style-type: none"> 1. Techniques of organisational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; 2. Collecting and analysing diagnostic information; feeding back 3. diagnostic information. 	
3	Organisational Change, Renewal, and Development	20%
	<ol style="list-style-type: none"> 1. Planned change; Organisational growth and its implication for change; 2. 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. 	
4	Organisational Development Intervention	20%
	<ol style="list-style-type: none"> 1. 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; 2. Techno-structural interventions- Restructuring organizations, Employee involvement	
5	Case Studies and Field Projects	20%
	1. OD-HRD interface 2. OD in global settings 3. OD research and practice in perspective; 4. OD Practice by corporates	

*Units will have the same weightage in the evaluation as suggested in the course outline

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of viva-voce, quizzes, seminars, assignments, attendance, case studies and field/group projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course outcomes: Having completed this course, student should be able to	
1	Gain understanding about the basics concerning organizational development and organizational change, renewal and development.
2	Carry out projects that enable them employable and up scale their skills.
3	Gain an overview about the organizational development interventions and practice skill related to it.
4	Acquire deeper understanding about the organizational development through case studies relating to the organizations at national and international levels there

Suggested References:

1	Bell, C. H., Zawacki, R. A., & French, W. L. (2000). <i>Organizational development and transformation: Managing effective change</i> . Boston, MA: McGraw-Hill.
2	Gersick, C. J., & Hackman, J. R. (1990). Habitual routines in task-performing groups. <i>Organizational behavior and human decision processes</i> , 47(1), 65-97.
3	Hersay, P., & Blanchard, K. H. (1977). <i>Management of Organizational Behaviour: Utilising Human Resource</i> .
4	Kurt, L. (1958). Group decision and social change. <i>New York: Holt</i> .
5	Oswick, C., Grant, D., Michelson, G., & Wailes, N. (2005). Looking forwards: discursive directions in organizational change. <i>Journal of Organizational Change Management</i> .
6	Pareek, U., Rao, T. V., & Pestonjee, D. M. (1981). <i>Behavioural Processes in Organizations</i> .
7	Waddell, D., Cummings, T. G., & Worley, C. G. (2004). <i>Organisation development & change</i> . Thomson.
8	Western, S. (2010). What do we mean by Organizational Development. <i>Krakow: Advisio Press. Ontario</i> .



SARDAR PATEL UNIVERSITY

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Master of Social Work (Human Resource) – Semester IV

(With Effect from June 2022)

Paper Code PA03CSHR52	Title of the paper Compensations Management	Credits: 05
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Course Objectives	<ol style="list-style-type: none"> 1. To understand the term compensation and how individual compensation is measured and rewarded accordingly 2. To acquaint with various types of incentive plans 3. To understand performance linked reward system 4. To carry out the projects that encourage them to upscale skills that enables them to be employable.
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Course Outline:		
Unit	Unit Description	Weightage*
1	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 	
2	Job Evaluations and Framework of Compensations Policy	20%
	<ul style="list-style-type: none"> • Introduction • Macro Policy Framework & Micro Policy Considerations • Divergent Perspectives of Management and Labour • Introduction: Objectives: Principles and Advantages- Disadvantages • Methods of Job Evaluations 	
3	Incentives and Pay-Packet Composition	20%
	<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 • The concept of Wages, Salary and Pay-Packets • Basic Wage Component of Pay Packet • Dearness Allowance Component of Pay-Packet 	

	<ul style="list-style-type: none"> • 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 	
4	Design of Performance linked Reward System <ul style="list-style-type: none"> • Significance of PLRS • Forms and Choice of Performance-linked Reward System • Steps in Designing • Issues and Trends Comparative Internal Compensations <ul style="list-style-type: none"> • Introduction • Emerging Trends • Limitations of the Job-Related Compensation • Paradox of Performance Related Compensation • Competency Based Compensation 	20%
5	Case Studies and Field Projects	20%
	<ul style="list-style-type: none"> • Recent trends in Managerial Compensations in Indian Organizations and MNCs • Role & Functions of HR department in Compensations Management • Corporate Role on Compensation and Performance Linked Incentives 	

***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of practical, Viva-voce, Quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course Outcomes: Having completed this course, student should be able to	
1	Able to understand individual types of compensation given to the individual

2	Able to understand various types of incentive plans
3	Able to gain knowledge of performance linked reward system
4	Carry out projects that enable students employable and up scale their skills.

Suggested References:	
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



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Master of Social Work (Human Resource) – Semester III

(With Effect from June 2022)

Paper Code PA03CSHR53	Title of the paper Labour Legislations	Credits: 05
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Course Objectives	<ol style="list-style-type: none">1. To understand and impart legal provisions of various labour legislations prevailing in India2. To explain difference between each law and its applicability3. To understand various sources of labor welfare fund and its administration
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Course Outline		
Unit	Unit Description	Weightage*
1	<ol style="list-style-type: none">1. Industrial Jurisprudence–An Overview2. Principles of Industrial jurisprudence3. Constitutional Aspects of Industrial Jurisprudence4. Need for Labour Legislations,5. Role of ILO. National Labour Commissions	20%
2	<ol style="list-style-type: none">1. The Workmen Compensations Act, 19232. The Employee State Insurance Act, 19483. The Maternity Benefit Act, 19614. The Employee's Provident Fund and Miscellaneous Provisions Act, 19525. The Payment of Gratuity Act, 1972	20%
3	<ol style="list-style-type: none">1. The Trade Unions Act, 19262. The child labor (prohibition and regulation) Act, 19863. Bonded labor system (abolition) Act, 1976	20%
4	<ol style="list-style-type: none">1. The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959,2. The Apprentices Act, 1961,	20%
5	<ol style="list-style-type: none">1. The Mines Act, 1952,2. The Shops and Establishments Law,3. The Mica Mines Labour Welfare Fund Act, 19464. Bombay Industrial Relations Act, 1946	20%

***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of practical, Viva-voce, Quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course Outcomes: Having completed this course, student should be able to:	
1	Gain insight into different labour legislation in India
2	Understand major provisions of labour legislation which is going to help students while working.
3	Acquire knowledge regarding collection of cases from different labor welfare fund
4	Understand various case studies of different industries
5	Carry out projects that enable them employable and up scale their skills.

Suggested References: (include reference material from where a student is expected to study the said content in APA style)	
1	Mamoria, C. B., Mamoria, S., &Gankar, S. V. (2008). <i>Dynamics of industrial relations</i> . Himalaya Publishing House.
2	Srivastava, S. C. (2012). <i>Industrial relations and labour laws</i> . Vikas Publishing House.



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Master of Social Work (Human Resource) – Semester IV

(With Effect from June 2022)

Paper Code PA03ESHR51	Title of the paper Fundamentals of Industrial Relations	Credits: 05
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Course Objectives	1) To develop an understanding of Industrial Relation in India 2) To understand various forms of disputes in Industries 3) To familiarise with forms of worker participation in management 4) To gain knowledge about various conflict resolution machinery in Industries
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Course Outline:		
Unit	Unit Description	Weightage*
1	Concept of Industrial Relations & Industrial Dispute in India	20%
	Concept of Industrial Relations – Characteristics, Objectives, Significance & Factors of Industrial Relations— Employment and Indian Labour-Globalisation and Industrial Relations - Indian Industrial Relations System: Labour Policy - Suggestion to improve Industrial Relations in India –IR Institutions in India—Industrial Peace –HRM and IR Industrial Disputes in India: Meaning–Difference between Industrial Disputes and Industrial conflict –Forms of Industrial Disputes– Impact of Industrial Disputes– Difference between Human Relations and Industrial Relations– Prevention and settlement of industrial disputes- IR Machineries-Labour Welfare	
2	Worker's Participation in Management	20%
	Worker's Participation in Management: Concept, Origin & Growth of Worker's Participation in Management – Forms of Workers' Participation in India–Effective Workers' Participation in India– Concept of Quality circle – Organisation structure of Quality circle.	
3	Employee Discipline	20%
	Employee Discipline : Concept of Discipline – Aspects & Objectives of Discipline – Causes of Indiscipline – Types of Discipline- Approaches to deal with Indiscipline activities: Traditional Approach, Judicial Approach, Humanistic Approach, Hot Stove Approach, HRD Approach– Essential of Good Disciplinary System- Arguments against punishment. Principles for maintenance of discipline – Disciplinary Action. Employee Grievance: Evolution of Standing Orders – Objects of Standing orders – Concept and Causes of Grievances – Sources of	

	Grievance– Grievance Redressal Machinery –Grievance Procedure – Views of National Commission on Labour. Regulation of Industrial Relations in India Tripartite Bodies, Code of Discipline: Principles, Features and Objectives–Code of Discipline in industry	
4	Trade Unionism, Collective Bargaining and Negotiation	20%
	Trade Unionism, Collective Bargaining and Negotiation: Concept, Functions of Trade Unions– Types of Trade Unions-Problems of Trade Unions in India. Collective Bargaining –Concept, Principles– Forms of Collective Bargaining – Theories of Collective Bargaining—Collective bargaining in practice-Case studies. Negotiation - Effective negotiation, Current trends, issues and practices in Negotiation in Indian Industries.	
5	Case studies and Field Project on	20%
	Grievance Redressal Machinery –Grievance Procedure Collective Bargaining and Negotiation Corporate Role in Industrial Relation and Dispute	

***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of practical, Viva-voce, Quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course

Course Outcomes: Having completed this course, student should be able to	
1	Able to understanding concepts of Industrial Relation in India
2	Able to gain knowledge of various forms of disputes in Industries
3	Able to understand ways of workers participation in management
4	Able to know various conflict resolution machinery in Industries
5.	Carry out field/group projects that enable them to be employable and upscale skills.

Suggested References:	
1	Ahuja, K. K. (1988) <i>Industrial relations - Theory & Practice</i> . New Delhi : Kalyani Publications.
2	Ahuja, K. K. (1990): <i>Personnel Management & Industrial Relations</i> . New Delhi : Kalyani Publications.

3	Chand, K. V. (1989) <i>Industrial Relations</i> . New Delhi : Ashish Publishing House
4	Chatterjee N. N. (1984) : <i>Industrial relations in India's developing economy</i> ; Allied book Agency
5	Davar R. S. (1990): <i>Personnel Management and Industrial relations in India</i> ; Vikas Publication House Pvt. Ltd. New Delhi. 6. Dhingra O. P. and Chellappa, H V. V. Ed. Cases in Industrial relations; Shri. Ram Centre for Industrial Relations.
6	Ghosh, B. (2001) <i>Industrial Relations of Developing Economy</i> ; Mumbai : Himalaya Publications
7	Kautman, B. E. (2006) <i>Industrial relations</i> ; New Delhi: International Labour Office.
8	Kale D. G. (1971) : <i>Trade Unions in Maharashtra</i> , Labour Research Cell, Mumbai.
9	Moappa, Arun (1989) : <i>Industrial relations</i> ; Tata McGraw



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Master of Social Work (Human Resource) – Semester III

(With Effect from June 2022)

Paper Code PA03ESHR52	Title of the paper Organisational Change	Credits: 05
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Course Objectives	<ol style="list-style-type: none"> 1. To know the fundamentals of Organisational Change. 2. To understand the interrelation between the Organisational Change and Human Resource Management. 3. To explain the emerging changes in the organisation with the contemporary and a huge technological changes.
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Course Outline:		
Unit	Unit Description	Weightage*
1	Organisational Change	20%
	<ol style="list-style-type: none"> 1. Concept and Significance; Managing Change; 2. Concept of Analysing the Environment; 3. Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change. 	
2	Types of Change	20%
	<ol style="list-style-type: none"> 1. Continuous or Incremental Change; Discontinuous or Radial Change; 2. Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes. 	
3	Steps of Change	20%
	<ol style="list-style-type: none"> 1. Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization 	
4	HR and Technological Change	20%
	<ol style="list-style-type: none"> 2. Introduction special features of new technology; organizational implications of technological change; 3. Emerging profile HR; 4. Employee Empowerment, Emotional Intelligence and employee productivity; 	
5	Case Studies and Field Project	20%
	<ul style="list-style-type: none"> • Organisational change • Project on change management 	

***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of practical, Viva-voce, Quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course Outcome : Having completed this course, student should be able to:	
1	Understand the significance of organizational change.
2	Determine the factors which cause organizational change.
3	Know about the process of change management.
4	Acquaint themselves with the contemporary organizational changes with reference to technological advancement.
5	Carry out projects that enable them employable and up scalin their skills.

Suggested References:	
1	Attaran, M. (2004). Exploring the relationship between information technology and business process reengineering. <i>Information & management</i> , 41(5), 585-596.
2	Crossan, M. M., & Hurst, D. K. (2006). Strategic renewal as improvisation: Reconciling the tension between exploration and exploitation. In <i>Ecology and strategy</i> . Emerald Group Publishing Limited.
3	Den Hertog, F., Van Iterson, A., & Mari, C. (2010). Does HRM really matter in bringing about strategic change? Comparative action research in ten European steel firms. <i>European Management Journal</i> , 28(1), 14-24.
4	Harris, R. T., & Beckhard, R. (1987). <i>Organizational transitions: Managing complex change</i> . Reading, Mass.: Addison-Wesley Publishing Company.
5	Nilakant, V., & Ramnarayan, S. (1994). <i>Managing organisational change</i> . SAGE Publications India.
6	Örtenblad, A., Trehan, K., & Putnam, L. L. (Eds.). (2016). <i>Exploring Morgan's metaphors: Theory, research, and practice in organizational studies</i> . SAGE Publications.
7	Singh, K. (2010). Developing human capital by linking emotional intelligence with personal competencies in Indian business organizations. <i>International Journal of Business Science and Applied Management</i> , 5(2).
8	Venkataratnam, C. S., & Verma, A. (Eds.). (1997). <i>Challenge of change: Industrial</i>

	<i>relations in Indian industry.</i> Allied Publishers.
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Master of Social Work (Human Resource) – Semester III

(With Effect from June 2022)

Paper Code PA03ESHR53	Title of the paper Human Resource Planning	Credits: 05
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Course Objectives	<ol style="list-style-type: none"> 1. To develop an understanding of how to effectively plan work force 2. To understand how to carry out Human resource planning related responsibilities 3. To become conversant with latest trends as well as the basics of the theory of human resource planning
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Course Outline:		
Unit	Unit Description	Weightage*
1	Basics of Human Resource Planning and Strategic Planning	20%
	<ol style="list-style-type: none"> 1. Introduction to HRP-Meaning Nature and importance 2. Factors affecting Human Resource Planning 3. Process of Human resource Planning 4. Methods of Human Resource, Demand forecast and Human Resource Supply forecast 5. Barriers to Human Resource Planning 6. Strategic Planning- Meaning, Importance and Process 	
2	Human Resource Planning: Tools, Methods and Techniques	20%
	<ol style="list-style-type: none"> 1. Application of Quantitative Techniques in Forecasting Requirement and Availability of Human Resource— 2. Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement – Labour Turnover –Succession Planning—Replacement Charts 	
3	Approaches to Analysing Job	20%
	<ol style="list-style-type: none"> 1. Job Analysis - Meaning, Process and Methods of collecting Job data 2. Job Design Approaches 3. Job Evaluation: Concepts and Methods 	
4	Intellectual capital accounting	20%
	<ol style="list-style-type: none"> 1. Human Resource Information System – Concept,Need and Importance 2. Human Resource Audit – Concept, Need and Importance 3. Human Resource Accounting – Concept, Need and Importance 	

5	Case Studies and Field Projects	20%
	1. Recruitment planning and operations—Current practices in Recruitment: Outsourcing, e-recruitment 2. Intellectual Capital Accounting 3. Career and Succession Planning 4. Job Design	

***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of practical, Viva-voce, Quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course Outcomes: Having completed this course, student should be able to:	
1	Know about the effective's methods & techniques relating to the Human Resource Planning.
2	Understand about the approaches to the Human Resource Planning.
3	Explain about the HR Audit and Human Resource Information System
4	Carry out projects that enable them employable and up scale their skills.

Suggested References:	
1	Bramham, J. (1994). <i>Human resource planning</i> . Universities Press.
2	Khoong, C. M. (1996). An integrated system framework and analysis methodology for manpower planning. <i>International Journal of Manpower</i> .
3	Turner, P. (2002). <i>HR forecasting and planning</i> . CIPD Publishing.
4	Walker, J. W. (1980). <i>Human resource planning</i> . McGraw-Hill College.



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Master of Social Work (Human Resource) – Semester III

(With Effect from June 2022)

Paper Code PA03ESHR54	Title of the paper Wage & Salary Administration	Credits: 05
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Course Objectives	<ol style="list-style-type: none"> 1. Promote understanding of the nature of industrial employees' wage and compensation package, principles, regulating different components and their role in the compensation package. 2. Impart skills in formulating a wage/ compensation policy and planning suitable package on principles of equity and efficiency. 3. To identify the problem area and scope for rationalising wage and compensation policies.
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Course Outline:		
Unit	Unit Description	Weightage*
1	Introduction to Wage and Salary	20%
	<ol style="list-style-type: none"> 1. Concept of Wages 2. Theories of Wages 3. Types of Wages 4. National Wage Policy 	
2	Introduction to Compensation	20%
	<ol style="list-style-type: none"> 1. Definition and Objectives of compensation 2. Types of compensation management 3. Factors influencing Compensation 4. Components of compensation programme 	
3	Legal Frame Work Of Wage and Salary Administration	20%
	<ol style="list-style-type: none"> 1. Regulation of Minimum wages and Equal Remuneration 2. Law relating to payment of wages and bonus 3. Wage: Determination, Components and Survey 	
4	Pay Structure –Dearness Allowance	20%
	<ol style="list-style-type: none"> 1. Different pay structure, pay roll management deductions, issues involving pay increases, cost to company compensation (CTC) 2. Computation of CPI, Exercise, 3. Wage Incentives: Concept, Different kinds of wage incentives plans and their application 	
5	Case Studies and Field Projects	20%

	1. Wages and Compensation Management 2. Different Pay Structures 3. Incentive Plans	
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***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of practical, Viva-voce, Quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course Outcomes: Having completed this course, student should be able to:	
1	Acquaint themselves with the attributes related to the wage & salary.
2	Know about the pay structure in detail.
3	Understand about the legal framework relating to the wage and salary administration.
4	Evaluate the contemporary wage and incentive plans.
5	Carry out projects that enable them employable and up scale their skills.

Suggested References:	
1	Bhatia, K., & Mittal, S. (2009). <i>Manpower development for technological change</i> . Excel Books India.
2	Bhattacharyya, D. K. (2009). <i>Compensation management</i> . Oxford University Press.
3	Goel, D. (2012). <i>Performance appraisal and compensation management: A modern approach</i> . PHI Learning Pvt. Ltd..
4	Gupta, A. (1992). <i>Wage and Salary Administration in India</i> . Anmol Publications.
5	Kumar, A., & Sharma, R. (2001). <i>Personnel Management Theory And Practice, 3 Vols. Set</i> . Atlantic Publishers &Distri.
6	Sharma, S., & Pandey, B. B. Implementation of Labour Laws in Industrial Undertakings- with Special Reference to Chhattisgarh.



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Master of Social Work (Human Resource) – Semester III

(With Effect from June 2022)

Paper Code PA03ESHR55	Title of the paper Trade Unionism and Collective Bargaining	Credits: 05
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Course Objectives	<ol style="list-style-type: none"> 1. To understand about fundamentals related to the Trade Unions. 2. To acquaint the students with the Trade Unions in National and International Context. 3. To understand the Principles, Forms, Theories of Trade Unionism and Collective Bargaining
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Course Outline:		
Unit	Unit Description:	Weightage*
1	Trade Unionism	20%
	<ol style="list-style-type: none"> 1. Concept, Functions of Trade Unions- 2. Types of Trade Unions 3. Theories of Trade Unionism 4. Employer's Organization—Paradigm shift of Indian Trade Union. 	
2	Trade union in National and International Context	20%
	<ol style="list-style-type: none"> 1. Trade unions in different countries 2. Trade unions in informal sector 	
3	Collective Bargaining	20%
	<ol style="list-style-type: none"> 1. Concept, Principles, Origin and Growth of Collective Bargaining—Essentials for Successful Collective Bargaining 2. Forms of Collective Bargaining –Process-Recommendations of National Commission on Labour – 3. Theories of Collective Bargaining—Levels-Collective bargaining in practice 	
4	Collective Bargaining and Negotiations-	20%
	<ol style="list-style-type: none"> 1. Collective Bargaining and Industrial Relations in India 2. Collective Bargaining Agreement- Enforcement of collective bargaining agreements- 3. Collective bargaining in public and private sector: Negotiation- Effective negotiation, Negotiation and Collective Bargaining- Negotiating integrative agreements—HR Manager as Negotiator Development of Negotiation Skill—Current trends, issues and practices in Negotiation in Indian Industries. 	

5	Case Studies and Field Projects	20%
	<ol style="list-style-type: none"> 1. Collective bargaining practice in Industries 2. Negotiation process 3. Role and Function of Trade Union 4. Contribution of Trade Union and Collective Bargaining for the development of Industries. 	

***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of practical, Viva-voce, Quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course Outcomes: Having completed this course, student should be able to:	
1	Understand about theories relating to the collective bargaining.
2	Acquaint themselves with the effective negotiations.
3	Study about the functions relating to the Trade unions at National & International Level.
4	Carry out projects that enable them employable and up scale their skills.

Suggested References:	
1	Lopez, F. M. (1975). <i>Personnel interviewing: Theory and practice</i> . New York: McGraw-Hill.
2	Cuming, M. (1975). The theory and practice of personnel management. <i>Industrial and Commercial Training</i> .
3	Fleming, S. (2000). From personnel management to HRM: key issues and challenges.



SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

(Reaccredited with 'A' Grade by NAAC (CGPA 3.25))

Master of Social Work (Human Resource) – Semester III

(With Effect from June 2022)

Paper Code PA03ESHR56	Title of the paper Corporate Social Responsibility	Credits: 05
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Course Objectives	<ol style="list-style-type: none"> 1. To understand the historical development and scope of CSR in the field of HR. 2. To familiarise with legal provisions of CSR in India 3. To illustrate the strengths and weaknesses of theoretical frameworks that explain the distinctive challenges involved in managing CSR 4. To examine evaluative techniques used in operationalisation of CSR programmes.
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Course Outline		
Unit	Unit Description	Weightage*
1	Perspective Building on CSR	20%
	<ol style="list-style-type: none"> 1. Meaning, Definition & Principles of CSR 2. History & evolution of CSR 3. Concept of Charity, Corporate philanthropy, Corporate Citizenship 4. Chronological evolution of CSR in India 	
2	Legal perspective and CSR Practices	20%
	<ol style="list-style-type: none"> 1. CSR-Legislation in India 2. Section 135 of Companies Act 2013 3. Scope for CSR Activities under Schedule VII 4. Board of Directors and CSR Committee & its functions 5. CSR policy of corporate organizations 	
3	Theoretical Perspective of CSR	20%
	<ol style="list-style-type: none"> 1. Triple Bottom Line Approaches 2. Business approaches to CSR: Obstructive approach, Defensive Approach, Accommodative Approach & Proactive Approach 3. Role of business in society & Stakeholders involvement in CSR 4. Environmental, Governance and ethical issues in CSR 	
4	Operationalization & Evaluation of CSR	20%

	1. Need Assessment 2. Social Monitoring 3. Social Audit 4. Social Return on Investment (SROI) 5. Project Proposal Designing	
5	Case studies and Field Projects	20%
	<ul style="list-style-type: none"> • CSR – An impact assessment study of corporate • CSR- Global Review • Gujarat CSR Authority 	

***Units will have the same weightage in the evaluation as suggested in the course outline**

Teaching-Learning Environment	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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Evaluation Pattern		
Sr. No	Details of the Evaluation	Weightage
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of viva-voce, quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course.

Course outcomes: Having completed this course, student should be able to	
1	Interrelate the historical development of CSR with its current conceptual practices.
2	Understand the legal framework of CSR.
3	Analyze concrete problems within CSR strategy by applying the theoretical concepts discussed throughout the course.
4	Skill building in formulation of CSR projects, monitoring tools and evaluative techniques.
5	Carry out projects that enable them employable and up scale their skills.

Suggested References:	
1	William B Werther, Jr, David Chandler, (2010) Strategic Corporate Social Responsibility, Stakeholders in a Global Environment, Second Edition, SAGE Publications, New Delhi
2	Grayson D., Hodges A. (2004). Corporate Social Responsibility- Seven Steps to Make Corporate Social Responsibility Work for Your Business. UK: Greenleaf Publishing Limited
3	Raman Mullerat (2011), The Corporate Governance of the 21st Century, Aspen Publishers, UK

4	Kaushik, K. V. (2017). CSR in India - Steering Business Towards Social Change.
5	Ataur Rahman Belal (2008), Corporate Social Responsibility in Developing Counties, Ashgate Publishers. UK
6	Baxi, C. V., and Prasad, A. (2005). Corporate Social Responsibility Concept and Causes- The Indian Experience. New delhi: Anurag Jain for Excel Books.
7	Mallin, Christine A., (2018) Corporate Governance (Indian Edition), Oxford University Press, New Delhi
8	Blowfield, Michael, and Alan Murray, (2019) Corporate Responsibility, Oxford University Press

SARDAR PATEL UNIVERSITY

MSW (HR) Semester -3

PA03ESHR57 : Emotional Intelligence and Effective Change Management

By Dr. Shweta Gakhreja | Manipal University, Jaipur

Link: https://onlinecourses.swayam2.ac.in/imb25_mg194/preview

Duration :	8 weeks
Credit Points :	5
Start Date :	15 Jul 2025
End Date :	31 Oct 2025
Exam Date :	Sardar Patel University
Translation Languages :	English
NCrF Level :	6.5
Industry Details :	Education

Course layout

Week 1: Introduction to Emotional Intelligence and Change Management

Week 2: Intrapersonal Awareness

Week 3: Intrapersonal Management

Week 4: Conflict Management and Leadership

Week 5: Social Intelligence

Week 6: Communication and Influence

Week 7: Motivation and Goal Setting

Week 8: Applying Emotional Intelligence

Books and references

- Daniel Goleman, Emotional Intelligence: Why It Can Matter More Than IQ, 10th Anniversary Edition, Bantam Books, 2006.
- <https://libgen.is/book/index.php?md5=73B80F86BBC2290531537B7820B4CB74>
- Seymour Epstein, Constructive Thinking. The key to Emotional Intelligence, Praeger, 1998
- <http://gen.lib.rus.ec/book/index.php?md5=9214fb735ef6b6132d16b4f04f3b1b4c>
- Adele B. Lynn, Eileen Klockars, 50 activities for Emotional intelligence, HRD Press, 2000
- <http://gen.lib.rus.ec/book/index.php?md5=17766be2419fdfdb93cf3fc313dfc67f>
- Dalip Singh, Emotional Intelligence at Work: A Professional Guide, 3rd Edition, Sage Publications India, 2015.