

**BHAVNAGAR UNIVERSITY**

**BHAVNAGAR**

**(NACC Accreditation Grade “B”)**

**CREDIT AND SEMESTER SYSTEM**

**SYLLABUS**

**MASTER IN HUMAN RESOURCE DEVELOPMENT**

**(M.H.R.D.)**

**(In Force From Academic Year: 2011-2012)**

तमसो मा ज्योतिर्गमय

**Bhavnagar University**  
**Semester III & IV Syllabus**  
**Masters in Human Resource Development**

**Semester III**

- 301- Human Resource Information System
- 302- Organization Development & Change
- 303- Strategic Human Resource Management
- 304- Human Resource Legislation
- 305- Human Resource Development

**Semester IV**

- 401- Strategic Management
- 402- Cross Culture and global HRM
- 403- Performance Evaluation and management
- 404- Wage & Salary Administration
- 405- Research Project

| S. No.                | Course No. | Name of Course                        | Total Marks |          | Passing Standard |          | Credits |
|-----------------------|------------|---------------------------------------|-------------|----------|------------------|----------|---------|
|                       |            |                                       | Internal    | Term End | Internal         | Term End |         |
| <b>SEMESTER - III</b> |            |                                       |             |          |                  |          |         |
| 11                    | 301        | Human Resource Information System     | 30          | 70       | 12               | 28       | 04      |
| 12                    | 302        | Organization Development & Change     | 30          | 70       | 12               | 28       | 04      |
| 13                    | 303        | Strategic Human Resource management   | 30          | 70       | 12               | 28       | 04      |
| 14                    | 304        | Human Resource Legislation            | 30          | 70       | 12               | 28       | 04      |
| 15                    | 305        | Human Resource Development            | 30          | 70       | 12               | 28       | 04      |
| <b>SEMESTER - IV</b>  |            |                                       |             |          |                  |          |         |
| 16                    | 401        | Strategic Management                  | 30          | 70       | 12               | 28       | 04      |
| 17                    | 402        | Cross Culture and global HRM          | 30          | 70       | 12               | 28       | 04      |
| 18                    | 403        | Performance Evaluation and Management | 30          | 70       | 12               | 28       | 04      |
| 19                    | 404        | Wage & Salary Administration          | 30          | 70       | 12               | 28       | 04      |
| 20                    | 405        | Research Project                      | 30          | 70       | 12               | 28       | 04      |

## Master in Human Resource Development Semester- III

| <u>SR NO</u> | <u>PAPER NO</u> | <u>NAME OF THE PAPER</u>            | <u>TOTAL MARKS<br/>EXT+INT=TOTAL</u> | <u>PASSING STANDARD<br/>EXT=INT=TOTAL</u> | <u>TEACHING HOURS</u> | <u>CREDITS</u> |
|--------------|-----------------|-------------------------------------|--------------------------------------|---|-----------------------|----------------|
| 1            | 301             | Human Resource Information System   | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 2            | 302             | Organization Development & Change   | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 3            | 303             | Strategic Human Resource management | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 4            | 304             | Human Resource Legislation          | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 5            | 305             | Human Resource Development          | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |

## Master in Human Resource Development Semester- IV

| <u>SR NO</u> | <u>PAPER NO</u> | <u>NAME OF THE PAPER</u>              | <u>TOTAL MARKS<br/>EXT+INT=TOTAL</u> | <u>PASSING STANDARD<br/>EXT=INT=TOTAL</u> | <u>TEACHING HOURS</u> | <u>CREDITS</u> |
|--------------|-----------------|---------------------------------------|--------------------------------------|---|-----------------------|----------------|
| 1            | 401             | Strategic Management                  | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 2            | 402             | Cross Culture and Global HRM          | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 3            | 403             | Performance Evaluation and Management | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 4            | 404             | Wage & Salary Administration          | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |
| 5            | 405             | Research Project                      | 100                                  | 28=12=40                                  | 15WEEKS*3HOURS=45     | 04             |

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - III**

**Paper No: 301: Human Resource Information System**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | Human Resource Management-Systems Approach, Strategic Role of Information in HRM         | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | Information Technology-Concepts & Issues, HRIS Philosophy                                | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | HRIS Implementation and Control  | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | Designing an HRIS Department, Compensation and Benefits Management                       | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | Training and Development , HR Planning and Analysis,HRIS Initiatives in Indian Companies | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

1) **ASSIGNMENT** \_\_\_\_\_ **10 Marks**

2) **SEMINAR** \_\_\_\_\_ **10 Marks**

3) **TEST** \_\_\_\_\_ **10 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

1. P.K. Gupta & Susheel Chhabra, Human Resource Information system, Himalaya Publication
2. Michael J Kavanagh, Mohan Thite, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage Publications

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - III**

**Paper No: 302: Organization Development & Change**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | Organizational Development – Concept And Definition; Historical Overview Of OD – Laboratory Training Stem, Survey Research & Feedback Stem, Action Research Stem, Sociotechnical & Socioclinical Stem  | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | 2 <sup>nd</sup> Generation OD; Values, Assumptions and beliefs in OD; Foundation Of Organizational Change – Models & Theories OF Planned Change, System Theory, Participation & Empowerment, Teams & Team Work, Parallel Learning Structures,  | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | Normative Strategy, Applied Behavioral Science, Action Research; Components And Phases Of OD Process – Diagnosis, Action, Program Management   | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | Overview Of OD Interventions – Classification Of Interventions; Team Interventions – Teams & Workgroups, Formal Group & Tem-building Meeting, Process Of Consultation Interventions, Techniques Used In Team building Like Role Analysis, Interdependency Technique, A role negotiation technique, Appreciation & concern Exercise, Responsibility charting, Visioning | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | Force Field Analysis; Individual, Intergroup Team Building Interventions; 3 <sup>rd</sup> Party Pace Making Interventions; Organization Mirror Interventions, Partnering; Comprehensive OD Interventions; Structural Interventions And Applicability Of OD – STS, MBO, Quality Circles, QWL, Parallel Learning Structures, Physical Settings, TQM                      | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

- |                            |                 |
|----------------------------|-----------------|
| 1) <b>ASSIGNMENT</b> _____ | <b>10 Marks</b> |
| 2) <b>SEMINAR</b> _____    | <b>10 Marks</b> |
| 3) <b>TEST</b> _____       | <b>10 Marks</b> |
| <b>Total Marks:</b>        | <b>30 Marks</b> |

**References:**

1. Wendell L. French, Cecil H Bell, Jr. Veena Vohra, Organizational Development, 6<sup>th</sup> ed. , Pearson Education
2. Donald L Anderson, Organization Development, Sage Publication

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - III**

**Paper No: 303: Strategic Human Resource Management**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>  | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|---|-----------------------|---------------------|
| <b>Unit 1</b> | Concept of Human Resource Management; Concept of Strategy; The Concept of strategic HRM – People As Strategic Assets, Integrating People With Strategic Goals; The Process Of Strategic HRM – 5stages         | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | Defining Mission Statement, Analyzing Environment, Organizational self assessment, Establishing Goals & Objectives, Formulating Strategy; Formulating and Implementing HR Strategy                            | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | Employee Resourcing Strategy – Strategic Recruitment, Strategic Selection, Strategic Approaches to Staffing,  | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | Strategic Issues In Staffing; Strategies For Managing Performance; Strategies For HR Training & Development   | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | Strategies For Employees Separation – Concept Of Separation, Concept Of Downsizing, Concept Of Employee Turnover, Effects Of Downsizing & Strategic Management Of the Effects Ethical Issues in Strategic HRM | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

|                            |                 |
|----------------------------|-----------------|
| <b>1) ASSIGNMENT _____</b> | <b>10 Marks</b> |
| <b>2) SEMINAR _____</b>    | <b>10 Marks</b> |
| <b>3) TEST _____</b>       | <b>10 Marks</b> |
| <b>Total Marks:</b>        | <b>30 Marks</b> |

**Reference Books:**

1. Michael Armstrong, Strategic Human resource Management, 2<sup>nd</sup> ed. Kogan Publication
2. Jeffrey A mellow, Strategic Human resource Management, 2<sup>nd</sup> Ed., Thomson South Western Publications

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER – III**

**Paper No: 304: Human Resource Legislation**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | Rule Of Law, Law And Justice; Characteristics Of Indian Labour   | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | Industrial Jurisprudence Principles; Objectives And Classification Of Labour Laws  | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | The Payment Of Gratuity Act 1972   | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | The Employees' Provident Funds and Miscellaneous Provision Act 1952 ; The Employment Exchange (Compulsory Notification Of Vacancies)Act 1959 | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | The Factories Act 1948 ; The Industrial Disputes Act, 1947 ; The Employees' State Insurance Act 1948 ; The Trade Union Act 1926              | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

- |                            |                 |
|----------------------------|-----------------|
| 1) <b>ASSIGNMENT</b> _____ | <b>10 Marks</b> |
| 2) <b>SEMINAR</b> _____    | <b>10 Marks</b> |
| 3) <b>TEST</b> _____       | <b>10 Marks</b> |
| <b>Total Marks:</b>        | <b>30 Marks</b> |

**Reference Books:**

1. A.M.Sharma, Industrial Jurisprudence and Labour Legislation, Himalaya Publishing House
2. Mamoria, mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - III**

**Paper No: 305: Human Resource Development**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | Human Resource Development - Definition, Characteristics, Need; HRD - Nature, Objectives And Goals; Difference between the Traditional personnel Management function and HRD | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | HRD As A System – Recruitment & Selection, Training & Development, Performance Appraisal, Transfer & Promotion, Career Planning; Planning Of HRD System –                    | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | HRD Philosophy, HRD Sub Systems, HRD Objectives, HRD Policies, HRD Strategy & Action Plans ; Organizing The HRD System – Forms Of HRD Org.                                   | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | Integrated HRD Design, Tasks Of HRD Dept., Attributes Of HRD Manager, Do's & Dont's For HRD Manager; Steps Involved In Introducing HRD System                                | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | HRD Methods; HRD Processes And Outcomes; HR Out Sourcing; HR Audit; Current Scenario In HRD – Quality Of Work Life, Quality Circles; HRD Challenges In 21st Century          | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

|                            |                 |
|----------------------------|-----------------|
| 1) <b>ASSIGNMENT</b> _____ | <b>10 Marks</b> |
| 2) <b>SEMINAR</b> _____    | <b>10 Marks</b> |
| 3) <b>TEST</b> _____       | <b>10 Marks</b> |
| <b>Total Marks:</b>        | <b>30 Marks</b> |

**Reference Books:**

1. P C Tripathi, Human Resource Development, Sultan Chand & Sons 2. T D Tiwari and Ms.Anuja Thakkar, New Dimensions On Human Resource Development, Wisdom Publications

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - IV**

**Paper No: 401: Strategic Management**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | An invitation to strategic management: What is strategic management and business policy? Strategic management in multiple sub business; What is a strategy? Is strategic management used? Why strategic management?  | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | Strategic decision-making process; Timing and strategic management; Strategic management elements: General manager - more than just a strategist; Corporate level strategist; Business level strategist; Mission and objectives  | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | General environment: Why environmental analysis and diagnosis? The general environment; Analyzing the environment; Diagnosis of environment; The environment strategy interface.   | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | Industry and international environment: The industry environment; The international environment; Focusing diagnosis; The environmental threat and opportunity profile. Internal analysis and diagnosis: Internal factors to be analyzed; Analyzing strengths and weaknesses; Diagnosis of strengths and weaknesses | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | Generic strategy alternatives: Strategic alternatives and definition of business, The generic strategy alternatives; Stability strategy; Expansion strategy; Retrenchment strategy; Combination strategy; Alternatives and performance.  | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

|                            |                 |
|----------------------------|-----------------|
| <b>1) ASSIGNMENT _____</b> | <b>10 Marks</b> |
| <b>2) SEMINAR _____</b>    | <b>10 Marks</b> |
| <b>3) TEST _____</b>       | <b>10 Marks</b> |
| <b>Total Marks:</b>        | <b>30 Marks</b> |

**Reference Books:**

1. Jaukch, Lawrence R. et.al., Business Policy and Strategy Management, New Delhi, Tata McGraw-Hill Publishing Co., 1984, 5th Edition.

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - IV**

**Paper No: 402: Cross Culture & Global HRM**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | Globalization – Nature, Drivers, Effects; Multiculturalism – Definition, dimensions, Cultural Predisposition | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | Cross Cultural Differences & Managing Across Culture; Staffing Of International Business                     | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | IHR Planning, Recruitment, Selection, T & D For International Business                                       | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | International Compensation Management; Repatriation; HRM In Cross Culture Mergers & Acquisitions             | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | Ethics And The IHR; Social Responsibility And International Business   | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

|                            |                 |
|----------------------------|-----------------|
| <b>1) ASSIGNMENT _____</b> | <b>10 Marks</b> |
| <b>2) SEMINAR _____</b>    | <b>10 Marks</b> |
| <b>3) TEST _____</b>       | <b>10 Marks</b> |
| <b>Total Marks:</b>        | <b>30 Marks</b> |

**Reference Books:**

- 1- K Aswathappa, Sadhna Dash, International Human Resource Management- Text And Cases, Tata McGraw-Hill
- 2- Paula Caligiuri, David Lepak, Jaime Bonache, Managing The Global Workforce, John Wiley & Sons Ltd.

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - IV**

**Paper No: 403: Performance Evaluation & Management**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | Performance Appraisal – Concept, Definition, Objectives, Purpose; Process Of Performance Appraisal   | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | Performance Planning; Methods Of Performance Appraisal; Benefits And Limitations Of Performance Appraisal  | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | Performance Appraisal For Team Performance<br>Potential Appraisal  | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | Competency Mapping; Performance Management – Definitions, Principles and Process Difference Between Performance Appraisal & Performance management | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | Counseling & Coaching – Tools For Performance Management; Evaluation Of Performance Management System ; Performance And Reward System              | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

- |                            |                 |
|----------------------------|-----------------|
| 1) <b>ASSIGNMENT</b> _____ | <b>10 Marks</b> |
| 2) <b>SEMINAR</b> _____    | <b>10 Marks</b> |
| 3) <b>TEST</b> _____       | <b>10 Marks</b> |
| <b>Total Marks:</b>        | <b>30 Marks</b> |

**Reference Books:**

- 1- V S P Rao, Human Resource Management Text and Cases, 2nd Edition, Excel Books Publications
- 2- Michael Armstrong, Performance Management – Key Strategies and Practical Guidelines, 2nd Edition, Kogan Publications
- 3- T V Rao, Performance Management and Reward Systems – HR tools for global competitiveness, Sage Publications

**Detailed Syllabus (With effect from Academic Year 2011-2012)**

**M.H.R.D. SEMESTER - IV**

**Paper No: 404: Wage and Salary Administration**

**Marks: 100 Marks**

**Credits: 04**

**Marks: Semester End Examination: 70 Marks**

**Continuous Internal Evaluation: 30 Marks**

| <b>Unit</b>   | <b>Detailed Syllabus</b>   | <b>Teaching Hours</b> | <b>Marks/Weight</b> |
|---------------|--|-----------------------|---------------------|
| <b>Unit 1</b> | Remuneration- Definition and Components; Theories of Remuneration ; Importance of an ideal Remuneration system | <b>09</b>             | <b>14</b>           |
| <b>Unit 2</b> | Factors influencing employee remuneration; Devising a Remuneration Plan; challenges of remuneration            | <b>09</b>             | <b>14</b>           |
| <b>Unit 3</b> | Wage Concept; Wage Policy- Definition, Objectives and development in India                                     | <b>09</b>             | <b>14</b>           |
| <b>Unit 4</b> | Wage Regulation Machinery; Payment of Wages act, 1936; Minimum Wages act, 1948                                 | <b>09</b>             | <b>14</b>           |
| <b>Unit 5</b> | The Payment of Bonus Act, 1965; Workmen compensation act, 1923; The Equal remuneration act, 1976               | <b>09</b>             | <b>14</b>           |

**Break up of Continuous Internal Evaluation:**

1) **ASSIGNMENT** \_\_\_\_\_ **10 Marks**

2) **SEMINAR** \_\_\_\_\_ **10 Marks**

3) **TEST** \_\_\_\_\_ **10 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

- 1- K Ashwathappa, Human Resource and Personnel Management – Text and Cases, fourth edition, Tata McGraw-Hill Publishing Company Limited
- 2- Mamoria, mamoria, Gankar, Dynamics Of Industrial Relations, Himalaya Publishing House
- 3- A.M. Sarma, Industrial Jurisprudence and labour legislation, Himalaya Publishing House

**M.H.R.D. SEMESTER - IV**

**Paper No: 405 : Research Project**

**Marks: 100 Marks**

**Credits: 04**

|  |                 |
|--|-----------------|
| <b>Semester End Examination:</b>       | <b>70 Marks</b> |
| <b>Continuous Internal Evaluation:</b> | <b>30 Marks</b> |

A student will submit a project report based on a research topic which satisfies the requirements of the programme. This report will be assessed for 100 marks out of which 70 marks shall account for written part and 30 marks stands for viva voce examination.