



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
**(With effect from Academic Year: 2019-20)**

**M.H.R.D.**

Credit and Semester System Syllabus

Sr. No	Course No	Name of Course	Total Marks		Passing Standard		Total Teaching Hours Per / Week	Examination Hours	Credits
			Internal	Term End	Internal	Term End			
SEMESTER – I									
1	101	Management Concept And Contemporary Practices	30	70	12	28	04	2.5	04
2	102	Research Methodology in HR Related Researches	30	70	12	28	04	2.5	04
3	103	Organizational and Managerial Communication	30	70	12	28	04	2.5	04
4	104	Human Resource Management	30	70	12	28	04	2.5	04
SEMESTER – II									
5	201	Ethics And Values In Management	30	70	12	28	04	2.5	04
6	202	Training & Development for Human Resource	30	70	12	28	04	2.5	04
7	203	Industrial Relations And Trade Union	30	70	12	28	04	2.5	04
8	204	Organizational Behavior & Culture	30	70	12	28	04	2.5	04



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**(With effect from Academic Year: 2019-20)**

**M.H.R.D.**

Credit and Semester System Syllabus

Sr. No	Course No	Name of Course	Total Marks		Passing Standard		Total Teaching Hours Per / Week	Examination Hours	Credits
SEMESTER – III									
9	301	Organization Development & Change	30	70	12	28	04	2.5	04
10	302	Strategic Human Resource Management	30	70	12	28	04	2.5	04
11	303	Human Resource Legislation	30	70	12	28	04	2.5	04
12	304	Human Resource Development	30	70	12	28	04	2.5	04
SEMESTER – IV									
13	401	Strategic Management	30	70	12	28	04	2.5	04
14	402	Cross Culture & Global HRM	30	70	12	28	04	2.5	04
15	403	Performance Evaluation & Management	30	70	12	28	04	2.5	04
16	404	Wage And Salary Administration	30	70	12	28	04	2.5	04



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
(With effect from Academic Year: 2019-20)

**CP:101 MANAGEMENT CONCEPTS & CONTEMPORARY PRACTICS**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

**Objectives:**

The course aims at laying a sound foundation for understanding the basic managerial challenges and processes of providing purposeful direction to the organization through imparting relevant conceptual skills.

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Concepts and theories in management, Evaluation: Why management? Management - art or science? Work, Job, Skill and Organization of manager.	15	18
2	Functions of manager, Development of management thought and study of principal schools of management thoughts [Classical (Functional, Bureaucratic, Scientific), Behavioral, Systems, Contingency and other schools]. Techniques of management and contemporary practices, Planning (types, approaches, technique and importance),	15	18
3	Organizational design and development (Structure, Line and Staff, Centralization, Flexibility, Authority, etc.), Organizational excellence	15	17
4	Controlling and managerial effectiveness (objective, tools and techniques), Indian ethos in management and contemporary practices; Case studies and readings	15	17

**Break up of Continuous Internal Evaluation:**

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

2) SEMINAR \_\_\_\_\_ 05 Marks

3) TEST \_\_\_\_\_ 15 Marks

**Total Marks: 30 Marks**

**Reference Books:**

1. Koontz, H and wechrich, h. management, 10th ed New York McGraw Hill, 1995
2. Luthana, F, organizational behavior, 7th ed. New York, McGraw hill, 19995.
3. Robbins, s p, organizational behavior, 7th ed., New Delhi, prentice hall of India, 1996.
4. Singh Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi 2001



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
(With effect from Academic Year: 2019-20)

**CP:102 RESEARCH METHODOLOGY IN HR Related Researches**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

**Objectives:**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making

Unit	Detailed Syllabus	Teaching Hour	Marks/ Weight
1	Foundation of empirical research: Meaning of Research, Problem definition, process of research, Types of Research, Scientific approach, Basic elements of research, Nature & Scope of Research in HR	15	18
2	Research Designs: Meaning, criteria of good research design, components of Research design, types of research design (Exploratory, Descriptive & causal)	15	18
3	Sampling design & Technique, Data Collection: Methods & Techniques: Types of data, Sources of Data, methods of data collection, Measurement & Scaling Techniques	15	17
4	Data processing operation tools, Data Analysis including Unit-variate, I-Variate & Multi variate technique, Concept of hypothesis & process of hypothesis testing Ethical concern for researcher, Report writing: Guidelines, steps & Mechanics, Review of two research paper	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

1. Kothari CR, Research Methodology, 2nd revised edition, New Age International Publishers
2. Bennet, Roger: Management Research, 11-0, 1983.
3. Fowte, Floyd J.Jr., Survey Methods, 2.<sup>nd</sup> Ed., Sage Pub., 1993.
4. Gupta S.P. Statistical Methods, 30<sup>th</sup> Ed., Sultan Chand, New Delhi, 2001.
5. Salkind, Neil j.. Exploring Research, 3<sup>rd</sup> Ed., Prentice – Hall, NJ, 1997.



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
(With effect from Academic Year: 2019-20)

**CP-103: ORGANIZATIONAL & MANAGERIAL COMMUNICATION**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

**Objectives:**

The objective of this course is to provide the students with a theoretical framework for managerial Communication; and to develop in them the skills for becoming effective communicator.

Unit	Detailed Syllabus	Teaching Hour	Marks/ Weight
1	Business Communication- Introduction, Definition, Process of Communication, Objectives of Communication in an organization, Channels of Communication	15	18
2	Managerial Skills-Methods of Communication (Verbal and Non-verbal Communication), Barriers to Communication, Listening Skills, Presentation skills Group Communication- Meeting, Interview, Speeches (Public speaking), Body language, Interpersonal Skills	15	18
3	Public Relation & Communication- Group decision making, Conflict and Negotiation, Communication & Customer Care, Mass media and PR Communication	15	17
4	Use of Technology in Business Communication- Introduction, Electronic revolution and its advantages, Telecommunication, Integration of modern technology, Mass communication & Information Technology	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

- 1 Bowman, Joel P and Branchaw, Bernadine P. "Business Communication: From Process to Product", 1987 Dryden Press, Chicago.
2. Hatch, Richard, "Communicating in Business". 1977 Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Gharries E. "Effective Business Communications". 2<sup>nd</sup> Ed., 1976. Tata McGraw Hill, New Delhi. Pearce, C Glenn etc. "Business Communications: Principles and Applications" 2<sup>nd</sup> Ed., 1988. John Wiley, New York



**CP:104 Human Resource Management**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

**Objectives:**

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Concepts and perspectives on human resource management: human resource planning; career and succession planning	15	18
2	Job analysis and role description; Methods of Manpower Search: Affecting and selecting Human-Resource. Induction and socialization; manpower training and development	15	18
3	Performance appraisal and potential Evaluation; Job evaluation & Determination;	15	17
4	Employee welfare; Industrial Relations & Trade Unions; dispute resolution and Grievance management; Employee Empowerment.	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

1. Ashvathappa, K. Human Resource and Personnel management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo, D A & Bobbins S P. Human Resource Management, 5th ed., New York, John Wiley, 1994.
3. Guy, V and Mattock J. The New International Manager, London, Kogan Page, 1993. .
4. Mohanty, S. K.: Environmental & Pollution Law Manual, Universal Law Publishing, GT Kama, Road, New Delhi, 1996.
5. Harley, Nick: Environmental Economics, MacMillan India Ltd.; Ansari Road, New Delhi, 1997.
- Kolstad, Charles D.: Environmental Economics, Oxford University Press, 2000.



**CP-201: Ethics and values in Management**

**(Internal 30 + Term End 70 = 100 Marks)**

**Credits: 04**

**Objective**

The paper aims at making the students familiar with the professional approach in management imbibing in it the value and ethics of Indian society that are needed to be practiced in corporate sector to make business more productivity with its social and cultural obligations

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Ethics – meaning, Morality and ethics, ethics Vs moral values, ethical problems, Objectives of ethics, Nature of ethics, Sources of ethics, Concept of Meta ethics, Normative ethics and Applied ethics	15	18
2	Ethics in Business – Introduction, ethics and business, Stake holder Model of the corporation, types of business ethics – Transactional, Participatory, recognition, need for business ethics, Importance of Business ethics, factors influencing business ethics Code of Conduct – Concept of company code, why to adopt corporate code, development of corporate code, Implementation of company code, Ethical Dilemmas	15	18
3	Ethical aspects/Issues at work place – Brief idea: Marketing – Ethical issues in Pricing, Advertising & market research Production & Operation – Product safety and Quality, Health and Hazard Finance – Insider Trading and Hostile takeover HR – Privacy, Restructuring & Layoffs, sexual harassment and gender discrimination	15	17
4	CSR – Corporate Social Responsibility towards: Internal Stake holders – Shareholders, employees and management External Stakeholders – customers, suppliers, creditor, competitors, community	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books**

1. C.S.V. Murthy ,Business Ethics –text and cases, Himalaya Publication
2. U.C.Mathur , Corporate Governance and Business Ethics –text and cases,MacMillan Publication
3. Dr.B.H.Agalgatti & Prof.S.Krishna, Business Ethics-concepts & practices,4<sup>th</sup> edition, Nirali Prakashan



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
**(With effect from Academic Year: 2019-20)**

**CP – 202 : Training and Development for Human Resources**

**(Internal 30 + Term End 70 = 100 Marks)**

**Credits: 04**

**Objectives**

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and enable the course participants to manage the Training systems and processes.

**Course Contents**

Unit	Detailed Syllabus	Teaching Hour	Marks/ Weight
1	Training - Definition, Need, Importance, Training Principles, Training need analysis	15	18
2	Training procedure, Types of training , Training strategy, Designing the training program Training Methods – on the job and Off the job, training evaluation	15	18
3	Concept of development program, Difference between training and development, Objectives of management development, Prerequisites of management development	15	17
4	Techniques of management development , Evaluation of management development	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

1. King's Training and development , King Books , Delhi
2. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
3. Buckley, R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page, 1995.
4. Lynton, R Pareek, U. Training for Development, 2nd Ed. New Delhi, Vistaar, 1990.
5. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
6. Rae, L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.
7. Reid, M. A. etc. Training Interventions: Managing Employee Development, 3rd Ed. London, IPM, 1992.
8. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century, 1992.





**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
(With effect from Academic Year: 2019-20)

**CP: 203 INDUSTRIAL RELATIONS & TRADE UNION**

**Marks: 100 Marks**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Industrial Relation Prospective, impact of Industrial Relation: Concept – Importance of IR, Scope & Aspect of IR – Factors Affecting IR Perspective / Approaches to IR, Pre – requisite for successful IR Programme, Discipline and Grievance Management: Negotiation and collective settlements:	15	18
2	Industrial Relations & the constitution Industrial Relations and technological change, IR & HRD, Evaluation of IR, Characteristics of IR	15	18
3	Trade Union Concept – General features of Trade Union, Function of Trade Union, Function of Trade Union in India, Types & Structure of Trade Union, Structure of Trade Union in India	15	17
4	Essential of successful of Trade Union, Trade Union movement in India, Problem of Trade Union, Method of achieving the objective of Trade Union	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

1. Kochan, T.A & Katz Henry. Collective Bargaining and industrial relations, 2nd ed., Homewood, Illinois, Richard D. Irish, 1988.
2. Marnkoottam, K trade unionism, Myth and Reality. New Delhi, Oxford University press, 1982.
3. Niland J R etc. the future of industrial relations. New Delhi, Sage, 1994. .
4. Papola, T S & Rodgers, G. Labour Institution and Economics Development in India, Geneva, TLO, 1992. 5. Ramaswamy, E A. The rayon Spinners the strategic management of industrial relations, New Delhi, Oxford University Press, 1994.
6. Virmani, B.R. Participative Management Vs Collective Bargaining. New Delhi, Vision books, 1988.7. Webb.
7. Sidney & Webb, Beatrice. Industtia. I democracy. Melbourne, Longman, 1987.



**CP-204 : Organizational Behavior and Culture**

**(Presentation 30 +Write ups 70 = 100 Marks)**

**Credits: 04**

**Objectives**

The objectives of this paper are to familiarize the student with basic management concepts and behavioral processes in the organization. It also deals with the cultural aspect of organization

Unit	Detailed Syllabus	Teaching Hour	Marks/ Weight
1	Introduction to OB, individual behavior and learning, Attitude Perception, Personality, Motivation – theories and applications	15	18
2	Leadership – theories and application ,Interpersonal and group behavior	15	18
3	Introduction of Organizational culture, Types of culture, How employees learn culture, Creating and sustaining culture	15	17
4	Culture as Metaphor and Metaphors for Culture, Understanding organizational culture change- Kurt Lewin Model, Managing Organizational culture change – Change Agent, Organizational Culture and Performance	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

1. Robbins,S.P. Organizational Behaviour, 7<sup>th</sup> Edition, New Delhi, Prentice Hall Inc. 1996
2. Dr.Khanka S.S Organizational behaviour –text and cases,S.chand and company ltd. 2009
3. Mats Alvesson – Understanding Organizational Culture Sage Publications



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
(With effect from Academic Year: 2019-20)

**Paper No: 301 Organization Development & Change**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Organizational Development – Concept and Definition; Historical Overview of OD – Laboratory Training Stem, Survey Research & Feedback Stem, Action Research Stem, Sociotechnical & Socio-clinical Stem	15	18
2	2nd 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, Normative Strategy, Applied Behavioral Science, Action Research; Components and Phases of OD Process – Diagnosis, Action, Program Management	15	18
3	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	15	17
4	Force Field Analysis; Individual, Intergroup Team Building Interventions; 3rd 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	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

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



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
**(With effect from Academic Year: 2019-20)**

**CP:302 Strategic Human Resource Management**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Concept of Human Resource Management; Concept of Strategy; The Concept of strategic HRM – People as Strategic Assets, Integrating People With Strategic Goals	15	18
2	The Process of Strategic HRM – 5 stages Defining Mission Statement, Analyzing Environment, Organizational self-assessment, Establishing Goals & Objectives, Formulating Strategy; Formulating and Implementing HR Strategy	15	18
3	Strategic Issues in Staffing; Strategies for Managing Performance; Strategies for HR Training & Development Employee Resourcing Strategy – Strategic Recruitment, Strategic Selection, Strategic Approaches to Staffing,	15	17
4	Strategies for Employees Separation – Concept Of Separation, Concept Of Downsizing, Concept Of Employee Turnover, Effects Of Downsizing & Strategic Management Of the Effects of Downsizing Ethical Issues in Strategic HRM	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**Reference Books:**

1. Michael Armstrong, Strategic Human resource Management, 2nd ed. Kogan Publication
2. Jeffrey A mellow, Strategic Human resource Management, 2nd Ed., Thomson South Western Publications
3. Rajeesh Vishwanathan , Strategic Human Resource Management, Himalaya Publishing House **CP:**



**303 Human resource legislation**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Rule of Law, Law and Justice; Characteristics Of Indian Labour Industrial Jurisprudence Principles; Objectives and Classification Of Labour Laws	15	18
2	The Factories Act 1948, The apprentices act 1961, The contract labor act 1970	15	18
3	The Employees' State Insurance Act 1948 ; The Employment Exchange (Compulsory Notification Of Vacancies) Act 1959	15	17
4	The Industrial Disputes Act, 1947, workmen compensation act 1923	15	17

**Break up of Continuous Internal Evaluation:**

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

2) SEMINAR \_\_\_\_\_ 05 Marks

3) TEST \_\_\_\_\_ 15 Marks

**Total Marks: 30 Marks**

**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 **CP: 304**



**Strategic Management**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Concept of strategy and Strategic Management, Components of strategic management- Vision, mission, grand strategy, operational strategy long term objectives, annual objectives, policies, etc., Objectives/importance of strategic management Strategic management process ,Levels of strategy, SBU and Techniques of measuring its performance using BCG Matrix,	15	18
2	Environment & Industry Analysis: External factors; Political, legal, technological, Economical, Socio- cultural and Porter's five forces model for industry analysis	15	18
3	Internal factors: Company profile, brand image, production, human, Financial and structural (physical) Capability etc. Techniques for environment Analysis - Value Chain Analysis, SWOT -Analyzing strengths and weaknesses; Diagnosis of strengths and Weaknesses and exploring opportunity and protecting against threat	15	17
4	Grand/Corporate Strategic alternatives - Stability strategy; Expansion strategy; Retrenchment strategy; Combination strategy; Business Level Strategies - Michael Porter's Generic strategy	15	17

**Break up of Continuous Internal Evaluation:**

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

2) SEMINAR \_\_\_\_\_ 05 Marks

3) TEST \_\_\_\_\_ 15 Marks

**Total Marks: 30 Marks**

**Reference Books:**

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



**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
**(With effect from Academic Year: 2019-20)**

**CP: 402: Cross Culture & Global HRM**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Globalization – Nature, Drivers, Effects; Multiculturalism – Definition, dimensions, Cultural Predisposition Cross Cultural Differences & Managing Across Culture; Staffing Of International Business	15	18
2	IHR Planning, Recruitment, Selection, T & D for International Business	15	18
3	International Compensation Management; Repatriation; HRM in Cross Culture Mergers & Acquisitions	15	17
4	Ethics And The IHR; Social Responsibility And International Business		

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**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.



**CP: 403: Performance Evaluation & Management**

**Marks: 100 Marks**

**Credits: 04**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Performance Appraisal – Concept, Definition, Objectives, Purpose; Process Of Performance Appraisal	15	18
2	Performance Planning; Methods of Performance Appraisal; Benefits and Limitations of Performance Appraisal Performance Appraisal for Team Performance Potential Appraisal	15	18
3	Competency Mapping; Performance Management – Definitions, Principles and Process Difference Between Performance Appraisal & Performance management	15	17
4	Counseling & Coaching – Tools for Performance Management; Evaluation of Performance Management System; Performance And Reward System	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 Marks**

**Total Marks: 30 Marks**

**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





**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY**  
(With effect from Academic Year: 2019-20)

**CP: 404 WAGE AND SALARY ADMINISTRATION**

**Marks: 100 Marks**

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

**Continuous Internal Evaluation: 30 Marks**

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Remuneration- Definition and Components; Theories of Remuneration ; Importance of an ideal Remuneration system	15	18
2	Factors influencing employee remuneration; Devising a Remuneration Plan; challenges of remuneration	15	18
3	Wage Concept; Wage Policy- Definition, Objectives and Development in India Wage Regulation Machinery; Payment of Wages act, 1936; Minimum Wages act, 1948 , The Equal remuneration act, 1976	15	17
4	The Payment of Bonus Act, 1965, The Payment Of Gratuity Act 1972, The Employees' Provident Funds and Miscellaneous Provision Act 1952	15	17

**Break up of Continuous Internal Evaluation:**

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

2) **SEMINAR** \_\_\_\_\_ **05 Marks**

3) **TEST** \_\_\_\_\_ **15 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