



હેમચંદ્રાચાર્ય ઉત્તર ગુજરાત યુનિવર્સિટી

NAAC A (3.02) State University

પો.બો.નં.—૨૧, યુનિવર્સિટી રોડ, પાટણ (ઉ.ગુ.) ૩૮૪૨૬૫

ફોન:(૦૨૭૬૬) ૨૨૨૭૪૫, ૨૩૦૫૨૯, ૨૩૦૭૪૩, ૨૩૩૬૪૮

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પરિપત્ર ક્રમાંક — ૧૩૮ / ૨૦૧૮

વિષય:— રૂરલ સ્ટડીઝ વિદ્યાશાખામાં M.R.S. અને H.R.M. વિષયના અનુસ્નાતક કક્ષાના સેમસ્ટર-૧ થી સેમસ્ટર-૪ ના નવા અભ્યાસક્રમ અંગે..

આ યુનિવર્સિટીની રૂરલ સ્ટડીઝ વિદ્યાશાખા અંતર્ગત સંલગ્ન રૂરલ સ્ટડીઝ કોલેજો તથા **H.R.M.** કોલેજ, સમોડા, ગણવાડાનાં આચાર્યશ્રીઓને જણાવવાનું કે, UGC ની Model Curriculum અંગેની Guideline સંદર્ભેનો રૂરલ સ્ટડીઝ **M.R.S.** અને **H.R.M.** વિષયનો અનુસ્નાતક કક્ષાનો સેમસ્ટર-૧ થી સેમસ્ટર-૪ સુધીનો સામેલ પરિશિષ્ટ મુજબનો નવો અભ્યાસક્રમ એકેડેમિક કાઉન્સિલએ તેની તારીખ: ૦૫/૦૬/૨૦૧૮ની સભાના ઠરાવ ક્રમાંક: ૮ થી **શૈક્ષણિક વર્ષ: ૨૦૧૯-૨૦ થી ક્રમશઃ અમલમાં આવે તે રીતે** મંજૂર કરેલ છે. જેનો અમલ કરવા સારૂ સંબંધિતોને આ સાથે મોકલવામાં આવે છે.

આ બાબતની સંબંધિત અધ્યાપકો તથા વિદ્યાર્થીઓને આપના સ્તરેથી જાણ કરવા વિનંતી છે.

નોંધ: (૧) વિદ્યાર્થીઓની જરૂરીયાત માટે પરિપત્રની એક નકલ કોલેજના ગ્રંથાલયમાં મૂકવાની રહેશે.

(૨) આ અભ્યાસક્રમ યુનિવર્સિટીની વેબ સાઈટ www.ngu.ac.in પર પણ ઉપલબ્ધ કરાવવામાં આવનાર છે.

બિડાણ: ઉપર મુજબ

સહી/—
કુલસચિવવતી

નં.—એ કે / અ× સ / ૪૨૭૯ / ૨૦૧૮

તારીખ: ૨૭/૦૮/૨૦૧૮

પ્રતિ,

૧. સંલગ્ન રૂરલ સ્ટડીઝ કોલેજોના આચાર્યશ્રીઓ
૨. આચાર્યશ્રી, સંલગ્ન **H.R.M.** કોલેજ સમોડા, ગણવાડા, તા. સિદ્ધપુર
૩. શ્રી દિનેશચંદ્ર વી. વસીયાણી (ડીન—રૂરલ સ્ટડીઝ), લોકનિકેતન મહાવિદ્યાલય, રતનપુર, તા.—પાલનપુર, જિ.—બનાસકાંઠા.
૪. પરીક્ષા નિયામકશ્રી, હેમચંદ્રાચાર્ય ઉત્તર ગુજરાત યુનિવર્સિટી, પાટણ. (પાંચ નકલ)
૫. ગ્રંથપાલશ્રી, હેમ.ઉત્તર ગુજરાત યુનિવર્સિટી, પાટણ. (વિદ્યાર્થીઓના ઉપયોગ સારૂ રેકર્ડ ફાઈલ માટે)
૬. સીસ્ટમ એનાલીસ્ટ, કોમ્પ્યુટર (રીઝલ્ટ) સેન્ટર, હેમ.ઉ.ગુ.યુનિવર્સિટી, પાટણ તરફ પરિણામ માટે તથા વેબસાઈટ પર મૂકવા સારૂ.
૭. માન.કુલપતિશ્રી/ કુલસચિવશ્રીનું કાર્યાલય, હેમ.ઉત્તર ગુજરાત યુનિવર્સિટી, પાટણ.
૮. અનુસ્નાતક પ્રશાખા (એકેડેમિક શાખા) હેમચંદ્રાચાર્ય ઉત્તર ગુજરાત યુનિવર્સિટી, પાટણ
૯. મુખ્ય હિસાબી અધિકારીશ્રી (મહેકમ), હેમચંદ્રાચાર્ય ઉત્તર ગુજરાત યુનિવર્સિટી, પાટણ તરફ—પરિપત્રની ફાઈલ અર્થે
૧૦. સિલેક્ટ ફાઈલ— (૨ નકલ)



H.N.G. UNIVERSITY, PATAN
AFFILETED
H.R.M. CBCS SCHEME
WITH EFFECT FROM
JUNE - 2018

H.N.G. UNIVERSITY, PATAN
HRM RULES
Curriculum as per the CBCS SCHEME

The degree of Master of Human Resource Management is a professional Post-Graduate degree in Human Resources .It is a recognized qualification for positions of Human resource personnel in Governmental, Industrial and Non-Governmental Sectors for positions of Human Supervisors, Public Relation Officers, Probation Officers in Banking Sector, Human Resource Development in Industrial sectors, Social Development, Rural and Tribal Welfare and Development, Rural and Urban Community Development, Women's development and empowerment, Human Worker in Hospitals, Training and Development Officer. The Master's degree programme equips trainees to work as agents of change from grassroots up to policy levels.

1. HRM Programme structure. :

The HRM degree will be awarded to students who complete a total of 80 credits in minimum of two years taking, total 20 Courses/ papers with training in four semesters. Training in Organization, research (Dissertation) as per semester structure, components and credit patten. Total credits for H.R.M programme will be 80.

2. YEAR OF IMPLEMENTATION: -

Under Academic Flexibility, the New HRM Syllabus will be implemented **from June, 2018 onwards** in the Affiliated College

3.PREAMBLE:

This course is aimed at developing the knowledge, values, beliefs and skills necessary for working with individuals, groups, communities and for collective Social and Human action. The course also gives an edge to the Human Resources work students to enable them to inculcate the philosophies, ideologies and methodologies of Human work profession. In order to fulfill this, the course covers wide

To the core, supportive, interdisciplinary and elective domains of Human Resources Management. The course is designed with appropriate consistency within the papers and among the papers. Therefore, interdependence of the papers is a characteristic feature of the course. The course will enable the learners to assume the role as the agents of change and development with a positive attitude. Furthermore, it is a professional course with ample employment opportunities in various fields such as industries, hospital settings, Banking Sector, Hotel Sector, Rural, Urban and Tribal Communities, Correctional institutions, State and Central Government Departments. Etc...

4. GENERAL OBJECTIVES OF THE HRM COURSE:

After successful completion of this course students will be able to:

This course is related to the nature and scope of Human Resource Management. This unit focuses specifically on the nature of human resource management. The unit is a guide to the field of human resource management

1. Critically understand the social system, ideologies, methodologies, and social work practices in various settings, along with Human work values, ethical principles, evidence-based practices while working with individuals, groups and mass communities.
2. To strengthen the theoretical understanding, expand knowledge-base, inculcate relevant values, attitudes and skills required for professional worker through the theory and practical component of the course.
3. Develop interdisciplinary and specialized professional outlook, upheld the dignity and esteem of the Human work profession and achieve self-actualization.
4. Employ participatory, action and evidence-based practices in the field settings.
5. Engage the system through collective action and demand-driven approach to ensure Organization justice and equity to the marginalized, vulnerable and weaker-sections of Organization.
6. Understand and design effective strategies to evaluate and monitor progress over time in development and change action that are appropriate for specific interventions and for various target groups.
7. To acquire professional skills to work in industries, hospital settings, De-addiction Centres, Rural, Urban and Tribal Communities, Correctional institutions, State and Central Government Departments, Private Sector and sponsored research and action - oriented projects undertaken by National and International Agencies.

5. DURATION

The course shall be a Post-Graduate Full Time Course

The duration of course shall be of Two years /Four Semesters.

6. PATTERN

7. FEE STRUCTURE

For Foreign students Tuition Fee will be Five times. (as per Govt. norms)

Note: The students should pay the fee which is decided by the university from time to time.

Intake:

Intake: Minimum 35 and Maximum 50 in affiliated post graduate institution.

(6) Admission Committee: (IF REQUERMENT)

I) For the admissions of the HRM course the composition of Admission Committee which will be the final authority is as mentioned below:

1. Co-ordinator / Head, Department of HRM Course: **Chairman:**

2. Dean, Rural faculty
3. Two Principal/ Senior Lecturer from the affiliated colleges to be nominated by the Vice chancellor in rotating manner
4. The SC and ST teacher representative to be nominated by vice chancellor

(7) Merit List for admission rounds:

1. The merit list of the students shall be prepared on the basis of marks obtained by the candidate in the Bachelor's degree
2. If the tie continues, then considering the age of student from date of birth elder student will be considered.

(8) Reservation :

I) Intake Capacity of HRM Course and Reservation quota for admission will be as per the rules of the State Government and university from time to time.

If any difficulty arises during the admission process, the admission committee should take the appropriate decision, which should be considered as final decision

9. Eligibility : Qualifying Examination :

i] Candidates who have passed any Bachelors' degree [10+2+3] of H. N. G. University or any other Statutory University recognized or equivalent thereto.

10. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in Gujarati or English.

11. The framework for internal evaluation (IE) & External evaluation (SEE)

(A) Internal Evaluation 30 marks

- 5 marks assignment
- 15 marks writing Exam.
- 10 marks field trip, visit report, seminar, presentation,

(B) External evaluation 70 marks

- 100 % semester end examination taken by H.N.G University Patan

(C) Evaluation of training and report writing

- Industrial training duration for one month
- The students have compulsory stay for one month to allotted place by department and to submit
- Report writing
- To find out the way of life.
- To know various problems and solutions about industrial area.
- The students have to know practical work of various type of industrial field as like Agriculture, Dairy, N.G.O, Factory, Bank, Hospital, Extension institute and Rural, Urban Industries.

Evaluation Method

Internal Evaluation

50 Marks According

1. Present
2. Increase Knowledge
3. Certificate by Placement
4. Viva and
5. Interest in Training

External Evaluation

50 Marks to only Report Writing

(D) Dissertation Evaluation

The Students in fourth semester have to undergo project work dissertation on the topic allotted by department this work will be carried out by the students under the supervision of the faculty.

- 50 marks Internal through supervision of the faculty (Report writing them and selection of topic)
- 50 marks to External viva voice by Examiner teams.

12. Promotion Rules (Passing Standard)

(A) Student under goes a regular course of study and fulfills the required criterion of attendance and secures minimum 12 marks in the internal assessment component of each course.

(B) Student has a required minimum 40 marks in the external assessment component of each course.

(C) Student had no required attendance not cleared the required number of courses and not completing a semester continued to the programme from where he /she had left it.

13. Awards of Grades

(A) Credit means one hour of teaching work in a weekly for example, 4 credit in a subject (course) then 4 hours teaching work in a weekly period.

(B) Award of Grades table.

Range of % of Mark	Grade	Grade Point
Less than 40(1 to 30)	F	0(Zero)
40 to 49	E	5
50 to 54	D	6
55 to 59	C	7
60 to 69	B	8
70 to 84	A	9
85 to 100	O	10

14. Structure of Question Paper (HRM)

Q.1 Answer the following (Two out of three) 7+7 marks

Q.2 Answer the applied information to related 14 marks

Subject A or A

Q.3 Answer the following (one out of two) 14 marks

Q.4 Answer the following short note (two out of three) 7+7 marks

Q.5 Answer the following (any seven out of nine) 14 marks

Definition, Objective Questions, G.K. of Subject, and Meaningful words.
(Cover five unit)

Note: (Minimum 14 Marks Compulsory each Unit)

H.N.G.U. PATAN

H.R.M. SYLABUS

The Following will be the scheme of examination for the III Semester of HRM

SEMESTER – III

Sr. No	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination		Total Credits
						EE Weight	IE Weight	
1	HRM CC-301	Organization Development	4	4	3	70	30	20
2	HRM CC-302	Strategic Human Resource Management	4	4	3	70	30	
3	HRM CC-303	Compensation Management	4	4	3	70	30	
4	HRM CC-304	Hunan Resource Development	4	4	3	70	30	
5	HRM ID-305	Research Methodology	4	4	3	70	30	

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Master of Human Resource Management
with effect from 2014-15
Semester – III
Paper I, CC- 301 Organization Development

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-301	Organization Development	4	4	3	70	30

Unit – I

Introduction to Organizational Development: Concepts – Nature and Scope of Organizational Development – Characteristics of OD - Model of Organizational Development – The Nature of Planned Change

Unit – II

Development Concept and Human Development: Progress and development – Human Development Concept: PQLI, HDI, HPI – 1, HPI – 2, Human Development in India – Problem of Human Development

Unit – III

Understanding Organization – Approaches to Understanding Organizations – Key Organizational Designs, Procedures, Differentiation – Integration, Basis Design – Dimensions – Determination – Life Cycles in Organization

Unit – IV

O.D. Interventions: Team Interventions – Inter Group Interventions – Personal, Interpersonal and Group Process Interventions – Comprehensive Interventions Structural Interventions

Unit – V

Implementations and Assessments of OD Implementation Conditions for Failure and Success of OD Efforts – Assessment of OD and Change in Organizational Performance – The Impact of OD

References Book:

1. Human Resource Development, Concept & Practices : Santosh Gupta & Sachin Gupta
2. HRD in New Millenium by Udai Pareek and V Sisodia, Tata McGraw Hill Publisher
3. HRM and Industrial Relations – Dr. Jayshreee Thakore and Dr. R. K. Balyan, Himalaya Publishing House, Mumbai
3. Organization Development - Wendell - I. French & Cooil H. Bell Jr.

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Semester – III

Paper II, CC– 302 Strategic Human Resource Management

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
2	HRM CC-302	Strategic Human Resource Management	4	4	3	70	30

Unit - I

Overview of Strategic Management

- Introduction to Strategic Management - Concept of strategic Management - Strategic Management Process - Strategic HR Vs Traditional HR - Barriers to Strategic HRM

Factors affecting strategy formulation

- Company mission & Vision - Internal factors - Organizational self assessment - Company's Culture & Values - External Environment (Impact of Technology, Diversified workforce, Government Policy, Socio Economical impact, Competitors strategy)

Unit-II

Process & Models of SHRM & Approaches to SHRM

- Process of SHRM
- Model of Strategic HRM Mgt.
- Model of Strategic HRM
- **Approaches to SHRM**
 - a) Best - fit approaches
 - b) Bundling
 - c) Approaches to attaining strategic fit
 - Competition Strategy
 - Organizational typology
 - Life cycle

Unit-III : **The role of Strategist**

- The Role of HR
- A new mandate for Human Resources
- The strategic partner role – HR as a business partner
- The strategic role of the HR Director
- HR Directors – HR professional as charge agents
- Leadership qualities – Leadership styles

Unit-IV : Organizational HR Strategies

- Organization development, Strategies for culture change, strategies for knowledge management, commitment strategy
 - Strategies for developing a climate of trust
 - Organizational HR Strategies in action.

Unit-V : Improving Business performance through Strategic HRM

- The way forward HR practices that improve business performance – when HR practices contribute to improved business performance
 - A functional approach to the development of HR strategies
 - Achieving integration – implementing HR Strategies

References Book:

1. International Human Resource Management : Managing people in multinational context, Peter J. Dowling Denise E. Welch, Randhali Schuler, South Western, Thomson earning (For Module 1 – 8, Module – 10)
2. Industrial Relations, Trade Unions & Labour Legislation by Sinha, Sinha & Sekhar.
3. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.
4. Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.

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Semester – III

Paper III, CC- 303 Compensation Management

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-303	Compensation Management	4	4	3	70	30

Unit – I

Compensation

Introduction, Definitions, Role, Classification, Types, Components (In India and MNC), Principles of wage fixation

Unit – II

Wage Policy

Objectives of wage policy, Factors affecting wage policy, Characteristics of wage policy, Factors affecting executive compensation, Benefit of higher compensation to executives, Reason for wage differentials.

Unit – III

Wage Theories

- Classical theories of wages:

Subsistence theory of Ricardo, Standard of living theory, residual Claimant theory of Walker, Karl marks- Collective Bargaining theory, Theory of Tausig, Michael Kalecki and labor theory of value, Keynes.

Unit – IV

Administration and Issues of wages

- Compensation administration.
- Objectives of compensation planning:
Equal pay rate, Determining pay rate
- Compensation administration Model:
Internal consistency, External Competitiveness, Employee contribution, Administration
- Economic and Behavioral Issues in Compensation

Unit – V

Incentive Payment and Fringe Benefits

Concept, Objectives, Need, advantages and limitation

- Different System for incentive calculations (SUMS)
Halsey system, Halsey – Weir premium plan, Rowan premium plan, Taylor’s system, Barth variable sharing system, Gantt system, Emerson system
- Other Plans:
Profit sharing, Employee stock ownership plan, Merit rating incentive, and Suggestion system.

References Book:

1. G. K. Suri : Wage incentive theory and practice
2. Bachelor : Wage and salary administration
3. N. K. Singh : Manpower planning
4. Rohit Shukla : Shram nu Arthshastra
5. Steve Whiddey : Encyclopedia of Human Resource Management

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(Year of 2014-15)
Semester – III
Paper IV, CC - 304 Human Resource Development

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM CC-304	Human Resource Development	4	4	3	70	30

Unit-I : Introduction to HRD

- Concept, Definition, Need, HRD as a total systems, Characterizes of HRD, Objectives of HRD, Evolution of HRD, Essential conditions for HRD, Functions of HRD, Challenge to HRD, Approaches.

Unit-II HRD Philosophy and Strategies

- HRD matrix, HRD philosophy, HRD policies, HRD strategy, HRD organisation
- Barriers of HRD programmes
- Attributes of HRD manager
- HRD in Indian industry, Suggestions to make HRD effective in Indian organisation.

Unit-III : HRD System

- Process of designing HRD system
- Principles in designing HRD systems
- Factors affecting in HRD system designing

Unit-IV : HRD Mechanism

- Pre-requisite for Human Resource Development, Variable in HRD mechanism
- HRD Process, HRD Out-comes
- Organisational effectiveness

Unit-V : HRD Climate and Culture

- Concept of Climate, factors affecting HRD climate, Indian culture and HRD
- The development dimensions

References Book:

1. Human Resource Development, Concept & Practices : Santosh Gupta & Sachin Gupta
2. HRD in New Millenium by Udai Pareek and V Sisodia, Tata McGraw Hill Publisher
3. HRM and Industrial Relations – Dr. Jayshreee Thakore and Dr. R. K. Balyan, Himalaya Publishing House, Mumbai
4. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
5. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House.

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Semester – III
Paper V, ID-305 Research Methodology

Sr. No.	Course Code	Title of Courses	Instruction Hours / Week	Credits	Exam Hours	Scheme of Examination	
						EE Weight	IE Weight
1	HRM ID-305	Research Methodology	4	4	3	70	30

Unit – I Introduction

Meaning, definition, objectives & importance of research methodology, Types of research, process of Research and scope of Research. Ethic of Research

Unit – II Problem Determination and Hypothesis

- Selection of Research Problem
- Formulation of Research Problem
- Meaning and Definition of Hypothesis
- Types of Hypothesis and Variables
- Formulation of Research Design

Unit – III Data Collection & Sampling

- Methods of data collection – Primary & Secondary data,
- Techniques of Observation, Interview & Questionnaire
- Case study, Survey

Unit - IV Sampling

- Population meaning and concept
- Concept of Sample
- Types of Sampling – Objective of sampling
- Sample size
- Sample Error

Unit -V Data presentation and Report-writing

- Data presentation
- Bar charts, Pie charts Graphs and diagrams
- Signification of Report writing
- Different steps in Report Writing
- Precaution for writing
- Research report

References Book:

1. Methodology of Research in Social Sciences – O. R. Krishnaswami, M. Ranganathan
2. Research Methodology – C. R. Kothary
3. Research Methodology – Sharma V. P. (Hindi Title)
4. Samajik Sarvekshan Avam Sansodhan – Ahuja Ram(Hindi Title)
5. Shikshan Ane Samajik Vignanoma Sansodhan-nu Padhdhatisashtra – D. A. Uchat
6. Shaikshanik Sansodhan – Dipika Shah