Curriculum Framework

Master of Arts in Human Resource Management

As per NEP 2020 and Learning Outcomes-based National Curriculum Framework
(Aligned with NCrF and NHEQF)

Effective From Academic Year 2025-2026

सा विद्या या विमुक्तये
अमदावाद
ગુજરાત વિદ્યાપીઠ

Founded by Mahatma Gandhi in 1920

Gujarat Vidyapith
Ahmedabad

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Master of Arts
(Human Resource Management)

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Effective From Academic Year 2025-2026

GUJARAT VIDYAPITH: AHMEDABAD

Curriculum Framework of Master of Arts (Human Resource Management)

Published by:

Dr. Himanshu Patel

Registrar

Gujarat Vidyapith

Near Income Tax Office, Ashram Road, Ahmedabad - 380009.

From the Desk of Vice Chancellor…

Dear All,

Any curriculum, at any level, must be firmly grounded in the objectives and goals that an educator or an educational institution aspires to achieve for its students. A course that trains students to solve mathematical equations must be very different from one that teaches them how to play a musical instrument, practice yoga, or conduct social research. Each subject requires its own methods, activities, and learning goals, which is why curriculum design is so important.

Therefore, curriculum is of utmost importance, as it determines how teachers and students will spend their time—in laboratories, in clinical practice, in creative endeavors, or in interactive lectures. It also reflects what a class, a department, a school, or an institution value; what it defines as its mission; and what it expects its graduates to accomplish. In this sense, the curriculum is the map that guides the essentials of learning from the classroom level to the institutional level.

The true success of any curriculum must be judged by its ability to achieve its intended objectives. It is a test of how well an institution—or an individual teacher—understands and articulates those objectives, and how effectively a pathway is created for students to attain success as defined by them. Curriculum is, in fact, a continuous chain of activities designed to translate broad educational goals into concrete practices, learning materials, and observable changes in behavior. A lesson plan, for instance, is curriculum at the classroom level, answering the critical questions: *What do I want my students to know? How can I engage them meaningfully? How will I measure what they have learned?*

For a society to achieve its educational aspirations, the curriculum must be both functional and relevant to its needs. Through careful management of curriculum, effective use of resources, and policies that bring systemic improvements, education can move society toward a more promising future. Indeed, curriculum is the very foundation of any academic institution—without it, the institution would lose its purpose and direction.

At Gujarat Vidyapith, established by Mahatma Gandhi in 1920 with its rich cultural and educational heritage, we remain committed to these ideals and we work with well-defined objectives to prepare our students for a brighter academic and social future.

It gives me immense pride and joy to announce the unveiling of the latest curriculum of Gujarat Vidyapith. This curriculum has been carefully designed in alignment with the objectives and guiding principles of the National Education Policy (NEP) 2020. I take this opportunity to place on record my deep appreciation for the efforts of the teaching faculty of Gujarat Vidyapith, the Members of the Board of Studies, and the Members of the Academic Council. Their dedication and vision have given shape to this comprehensive neo-curriculum, which will guide our students and our institution toward continued excellence.

With best wishes,

Dr. Harshad Patel
Vice Chancellor
Gujarat Vidyapith

Curriculum Framework

Master of Arts
(Human Resource Management)

Effective From Academic Year 2025-2026

Department of Management

Faculty of Management & Commerce

Gujarat Vidyapith

Board of Studies

Chairperson:

Dr. Rajiv Patel
Professor & Dean, Faculty of Management & Commerce, Gujarat Vidyapith, Ahmedabad.

External Experts:

1) Dr. Prateek Kanchan
Professor & Director, B. K. School of Business Management, Gujarat University, Ahmedabad.

2) Dr. Uday Bhan Singh
Assistant Professor, Deen Dayal Upadhyay Gorakhapur University, Gorakhpur.

Members from the Department:

1) Dr. Lokesh Jain
Professor, Faculty of Management & Commerce, Gujarat Vidyapith, Ahmedabad.

2) Dr. Satish Patel
Associate Professor, Faculty of Management & Commerce, Gujarat Vidyapith, Ahmedabad.

3) Dr. Shetal Barodia
Associate Professor, Faculty of Management & Commerce, Gujarat Vidyapith, Ahmedabad.

4) Dr. Amisha Shah
Assistant Professor, Faculty of Management & Commerce, Gujarat Vidyapith, Ahmedabad.

Curriculum Framework- Master of Arts (Human Resource Management) - 2025

	PROGRAMME STRUCTURE						
Course Code	**Course Name**	**Hours**			**Credit**	**Evaluations**	
		Theory	Practical	Total		CCE	TEE
SEMESTER-1							
256010357001	Principles and Process of Management	45	0	45	3	40	60
256010357002	Human Resource Management	45	0	45	3	40	60
256010357003	Marketing Management	45	0	45	3	40	60
256010357004	Accounting for Managers	45	0	45	3	40	60
256010357005	Managerial Applications of ICT	30	30	60	3	40	60
256010357006	Organizational Behaviour	45	0	45	3	40	60
256010257007	Computerized Accounting System	15	30	45	2	40	60
	Total	**270**	**60**	**330**	**20**	**280**	**420**
SEMESTER-2							
256010257008	Strategic Human Resource Management	30	0	30	2	40	60
256010257009	Entrepreneurship Management	30	0	30	2	40	60
256010357010	Workplace Relations and Labor Laws	45	0	45	3	40	60
256010357011	Managerial Economics	45	0	45	3	40	60
256010357012	Research Methodology	45	0	45	3	40	60
256010357013	Information System for Management	30	30	60	3	40	60
256010257014	Summer project	0	90	90	2	40	60
256010257015	Business Communication	30	0	30	2	40	60
	Total	**255**	**120**	**375**	**20**	**320**	**480**
SEMESTER-3							
256510357016	Recent Trends in Human Resource Management	45	0	45	3	40	60
256510357017	Statistics in Research	45	0	45	3	40	60
256510357018	Compensation Management	45	0	45	3	40	60
256510357019	Performance Management System	45	0	45	3	40	60
256510357020	Technology-Driven Management	30	30	60	3	40	60
256510357021	Human Resource Development and Organizational Development	45	0	45	3	40	60
256510257022	Data Analytics	15	30	45	2	40	60
	Total	**270**	**60**	**330**	**20**	**280**	**420**
256511057023	Institutional Management Internship	0	450	450	10	40	60
256510257524	Project Proposal	30	0	30	2	40	60
256510257525	Business Ethics -Elective	60 (15*4)	120 (30*4)	180 (45*4)	8 (2*4)	40 (160)	60 (240)
256510257526	Pay Roll Management System -Elective						
256510257527	Consumer Protection and Awareness-Elective						
256510257528	Community Education -Elective						
256510257529	Business Law -Elective						
256510257530	System Application and Production (SAP)-Elective						
256510257531	Corporate Social Responsibility -Elective						
256510257532	Industrial Health and Safety -Elective						
256520257533	Community Engagement and Social Responsibility -Elective						
	Total	**90**	**570**	**660**	**20**	**240**	**360**
GRAND TOTAL		**885**	**810**	**1695**	**80**	**1120**	**1680**

*CCE- Continuous Comprehensive Evaluation; **TEE- Term End Evaluation

Programme Contents	**Credits**
Core Courses	52
Professional Competency	08
Development Elective Modules	08
Institutional Managerial Internship & Summer Project	12
Total Credits of Programme	**80**

Gujarat Vidyapith ....

Collaborating Organisations

- Alps Chemical Pvt Ltd
- Group of Ratnamani Ltd
- 20 Microns Limited
- Techno Controls
- Raviraj Foils Limited
- Visual Autolink Pvt Ltd
- Pixon Green Energy Pvt Ltd
- Torrent Power Limited
- Varryzone Management Services
- Lumax Industries Ltd
- Asian Paints
- Adani Ltd
- KD Hospital
- Suzlon Energy Limited
- ERIS Lifescience Limited
- PSP Project Ltd
- Nasmed Diagnostic Pvt Ltd
- Newturn Consultancy Services
- Ducon Consultants Pvt Ltd
- Powerline Industries
- Pegasus Visual Motors Pvt. Ltd.
- Landmark Honda
- Reliance Industries Ltd
- Vitaegiss Wellness Pvt Ltd
- Astoneaone Private Limited
- Sintex Industries Limited
- Revenue Department, Govt of Gujarat
- Navratan Specialty Chemicals Ltd
- Aksharchem India Ltd
- Veeda Clinical Research Ltd
- Krisha Corpindia Private Limited
- Nyk India Private Limited
- Nivea India Pvt Ltd
- Atul Pvt Ltd
- Gadre Marine Export Pvt Ltd
- Intas Pharmaceuticals Ltd.
- Aditya Enterprise Ltd.
- Star Pipe Foundry (India) Pvt Ltd
- Patel Airtemp India Ltd
- Bhavani Industries India Ltd
- Dharmaj Crop Guard Ltd.
- Maruti Suzuki Limited
- Hitachi Power Electronics Pvt Ltd
- Orson Technocast Pvt Ltd
- Mehta Petroleum Company
- Streamline Industries Ltd
- Kriprimaa HR Services
- Harsha Engineers International Ltd
- Bisag-N, Govt of Gujarat
- Amrut Gems Ltd
- Acute Informatics Pvt Ltd
- Gail (India) Limited
- Integrated Personal Service Limited
- Bodal Chemicals Ltd
- Ahmedabad District Co-operative Bank Ltd
- Synzeal Research Pvt Ltd
- Gyan Vikash Public School
- 3rd Eye Allied Services Ltd
- Fairchem Organics Ltd
- Dhanuka Agritech Ltd
- Harsha Enggineering Ltd

Programme Outcomes (POs)

After successful completion of the program, students will be able to:

PO-1	Advanced Scientific Knowledge	Apply advanced knowledge of management theories and data-driven practices to solve organisational and developmental problems through evidence-based approaches.
PO-2	Research & Problem-Solving Skills	Develop and use research methodologies, case study analysis, and market research techniques to identify organisational challenges and provide innovative, strategic solutions.
PO-3	Experimental & Analytical Proficiency	Use tools like data analytics, financial modelling, and forecasting to evaluate alternatives, test business hypotheses, and improve decision-making in real-world business scenarios.
PO-4	Interdisciplinary Approach	Integrate concepts from economics, psychology, sociology, law, and technology with management principles to address complex organizational and societal challenges holistically.
PO-5	Environmental Consciousness & Sustainability	Apply sustainable practices and ESG (Environmental, Social, Governance) principles in business strategy, operations, and corporate social responsibility to support long-term ecological balance.
PO-6	Ethics & Professional Values	Demonstrate integrity, fairness, and accountability in business decisions and workplace environment, fostering a culture of ethical leadership and responsible management.
PO-7	Effective Scientific Communication	Communicate business insights, research findings, and strategic plans effectively through written reports, presentations, and digital platforms, suitable for diverse stakeholders.
PO-8	Modern Technological Applications	Leverage modern tools like MIS, AI, and data visualization, data analytics and accounting software for smarter business operations.
PO-9	Teamwork & Leadership in Research	Lead and collaborate in multidisciplinary teams, fostering innovation and collective problem-solving through effective coordination and motivational leadership.
PO-10	Lifelong Learning & Adaptability	Adapt to technological advancements, policy changes, and evolving market demands through continuous learning, upskilling, and reflective managerial practice.
PO-11	Project Management & Entrepreneurial Thinking	Plan and manage business projects efficiently while demonstrating entrepreneurial spirit to identify new opportunities, mitigate risks, and create value.
PO-12	Social & Community Engagement	Design and participate in inclusive development initiatives, CSR activities, and stakeholder-driven programs to contribute positively to society and underprivileged communities.

Programme Specific Outcomes (PSOs)

After successful completion of the MA program with a specialization in Human Resource Management, students will be able to:

PSO-1	**Integrated HR Strategy and Analytics**	Apply strategic HR planning and analytics tools to align human resource functions with organizational goals, enhancing business performance and decision-making.
PSO-2	**Ethical and Inclusive HR Leadership**	Demonstrate ethical leadership and promote inclusive HR practices grounded in Gandhian principles, labour law compliance, and equitable employee treatment.
PSO-3	**Talent and Organizational Development**	Design and implement effective talent management strategies—including acquisition, development, performance appraisal, and retention—to drive organizational growth and employee engagement.

CO Attainment Levels (OBE & NEP 2020 Aligned)

COs Attainment Levels	Level	Description	Attainment Criteria			
	Level 3	High	$\geq 80\%$ of students score above a set performance benchmark			
	Level 2	Moderate	60%–79% of students meet the performance benchmark			
	Level 1	Low	40%–59% of students meet the performance benchmark			
	Level 0	Not Attained	< 40% of students achieve the desired learning outcome			
Target Attainment (Benchmark)	**COs**			**CO-1**	**CO-2**	**CO-3**	**CO-4**
	Target Level (%)			**60**	**60**	**60**	**60**

Program - M.A (Human Resources Management) Semester- 1		
Code 256010357001	**Name of Subject** Principles and Process of Management	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Understand the concepts, characteristics, and principles of management including role and merits of a manager

CO-2: Apply the knowledge of planning, decision making, and strategic planning in management processes

CO-3: Analyze the organizational structures, leadership styles, and direction methods required for effective management

CO-4: Evaluate and implement the techniques of motivation, communication, coordination, and controlling for enhancing organizational effectiveness

Detailed Syllabus

Unit-1. Introduction to Management

1.1. Management - Meaning, Characteristics and Principles
1.2. Functions of management and importance
1.3. Concepts of Management
1.4. Merits, role responsibilities and challenges of a manager Management - Meaning, Characteristics, and Principles

Unit-2. Planning and Decision Making

2.1. Planning- Meaning, Characteristics, Process, Importance, and Types.
2.2. Strategic Planning- Meaning, Characteristics, Process.
2.3. Management by Objectives - Meaning, Characteristics, Process, and its application in industrial development.
2.4. Decision Making- Meaning, Importance, Process, Types, and Methods.

Unit-3. Organization, Direction, and Leadership

3.1. Organization-Meaning, Characteristics, Importance, Types of Organizational Structure
3.2. Centralization and Decentralization, Authority and Delegation of Authority, Span of Control
3.3. Direction-Meaning, Characteristics, Importance, Principles and Methods, Main Factors of Directions
3.4. Leadership- Meaning, Characteristics, Style, Importance

Unit-4. Motivation, Coordination, Communication, and Controlling

4.1. Motivation- Meaning, Process, Importance, Theories (Maslow, Herzberg, X & Y Theory)
4.2. Coordination- Meaning, importance, process, and methods.
4.3. Communication- Meaning, types, process, importance, obstacles in communication, factors of effective communication.
4.4. Controlling- Meaning, process, importance, methods, and factors for effective controlling Coordination-Meaning, Importance, Process, and Methods.

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	1	3	3	2	3	3	3	2	1	3	2	1	2.25	2	---	2	2.00
CO-2	3	2	2	---	---	2	1	---	2	3	3	3	2.33	3	2	3	2.67
CO-3	3	2	---	3	1	1	2	3	3	1	3	3	2.27	3	3	---	3.00
CO-4	3	2	1	3	3	3	2	2	3	1	3	3	2.42	1	2	3	2.00
Avg	2.50	2.25	2.00	2.67	2.33	2.25	2.00	2.33	2.25	2.00	2.75	2.50	2.32	2.25	2.33	2.67	2.42

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

CO-1 (Unit: 1)	• Lecture, Ask & Know Technique, Group Discussion, Story Telling
CO-2 (Unit: 2)	• Lecture, Ask & Know Technique, Group Discussion, Assignment, Presentation
CO-3 (Unit: 3)	• Lecture, Ask & Know, Technique, Gamification, Story Telling
CO-4 (Unit: 4)	• Lecture, presentation, Ask & Know Technique, Gamification, Story Telling

Assessment Method

	COs	Marks	Exam Component		
			Class Test	**Assignment**	**Presentation**
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	--
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:
- Koontz, H., & Weihrich, H. (2020). *Essentials of Management: An International, Innovation and Leadership Perspective* (10th ed.). Mc Graw-Hill Education India.
- Drucker, P. F. (1954). *The Practice of Management.* Harper & Row.
- Drucker, P. F. (1999). *Management Challenges for the 21st Century.* Harper Business.
- Sherlekar, S. A. (2019). *Principles of Business Management* (3rd ed.). Himalaya Publishing.
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- Terry, G. R., & Franklin, S. G. (2020). *Principles of Management* (8th ed.). Vikas Publishing.
- Chandan, J. S. (2021). *Management* (13th ed.). S. Chand & Sons.
- Jain, L. (2014). *Vyavsthapan na Siddhanto ane Vyavhar* [Principles and Practices of Management]. Gujarat Vidyapith.

Online Resources & Tools:
- SWAYAM Courses: https://swayam.gov.in

Reference Persons:
- Prof. Anil K. Gupta (Ex-Professor, IIM, Ahmedabad)
- Prof. Himansu Rai (Director-IIM, Indore)

Program - M.A (Human Resource Management)		
Semester- 1		
Code **256010357002**	**Name of Course** **Human Resource Management**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Explain the origin, objectives, scope, and functions of Human Resource Development and Differentiate it from personal management, while understanding the evolving role of HRM in the Indian context.

CO-2: Analyze the processes and significance of Human Resource Planning, Accounting, and Audit, and assess how these elements contribute to strategic decision-making in organizations.

CO-3: Describe and evaluate the recruitment and selection process and understand the various modes of employee movement such as transfers, promotions, demotions, and separations.

CO-4: Evaluate the role of employee training and performance appraisal in enhancing organizational effectiveness by analyzing training needs, differentiating between types of training, and interpreting appraisal processes including job analysis, job evaluation, and performance measurement

Detailed Syllabus

Unit: 1 Human Resource Management

1.1. Human Resource Management: Meaning, Definition, Evolution, Need, Scope, and Functions
1.2. Skills and Responsibilities of Human Resource Manager
1.3. Challenges of Human Resource Management in Industry and Rural Sectors
1.4. Changing Role of Human Resource Manager in the Current Scenario

Unit: 2 Human Resource Planning, Accounting, and Audit

2.1. Human Resource Planning: Meaning, Importance, Process, and Factors Affecting Human Resources
2.2. Job Analysis and Job Description, Job Specification: Meaning, Definition
2.3. Human Resource Accounting: Meaning, Characteristics, Importance
2.4. Human Resource Audit: Meaning, Characteristics, and Importance

Unit: 3 Talent Management

3.1. Recruitment: Meaning, Definition, Process, Internal and External Sources
3.2. Selection: Meaning, Definition, Process
3.3. Employee Engagement: Promotion, Demotion, Transfer, Separation
3.4. Introduction to Digital Human Resource Management

Unit: 4 Employee Training & Performance Appraisal

4.1. Training: Meaning, Importance, And Types
4.2. Relationship Between Training and Development,
4.3. Performance Appraisal: Meaning, Definition, Concept
4.4. Difference Between Job Evaluation and Performance Appraisal

Mapping Matrix of POs, PSOs, and COs																	
	POs													PSOs			
COs	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	2	3	---	2	2	3	---	---	2	1	2	2	2.11	2	2	3	2.33
CO-2	---	3	3	3	2	1	---	1	3	3	1	1	2.10	1	3	3	2.33
CO-3	---	---	3	1	1	---	3	---	---	2	2	2	2.00	1	3	3	2.33
CO-4	3	3	2	1	1	2	1	2	3	2	3	3	2.17	---	2	---	2.00
Avg	2.50	3.00	2.67	1.75	1.50	2.00	2.00	1.50	2.67	2.00	2.00	2.00	2.09	1.33	2.50	3.00	2.25

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures, Group Discussion on HRM evolution, Role play on HR Manager roles
CO-2 (Unit: 2)	• Case Studies, Workshops on HR Planning tools and Job Analysis exercises
CO-3 (Unit: 3)	• Simulations, Mock Interviews, Digital HR tool demonstrations
CO-4 (Unit: 4)	• Training Design Projects, Appraisal Technique ,Role Plays, Job Evaluation Analysis

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	--
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

• Aswathappa, K. (2022). Human resource management: Text and cases (9th ed.). McGraw Hill Education India. (Comprehensive textbook with updated Indian HR case studies.)

• Rao, V. S. P. (2021). Human resource management: Text and cases (4th ed.). Excel Books. (Strategic HRM and legal issues in Indian business context)

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• Srivastava, M. (2021). Strategic HRM in Indian organizations. Sage Publications India. (Focuses on strategic alignment of HRM with Indian industry.)

Online Resources & Tools

• National Institute of Personnel Management (NIPM). (n.d.). HR trends and practices in India. Retrieved June 25, 2025, from https://www.nipm.in

• SWAYAM Portal. (n.d.). HRM online courses and certifications. Retrieved June 25, 2025, from https://swayam.gov.in

• Indian Institute of Management Ahmedabad (IIMA). (n.d.). Working papers on HRM. Retrieved June 25, 2025, from https://www.iima.ac.in/research

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• National HRD Network (NHRDN). (n.d.). Human capital management insights. Retrieved June 25, 2025, from https://nhrdnmumbai.com

Program - M.A (Human Resource Management)		
Semester- 1		
Code **256010357003**	**Name of Course** **Marketing Management**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Analyze the fundamental concepts and evolutionary stages of marketing, differentiating between various demand situations and comprehending the distinct nature of marketing.

CO-2:   Examine the consumer buying decision process and influencing factors, and apply effective market segmentation, targeting, positioning, and branding strategies, with a special focus on consumers.

CO-3:   Evaluate product classifications, product life cycle stages, and new product development processes, and formulate appropriate branding, packaging, labeling, and pricing strategies for goods and services.

CO-4:   Design comprehensive promotion mixes and distribution channel strategies, including an understanding of supply chain management, and assess emerging trends in retailing, e-commerce, and overall marketing.

Detailed Syllabus

Unit: 1 Introduction to Marketing

1.1. Meaning and Nature of Marketing
1.2. Evolutionary Stages of Marketing Concept, and Core Concepts of Marketing
1.3. Marketing Function in Different Situations of Demand
1.4. Concept of Marketing

Unit: 2 Consumer Behavior and Market Segmentation

2.1. Understanding Consumer Behavior: Buying Decision Process
2.2. Factors Influencing Consumer Behavior
2.3. Market Segmentation: Bases and Benefits
2.4. Targeting Strategies: Mass Marketing, Differentiated Marketing, Niche Marketing
2.5. Positioning and Branding Strategies

Unit: 3 Product and Pricing Decisions

3.1. Product: Meaning, Classification and Levels
3.2. Product Life Cycle (PLC) and New Product Development
3.3. Branding, Packaging, and Labeling Strategies
3.4. Pricing Strategies

Unit: 4 Promotion and Distribution Strategies

4.1. Promotion Mix: Advertising, Sales Promotion, Public Relations, Personal Selling
4.2. Distribution Channels and Supply Chain Management
4.3. Retailing and E-commerce Trends
4.4. Emerging Trends in Marketing

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	1	---	1	3	2	3	2	1	3	---	3	2.20	2	---	3	2.50
CO-2	2	2	2	3	3	2	3	3	3	3	3	3	2.67	2	---	3	2.50
CO-3	---	1	---	2	3	2	1	---	3	1	3	2	2.00	2	1	---	1.50
CO-4	2	2	3	3	1	3	3	3	3	---	3	2	2.55	2	2	3	2.33
Avg	2.33	1.50	2.50	2.25	2.50	2.25	2.50	2.67	2.50	2.33	3.00	2.50	2.35	2.00	1.50	3.00	2.21

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Group Discussion, Seminar
CO-2 (Unit: 2)	• Assignment, Case Study
CO-3 (Unit: 3)	• Role Play, Survey, Self Study, Field Visit
CO-4 (Unit: 4)	• Project, Hands-on Activity, Field work

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5		5

	COs	Marks	Exam Component
Term-End Evaluation 60 Marks	CO-1	15	Term End Examination
	CO-2	15	
	CO-3	15	
	CO-4	15	

References

Books:
- Rudani, R. B. (2021). Basics of Marketing Management. Sultan Chand & Sons.
- Kotler, P., & Keller, K. L. (2022). Marketing Management (16th ed.). Pearson Education.
- Sherlekar, S. A. (2021). Modern Marketing. Himalaya Publishing House.
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Program - M.A (Human Resource Management)		
Semester- 1		
Code **256010357004**	**Name of Course** **Accounting for Managers**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain the fundamental concepts, characteristics, importance, and limitations of the financial accounting system.

CO-2:   Prepare and comprehend all key books of accounts, from the Journal to the Balance Sheet.

CO-3:   Utilize various costing concepts and management accounting techniques to support managerial decision-making and profit planning.

CO-4:   Explain the concepts and significance of contemporary and emerging accounting trends, such as Human Resource Accounting, Environmental Accounting, and Forensic Accounting, in a globalized business context.

Detailed Syllabus

Unit: 1 Introduction of Financial Accounting System

   1.1.   Meaning and Characteristics of Financial Accounting System
   1.2.   Importance and Limitations
   1.3.   Accounting Principles and Conventions.
   1.4.   Accounting Equation (C+L=A)

Unit: 2 Process of Financial Accounting

   2.1.   Journal and Subsidiary Books
   2.2.   Ledger Posting
   2.3.   Trial Balance
   2.4.   Final Accounts (Basic Practical Illustrations of Preparing Final Accounts with Adjustment Entries)

Unit: 3 Cost Accounting

   3.1.   Meaning, Importance, and Limitations of Cost Accounting System
   3.2.   Classification of Cost and Its Elements
   3.3.   Methods of Costing
   3.4.   Components of Total Cost- Basic Practical Illustrations of Preparing Cost Sheet

Unit: 4 Management Accounting and Emerging Trends in Accounting

   4.1.   Meaning, Importance, and Limitation of Cost Accounting System and Management Accounting System
   4.2.   Marginal Costing: Concept and Utility
   4.3.   Profit-Volume Ratio, Break-Even Analysis, Margin of Safety, Key Factors and Decision Making (Basic Practical Illustrations)
   4.4.   Human Resource Accounting, Inflation Accounting, Social Accounting, Environmental Accounting, Forensic Accounting, International Accounting, etc.

Mapping Matrix of POs, PSOs, and COs

COs	POs 1	2	3	4	5	6	7	8	9	10	11	12	Avg	PSOs 1	2	3	Avg
CO-1	3	3	3	---	3	2	3	3	1	3	2	3	2.64	2	3	1	2.00
CO-2	---	---	2	3	1	2	1	2	---	3	3	2	2.11	1	2	1	1.33
CO-3	1	3	3	1	---	3	---	---	1	---	2	3	2.13	2	---	1	1.50
CO-4	3	---	3	---	1	1	3	3	1	1	2	1	1.90	---	3	---	3.00
Avg	2.33	3.00	2.75	2.00	1.67	2.00	2.33	2.67	1.00	2.33	2.25	2.25	2.19	1.67	2.67	1.00	1.96

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Chalk & Talk / PPT Lecture, Step-by-step Demonstration, Accounting Lab Practice
CO-2 (Unit: 2)	• Interactive Lecture with Examples, Group Activity
CO-3 (Unit: 3)	• Problem Solving, Group Discussion, Quiz
CO-4 (Unit: 4)	• Presentation, Group Presentation, Assignments

Assessment Method

	COs	Marks	Exam Component Class Test	MCQ	Assignment
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	3	2
	CO-2	10	5	3	2
	CO-3	10	5	3	2
	CO-4	10	5	3	2
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

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4. Khan Academy. (n.d.). *Accounting and financial statements*. https://www.khanacademy.org/economics-finance-domain/core-finance/accounting-and-financial-stateme
5. YouTube Videos:
   https://www.youtube.com/results?search_query=accounting+for+managers+mba
   https://www.youtube.com/watch?v=YwTWaW5uU2I

Program - M.A (Human Resource Management)		
Semester- 1		
Code 256010357005	Name of Course Managerial Applications of ICT	Compulsory
Credit: 03	Teaching Scheme: Theory (30) - Practical (30)	Teaching Hours: 60
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Understand the fundamental concepts, components, and applications of ICT in a business and management context.

CO-2: Identify and effectively use office automation tools for documentation, data analysis, presentation, and database operations.

CO-3: Analyze and Apply internet technologies and web tools to enhance business communication and information sharing.

CO-4: Evaluate the importance of data security, digital ethics, and the legal framework governing ICT.

Detailed Syllabus

Unit- 1 Concept of ICT
1.1. ICT: Definition, Scope, Devices, Characteristics, Function and Components.
1.2. Hardware: Input Devices and their functionality, Memory, Storage, Output and System Devices.
1.3. Software: System, Application, Operating system types and classification, User interface, Windows and Ubuntu Operating system components.
1.4. Communication: Term, Concept, system and types, Transmission and Modes, media/cable and signal, Multiplexer, Encoding.
1.5. Network: Concept, Advantages, Types, Topology, NIC, OSI Reference Model and Protocol, Connectivity Devices, Network Environment, Wireless network and Security

Unit- 2 Office Automation Tools
2.1. Applications of Automation tools
2.2. Document: Report writing, formatting, templates for project reports
2.3. Spreadsheet: Data entry, Sort, Filter, formulas, functions, charts, conditional formatting, Pivot tables and data visualization.
2.4. Presentation: Slide design, presentation formats, various utility and infographics.
2.5. DBMS: Concept, Advantage, Usages, Components, Elements, Database Administrator, Data Types, Field Properties, Key, Relational database, E-R model, Working with Table, Forms, Reports and Queries, Sorting & Filtering, Import Data. Simple Operation of Queries

Unit- 3 Applications of Internet
3.1. Internet: History and uses, Internet connection, Internet Account, Various Internet Protocol, IP Address and Domain Name, World Wide Web, Browsing, URL, E-mail, FTP, Remote login.
3.2. Internet Services like Chat and IRC, Messenger on Internet, Blog, and social networking, IPhone, VOIP, Internet video, Collaborative computing, and Video conferencing.
3.3. Search Engine and Google Various Facilities and tool
3.4. Web Design Principles, HTML, Editor, Basic structure, Mark-up Tags, Heading-Paragraphs, Line Breaks. Elements of HTML: Text, Lists, Tables, Frames, Hyperlinks, Images, Multimedia, Forms, and controls

Unit- 4 IT Security, Ethics & Legal Framework
4.1. Security, cybersecurity, data protection, Data Privacy and cyber laws.
4.2. Digital literacy, Ethical IT usage and Issues.
4.3. Issues of digital frauds and phishing.
4.4. IT Act and its relevance to ICT deployments.
4.5. IT impact evaluation framework

Lab Sessions & Practical List
Module 1: Office Automation Tools
❖ Word Processing (MS Word / LibreOffice Writer)- Spreadsheet (MS Excel / LibreOffice Calc) - Presentation (MS PowerPoint / LibreOffice Impress)
Module 2: Database Management (MS Access / LibreOffice Base / MySQL GUI tools)
❖ Database Operations
Module 3: Internet & Web Applications
❖ Internet Tools- Basic HTML Coding

Module 4: Cybersecurity & Digital Ethics
- ❖ IT Security Basics (Demo/Simulated Tools)

Mapping Matrix of POs, PSOs, and COs

COs	Pos													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	---	1	3	3	---	2	3	3	3	2	2	3	2.50	2	1	2	1.67
CO-2	3	3	---	2	2	1	3	1	3	1	---	1	1.08	2	2	3	2.33
CO-3	---	3	2	3	1	---	---	---	2	3	3	2	1.08	2	2	3	2.33
CO-4	3	---	3	1	2	2	3	3	3	2	2	2	1.08	2	1	2	1.67
Avg	3.00	2.33	2.67	2.25	1.67	1.67	3.00	2.33	2.75	2.00	2.33	2.00	1.44	2.00	1.50	2.50	2.00

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture with visuals, case study, quizzes
CO-2 (Unit: 2)	• Lecture, Lab demonstrations
CO-3 (Unit: 3)	• Lecture, Lab demonstrations, problem-solving tasks
CO-4 (Unit: 4)	• Lecture, Case discussion, debates

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test/ MCQ	Assignment	Presentation
	CO-1	10	5	5	-
	CO-2	10	-	-	5
	CO-3	10	-	-	5
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

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- Rajaraman, V. (2021). Fundamentals of Computers (6th ed.). PHI Learning.
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Online Resources & Tools
- Google Workspace Training
  https://workspace.google.com/learning-center
- Microsoft Learn – Office & Excel
  https://learn.microsoft.com
- W3Schools – HTML & Web Development
  https://www.w3schools.com
- NDL India (National Digital Library)
  https://ndl.iitkgp.ac.in
- SWAYAM / NPTEL ICT Courses
  https://swayam.gov.in
  Cyber Hygiene Portal (CERT-IN)
  https://www.cyberhygiene.inhttps://www.youtube.com/results?search_query=accounting+for+managers+mba
- https://www.youtube.com/watch?v=YwTWaW5uU2I

Program - M.A (Human Resource Management)		
Semester- 1		
Code **256010357006**	**Name of Subject** **Organizational Behavior**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain the basic concepts and models of Organizational Behavior and evaluate the impact of organizational structure and behavioral models on workplace dynamics.

CO-2:   Analyze the role of personality traits, attitudes, and leadership styles in influencing individual and group behavior within organizations.

CO-3:   Differentiate between groups and teams, describe their development processes, and apply team-building skills in organizational contexts.

CO-4:   Evaluate major motivation theories and identify causes and strategies for managing stress in the workplace.

Detailed Syllabus

Unit-1 Organizational Behavior

1.1. Meaning and Definition of Organizational Behavior, Basic Concepts of Organizational Behavior, Factors Affecting Organizational Behavior
1.2. Organizational Structure: Meaning and Definition of Organizational Structure
1.3. Models of Organizational Behavior:
   - Autocratic Model
   - Custodial Model
   - Supportive Model
   - Collegial Model

Unit-2 Personality, Attitude and conflict

2.1. Personality: Meaning, Types, Traits of Personality Development
2.2. Attitude: Meaning and Types of Attitudes (Job Satisfaction, Job Involvement, Organizational Commitment), Role of Attitude, Factors Affecting Attitude
2.3. Conflict: Meaning, Types, causes and Resolution

Unit-3 Group and Team

3.1. Group: Meaning and Definition of Group, Types of Groups, Group Development Process
3.2. Team: Meaning and Definition, Types of Teams, Skills for Team Building (Problem Solving, Self-Managed, Cross-Functional, and Virtual), Difference between Group and Team

Unit-4 Motivation and Stress

4.1. Motivation: Meaning, Importance, types, Theories of Motivation (Maslow's Theory, X and Y Theory (McGregor), Herzberg's Theory, ERG Theory)
4.2. Stress: Meaning and Definition of Stress, Causes, Methods for Stress Management

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	2	2	---	---	2	1	3	---	3	1	1	1	1.78	---	1	---	1.00
CO-2	1	3	3	2	3	2	3	---	3	2	2	1	2.27	---	3	1	2.00
CO-3	3	3	1	1	1	1	1	3	1	---	2	1	1.64	1	3	1	1.67
CO-4	1	1	3	1	2	3	2	3	1	2	3	---	2.00	1	3	---	2.00
Avg	1.75	2.25	2.33	1.33	2.00	1.75	2.25	3.00	2.00	1.67	2.00	1.00	1.92	1.00	2.50	1.00	1.67

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Case Study Method, Class Discussion, Visual Aids
CO-2 (Unit: 2)	• Lecture, Personality Assessment, Role Play / Group Activity, Case Study
CO-3 (Unit: 3)	• Lecture, Team-Building Activity, Simulation Exercise, Video-Based Learning
CO-4 (Unit: 4)	• Conceptual Lecture, Case Study, Stress Management Workshop, Discussion

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

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- Business Today. (n.d.). HR and OB features. Retrieved June 25, 2025, from https://www.businesstoday.in

Program - M.A (Human Resource Management)		
Semester- 1		
Code **256010257007**	**Name of Course** **Computerized Accounting System**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Apply fundamental accounting principles to classify accounts, record transactions, and manage company, account, and inventory information within a computerized accounting system.

CO-2: Accurately record and manage various financial transactions using default accounting vouchers in a computerized system.

CO-3: Process complex transactions involving both accounts and inventory, including stock and manufacturing journals, and generate relevant reports from a computerized accounting system.

CO-4: Comprehend the application of Goods and Services Tax (GST) principles and accurately record accounting entries for both local and interstate transactions within a computerized accounting environment.

Detailed Syllabus

Unit-1 Basic Concepts of Accounting and Introduction to Computerized Accounting System

   1.1. Introduction to Accounting and Explanation of Accounting Terms
   1.2. Types of Accounts -Rules of Debit and Credit
   1.3. Concepts of Journal, Subsidiary Books, Ledgers and Ledger-Posting
   1.4. Concepts of Trial Balance and Final Accounts
   1.5. Computerized Accounting System- Meaning and Significance
      ● Company Information: Select Company, Shut Company, Create Company
      ● Alter, Backup, Restore
   1.6. Creating, Displaying and Altering Account Information
      ● Single and Multiple Groups, Single Ledger and Multiple Ledgers, Voucher types
   1.7. Creating, Displaying and Altering Inventory Information
      ● Stock Groups, Stock Items, Units of Measure

Unit-2 Recording Transactions (Accounts Only)

   2.1. Understanding Default Vouchers:
      ● Contra, Payment, Receipt, Sale, Purchase, Journal, Debit note, Credit note.
   2.2. Recording Transactions and Voucher Entries
   2.3. Altering and Deleting Transactions
   2.4. Practical Examples and Practice

Unit-3 Recording Transactions (Accounts with Inventory)

   3.1. Voucher Entries with Inventory: Accounting Invoice & Item Invoice
   3.2. Meaning of Stock Journal and Manufacturing Journal
   3.3. Display and Printing Reports
   3.4. Practical Examples and Practice

Unit-4 Goods and Services Tax (GST)

   4.1. Understanding SGST, CGST & IGST
   4.2. Activating GST; Setting Up GST Rates; and Creating GST Masters
   4.3. Accounting Entries with GST (Local and Interstate)
   4.4. Practical Examples and Practice

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	---	2	---	3	3	2	2	2	2	3	3	2	2.40	---	2	1	1.50
CO-2	3	3	3	1	2	3	1	3	3	3	3	---	2.55	---	3	---	3.00
CO-3	3	3	3	3	3	2	2	---	3	2	3	3	2.73	3	3	3	3.00
CO-4	3	3	2	3	3	---	---	1	2	2	3	2	2.40	---	3	1	2.00
Avg	3.00	2.75	2.67	2.50	2.75	2.33	1.67	2.00	2.50	2.50	3.00	2.33	2.52	3.00	2.75	1.67	2.38

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Concept Lecture & Discussion, Demonstration, Hands-on Lab Practice
CO-2 (Unit: 2)	• Hands-on Lab Practice, Group Project, Assignment
CO-3 (Unit: 3)	• Hands-on Lab Practice, Group Project, Assignment
CO-4 (Unit: 4)	• Hands-on Lab Practice, Quiz/MCQ

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			MCQ	Assignment	-
	CO-1	10	5	5	-
	CO-2	10	5	5	-
	CO-3	10	5	5	-
	CO-4	10	5	5	-

Term-End Evaluation 60 Marks	COs	Marks	Exam Component
	CO-1	15	Term End Examination
	CO-2	15	
	CO-3	15	
	CO-4	15	

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- Patel, K. (2017). *Tally.ERP 9 with GST* (Gujarati ed.). Ahmedabad, India: Computer World Publication. ASIN B0758C5LCT
- Nadhani, A. K. (2018). Mastering Tally.ERP 9 (4th rev. ed.). New Delhi, India: BPB Publications. ISBN 978-8183333399
- Tally Education Pvt. Ltd. (2018). Official guide to financial accounting using Tally.ERP 9 with GST (4th rev. ed.). New Delhi, India: BPB Publications. ISBN 978-9387284036
- Singh, S., & Mehra, N. (2014). Tally ERP 9 (Power of simplicity): Software for business and accounts (Abridged ed.). Mumbai, India: V & S Publishers. ISBN 978-9350571316

Online Resources & Tools

- https://youtu.be/DPK9ZyGBckM?si=D6jgOWH0tGeEuVxY
- https://youtu.be/LzDwty94XUg?si=-5Y6gahbpnuyAJwJ
- https://youtu.be/IotS-WNvsb0?si=botNe2JKtyXBDlKW
- https://youtu.be/RmYhKRtG8JY?si=jX3fH9UsoNajRhTD

Program - M.A (Human Resource Management)		
Semester- 2		
Code 256010257008	**Name of Subject** **Strategic Human Resource Management**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (30) - Practical (0)**	**Teaching Hours: 30**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: To differentiate between strategic and traditional HRM, analyze the strategic management process, and assess internal and external factors influencing HR strategy formation.

CO-2: Evaluate various models and approaches of Strategic Human Resource Management and apply strategic implementation methods to align HR objectives with organizational goals.

CO-3: Understand and critically examine the evolving role of HR professionals as strategic partners and change agents within dynamic organizational environments.

CO-4: Develop and apply organizational strategies focused on cultural change, knowledge management, and personal commitment to enhance overall business performance.

Detailed Syllabus

Unit-1 Overview of Strategic Management

1.1. Concept, Process, Barriers, Strategic vs. Traditional Human Resource Management

1.2. Factors Affecting Strategy Formation: Company Mission and Vision, Self-Assessment, Culture and Values, External Environment: Impact of Technology, Workforce Diversity, Government Policy, Socio-Economic Impact

Unit-2 Approaches, Processes, and Models of Strategic Human Resource Management

2.1. Processes and Models: General Models, High-Performance Working Model, High-Commitment Management Model, High-Involvement Management Model

2.2. Implementation of Strategy: Identifying Annual Objectives, Characteristics of Effective Annual Objectives, and Their Benefits

2.3. Developing Functional Strategies: Principal and Functional Strategies, Approaches: Best Fit Approach, Bundling, Approaches to Achieving Strategic Fit, Competitive Strategy, Organizational Types, Life Cycle

Unit-3 Role of the Strategist

3.1. Role of the Strategist, New Order, Role of Strategic Partner, Human Resources as a Business Partner, Strategic Role of Human Resource Managers, Human Resource Managers and Professionals as Change Agents.

Unit-4 Organizational Strategy for Human Resources

4.1. Organizational Development, Strategies for Cultural Change, Strategies for Knowledge Management, Strategies for Commitment, Strategies for Building a Trusting Environment, Strategies in Practice

4.2. Improving Business Performance through Strategic Human Resource Management

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	0	1	2	0	3	1	0	3	3	3	0	1.58	0	0	2	0.67
CO-2	0	0	0	2	0	3	0	3	3	3	2	2	1.50	2	0	3	1.67
CO-3	2	2	0	2	0	1	2	1	0	3	2	0	1.25	3	3	1	2.33
CO-4	0	3	2	2	1	3	0	2	3	3	1	2	1.83	2	0	2	1.33
Avg	1.25	1.25	0.75	2.00	0.25	2.50	0.75	1.50	2.25	3.00	2.00	1.00	1.54	1.75	0.75	2.00	1.50

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture Method, Case Study, Class Discussion, Interactive Quiz
CO-2 (Unit: 2)	• Lecture, Visual Aids, Interactive Exercises
CO-3 (Unit: 3)	• Guest Lecture / Webinar, Role Play, Assignment, Case Study
CO-4 (Unit: 4)	• Lecture, Interactive Quiz, Class Discussion

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

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Books

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• Covers strategic employee relations and legal frameworks in Indian corporates.
• Rao, T. V. (2023). HRD: Building the strategic capability of organizations. McGraw Hill Education India.
• Insights on HRD's strategic role from an Indian HR pioneer.
• Khandekar, A., & Sharma, A. (2022). Strategic human resource management: Contemporary perspectives. Sage Publications India.
• Indian case studies and SHRM frameworks applicable to MNCs and PSUs.
• Dwivedi, R. S. (2021). Managing human resources in Indian enterprises. Galgotia Publishing.
• In-depth focus on HRM strategy and structure in Indian SMEs and public enterprises.
• Barodia, Shetal (2016), Organisation Behavior.

Web Sources

• National HRD Network (NHRDN). (n.d.). Strategic HR initiatives in Indian companies. Retrieved June 25, 2025, from https://nhrdnmumbai.com
• Indian Society for Training and Development (ISTD). (n.d.). SHRM research publications and webinars. Retrieved June 25, 2025, from https://www.istd.in
• Ministry of Labour and Employment, Government of India. (2023). HRD and labour policy reforms. Retrieved from https://labour.gov.in
• Indian Institute of Management Bangalore (IIMB). (n.d.). Working papers on SHRM and HR policy. Retrieved June 25, 2025, from https://www.iimb.ac.in/research/working-papers
• SWAYAM Portal. (n.d.). Courses on HR Strategy and Talent Management. Retrieved June 25, 2025, from https://swayam.gov.in

Program - M.A (Human Resource Management)		
Semester- 2		
Code 256010257009	**Name of Course** **Entrepreneurship Management**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (30) - Practical (0)**	**Teaching Hours: 30**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Understand the concepts, characteristics, types, and importance of entrepreneurship management, especially in rural contexts.

CO-2: Analyze the present situation, challenges, and determinants of entrepreneurship in rural areas.

CO-3: Evaluate the role of government and non-government organizations in promoting entrepreneurship, including financial and technical support systems.

CO-4: Apply knowledge of entrepreneurship management processes for achieving sustainable rural development.

Detailed Syllabus

Unit-1 Entrepreneurship Management

1.1. Entrepreneurship Management- Meaning, Characteristics, and Importance.
1.2. Types of Entrepreneurships
1.3. Present Situation of Entrepreneurship in rural areas and the factors responsible for it.
1.4. General perceptions about the determinants of entrepreneurship.

Unit-2: Entrepreneurship in rural areas

2.1. Modern and Traditional nature of Entrepreneurship in rural areas.
2.2. Identification of hazards in the development of entrepreneurship in rural areas and analysis of the factors that affect it.

Unit-3 Organized efforts for development of Entrepreneurship in rural area

3.1. Government and non-government entrepreneurial efforts for development of rural industry, hunner (arts) handicrafts.
3.2. Provisions for Financial and technical training for entrepreneurship development and other assistance, major institutions working for it.

Unit-4 Entrepreneurship Development Management in Rural Area

4.1. Need of Entrepreneurship Management for Sustainable rural development and concept of its working procedure.
4.2. Process of Entrepreneurship Management

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	1	---	3	---	1	1	3	3	1	1	1	3	1.80	---	1	---	1.00
CO-2	---	3	2	3	2	1	3	1	1	1	1	1	1.67	1	2	3	2.00
CO-3	1	1	3	3	1	2	1	2	1	1	2	3	1.75	---	3	---	3.00
CO-4	3	3	2	1	3	2	3	3	3	3	2	---	1.25	---	2	2	2.00
Avg	1.67	2.33	2.50	2.33	1.75	0.00	2.50	2.25	1.50	1.50	1.50	2.33	1.62	1.00	2.00	2.50	2.00

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, storytelling, Ask and know technique
CO-2 (Unit: 2)	• Lecture, Shark tank – analysis and presentation in team
CO-3 (Unit: 3)	• Lecture, experience sharing by institution, Group discussion
CO-4 (Unit: 4)	• Lecture, Ask and know technique, experience sharing of rural units by the students

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	--
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Desai, V. (2021). Entrepreneurship Development and Management (Rev. ed.). Himalaya Publishing House. ISBN: 9789352027900
- Gupta, C. B., & Khanka, S. S. (2022). Entrepreneurship and Small Business Management (13th ed.). Sultan Chand & Sons. ISBN: 9789387907230
- Khanka, S. S. (2022). Entrepreneurship Development. S. Chand & Company. ISBN: 9788121928464
- Singh, A., & Chauhan, S. (2021). Social Entrepreneurship and Sustainable Development. SAGE Publications India. ISBN: 9789353887558 (Paperback); 9789353887763 (eBook)
- Gupta, A. K. (2016). Grassroots Innovation: Minds on the Margin Are Not Marginal Minds. Penguin Books India. ISBN: 9780670087514

Online Resources & Tools

- Shodhganga (Indian ETD Repository) Website: https://shodhganga.inflibnet.ac.in/
- ResearchGate / Academia.edu   Websites: www.researchgate.net, www.academia.edu
- Startup India (Government of India Initiative): Website: https://www.startupindia.gov.in/
- NITI Aayog, Government of India: Website: https://www.niti.gov.in/
- MSME (Ministry of Micro, Small & Medium Enterprises), Government of India

Suggested readings:

- EDI handbook/manual (concept, project formulation and feasibility analysis)
- CED manual (implementation process and role of supporting agencies)
- SIDBI manual (for promotion of MSME and entrepreneurship)
- KVIC & NABARD on small industry
- National Innovation Foundation, Report (NIF portal)

Program - M.A (Human Resource Management)		
Semester- 2		
Code 256010357010	**Name of Subject** **Workplace Relations and Labor laws**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Analyze the dynamics of workplace relationships and their impact on organizational effectiveness.

CO-2: Evaluate the framework and functioning of industrial relations systems in India.

CO-3: Interpret and apply key labour laws and employment legislations in real-world HR scenarios.

CO-4: Develop strategies to manage ethical challenges, ensure compliance, and promote inclusive, safe, and fair workplaces

Detailed Syllabus

Unit-1 Foundations of Workplace Relationships

1.1. Definition and Scope of Workplace Relationships
1.2. Psychological Contracts and Employee Expectations
1.3. Informal and Formal Workplace Relationships
1.4. Communication and Trust-Building in Workplaces
1.5. Role of HR in Enhancing Employee Relations
1.6. Impact of Organizational Culture on Workplace Dynamics

Unit-2 Industrial Relations Framework in India

2.1. Concept and Evolution of Industrial Relations
2.2. Stakeholders: Workers, Unions, Employers, and Government
2.3. Approaches to Industrial Relations: Unitary, Pluralistic, and Marxist
2.4. Collective Bargaining: Process, Benefits, and Challenges
2.5. Industrial Disputes: Causes, Resolution Mechanisms
2.6. Role of Labour Welfare Officers and IR Managers

Unit-3 Key Labour Laws and Employment Legislations

3.1. The Industrial Disputes Act, 1947
3.2. The Trade Unions Act, 1926
3.3. The Factories Act, 1948
3.4. The Payment of Wages Act, 1936
3.5. The Minimum Wages Act, 1948
3.6. The Code on Wages, 2019 (Overview and Impact), Industrial Relation 2020
3.7. Emerging Trends: Gig Economy, Platform Workers, and Legal Safeguards

Unit-4 Contemporary Issues and Ethical Challenges

4.1. Gender, Diversity, and Inclusion in Workplace Relations
4.2. Harassment and Workplace Safety: POSH Act, 2013
4.3. Work-Life Balance and Psychological Well-being
4.4. Employee Grievance Handling Mechanisms
4.5. Role of Technology and Remote Work in Employee Relations
4.6. Ethical Challenges in HRM and Legal Compliance

Mapping Matrix of POs, PSOs, and COs

COs	POs 1	2	3	4	5	6	7	8	9	10	11	12	Avg	PSOs 1	2	3	Avg
CO-1	3	1	3	3	1	1	3	2	3	3	3	3	2.42	1	3	2	2.00
CO-2	1	2	2	2	2	1	1	2	2	1	1	1	1.50	3	3	3	3.00
CO-3	2	3	2	2	3	2	3	3	1	3	1	3	2.33	3	1	1	1.67
CO-4	3	2	1	2	2	2	1	2	1	2	3	3	2.00	1	3	3	2.33
Avg	2.25	2.00	2.00	2.25	2.00	1.50	2.00	2.25	1.75	2.25	2.00	2.50	2.06	2.00	2.50	2.25	2.25

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Case studies on team dynamics, - Group discussions, - HR simulations & role plays
CO-2 (Unit: 2)	• Lecture, - Expert talks by union leaders/IR managers, - Court judgement analysis
CO-3 (Unit: 3)	• **Lecture,** - Legal case reviews- Statutory interpretation exercises, - Simulated legal hearings
CO-4 (Unit: 4)	• Lecture, Scenario building exercises, - Diversity audits and workshops

Assessment Method

	COs	Marks	Exam Component Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	**CO-1**	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	**COs**	**Marks**	**Exam Component**		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books
- Saini, Debi S., & Gopalakrishnan, R. (2021). Industrial Relations and Labour Laws (2nd Ed.). SAGE Publications.
- Updated content with latest Labour Codes and real case applications.
- Srivastava, S.C. (2022). Industrial Relations and Labour Laws. Vikas Publishing House.
- Reflects integration of new Labour Codes and IR trends.
- Padhi, P.K. (2023). Labour and Industrial Laws. PHI Learning.
- Includes contemporary examples and case law summaries.
- Mamoria, C.B., & Gankar, S.V. (2022). Dynamics of Industrial Relations. Himalaya Publishing House.
- Classic IR concepts with modern-day workplace illustrations.

Online Resources
- Ministry of Labour and Employment, Government of India: https://labour.gov.in
- Latest updates on Codes on Wages, IR, Social Security, and Occupational Safety.
- ILO India Country Page: https://www.ilo.org/newdelhi
- Global standards, conventions, and workplace fairness guides.
- PRS Legislative Research – Labour and Employment Laws: https://prsindia.org
- Legislative briefs on labour codes, industrial relations bills, and legal updates.
- NITI Aayog Reports on Labour Reforms (2021-2023): https://www.niti.gov.in
- Policy perspective on formalisation, gig work, and workplace transformation.
- LiveLaw & India Kanoon
- https://www.livelaw.in, https://indiankanoon.org

  Case updates and legal interpretations of workplace law cases.

Program - M.A (Human Resource Management)		
Semester- 2		
Code 256010357011	Name of Course Managerial Economics	Compulsory
Credit: 03	Teaching Scheme: Theory (45) – Practical (0)	Teaching Hours: 45
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Understand the concepts, nature, and relevance of Managerial Economics, including its social responsibility and Gandhian view.

CO-2: Apply concepts of demand, supply, and elasticity to analyze consumer behaviour and market dynamics.

CO-3: Analyze cost structures, laws of return, and Break-Even Point for effective managerial decision-making.

CO-4: Evaluate market structures (competition, monopoly), pricing strategies, and price discrimination, with emphasis on agriculture markets and policies (MSP, APMC).

Detailed Syllabus

Unit-1 Introduction to Managerial Economics

1.1. General Concept of Economics
1.2. Managerial Economics- Meaning, Characteristics, and Importance
1.3. Nature Of Managerial Economics: Is Managerial Economics Art or Science
1.4. Basic Concepts of Managerial Economics
1.5. Social Responsibility of Managerial Economics, Managerial Economics in Gandhian View and Its Present Relevance

Unit-2 Demand Analysis and Elasticity of Demand & Supply Analysis

2.1. Demand- Meaning, Types and Factors Affecting the Demand
2.2. Law Of Demand and Exceptions.
2.3. Supply- Meaning, Factors Affecting the Supply, Law of Supply and Exceptions
2.4. Elasticity Of Demand and Methods
2.5. Elasticity Of Supply and Method

Unit-3 Law of Return, Cost Analysis and Break-Even Point

3.1. Law Of Return- Concept and Cause for Applying the Law
3.2. Merits And Demerits of Scaling
3.3. Cost Analysis- Meaning and Various Types of Expenses
3.4. Understanding of Decisions about Major Expenses
3.5. Break-Even Point – General Concept

Unit-4 Market Analysis: Competition, Monopoly, Price Determination and Price Discrimination

4.1. Competition- Meaning and Types
4.2. Monopoly- Meaning and Types
4.3. Price Determination- Meaning, Objectives and Principles
4.4. Practices of Price Determination
4.5. Provision Of Price Determination with Reference to Agriculture Commodities (MSP & APMC Concept)
4.6. Price Discrimination- Meaning and Characteristics

Mapping Matrix of Pos, PSOs, and COs

COs	Pos													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	1	2	1	3	3	---	---	3	2	---	2	2	2.11	3	1	---	2.00
CO-2	2	3	3	1	3	3	3	2	1	---	3	1	2.27	3	---	---	3.00
CO-3	2	1	1	2	3	2	2	3	2	---	2	---	2.00	---	1	2	1.50
CO-4	2	1	3	3	3	1	3	3	3	1	1	3	2.25	---	2	3	2.50
Avg	1.75	1.75	2.00	2.25	3.00	2.00	2.67	2.75	2.00	1.00	2.00	2.00	2.16	3.00	1.33	2.50	2.25

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Ask & Know Technique, Group Discussion,
CO-2 (Unit: 2)	• Lecture, Ask & Know Technique, Group Discussion, presentation
CO-3 (Unit: 3)	• Lecture, Ask & Know, Technique, Gamification, Assignment,
CO-4 (Unit: 4)	• Lecture, presentation, Ask & Know Technique, Group Discussion

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Trivedi D.N. (2021) – Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi, ISBN: 9789325976161, Pages: ~560 pages (Focus: Micro and macroeconomic concepts, demand analysis, pricing, and business decision-making in the Indian context)
- Desai, M. અર્થશાસ્ત્રના સિદ્ધાંતો (Arthshastra na Siddhanto), Navajivan Prakashan Mandir, Ahmedabad (Focus: Foundational principles of economics in simple Gujarati, focused on Gandhian and rural economic principles)
- Chaudhary C.M. (2022)– Rural Economics, Sublime Publications, Jaipur, ISBN: 9789382536930, Pages: ~280 pages (Focus: Indian rural economy, agricultural economics, employment, rural credit, and policy reforms)
- Mishra & Puri (2021)– Managerial Economics, Himalaya Publishing House, New Delhi / Mumbai, ISBN: 9789350249482, Pages: ~500 pages (Focus: Combines economic theory with managerial applications, case studies, and Indian economic policy issues)
- Chaudhary R. (2022) – Managerial Economics, S. Chand & Company Pvt. Ltd., New Delhi, ISBN: 9788121905786 Pages:500 (Focus: Microeconomic and macroeconomic analysis for decision-making, demand/supply, market structures, price policy)
- Jain Lokesh, Patel Rajiv and Bhoye Kailash (2016)- Sanchalakiy Arthshastra, (Language-Gujarati) Agro biobate publishing, New- Delhi

Online Resources & Tools

- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. https://swayam.gov.in/
- INFLIBNET Centre. (n.d.). e-PG Pathshala. https://epgp.inflibnet.ac.in/Home/Download

Useful Reading

- J.C. Kumarappa- Village Economics
- Person- Prof. Sudarshan Iyangar (Gandhi Vichar ka Arthshastra & Arthshastra & another fundamental concept of Economic)
- Pro. Anil k Gupta (Sustainable approach rural economy)

Program - M.A (Human Resource Management)		
Semester- 2		
Code **256010357012**	**Name of Course** **Research Methodology**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Define various types of research, explain the significance of research in organisational development, and outline the fundamental steps involved in a research process.

CO-2: Conduct a literature review, formulate a well-defined research problem, establish clear research objectives, develop testable hypotheses, identify relevant variables, and design an appropriate research methodology.

CO-3: Differentiate between population and sample, identify the features and requirements of a good sample, and apply various sampling methods for research.

CO-4: Distinguish between primary and secondary data, select appropriate methods for primary data collection, and construct a well-structured research report adhering to the characteristics of good report writing.

Detailed Syllabus

Unit-1 Introduction to Research

    1.1. Meaning and Types of Research
    1.2. Significance of Research in Various Fields of organisational Development
    1.3. Steps of Research

Unit-2 Research Problem and Objectives

    2.1. Review of Literature
    2.2. Selection of Research Problem
    2.3. Research Objectives, Hypothesis and Variables
    2.4. Research Design

Unit-3 Population and Sample

    3.1. Meaning of Population and Sample
    3.2. Features and Requirement of Sample
    3.3. Various Methods of Sampling

Unit-4 Data Collection and Report Writing

    4.1. Meaning and Types of Data: Primary and Secondary Data
    4.2. Methods of Primary Data Collection
    4.3. Research Report Writing: Meaning and Steps of Report Writing
    4.4. Structure of Research Report and Characteristics of Good Report Writing

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	1	2	3	3	3	2	3	2	---	2.36	3	1	3	2.33
CO-2	1	3	---	3	---	1	2	3	2	2	3	3	2.30	---	---	---	0.00
CO-3	3	3	3	2	1	2	2	---	1	1	2	3	2.09	2	3	---	2.50
CO-4	2	---	3	2	---	3	3	2	---	2	---	3	2.50	---	1	---	1.00
Avg	2.25	2.67	2.67	2.00	1.50	2.25	2.50	2.67	1.67	2.00	2.33	3.00	2.31	2.50	1.67	3.00	1.46

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Assignment
CO-2 (Unit: 2)	• Lecture, Group Discussion, Presentation
CO-3 (Unit: 3)	• Lecture, Assignment
CO-4 (Unit: 4)	• Lecture, Presentation

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- ઉચાટ, ડી. (latest edition). *સંશોધન પદ્ધતિ.*

- ગોસાઇ, પ્રા. દીપા ડી. તથા અન્ય. (latest edition). *ધંધાકીય સંશોધન પદ્ધતિઓ.* કુમારપ્રકાશન, અમદાવાદ.

- દેસાઇ, એચ. જી. અને દેસાઇ, કે. જી. (latest edition). *સંશોધન પદ્ધતિઓ અને પ્રવિધિઓ.* યુનિવર્સિટી ગ્રંથ નિર્માણ બોર્ડ.

- પટેલ, ડૉ. આર. એસ. (latest edition). *સંશોધનની પાયાની સંકલ્પનાઓ (સંશોધન હાથપોથી).* જય પબ્લિકેશન, અમદાવાદ.

- રતાણી, ડૉ. રમેશચંદ્ર ઠા. (latest edition). *પ્રયુક્ત આંકડાશાસ્ત્ર.* યુનિવર્સિટી ગ્રંથનિર્માણ બોર્ડ, અમદાવાદ.

- શાહ, એ. જી. અને દવે, જ. કે. (latest edition). *સંશોધન પદ્ધતિ.* અનડાપ્રકાશન, અમદાવાદ.

- સિંહ, ડૉ. સુરેન્દ્ર. (latest edition). *સામાજિક અનુસંધાન.* ઉત્તર પ્રદેશ હિંદી ગ્રંથ એકાદમી. લખનઉ.

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- Kothari, C. R. (latest edition). *Research Methodology: Methods and Techniques.* New Age International (P) Ltd, New Delhi.
- Nakkiran, S., & Ramesh, G. (latest edition). *Research Methods in Rural Development.* Deep & Deep Publications.
- Thakur, D. (latest edition). *Research Methodology in Social Sciences.* Deep and Deep Publications, New Delhi.
- Trochim, W. (latest edition). *Research Methods* (Ed. 2). M. Biztantra, New Delhi.
- Young, P. V. (latest edition). *Scientific Social Surveys and Research.* Prentice Hall of India Ltd. New Delhi.

Online Resources & Tools

- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. https://swayam.gov.in

- INFLIBNET Centre. (n.d.). e-PG Pathshala. https://epgp.inflibnet.ac.in/Home/Download

- Massachusetts Institute of Technology. (2004). 15.501 Introduction to financial and managerial accounting: Lecture notes.

- Khan Academy. (n.d.). Accounting and financial statements. https://www.khanacademy.org/economics-finance-domain/core-finance/accounting-and-financial-stateme

- YouTube Videos: https://youtu.be/jyv9paQDYy0?si=L5fmE7X5g9aDiwjh

Program - M.A (Human Resource Management)		
Semester- 2		
Code **256010357013**	**Name of Course** **Information System for Management**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (30) - Practical (30)**	**Teaching Hours: 60**

Course Outcomes (COs)

After completing this course, students will be able to

CO-1: Understand the concepts of information, systems, and the phases of system development.

CO-2: Students will be able to understand the concepts, components, and functions of HRIS and explain its role in improving efficiency and strategic decision-making in Human Resource Management.

CO-3: Students will be able to analyze, design, and evaluate HRIS applications and implementation strategies, including data security, privacy, and emerging digital HR technologies.

CO-4: Demonstrate understanding of knowledge management, AI, expert systems, and data-driven technologies.

Detailed Syllabus

Unit-1 SYSTEM ANALYSIS AND DEVELOPMENT

1.1. Information Concept, Classification, Element, Characteristics and Types, Attributes and Qualities of Information.
1.2. System Concepts, Role, Attributes, and Tasks of a System Analyst.
1.3. System Development Lifecycle Method (SDLC).
1.4. Software Development Model, Logic Representation Technique: Data Flow Diagrams- Data Dictionary. Structured Analysis Tools: Structured English- Decision Table- Decision Tree.
1.5. Input-Output-Form Design, Testing and Quality Assurance, Software-Hardware Selection, System Implementation and Maintenance, System Security and Audit.

Unit-2 FUNDAMENTALS OF HRIS

2.1. Introduction to HRIS – Meaning, objectives, evolution, and scope
2.2. Role of HRIS in HRM – Strategic HR decision-making, efficiency and effectiveness
2.3. Components of HRIS – Database, software, hardware, procedures, and people
2.4. HR Functions in HRIS – Recruitment, selection, training & development, payroll, compensation, performance appraisal
2.5. HR Metrics & Analytics – Workforce data, KPI, dashboards
2.6. Advantages & Limitations of HRIS

Unit-3 HRIS APPLICATIONS & IMPLEMENTATION

3.1. Types of HRIS Software – On-premises, cloud-based, ERP systems (SAP HR, Oracle PeopleSoft, Workday, etc.)
3.2. Technology in HR – Self-service portals, mobile apps, e-HRM, AI & ML in HR
3.3. Data Security & Privacy in HRIS – Confidentiality, data protection, cyber laws
3.4. Challenges in HRIS Implementation – Change management, cost, training, resistance
3.5. Future Trends in HRIS – Big Data, HR Analytics, Predictive HR, Digital HR Transformation

Unit-4 KNOWLEDGE & ENHANCE MANAGEMENT

4.1. Knowledge Management: Types of Knowledge, Processes, Life Cycle, Challenges
4.2. Expert Systems: Definition and components, Applications in decision-making, Limitations and future scope
4.3. Artificial Intelligence (AI): Introduction, Role of AI, Business applications: Chatbots, predictive analytics, virtual assistants.
4.4. Data Science and Analytics: Overview, Data collection, cleaning, visualization, and interpretation, Use of tools, Real-world use cases.
4.5. Blockchain Technology: Basics, Components, Applications and Challenges.

Lab Exercises:

Practical 1: Employee Database Creation

Task: Create an employee master database in MS Excel / MS Access with fields like Employee ID, Name, Department, Designation, DOJ, Salary, Contact, etc.

Output: Properly formatted employee information system with sorting and filtering.

Practical 2: Recruitment & Selection Tracking

Task: Design a recruitment tracker (job posting, applications received, shortlisted candidates, interview schedule, selection status).

Output: Dashboard summarizing number of applications, success ratio, etc.

Practical 3: Payroll System Simulation

Task: Build a payroll sheet including basic salary, allowances, deductions, tax, and net salary.

Output: Automated salary calculation using formulas.

Practical 4: Training & Development Records

Task: Create a training database with employee participation, training hours, feedback, and performance improvement.

Output: Training effectiveness report.

Practical 5: Performance Appraisal System

Task: Develop a performance appraisal sheet (KRA, KPI, Ratings, Comments, Final Score).

Output: Generate performance reports for decision-making.

Practical 6: HR Dashboard Creation

Task: Using Excel/Power BI, create a dashboard for HR metrics (attrition rate, absenteeism, gender ratio, department-wise strength).

Output: Visual analytics report for management decision-making.

Practical 7: HRIS Security & Data Privacy Case Study

Task: Analyze a real-life HRIS data breach case and suggest preventive measures.

Output: Short written report (2–3 pages) with recommendations

Mapping Matrix of POs, PSOs, and COs

COs	POs 1	2	3	4	5	6	7	8	9	10	11	12	Avg	PSOs 1	2	3	Avg
CO-1	3	1	3	2	3	2	3	2	3	1	3	2	2.33	2	1	2	1.67
CO-2	1	2	3	3	3	2	1	2	3	---	2	1	2.09	2	2	3	2.33
CO-3	1	3	2	3	2	---	2	2	2	3	2	---	2.20	2	2	3	2.33
CO-4	2	3	3	2	2	2	3	3	2	1	2	1	2.17	2	1	2	1.67
Avg	1.75	2.25	2.75	2.50	2.50	0.00	2.25	2.25	2.50	1.67	2.25	1.33	2.20	2.00	1.50	2.50	2.00

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures, Case-based discussions, Hands-on sessions, Problem solving
CO-2 (Unit: 2)	• Lectures, Video demonstrations, Group discussions, Debate
CO-3 (Unit: 3)	• Lectures, Case studies,
CO-4 (Unit: 4)	• Flipped classroom, AI tool demonstrations, Analytics dashboard walkthroughs

Assessment Method

			Exam Component			
Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Class Test MCQ	Presentation	Practical	Assignment
	CO-1	10	5	-	-	5
	CO-2	10	-	5	5	-
	CO-3	10	-	5	5	-
	CO-4	10	5	-	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component			
	CO-1	15	Term End Examination			
	CO-2	15				
	CO-3	15				
	CO-4	15				

References

Text Books

- Patel, S. (2024). System Analysis and Design. Self & Pothi.com Publication.
- Rajaraman. (2020). Analysis and Design of Information Systems. Prentice Hall.
- Murdick, R. G., Ross, J. E., & Claggett, J. R. (2022). Information Systems for Modern Management. PHI Learning.
- Human Resource Information Systems: Basics, Applications, and Future Directions
  Michael J. Kavanagh, Mohan Thite, Richard D. Johnson – Sage Publications
  (Most widely used academic text for HRIS)
- Human Resource Information Systems
  Michael J. Kavanagh & Richard Johnson – Pearson Education
- Human Resource Management: A Contemporary Approach
  Ian Beardwell & Len Holden – Pearson
- Human Resource Management and Human Resource Information Systems
  Pawan Budhwar & Jyotsna Bhatnagar
- Managing Human Resources
  Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy

Supplementary Resources

- Fundamentals of Geographic Information Systems – DeMers, Michael N.
- AI for Managers – Vineet Kumar & Nitin Upadhyay
- Blockchain Basics – *Daniel Drescher*

Web Resources

- NPTEL Courses on MIS and AI – https://nptel.ac.in
- Google Cloud & Power BI Docs – https://cloud.google.com/docs, https://learn.microsoft.com
- Society for Human Resource Management (SHRM) – HRIS practices, case studies, and HR tech trends.
- AIHR Digital – Academy to Innovate HR – HRIS tools, tutorials, and analytics guides.
- CIPD (Chartered Institute of Personnel and Development) – HR systems, digital HR strategies.
- ResearchGate – Academic research papers on HRIS & HR analytics.
- HR Technologist – Latest HR technology news & HRIS applications.

Program - M.A (Human Resource Management)		
Semester- 2		
Code **256010257014**	**Name of Subject** **Summer project**	**Compulsory**
Credit: 02	**Teaching Scheme: Experiential Learning (90)**	**Teaching Hours: 90**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Apply theoretical knowledge of Human Resource Management to practical organizational contexts.

CO-2: Identify and analyze contemporary HR challenges and practices in different types of organizations.

CO-3: Develop practical and ethical HR solutions aligned with values of inclusivity, sustainability, and social responsibility.

CO-4: Demonstrate research, analytical, and presentation skills through structured project reporting and viva-voce.

Detailed Syllabus

The Summer Project is designed to provide students with hands-on exposure to the real-world practices of Human Resource Management in organizations such as **cooperatives, NGOs, Educational Institutions, SMEs, and corporate firms**. This project bridges classroom learning with field experience and encourages **humanistic, socially responsible, and practical HRM practices**, in line with the ethos of Gujarat Vidyapith.

Project Areas

Students may choose any relevant topic, for example:
- Employee Wellbeing & Work-Life Balance Programs
- Digital HR Transformation in SMEs
- Women Workforce Participation & Challenges
- Skill Development and Employability
- Employee Engagement in Cooperative/Non-Profit Organizations
- Diversity, Equity & Inclusion at the Workplace
- Hybrid Work Models in Post-COVID Era
- Green HRM and Sustainable Work Practices
- HRM in Informal
- Comparative Study of HR Practices in Different Types of Organizations

Methodology

- **Duration:** 2 weeks during summer vacation.
- **Approach:** Field visits, case study method, interviews with HR managers/employees, surveys, document analysis.
- **Output:** Each student must submit a **Summer Project Report** (40–50 pages approx.), including:
  - Introduction to the organization
  - Objectives of the study
  - Research methodology
  - Findings & analysis
  - Recommendations
  - Conclusion

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	1	2	2	2	1	1	2	1	1	2	2	1.67	3	2	1	2.00
CO-2	3	2	3	2	3	3	1	2	2	2	3	2	2.33	3	2	3	2.67
CO-3	2	3	3	2	3	2	2	2	2	2	3	2	2.33	3	2	3	2.67
CO-4	2	2	3	3	3	3	2	3	2	2	2	3	2.50	2	3	3	2.67
Avg	2.50	2.00	2.75	2.25	2.75	2.25	1.50	2.25	1.75	1.75	2.50	2.25	2.21	2.75	2.25	2.50	2.50

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Experiential Learning (Field visits, internships)
CO-2 (Unit: 2)	• Case-based Discussion
CO-3 (Unit: 3)	• Hands-on Training on HR Tools (e.g., HRIS, job portals
CO-4 (Unit: 4)	• Reflective Journaling & Presentation

Assessment Method

	COs	Marks	Exam Component			
Continuous Comprehensive Evaluation 40 Marks			Viva	Report	Presentation	Field
	CO-1	10	-	5	5	-
	CO-2	10	-	5	5	-
	CO-3	10	5	5		-
	CO-4	10	5	5	-	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component			
	CO-1	15	Term End Examination			
	CO-2	15				
	CO-3	15				
	CO-4	15				

References

- Online resources
- Organisational website

Program - M.A (Human Resource Management)		
Semester- 2		
Code **256010257015**	**Name of Course** **Business Communication**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (30) - Practical (0)**	**Teaching Hours: 30**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Explain the fundamental process and models of communication, identify various types and dimensions of communication, and analyze and overcome barriers to effective communication and listening.

CO-2: Identify and apply various parts of speech, demonstrate accurate usage of verb tenses, and distinguish between and appropriately utilize active and passive voices in written and spoken English.

CO-3: Develop effective listening skills through audio and video programs, and confidently deliver oral presentations, participate in debates and group discussions, conduct interviews, give speeches, improve English pronunciation, and expand their vocabulary.

CO-4: Apply appropriate formats for various business writings, draft different types of business letters, write proposals and reports, and prepare professional resumes, application letters, and e-correspondence.

Detailed Syllabus

Unit-1 Basics of Communication

1.1. Communication-Defining communication, Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance of Feed back

1.2. Channels of communication, Types of communication, Dimensions of communication, Barriers to communication- Verbal, Non-Verbal, Formal, Informal communication

1.3. Barriers to Effective Communication and ways to overcome them, listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, listening situations, Developing Listening Skills

Unit-2 Grammatical Fundamentals

2.1. Parts of Speech: nouns, verbs, adjectives, adverbs, pronouns, prepositions, conjunctions, and interjections

2.2. Tenses

2.3. Types of Voices.

Unit-3 Listening and Spoken Skills

3.1. Audio and Video programmes for developing effective listening skills

3.2. Conducting Presentation: Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary

Unit-4 Fundamentals of Business Correspondence

4.1. Format of Business Writings

4.2. Types of Business letters: Inquiry Letters, Complaint letter Persuasive letter, Proposal, Report Writing

4.3. Writing Resume, Application letter, E-correspondence, etc.

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	1	---	2	3	1	3	3	1	2	1	1	3	1.91	1	2	2	1.67
CO-2	1	3	3	1	1	3	---	2	3	3	3	3	2.36	3	3	3	3.00
CO-3	3	2	1	2	2	3	2	3	3	2	3	2	2.33	2	2	---	2.00
CO-4	2	3	1	1	3	3	2	2	2	---	3	3	2.27	1	1	1	1.00
Avg	1.75	2.67	1.75	1.75	1.75	3.00	2.33	2.00	2.50	2.00	2.50	2.75	2.22	1.75	2.00	2.00	1.92

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture Method, Presentations Method
CO-2 (Unit: 2)	Demonstration Method
CO-3 (Unit: 3)	Group Discussion Method
CO-4 (Unit: 4)	Self-Learning Method

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	
	CO-2	10	5		5
	CO-3	10	5	5	
	CO-4	10	5		5

Term-End Evaluation 60 Marks	COs	Marks	Exam Component	
	CO-1	15	Term End Examination	
	CO-2	15		
	CO-3	15		
	CO-4	15		

References

Books:

- Debasish, Sathya Swaroop, & Das, Bhagaban. (2009). *Business Communication*. PHI Private Limited, New Delhi.
- Gerloff, Edwin A., Wofford, Jerry C., & Cummins, Robert. (Latest Edition). *Organizational Communication: The keystone to managerial effectiveness*.
- Krishnamacharyulu, C.S.G., & Ramakrishnan, Lalitha. (Latest Edition). *Business Communication*. Himalaya Publishing House, Mumbai.
- Madhukar, R.K. (2012). *Business Communication*. Vikas Publishing House, New Delhi.
- Nawal, Mallika. (2012). *Business Communication*. Cengage Learning, New Delhi.
- Quintanilla, Kelly M., & Wahl, Shawn T. (2012). *Business and Professional Communication*. SAGE, New Delhi.
- Rama, Meenakshi. *Business Communication*. Oxford University Press, New Delhi.
- Turner, Paul. (Latest Edition). *Organizational Communication*. JAICO Publishing House, New Delhi

Program - M.A (Human Resource Management)		
Semester- 3		
Code 256510357016	**Name of Subject** **Recent Trends in Human Resource Management**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**

Course Outcomes (COs)

After completing this course, students will be able to

CO-1: Describe digital tools and technologies used in modern HRM.

CO-2: Evaluate diversity and inclusion strategies in workplace management.

CO-3: Examine agile workforce practices and HR's role in the gig economy.

CO-4: Formulate HR strategies aligned with sustainability and long-term goals.

Detailed Syllabus

Unit 1: Digital Transformation in HR

1.1 HR analytics and data-driven decision-making

1.2 Artificial Intelligence and automation in HRM

1.3 Digital recruitment and onboarding

1.4 Role of HRIS and cloud-based systems

Unit 2: Workforce Diversity and Inclusion

2.1 Managing generational and cultural diversity

2.2 Gender sensitivity and inclusive policies

2.3 DEI (Diversity, Equity, Inclusion) trends in Indian corporates

2.4 Employee well-being and mental health initiatives

Unit 3: Agile HR and Gig Economy

3.1 Agile talent management practices

3.2 Flexible work models: remote, hybrid, and gig work

3.3 HR's role in managing non-traditional workers

3.4 Legal and ethical considerations

Unit 4: Sustainable and Strategic HRM

4.1 CSR and HRM integration

4.2 Green HRM and environmental sustainability

4.3 Future of work and HR's strategic role

4.4 Employer branding and employee experience

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	3	1	2	3	3	2	3	2	1	2.25	3	2	1	2
CO-2	2	3	1	3	2	3	2	1	2	2	1	2	2	2	3	2	2.33
CO-3	2	2	2	3	1	3	2	2	3	3	2	2	2.25	3	2	3	2.67
CO-4	3	2	3	2	3	3	3	2	3	3	3	3	2.75	3	2	2	2.33
Avg	2.5	2.25	2	2.75	1.75	2.75	2.5	2	2.5	2.75	2	2	2.31	2.75	2.25	2	2.33

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Interactive Lectures, Case Studies, Guest Lecture
CO-2 (Unit: 2)	• Storytelling & Case-Based Learning, Role Play, Panel Discussions,
CO-3 (Unit: 3)	• lecture, Simulation Games, Debates, HR issues, legal case studies
CO-4 (Unit: 4)	• Experiential Learning, Trends in future work and strategic HR, CSR heads, Strategy reports, branding plans

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	
	CO-2	10	5		5
	CO-3	10	5	5	
	CO-4	10	5		5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books
- Srivastava, M. (2021). Strategic HRM and emerging trends in India. Sage Publications India.
- Focus on technology-driven changes, hybrid work, and new-age HR strategies.
- Kaul, V. (2022). Digital HRM and HR analytics in Indian context. Himalaya Publishing House.
- Covers digital transformation in Indian HR practices.
- Deb, T. (2023). Contemporary issues in human resource management. Oxford University Press India.
- Updated perspectives on gig economy, DEI, Gen Z workforce, and AI in HRM.
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- Policy-oriented approach and talent development challenges in India.
- Sharma, A. (2022). Human resource practices in Indian startups. Sage Publications India.
- Emerging HR trends in the Indian entrepreneurial ecosystem.

Web Resources
- NHRDN (National HRD Network). (n.d.). Recent HR trends and innovations in Indian companies. Retrieved June 25, 2025, from https://nhrdnmumbai.com
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- People Matters. (n.d.). India-specific reports on HR technology, leadership, and transformation. Retrieved June 25, 2025, from https://www.peoplematters.in

Program - M.A (Human Resource Management)		
Semester- 3		
Code **256510357017**	**Name of Subject** **Statistics in Research**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Classify and organize research data using appropriate statistical scales, frequency distributions, and graphical methods for effective data analysis.

CO-2:   Compute and interpret key measures of central tendency and dispersion to summarize and describe quantitative research data accurately.

CO-3:   Analyze relationships between variables using correlation and regression techniques and draw inferences to support decision-making in research.

CO-4:   Formulate hypotheses and apply appropriate parametric or non-parametric tests using statistical software for data interpretation and research validation.

Detailed Syllabus

Unit-1 Application of Statistics in Research

1.1 Use of Statistics in Research
1.2 Scale of Measurement of Data
1.3 Classification of Data – Frequency Distribution
1.4 Tabulation and Graphical Presentation of Data

Unit-2 Descriptive Statistics

2.1 Measures of Central Tendency: Mean, Median, and Mode Meaning, Significance, Computation and Interpretation
2.2 Comparative use of different averages in research analysis.
2.3 Measures of Dispersion: Range, Mean Deviation, Quartile Deviation, and Standard Deviation - Meaning, Significance, Computation, and Interpretation
2.4 Applications in comparing datasets and assessing reliability

Unit-3 Bi-Variate Analysis: Relationship and Inferences

3.1 Correlation: Meaning, Objectives, and Utility in Research
3.2 Types of correlation and Methods of finding the Coefficient of Correlation
3.3 Regression: Meaning and Utility in Research
3.4 Regression Line and Coefficient of Regression

Unit-4 Hypothesis Testing and Interpretation

4.1 Types of Hypotheses
4.2 Process of Hypothesis Testing
4.3 Use of Various Parametric and Non-Parametric Tests for Hypothesis Testing
4.4 Computation of Statistical Measures by Computer Software and Interpretation

Mapping Matrix of POs, PSOs, and COs

COs	POs 1	2	3	4	5	6	7	8	9	10	11	12	Avg	PSOs 1	2	3	Avg
CO-1	2	2	1	3	2	---	1	---	---	2	1	3	1.89	3	2	2	2.33
CO-2	1	3	3	3	---	3	---	1	---	1	3	3	2.33	1	2	1	1.33
CO-3	2	---	---	---	3	---	2	---	1	1	3	1	1.86	2	---	3	2.50
CO-4	---	---	2	1	1	---	3	1	3	1	3	2	1.89	3	2	2	2.33
Avg	1.67	2.50	2.00	2.33	2.00	3.00	2.00	1.00	2.00	1.25	2.50	2.25	1.99	2.25	2.00	2.00	2.13

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture and Discussion, Interactive Quiz and Graph Activities
CO-2 (Unit: 2)	• Demonstration and Problem Solving, Assignment
CO-3 (Unit: 3)	• Group Exercise, Demonstration and Problem Solving
CO-4 (Unit: 4)	• Quizzes & Assignments, Software based Learning

Assessment Method

	COs	Marks	Exam Component Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:
- Kothari, C. R., & Garg, G. (2023). Research methodology: Methods and techniques (5th ed.). New Delhi, India: New Age International Publishers. ISBN 978-93-89802-559.
- Gupta, S. C., & Gupta, A. (2022). Business statistics (Latest Indian ed.). Mumbai, India: Himalaya Publishing House.
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- પટેલ, આર. એસ. સંશોધનની પાયાની સંકલ્પનાઓ (સંશોધન હાથપોથી), જય પબ્લિકેશન, અમદાવાદ.
- રતાણી, ર.ઠા. પ્રયુક્ત આંકડાશાસ્ત્ર, યુનિવર્સિટી ગ્રંથ નિર્માણ બોર્ડ, અમદાવાદ.
- શાહ, એ.જી અને દવે, જે.કે. સંશોધન પદ્ધતિ : અનડા પ્રકાશન, અમદાવાદ.

Online Resources & Tools
- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. https://swayam.gov.in/
- INFLIBNET Centre. (n.d.). e-PG Pathshala. https://epgp.inflibnet.ac.in/Home/Download
- Massachusetts Institute of Technology. https://ocw.mit.edu/courses/
- Khan Academy. https://www.khanacademy.org
- YouTube Videos:
  https://youtu.be/_Zbswzpz7XI?si=khJFgtqEqoBX1w8S
  https://youtube.com/playlist?list=PLqKl4Bn_g8jXwwuFx4jHBJi8kn10YUr_S&si=Sf04iva8YH87mQsh
  https://youtu.be/sCDm-zwp7fw?si=5GTD4QnNz-QaU5cM
  https://youtu.be/R8j8LuKwd3s?si=t6vO3CcX_XzbvPpv

Program - M.A (Human Resource Management)		
Semester- 3		
Code **256510357018**	**Name of Subject** **Compensation Management**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain the principles, structure, and functions of compensation management.

CO-2:   Conduct job evaluation and design equitable compensation structures.

CO-3:   Interpret compensation laws and design compliant pay systems.

CO-4:   Develop strategic and global compensation plans using data insights.

Detailed Syllabus

Unit 1: Introduction to Compensation Management

    1.1 Concepts and objectives of compensation

    1.2 Theories of wages: economic, behavioral, and equity-based

    1.3 Components of compensation: fixed pay, variable pay, benefits

    1.4 Factors influencing compensation decisions

Unit 2: Job Evaluation and Pay Structure Design

    2.1 Job analysis and job evaluation methods

    2.2 Internal and external equity

    2.3 Designing grade structures and pay bands

    2.4 Compensation benchmarking and salary surveys

Unit 3: Incentives, Benefits, and Legal Framework

    3.1 Individual and group incentive plans

    3.2 Fringe benefits and employee services

    3.3 Statutory components: Bonus Act, Gratuity Act, EPF, ESI

    3.4 Taxation and compliance in compensation

Unit 4: Strategic Compensation and Global Trends

    4.1 Compensation strategy and organizational performance

    4.2 Executive compensation and pay for performance

    4.3 International compensation and expatriate pay

    4.4 Role of HR analytics in compensation planning

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	2	1	2	2	2	1	2	2	1	1.83	3	2	1	2
CO-2	3	2	2	2	1	2	1	2	2	2	2	1	1.83	3	2	2	2.33
CO-3	2	3	2	1	2	3	2	2	1	2	1	1	1.83	2	3	2	2.33
CO-4	3	2	3	2	2	3	3	3	2	3	3	2	2.58	3	2	2	2.33
Avg	2.75	2.25	2.25	1.75	1.5	2.5	2	2.25	1.5	2.25	2	1.25	2.02	2.75	2.25	1.75	2.25

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures, Theory and real company examples
CO-2 (Unit: 2)	• Job Evaluation Workshops, Hands-on use of point rating and ranking methods.
CO-3 (Unit: 3)	• Legal Case Studies & Quizzes, Application of Indian compensation laws.
CO-4 (Unit: 4)	• Industry Webinars, HR leaders sharing compensation best practices

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	
	CO-2	10	5		5
	CO-3	10	5	5	
	CO-4	10	5		5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Milkovich, G. T., Newman, J. M., & Gerhart, B. (Adapted by Sharma, A. M.). (2022). Compensation (12th Indian ed.). McGraw Hill Education India.
- Indian adaptation with local case studies and wage law integration.
- Deb, T. (2021). Compensation management: Text and cases in Indian context (2nd ed.). Excel Books.
- Focused on Indian compensation laws, wage codes, and variable pay plans.
- Rao, V. S. P. (2022). Human resource management: Text and cases (4th ed.). Excel Books.
- Includes a full section on compensation with Indian corporate examples.
- Mamoria, C. B., & Gankar, S. V. (2021). Personnel management (30th ed.). Himalaya Publishing House.
- Discusses job evaluation, pay structuring, and statutory benefits with Indian practices.
- Bhattacharyya, D. K. (2023). Performance management systems and strategies. Pearson Education India.
- Explains compensation–performance linkages in Indian organizational contexts.

Web Resources

- Ministry of Labour and Employment, Government of India. (2023). Labour Codes and wage reforms. Retrieved June 25, 2025, from https://labour.gov.in
- National HRD Network (NHRDN). (n.d.). Pay trends and compensation strategies in Indian firms. Retrieved June 25, 2025, from https://nhrdnmumbai.com
- SWAYAM Portal. (n.d.). Courses on compensation, wage systems, and HR policy. Retrieved June 25, 2025, from https://swayam.gov.in
- Indian Institute of Management Ahmedabad (IIMA). (n.d.). Working papers on pay equity and compensation. Retrieved June 25, 2025, from https://www.iima.ac.in/research
- People Matters. (n.d.). Compensation strategy updates in Indian corporates. Retrieved June 25, 2025, from https://www.peoplematters.in

Program - M.A (Human Resource Management)		
Semester- 3		
Code **256510357019**	**Name of Subject** **Performance Management System**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain the principles and processes involved in performance management.

CO-2:   Apply performance appraisal methods and feedback techniques

CO-3:   Design performance development plans and identify training needs.

CO-4:   Analyze strategic linkages and trends in modern performance management systems.

Detailed Syllabus

Unit 1: Overview of Performance Management

    1.1 Definition, scope, and evolution of performance management

    1.2 Performance appraisal vs. performance management

    1.3 Objectives and characteristics of an ideal PMS

    1.4 Role of HR and line managers in performance management

Unit 2: Planning and Appraising Performance

    2.1 Performance planning and goal setting (SMART goals, KPIs)

    2.2 Appraisal methods: traditional and modern

    2.3 360-degree feedback, MBO, BARS, self-appraisal

    2.4 Documentation and legal considerations in appraisals

Unit 3: Feedback, Coaching, and Development

    3.1 Conducting performance reviews and feedback sessions

    3.2 Coaching, mentoring, and performance counseling

    3.3 Identifying training needs from appraisal data

    3.4 Linking PMS to employee growth and career planning

Unit 4: Strategic and Contemporary Perspectives

    4.1 Performance-linked compensation and incentives

    4.2 Integrating PMS with organizational goals

    4.3 Use of HR analytics and dashboards in PMS

    4.4 Trends: continuous feedback, remote workforce management, AI in PMS

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	2	1	2	2	2	2	2	2	1	1.91	3	2	2	2.33
CO-2	2	2	2	2	1	3	3	2	2	2	2	1	2	2	3	2	2.33
CO-3	2	2	2	2	1	2	3	2	2	3	2	1	2	2	2	3	2.33
CO-4	3	2	3	2	2	3	2	2	2	2	3	2	2.33	3	2	2	2.33
Avg	2.5	2	2.25	2	1.25	2.5	2.5	2	2	2.25	2.25	1.25	2.06	2.5	2.25	2.25	2.33

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures Conceptual clarity with real-life examples.
CO-2 (Unit: 2)	• Role Plays and Simulations, Practice of feedback sessions and appraisal interviews.
CO-3 (Unit: 3)	• Workshops, designing development plans based on appraisal outcomes.
CO-4 (Unit: 4)	• Lecture, Guest Lectures by Industry HR Leaders ,Real-world perspectives and tools.

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	
	CO-2	10	5		5
	CO-3	10	5	5	
	CO-4	10	5		5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Bhattacharyya, D. K. (2022). Performance management systems and strategies (2nd ed.). Pearson Education India.
- Rao, T. V. (2021). Appraising and developing managerial performance. Excel Books.
- Kandula, S. R. (2023). Performance management: Concepts, practices, and perspectives. PHI Learning.
- Deb, T. (2020). *Performance and reward management*. Himalaya Publishing House

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- People Matters. (n.d.). *PMS trends and HR analytics in India*. Retrieved June 26, 2025, from https://www.peoplematters.in
- NHRDN. (n.d.). *Performance review practices and feedback systems*. Retrieved June 26, 2025, from https://nhrdnmumbai.com
- SHRM India. (2023). *Strategic HR and performance tools*. Retrieved from https://www.shrm.org
- SWAYAM. (n.d.). *Courses on PMS and HRM*. Retrieved June 26, 2025, from https://swayam.gov.in

- Harvard Business Review India. (2024). *Trends in performance management*. Retrieved from https://hbr.org

	Program - M.A (Human Resource Management)	
	Semester- 3	
Code 256510357020	**Name of Subject** **Technology-Driven Management**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (30) - Practical (30)**	**Teaching Hours: 60**

Course Outcomes (COs)

After completing this course, students will be able to

CO-1: Analyze the strategic importance of technology and innovation, including its types, management principles, forecasting, adoption, and strategic formulation, with a specific focus on the unique context and policy implications of digital technology in India.

CO-2: Analyze the strategic models, enabling technologies, and implementation challenges of e-governance, evaluating its impact on public service delivery, ethical considerations, and its future evolution, particularly within the Indian context.

CO-3: Formulate and critically evaluate e-commerce business models and operational strategies, encompassing digital marketing, infrastructure, and payment systems, while addressing associated security, ethical, and legal challenges in the digital economy.

CO-4: Assess the managerial implications and applications of emerging and featured technologies such as Cloud Computing, Big Data Analytics, Internet of Things (IoT), Mobile Technology, Robotics, and 3D Printing across various industries.

Detailed Syllabus

Unit-1 Technology Management and Development

1.1 Fundamentals of Technology: Definition and classification of technology; its transformative impact and vital importance in development

1.2 Management of Technology (MOT): Overview of MOT as a discipline, integrating engineering, science, and management to achieve strategic goals

1.3 Innovation Management: Concepts of innovation; managing the innovation lifecycle from idea generation to commercialization; types of innovation

1.4 Technological Forecasting & Adoption: Methods for predicting technological trends; factors influencing technology adoption rates; strategies for successful technology diffusion

1.5 Technological Strategy: Crafting technology strategies aligned with business objectives; make-or-buy decisions; intellectual property management

1.6 Digital Technology in India: Specific case studies and challenges/opportunities of digital technology adoption, innovation, and policy in the Indian context (e.g., UPI, Aadhaar, Digital India initiatives).

Unit-2 E-Governance System

2.1 **Introduction to E-Governance:** Definition and evolution, Distinction between e-governance and e-government, Objectives (SMART), Drivers of e-governance adoption

2.2 **Models and Frameworks**: Stages of e-governance maturity (e.g., information, interaction, transaction, transformation), E-governance interaction models: G2C (Government to Citizen), G2B (Government to Business), G2E (Government to Employee), G2G (Government to Government), Integrated service delivery models (e.g., "single window," common service centers), Frameworks for e-governance planning and implementation.

2.3 **Key Enablers and Technologies for E-Governance:** IT Infrastructure for e-governance (networks, data centers, cloud computing), Digital identity and authentication (e.g., Aadhaar in India), Mobile governance (M-governance) and its potential, Open data initiatives and data-driven governance.

2.4 **Implementation Challenges and Critical Success Factors:** Managerial challenges: Leadership, political will, change management, bureaucratic resistance., Technical challenges: Interoperability,

data standards, cybersecurity, digital divide, social challenges: Digital literacy, citizen adoption, privacy concerns, trust, financial challenges: Funding, sustainability of projects, Case studies of successful and unsuccessful e-governance projects

2.5 **Impact and Evaluation of E-Governance:** Impact on public service delivery, citizen engagement, and administrative efficiency, E-governance and anti-corruption efforts, Measuring e-governance success and ROI (Return on Investment), Ethical and legal considerations in e-governance (data privacy laws, digital rights), Future trends in e-governance globally and in India (e.g., GovTech, smart cities).

Unit-3   E-Commerce Applications

3.1 **Introduction to E-commerce:** Definition, evolution, and its role in the digital economy, Key differences between traditional commerce and e-commerce, Benefits and challenges of e-commerce for businesses and consumers., E-commerce Models, Examples of successful e-commerce businesses.

3.2 **E-commerce Operations and Management:** Components of an e-commerce business model (value proposition, revenue model, market opportunity, competitive advantage, management team, etc.)., Marketing in E-commerce: Digital marketing strategies (SEO, SEM, social media marketing, content marketing, email marketing, affiliate marketing)., E-commerce Infrastructure: Overview of website/platform development, hosting, and scalability considerations., Payment Systems: Online payment gateways, digital wallets, mobile payments, security considerations.

3.3 E-commerce Security, Ethics & Legal Issues

Unit-4   Advanced Technologies in HRM

4.1 **Artificial Intelligence (AI) and Machine Learning (ML)**
   - Used for recruitment through resume screening, chatbots, and predictive analytics.
   - Helps identify skill gaps, predict employee turnover, and personalize training programs.

4.2 **Big Data and Analytics**
   - Collects and analyzes employee performance, engagement, and productivity.
   - Supports evidence-based HR decisions and workforce planning.

4.3 **Blockchain Technology**
   - Ensures secure verification of academic qualifications, work history, and background checks.
   - Enhances transparency in payroll and contract management.

4.4 **Virtual Reality (VR) and Augmented Reality (AR)**
   - Used in immersive training and simulations for skills development.
   - Enhances onboarding experience and leadership training.

4.5 **Robotic Process Automation (RPA)**
   - Automates repetitive HR tasks such as data entry, report generation, and employee query handling.
   - Frees HR professionals to focus on strategic activities.

4.6 **Cloud Computing and Mobile Applications**
   - Facilitates remote work, mobile-based HR services, and 24/7 employee self-service portals.
   - Promotes flexibility and enhances employee engagement.

Lab component:

1. Managerial Analysis (Excel):
   - Application: Analyze a dataset related to an e-commerce sales trend, an e-governance service uptake, or a technology adoption survey using Excel. Create basic dashboards.

2. Website & E-commerce Platform Analysis:
   - Navigation and critical evaluation of existing e-commerce websites (e.g., Flipkart, Amazon India, a local D2C brand).
   - Analysis of their user interface, customer journey, payment options, and security features.
   - Application: Compare and contrast the user experience and feature sets of 2-3 e-commerce platforms. Identify best practices and areas for improvement.

3. Digital Payment Ecosystem Exploration:
   - Demonstration and guided practice of using common Indian digital payment apps (e.g., UPI, mobile wallets).
   - Understanding transaction flows and security aspects from a user's perspective.
   - Application: Simulate a simple online purchase and analyze the payment steps. Discuss security features.

4. E-Governance Portal Exploration:
   - Navigation and interaction with major Indian e-governance portals (e.g., MyGov, Digilocker, Passport Seva, a state government service portal).
   - Evaluation of service delivery, accessibility, and transparency features.
   - Application: Document the steps to access a specific e-governance service. Analyze its efficiency and user-friendliness.

5. Emerging Tech Mini-Exploration:
   - Discussion of real-world applications of IoT or AI based on industry reports/videos.
   - Application: Create a simple chart/dashboard from a provided dataset using a visualization tool.

6. Artificial Intelligence (AI) and Machine Learning (ML)
   - Use a free AI recruitment tool (e.g., ChatGPT, HireVue demo, or AI resume screener) to upload a sample resume.
   - Compare how AI shortlists candidates based on keywords.
   - Create a small predictive turnover model in Excel by entering employee details (age, experience, tenure) and analyzing attrition patterns.

7. Big Data and Analytics
   - Collect data from 20 classmates on working hours, satisfaction score (1–10), and productivity.
   - Use Excel pivot tables / Power BI to generate: Average satisfaction vs. productivity graph. Trend analysis of engagement.
   - Discuss insights in class (evidence-based HR decision-making).

8. Blockchain Technology
   - Explore an online blockchain certificate verification tool (e.g., Blockcerts.org).
   - Upload or check a sample certificate to see how blockchain ensures authenticity.

9. Virtual Reality (VR) and Augmented Reality (AR)
   - Use a free AR/VR app (e.g., Google Expeditions, Unity demo, or YouTube VR videos) to simulate a training environment.
   - Role-play an employee onboarding activity using VR simulation videos.
   - Students present how AR/VR improves leadership training or safety drills.

10. Cloud Computing and Mobile Applications
    - Use a cloud-based HR software demo (e.g., Zoho People, BambooHR free trial).
    - Students log in and explore features like: Leave application through mobile app. Payroll processing.
    - Role-play: HR Manager handling employee requests via mobile HRMS.

Mapping Matrix of POs, PSOs, and COs

COs	POs												Avg	PSOs			Avg
	1	2	3	4	5	6	7	8	9	10	11	12		1	2	3	
CO-1	1	3	---	3	1	3	3	---	2	1	2	3	2.20	3	2	3	2.67
CO-2	---	2	2	1	3	---	2	2	3	1	2	3	2.10	1	2	2	1.67
CO-3	3	2	3	2	2	3	1	2	2	2	2	2	2.17	2	3	3	2.67
CO-4	3	2	1	2	3	1	2	3	---	3	2	2	2.18	2	2	2	2.00
Avg	2.33	2.25	2.00	2.00	2.25	2.33	2.00	2.33	2.33	1.75	2.00	2.50	2.16	2.00	2.25	2.50	2.25

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures and discussions, Case studies, Assignment, Presentation
CO-2 (Unit: 2)	• Lectures, interactive discussions, Case studies, Video documentaries,
CO-3 (Unit: 3)	• Lectures and class discussions, Demonstrations, case studies
CO-4 (Unit: 4)	• Lectures, Assignment, Presentation

Assessment Method

	COs	Marks	Exam Component		
Continuous Comprehensive Evaluation 40 Marks			Class Test	Assignment	Practical
	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	-	5
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Turban, E., Volonino, L., & Wood, G. R. (Latest Edition,2022). Information Technology for Management: Advancing Sustainable, Profitable Business Growth. Wiley.
- Tidd, Joe, & Bessant, John. (Latest Edition). Managing Innovation: Integrating Technological, Market and Organizational Change. Wiley.
- Agarwal, S. K., & Sharma, A. (Latest Edition). E-Governance: Concepts, Practices and Global Scenario. APH Publishing.
- Ray, Arindam. (Latest Edition). *E-Commerce and Digital Marketing*. Himalaya Publishing House.
- Patel. S (2025), Technology Management by Satish Patel self-publication power by Pothi.com
- Schilling**, Melissa A.** (Latest Edition). *Strategic Management of Technological Innovation*. McGraw-Hill Education.

Online Resources & Tools

- NITI Aayog (Government of India): Reports on Digital India, AI strategy, emerging technologies, economic surveys. (Website: www.niti.gov.in)
- Google Workspace Training
- https://workspace.google.com/learning-center
- Ministry of Electronics and Information Technology (MeitY), Government of India: Reports on e-governance initiatives, digital payments, cybersecurity policies. (Website: www.meity.gov.in)
- Google Scholar: For academic research papers.
- Data.gov.in: India's Open Government Data platform for various public datasets.
- Census of **India / NSSO:** For demographic and socio-economic data relevant to adoption and impact.

Program - M.A (Human Resource Management)		
Semester- 3		
Code 256510457021	**Name of Subject Human Resource Development and Organizational Development**	**Compulsory**
Credit: 03	**Teaching Scheme: Theory (45) - Practical (0)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Describe the principles and functions of HRD and its role in organizational success.

CO-2: Apply HRD strategies such as training, development, and talent planning.

CO-3: Analyze organizational development theories and processes for change management.

CO-4: Design integrated HRD-OD frameworks for enhancing organizational effectiveness.

Detailed Syllabus

Unit 1: Fundamentals of HRD

    1.1 Concept, scope, and significance of HRD

    1.2 HRD climate and culture

    1.3 HRD subsystems: performance appraisal, training, career planning

    1.4 Role of line managers and HR professionals in HRD

Unit 2: HRD Strategies and Practices

    2.1 Learning and development strategies

    2.2 Competency mapping and development

    2.3 Career development and succession planning

    2.4 Talent management and leadership development

Unit 3: Foundations of Organizational Development

    3.1 Concept and evolution of OD

    3.2 OD values, assumptions, and models

    3.3 OD diagnosis and process consultation

    3.4 Role of OD practitioner and change agent

Unit 4: OD Interventions and Strategic Integration

    4.1 OD interventions: individual, team, and organizational level

    4.2 Organizational change management and transformation

    4.3 Evaluating OD effectiveness

    4.4 Integrating HRD and OD for strategic advantage

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	3	1	2	2	2	2	2	2	1	2	3	2	2	2.33
CO-2	3	3	2	2	1	2	2	2	2	3	2	1	2.08	3	2	3	2.67
CO-3	3	2	2	2	2	3	2	2	2	2	2	2	2.17	2	3	2	2.33
CO-4	3	2	3	3	2	3	3	3	3	3	3	2	2.75	3	2	2	2.33
Avg	3	2.25	2.25	2.5	1.5	2.5	2.25	2.25	2.25	2.5	2.25	1.5	2.25	2.75	2.25	2.25	2.42

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures and Conceptual Presentations, With organizational case examples.
CO-2 (Unit: 2)	• Workshops, Hands-On Exercises, Simulation Games, Guest Lectures
CO-3 (Unit: 3)	• lecture, Interactive Case Discussions, Field Study / Mini Research, OD diagnosis report
CO-4 (Unit: 4)	• Simulation Workshops, Project-Based Learning, , Strategic Case Studies, Project-Based Learning

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	
	CO-2	10	5		5
	CO-3	10	5	5	
	CO-4	10	5		5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

• Rao, T. V. (2022). *Future of HRD and OD in India*. McGraw Hill Education.
• Pareek, U., & Rao, T. V. (2021). *Designing and managing human resource systems*. Oxford University Press India.
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• SHRM India. (2023). Best practices in HRD and OD. Retrieved from https://www.shrm.org
• People Matters. (n.d.). Leadership, change, and organizational transformation. Retrieved June 26, 2025, from https://www.peoplematters.in
• SWAYAM. (n.d.). Courses on HRD, OD, and change management. Retrieved June 26, 2025, from https://swayam.gov.in
• Harvard Business Review India. (2024). OD interventions and HR strategy. Retrieved from https://hbr.org.

Program - M.A (Human Resource Management)		
Semester- 3		
Code 256510257022	Name of Subject Data Analytics	Compulsory
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Understand the fundamental concepts of data analytics and gain proficiency for organizing, summarizing, and managing rural data.

CO-2:   Develop the ability to apply statistical techniques using Excel and SPSS for data exploration, analysis, and interpretation relevant to rural management contexts.

CO-3:   Learn to utilize Excel and SPSS for conducting statistical tests, trend analysis, and forecasting to support rural development decision-making and planning.

CO-4:   Build competence in presenting data and analytical results through charts, graphs, and statistical reports for actionable insights in rural management practice.

Detailed Syllabus

Unit-1 Excel Techniques for Data Analysis

1.1 Questionnaire Design, Variable: Data, Field and Record, Code sheet and coding
1.2 Data Cleaning, Sorting, and Filtering Techniques in Excel
1.3 Statistical Analysis Tools in Excel (Descriptive Statistics, t-Test, Correlation, Regression, ANOVA, Histogram, Rank and Percentile, Random Number Generation, Sampling)
1.4 Creating Dashboards for rural data presentations and reports
1.5 Case Studies of Excel Applications in rural project planning

Unit-2 SPSS for Rural Management

2.1 Importance and interface, Importing and Managing Rural Datasets in SPSS
2.2 Descriptive Statistics in SPSS (Frequency, Cross-tabulation, Multiple response)
2.3 Graphical Representation of rural data (Bar Graph, Pie Chart, Histogram)
2.4 Hypothesis Testing in SPSS (t-test, Chi-square test)

Unit-3 Advanced Techniques for Decision Making

3.1 Parametric and non-parametric test
3.2 Correlation and Regression Analysis
3.3 Interpretation and Presentation of SPSS Results for rural development studies
3.4 Case Studies of SPSS in rural management research

Lab Component:

- Final Project/Practical Exercise: Analysis of Research work data using Excel and SPSS

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	2	3	3	---	3	3	3	3	3	2	1	2	2.55	2	1	3	2.00
CO-2	1	3	3	---	3	3	3	1	2	---	2	2	2.30	2	1	3	2.00
CO-3	2	3	2	2	1	1	2	1	3	2	3	3	2.08	2	3	3	2.67
CO-4	3	1	3	3	1	3	---	3	3	3	2	1	2.36	2	1	2	1.67
Avg	2.00	2.50	2.75	2.50	2.00	2.50	2.67	2.00	2.75	2.33	2.00	2.00	2.32	2.00	1.50	2.75	2.08

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Demostration, Practical, Case study, Problem solving, Assignment
CO-2 (Unit: 2)	• Lecture, Demostration, Practical, Case study, Problem solving, Assignment
CO-3 (Unit: 3)	• Lecture, Demostration, Practical, Case study, Problem solving, Assignment
CO-4 (Unit: 4)	• Lecture, Demostration, Practical, Case study, Problem solving, Assignment

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics.* SAGE Publications.
- Pallant, J. (2020). SPSS Survival Manual: A Step-by-Step Guide to Data Analysis using IBM SPSS. McGraw-Hill Education.
- Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate Data Analysis. Cengage Learning.
- Healey, J. F. (2019). Statistics: A Tool for Social Research. Cengage Learning.
- Dr. Satish Patel (2025), Data Analytics self-publication power by Pothi.com.

Online Resources & Tools

- Excel Training (Microsoft Support):
  https://support.microsoft.com/excel
- SPSS Tutorials (IBM):
  https://www.ibm.com/support/pages/spss-statistics-tutorials
- SPSS for Beginners - YouTube Tutorials:
  https://www.youtube.com/results?search_query=SPSS+tutorial
- Coursera - Excel for Business and Statistical Analysis:
  https://www.coursera.org/specializations/excel
- Research Methods and Statistical Analysis - edX:
  https://www.edx.org/course/data-analysis-research
- Laerd Statistics - SPSS Guides: https://statistics.laerd.com/

Program - M.A (Human Resource Management)		
Semester-4		
Code **256511057023**	**Name of Subject** **Institutional Managerial Internship**	**Compulsory**
Credit: 10	**Teaching Scheme: Theory (0) - Field (450)**	**Teaching Hours: 450**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Demonstrate application of theoretical HRM concepts in real-world organizational settings.

CO-2: Identify and analyze HR challenges using appropriate research methods.

CO-3: Design and conduct a research-based project addressing HRM problems.

CO-4: Communicate research findings effectively through dissertation writing and presentation.

Detailed Syllabus

1. **Internship Phase (6 Weeks)**

   o HR Planning and Policy Exposure
   o Recruitment and Selection Processes
   o Performance Management and Training
   o Employee Engagement, Industrial Relations
   o HR Operations and Documentation

2. **Dissertation Phase (6 Weeks)**

   o Identifying HR issues in the host organization
   o Review of Literature and Gap Identification
   o Research Methodology and Tool Design
   o Data Collection, Analysis, and Interpretation
   o Report Writing and Viva-Voce

Outputs of Internship:
- **Project Report** on Human resource management management issues.

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	3	1	2	2	2	2	3	3	2	2	1	2	**2.08**	3	2	3	**2.67**
CO-1	3	2	3	3	2	2	1	2	2	2	3	2	3	2	2	2.31	2.10
CO-2	2	3	3	3	3	2	2	2	2	2	2	2	2	2	3	2.38	2.46
CO-3	3	3	3	3	3	2	2	3	3	3	3	2	3	3	3	2.77	2.92
CO-4	2	3	2	3	3	2	2	3	2	2	2	2	2	2	3	2.38	2.46
Avg	2.50	2.75	2.75	3.00	2.75	2.00	1.75	2.50	2.25	2.25	2.50	2.00	2.50	2.25	2.75	2.46	2.49

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• On-the-job learning at internship site
CO-2 (Unit: 2)	• Mentorship by faculty and industry supervisor
CO-3 (Unit: 3)	• Periodic review meetings & weekly progress reports
CO-4 (Unit: 4)	• Independent fieldwork and research • Data-driven project work

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Institutional review	Reportwriting	-
	CO-1	10	5	5	-
	CO-2	10	5	5	-
	CO-3	10	5	5	-
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Online References (Databases, Journals, Organizations, & Data Sources)

• Online resources are crucial for accessing the latest research, reports, and data based on IMI.

Program - M.A (Human Resource Management)		
Semester- 4		
Code 256510257524	**Name of Subject** **Project Proposal**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (30) - Practical (0)**	**Teaching Hours: 30**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Identify and define relevant project ideas by conducting comprehensive needs assessments and problem analyses, specifically within rural or community-based contexts.

CO-2: Formulate clear and measurable project objectives, outcomes, and activities, and effectively construct a Logical Framework matrix for robust project planning and monitoring.

CO-3: Develop comprehensive project proposals, including detailed technical, operational, and preliminary financial plans, and conduct a basic appraisal of their feasibility and sustainability.

CO-4: Apply ethical considerations and principles of stakeholder engagement throughout the project proposal development process, ensuring proposals are inclusive, culturally appropriate, and impactful.

Detailed Syllabus

Unit-1 Project Identification & Formulation

    1.1 Introduction to Projects: Definition, characteristics, and typical lifecycle of projects, Types of projects relevant to rural management, Project management context

    1.2 Needs Assessment, Defining Project Scope and Objectives

Unit-2 Project Design & Proposal Writing

    2.1 Project Design

    2.2 Feasibility Analysis

    2.3 Drafting the Project Proposal - Concept Note Writing

LAB

Mapping Matrix of POs, PSOs, and COs

COs	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
						POs										PSOs	
CO-1	3	2	2	1	2	2	3	3	---	2	2	2	2.18	2	3	---	2.50
CO-2	2	3	3	3	3	2	2	3	2	---	---	1	2.40	3	2	3	2.67
CO-3	2	---	1	---	2	3	3	---	3	1	2	2	2.11	1	2	3	2.00
CO-4	2	3	3	3	3	---	3	3	1	3	1	3	2.55	1	2	3	2.00
Avg	2.25	2.67	2.25	2.33	2.50	2.33	2.75	3.00	2.00	2.00	1.67	2.00	2.31	1.75	2.25	3.00	2.29

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Interactive Lecture and Discussion- Idea-Generating Activity , Group Discussion Assignment,
CO-2 (Unit: 2)	Brainstorming on Business Problems, Case Studies, Presentation Discussions
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:
- Meredith, Jack R. and Samuel J. Mantel (2010). Project Management, 7/e; New Delhi: Wiley India
- Gray F. Clifford and Erik W. Larson (2008). Project Management, 3/e; New Delhi: Tata McGraw-Hill
- Prasanna Chandra (2008). Projects - Planning, Selection, Financing, Implementation and Review, 6/e; New Delhi: Tata McGraw-Hill
- Patel, B.M. (2015), Project Management.
- Project Management Institute. (Latest Edition). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.
- Gantt, Lynn E., & Kretzmann, John P. (Latest Edition). *Community Organizing and Community Building for Social Justice* (or related works on Asset-Based Community Development). (Focuses on community-driven approaches to identifying needs and building projects).

Online Resources & Tools

- https://my.msme.gov.in/MyMsmeMob/MsmeProjectProfile/Home.htm
- http://www.dcmsme.gov.in/schemes/ProjectReport.html
- http://msmeinfo.in/2017/09/18/pmegp-sample-project-profiles/

Program - M.A (Human Resource Management)		
Semester- 4		
Code 256510257525	**Name of Subject** **Business Ethics**	**Elective**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain foundational concepts and principles of business ethics relevant to HR functions.

CO-2:   Critically analyze ethical dilemmas in HRM, including recruitment, appraisal, and workplace practices.

CO-3:   Apply ethical decision-making frameworks in HR scenarios involving whistle blowing, discrimination, and surveillance.

CO-4:   Evaluate the role of HR in fostering ethical leadership, CSR initiatives, and ethical governance.

Detailed Syllabus

UNIT 1: Foundations of Business Ethics in HR

1.1 Introduction to Business Ethics
- Meaning, nature, and scope of ethics in business
- Importance of ethics in Human Resource Management
- Core ethical principles: honesty, integrity, fairness, responsibility

1.2 Theories and Approaches to Ethics
- Utilitarianism, Deontology, Virtue Ethics, and Rights-based Ethics
- Indian ethical traditions and Gandhian values in business

1.3 HR-specific Ethical Issues
- Ethical challenges in recruitment, performance appraisal, promotions
- Workplace diversity, inclusion, and discrimination
- Employee privacy, monitoring, and surveillance ethics

1.4 Whistleblowing and Ethical Decision-Making
- Meaning and role of whistleblowing in HR
- Frameworks for ethical decision-making in HR practices
- Case studies of ethical dilemmas in HR

UNIT 2: Applied Ethics and Governance in HR

2.1 Ethical Leadership and HR
- Role of HR in building ethical organizational culture
- Ethical leadership vs. toxic leadership
- Emotional intelligence and ethical behavior

2.2 Corporate Social Responsibility (CSR) and HR
- HR's role in implementing CSR
- Linking CSR to employee engagement and retention
- CSR in Indian companies and HR's strategic involvement

2.3 Code of Conduct and Ethical Governance
- Components of ethical codes in organizations
- Role of HR in policy development and compliance
- Legal and ethical governance frameworks (POSH Act, Labor Laws)

2.4 Contemporary Issues in Business Ethics
- Ethics in AI and automation in HR
- Social media ethics in recruitment and employee branding
- Remote work and ethical considerations

Mapping Matrix of POs, PSOs, and COs

COs	\multicolumn{13}{c}{POs}												\multicolumn{4}{c}{PSOs}			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	1	2	3	3	2	1	1	2	1	2	1.92	1	3	2	2
CO-2	2	3	2	2	3	3	2	1	2	2	1	2	2.08	2	3	3	2.66
CO-3	2	2	2	2	3	3	2	2	2	3	2	2	2.25	2	3	3	2.66
CO-4	2	2	2	2	3	3	2	2	3	2	2	3	2.33	3	3	2	2.66
Avg	2.25	2.25	1.75	2	3	3	2	1.5	2	2.25	1.5	2.25	2.15	2	3	2.5	2.5

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• **Lectures Interactive discussions** on ethical theories, Gandhian values, and Indian business ethics.
CO-2 (Unit: 2)	• **Case-based learning** (e.g., recruitment bias, performance evaluation dilemmas).
CO-3 (Unit: 3)	• **Simulations and role play** involving whistleblowing and ethical decision-making.
CO-4 (Unit: 4)	• **Group presentations** on CSR practices of Indian companies and HR's governance role.

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Fernando, A. C. (2021). *Business ethics and corporate governance* (2nd ed.). Pearson Education India.
- Gogate, S. B. (2022). *Professional ethics and human values* (Rev. ed.). TechKnowledge Publications.
- Gaur, R. R., Sangal, R., & Bagaria, G. P. (2020). *A foundation course in human values and professional ethics* (2nd ed.). Excel Books.

Journal Articles

- Sharma, R. (2021). Ethics in HRM: The Indian perspective. NHRDN Journal of Human Resource Development, 14(3), 45–53.
- Raj, S., & Menon, V. (2023). Whistleblowing and ethical dilemmas in Indian workplaces: An HR lens. Indian Journal of Industrial Relations, 58(2), 112–125.

Web Sources

- SHRM. (2023). Ethics and artificial intelligence in HR. Society for Human Resource Management. https://www.shrm.org/resourcesandtools/hr-topics/technology/pages/ethics-ai-in-hr.aspx
- Tata Group. (2023). CSR and sustainability report 2022-23. https://www.tata.com/community/csr
- Infosys. (2022). Environmental, social and governance report. https://www.infosys.com/sustainability/esg.html

Program - M.A (Human Resource Management)		
Semester- 4		
Code 256510257526	**Name of Subject** **Pay Roll Management System**	**Elective**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain the structure and legal aspects of payroll systems in Indian organizations.

CO-2:   Apply statutory compliance and wage-related laws in payroll scenarios.

CO-3:   Operate payroll software tools and generate payroll reports accurately

CO-4:   Analyse payroll data for auditing, reporting, and HR decision-making.

Detailed Syllabus

Unit 1: Fundamentals of Payroll Management

   1.1 Introduction to Payroll Systems

   1.2 Components of Salary Structure: Basic, HRA, Allowances, Bonus

   1.3 Statutory Deductions: PF, ESI, PT, TDS

   1.4 Payroll Policies and Compliance in India

   1.5 Overview of Labor Codes Related to Wages and Benefits

Unit 2: Payroll Processing and Technology

   2.1 Payroll Cycle and Workflow

   2.2 Payroll Software Overview (e.g., Keka, Zoho Payroll, Saral PayPack)

   2.3 Generating Payslips and Salary Registers

   2.4 Integration with Attendance, Leave, and Tax Systems

   2.4 Reporting and Auditing in Payroll

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	2	2	3	2	2	1	2	2	1	2	2	2	2	2
CO-2	2	3	3	2	3	3	2	2	2	2	2	2	2.33	2	3	2	2.33
CO-3	2	2	3	2	2	2	3	3	2	2	2	1	2.16	2	3	3	2.67
CO-4	2	3	3	3	2	3	3	3	2	2	3	2	2.58	3	3	3	3
Avg	2.25	2.5	2.75	2.25	2.25	2.75	2.5	2.5	1.75	2	2.25	1.5	2.27	2.25	2.75	2.5	2.5

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Concepts and legal framework with case illustrations
CO-2 (Unit: 2)	• PF/ESI/TDS calculation tasks using real wage data.
CO-3 (Unit: 3)	• Training with demo versions of Indian payroll tools.
CO-4 (Unit: 4)	• Payroll audits, reconciliation, and MIS report generation.

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books (Indian Authors)

- Sharma, S. (2021). *Payroll management and compliance in India*. Taxmann Publications.
- Mehra, V., & Dey, A. (2023). *Digital HR and payroll systems*. Himalaya Publishing House.
- Banerjee, P. (2022). *Essentials of payroll accounting and statutory obligations*. Vision Books

Web Sources

- Ministry of Labour and Employment. (2023). *Labour codes and payroll reforms*. Retrieved from https://labour.gov.in
- Keka. (n.d.). *Payroll software insights for Indian businesses*. Retrieved June 25, 2025, from https://www.keka.com
- Zoho People. (n.d.). *Payroll and HR automation in India*. Retrieved June 25, 2025, from https://www.zoho.com/in/people/
- People Matters. (n.d.). *Trends in payroll tech and compliance*. Retrieved June 25, 2025, from https://www.peoplematters.in

- SWAYAM. (n.d.). *Courses on HR compliance and payroll systems*. Retrieved June 25, 2025, from https://swayam.gov.in

Program - M.A (Human Resource Management)		
Semester- 4		
Code 256510257527	**Name of Subject** **Consumer Protection and Awareness**	**Elective**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Analyze the fundamental concepts of consumer protection, consumer rights, and common unfair business practices, distinguishing between technical and legal terminologies in the consumer domain.

CO-2:   Evaluate the organizational setup and legal provisions for consumer protection in India, specifically understanding the functions and redressal mechanisms available through bodies like the Consumer Education and Research Center (CERC), Ahmedabad.

CO-3:   Examine emerging trends and contemporary challenges in consumer protection, including issues related to environmental awareness, cybercrime, and e-commerce.

CO-4:   Propose strategies for consumer education, advocacy, and research on current consumer protection issues, demonstrating practical engagement through field interactions.

Detailed Syllabus

Unit-1 Consumer Protection and Consumer Rights

1.1 Understanding of consumer protection related technical and legal terminology and their definitions
1.2 Consumer Rights, Fraud and unfair business practices

Unit-2 Organizational Set up and legal provision for consumer protection and awareness

2.1 Consumer Education and Research Center (CERC), Ahmadabad: Organization and function
2.2 Provisions against Fraud and unfair business practices
2.3 Understanding about legal provision and redressal measures and Process available at Consumer Education and Research Center (CERC), Ahmadabad

Unit-3 Emerging Trends in consumer protection and General Research

3.1 Environmental Awareness about goods among consumers
3.2 Current Cyber Crime, E-Commerce and Other unfair business practices
3.3 Dialogue with society and research about concurrent issues of consumer protection

Field Visit and Report

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	1	1	3	1	1	3	3	3	1	---	2.00	3	---	1	2.00
CO-2	3	3	3	2	3	3	3	2	2	1	1	3	2.42	2	---	1	1.50
CO-3	2	1	3	---	1	3	2	3	3	2	2	3	2.27	3	3	2	2.67
CO-4	3	2	1	3	---	2	---	---	1	3	3	3	2.33	2	2	2	2.00
Avg	2.75	2.00	2.00	2.00	2.33	2.25	2.00	2.67	2.25	2.25	1.75	3.00	2.26	2.50	2.50	1.50	2.04

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Seminar, Quiz, Self Study, Project, Hands-on Activity Group Discussion, Assignment, Survey, Field Visit, Team-Teaching
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Saxena, **K. C. (Latest Edition).** *Consumer Protection Law & Practice.* **Bharat Law House.** (Focuses on practical aspects and legal interpretations).

Online Resources & Tools

- Consumer Education and Research Center (CERC), Ahmedabad: Website: www.cercindia.org
- National Consumer Disputes Redressal Commission (NCDRC): Website: ncdrc.nic.in
- Competition Commission of India (CCI): Website: www.cci.gov.in

Academic Journals & Online Resources:

- Journal of Consumer Policy: (International journal focusing on consumer protection, law, and economics).
- Journal of Business Ethics: (Articles on ethical conduct in business, relevant to unfair practices).

Program - M.A (Human Resource Management)		
Semester- 4		
Code 256510257528	**Name of Subject** **Community Education**	**Elective**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Understand the basic concepts, significance and necessity of community education in sustainable and inclusive community development.

CO-2: Derive characteristics of Indian communities in the light of concepts of civil and learning society; and design suitable community educational interventions.

CO-3: Equip to utilize participatory methods and communication competence to implement community education programs based on need assessment.

CO-4: Develop the profile of effective community educator; and build capacity through community-dialogues and qualitative survey projects.

Detailed Syllabus

- Background of Indian education system and role, need, definition, concept and scope of community education.
- Interrelationships between individual, community and society. (In social, economic, political context)

- Characteristics of learning communities and civil society (including reference to the Sustainable Development Goals)

- Current characteristics of Indian communities: conservatism-progressiveness, conflict-harmony, Aspirations-hard work, lack of concern for education, social leadership-absence of developmental leadership.
- Principles of social-community change and corresponding planning-programmes (community level)

- Principles of Community Education, Profile of Community Education Worker/Agent/Motivator (Knowledge-Attitude-Skills)

Practical

- write a report on a short program through Media-Tech.
- To survey and report the selected community and plan community education program based on it.

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	2	2	1	1	2	---	1	3	2	1.91	1	3	3	2.33
CO-2	3	2	1	3	3	2	3	1	1	2	3	1	2.08	2	3	1	2.00
CO-3	3	---	3	3	---	3	2	3	3	---	1	1	2.44	3	2	3	2.67
CO-4	3	1	2	2	1	1	2	---	1	---	2	2	1.70	2	3	3	2.67
Avg	3.00	1.67	2.00	2.50	2.00	1.75	2.00	2.00	1.67	1.50	2.25	1.50	2.03	2.00	2.75	2.50	2.42

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Seminar, Quiz, Self Study, Project, Group Discussion, Assignment, Survey, Field Visit, Team-Teaching
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component				
Continuous Comprehensive Evaluation 40 Marks			Assignment	Report	Quiz	Survey	Profile
	CO-1	10	5	-	-	-	-
	CO-2	10	-	-	5	-	-
	CO-3	10	-	10	-	-	-
	CO-4	10	-	-	5	15	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component				
	CO-1	15	Term End Examination				
	CO-2	15					
	CO-3	15					
	CO-4	15					

References

Books:
- Reading material prepared by Bhartiya Samudayik Shikshan Sang
- National **Literacy Mission Authority (NLMA).** Annual Reports and Publications related to Adult and Community Education.
- **Shah, A. M. (2009).** *Rural Education and Development.* Rawat Publications.

Online Resources & Tools
- **UNESCO - Education for Sustainable Development:**
  https://www.unesco.org/themes/education-sustainable-development
- **National Literacy Mission Authority (NLMA), Government of India:**
  https://nlm.gov.in/
- **National Institute of Rural Development and Panchayati Raj (NIRDPR):**
  http://nirdpr.org.in/
- **Open Educational Resources (OER):**
  https://www.oercommons.org/
- **Coursera / edX / SWAYAM:** Free online courses related to rural education, adult learning, and community development.

Program - M.A (Human Resource Management)		
Semester- 4		
Code 256510257529	**Name of Subject** **Business Law**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain key legal principles governing contracts, sales, and companies.

CO-2:   Interpret and apply Indian labor and employment laws in workplace settings.

CO-3:   Analyze legal documents and evaluate employer responsibilities under various acts.

CO-4:   Examine recent developments in corporate and industrial law reforms.

Detailed Syllabus

Unit 1: Fundamentals of Business Law

1.1 Nature and scope of business law

1.2 The Indian Contract Act, 1872 – essentials, types, breach, and remedies

1.3 Sale of Goods Act, 1930 – conditions and warranties

1.4 The Companies Act, 2013 – key provisions, types of companies, role of directors

1.5 Law of Agency and Partnership

Unit 2: Employment and Industrial Law

2.1 Overview of Indian Labour Laws and recent reforms

2.2 The code on social security and occupational safty, health, working condition

2.3 Shops and Establishments Act

2.4 The Code on Wages, 2019; The Industrial Relations Code, 2020

2.5 Legal obligations of HR managers

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	2	2	3	2	1	1	2	2	2	2	2	2	1	1.66
CO-2	2	3	3	2	3	3	2	1	2	2	2	3	2.33	2	3	2	2.33
CO-3	2	3	3	3	2	3	2	2	2	2	2	2	2.33	2	3	2	2.33
CO-4	2	3	3	3	3	3	3	2	2	2	2	2	2.5	3	3	2	2.67
Avg	2.25	2.75	2.75	2.5	2.5	3	2.25	1.5	1.75	2	2	2.25	2.29	2.25	2.75	1.75	2.25

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Interactive Lectures, Explanations with documents, Case Discussions, Role Plays, Debates, debates , Guest Talks
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Kapoor, N. D. (2021). *Elements of business law*. Sultan Chand & Sons.
- Gulshan, S. S. (2022). *Business law including company law* (10th ed.). New Age International.
- Tulsian, P. C., & Tulsian, B. (2023). *Business and corporate law*. McGraw Hill Education India.
- Kumar, R. (2020). *Legal aspects of business*. Cengage Learning India.

Web Sources

- Ministry of Corporate Affairs. (2023). *Company law updates and resources*. Retrieved from https://www.mca.gov.in
- Ministry of Labour and Employment. (2023). *Labour codes and regulatory updates*. Retrieved from https://labour.gov.in
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- People Matters. (n.d.). *HR legal compliance and labor law insights*. Retrieved June 26, 2025, from https://www.peoplematters.in

Program - M.A (Human Resource Management)		
Semester- 4		
Code **256510257530**	**Name of Subject** **System Application and Production (SAP)**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Understand the architecture and functionality of SAP ERP systems.

CO-2:   Navigate core SAP modules, especially HR-related components.

CO-3:   Demonstrate practical skills in using SAP for HR operations like payroll, recruitment, and reporting.

CO-4:   Evaluate the application of SAP tools for strategic HR analytics and decision-making.

Detailed Syllabus

Unit 1: Introduction to SAP and ERP Systems

1.1 Evolution of ERP and SAP
1.2 Overview of SAP Architecture
1.3 SAP Modules: FI, CO, MM, SD, and HRM
1.4 SAP ERP vs. SAP S/4HANA
1.5 SAP for HR: Organizational Management, Personnel Administration

Unit 2: SAP in HR Applications

2.1 Time Management and Payroll Processing
2.2 Recruitment and Talent Management Modules
2.3 SAP SuccessFactors Overview
2.4 Report Generation and HR Analytics in SAP
2.5 User Navigation, Data Entry, and Transaction Codes in HRM

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	2	1	2	2	3	1	2	2	1	**1.92**	3	2	2	**2.33**
CO-2	3	3	3	3	1	2	2	3	2	3	2	1	**2.33**	3	3	3	**3**
CO-3	2	3	3	2	2	2	3	3	2	2	2	1	**2.25**	3	3	3	**3**
CO-4	3	3	3	3	2	2	3	3	2	3	3	2	**2.67**	3	3	3	**3**
Avg	2.75	2.75	2.75	2.5	1.5	2	2.5	3	1.75	2.5	2.25	1.25	**2.29**	3	2.75	2.75	**2.83**

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lectures & Demonstrations, Hands-On Lab Exercises , Practical, Case Studies & Group Projects, Guest Lectures/Webinars
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Saini, D. S. (2021). *ERP systems and SAP applications*. Himalaya Publishing House.
- Mehta, K., & Sharma, R. (2022). *SAP HR functional user guide*. Vision Publications.
- Gupta, A. (2023). *Understanding SAP S/4HANA for HR*. TechKnowledge Press India.

Web Sources

- SAP India. (n.d.). *SAP solutions for human experience management*. Retrieved June 25, 2025, from https://www.sap.com/india/index.html
- NASSCOM. (2023). *Adoption of ERP systems in Indian enterprises*. Retrieved from https://www.nasscom.in
- SWAYAM. (n.d.). *Courses on SAP and ERP for HRM*. Retrieved June 25, 2025, from https://swayam.gov.in

- People Matters. (n.d.). *SAP SuccessFactors and digital HR in India*. Retrieved June 25, 2025, from https://www.peoplematters.in

Program - M.A (Human Resource Management)		
Semester- 4		
Code 256510257531	**Name of Subject** **Corporate Social Responsibility (CSR)**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1: Understand the fundamental concepts, evolution, and scope of Corporate Social Responsibility (CSR) in relation to business, government, and society.

CO-2: Analyze different CSR strategies and activities, and examine the roles of various stakeholders including entrepreneurs, managers, executives, and NGOs in CSR implementation.

CO-3: Evaluate the structure, ethics, values, and responsibilities within CSR organizations and design strategies for sustainable and impactful CSR initiatives.

CO-4: Apply CSR knowledge through real-life case study analysis and reporting, and assess the effectiveness and outcomes of CSR projects.

Detailed Syllabus

Unit-1 Corporate Social Responsibility (CSR) Concept

1.1 Introduction of CSR, Evolution of CSR, Importance of CSR and its scope
1.2 Fundamentals of CSR, Business, Government, Society, Sustainability and CSR
1.3 Basic approach to CSR

Unit-2 Practicing Corporate Social Responsibility

2.1 Different type of CSR activities
2.2 The Role of Entrepreneurs/ CEOs/ Managers/ HR and Executives /NGOs working on CSR projects
2.3 Organization structure, roles and responsibilities of people working in CSR organization
2.4 Values, Ethics, Social Responsibilities, Mission and Vision of NGOs practicing the CSR Projects
2.5 Steps to successful and sustainable CSR projects
2.6 Evaluating the Performance of CSR Projects

Unit-3 Case studies and Report

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	1	2	3	3	2	1	1	1	2	2	1.92	3	2	1	2.00
CO-2	2	3	2	3	2	3	3	2	3	2	2	3	2.50	2	3	2	2.33
CO-3	2	2	3	3	3	3	3	2	3	2	2	3	2.58	3	3	2	2.67
CO-4	2	3	2	2	3	3	3	2	3	3	2	3	2.58	2	2	3	2.33
Avg	2.25	2.50	2.00	2.50	2.75	3.00	2.75	1.75	2.50	2.00	2.00	2.75	2.40	2.50	2.50	2.00	2.33

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Assignment, Presentation, Group Discussion
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ / Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	5	5	-
	CO-3	10	5	-	5
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Singh, A., & Gupta, R. (2021). Corporate social responsibility in India: Principles and practices. Sage Publications India.
- Kapoor, N. (2022). Corporate social responsibility and sustainable development. Himalaya Publishing House.
- Kaul, M. (2023). CSR strategies and ethical business models. Oxford University Press India.
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- Ministry of Corporate Affairs. (2023). CSR policy and compliance under Companies Act. Retrieved from https://www.mca.gov.in
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- Confederation of Indian Industry (CII). (2023). CSR initiatives and reports. Retrieved from https://www.cii.in

Program - M.A (Human Resource Management)		
Semester- 4		
Code **256510257532**	**Name of Subject** **Industrial Health and Safety**	**Compulsory**
Credit: 02	**Teaching Scheme: Theory (15) - Practical (30)**	**Teaching Hours: 45**
Course Outcomes (COs)		

After completing this course, students will be able to

CO-1:   Explain the fundamentals of workplace health and safety systems.

CO-2:   Interpret Indian health and safety laws applicable to industrial settings

CO-3:   Identify workplace hazards and apply risk assessment methods

CO-4:   Design safety policy frameworks and wellness programs for employees.

Detailed Syllabus

Unit 1: Foundations of Industrial Health and Safety

    1.1 Introduction to Occupational Health and Safety (OHS)

    1.2 Role of HR in industrial safety and health promotion

    1.3 Workplace hazards: physical, chemical, ergonomic, psychosocial

    1.4 Safety policy and safety committees

    1.5 Health and wellness programs

Unit 2: Legal Framework and Risk Management

    2.1 The Factories Act, 1948 – Health, Safety, and Welfare Provisions

    2.2 The Occupational Safety, Health and Working Conditions Code, 2020

    2.3 Accident prevention and reporting procedures

    2.4 Risk assessment tools and techniques (HAZOP, FMEA, JSA)

    2.5 Case studies of safety lapses in Indian industries

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO-1	3	2	2	2	3	3	2	1	1	2	2	2	2.08	2	2	1	1.67
CO-2	2	3	2	2	3	3	2	2	2	2	2	3	2.33	2	3	2	2.33
CO-3	2	2	3	2	3	3	2	2	2	2	2	2	2.25	2	2	2	2
CO-4	2	2	2	3	3	3	2	2	2	2	2	3	2.33	3	3	3	3
Avg	2.25	2.25	2.25	2.25	3	3	2	1.75	1.75	2	2	2.5	2.25	2.25	2.5	2	2.25

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures and Visual Aids, Concept delivery through infographics and regulatory charts.
CO-2 (Unit: 2)	• Legislation Analysis, Practical understanding of safety codes and compliance requirements
CO-3 (Unit: 3)	• Case Study Discussions, Indian industrial disasters and safety management practices, Mock safety audits and wellness strategy planning
CO-4 (Unit: 4)	• Guest Talks by EHS Professionals, Industry perspectives on best safety practices.

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Goel, S. (2022). *Industrial safety and health management*. Deep & Deep Publications.
- Raghavan, K. (2021). *Occupational health and safety in India: Legal and strategic perspectives*. Himalaya Publishing House.
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- Indian Institute of Public Health (IIPH). (2023). *Research on industrial health and employee well-being*. Retrieved from https://iiph.org

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