

FieldWork Manual (w.e.f. 2018)



**M.A.
HRM**

M.A. Human Resource Management

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Introduction

Field work training holds a pivotal position in the development of Human Resource Management (HRM) professionals. Through field work training, students are provided opportunities to integrate their theoretical knowledge with practice and acquire hands on experience to deal with a variety of complex workplace situations. The department is widely known for its rigorous field work training. The students are placed with a variety of complex/business organizations and through this exercise they get an opportunity to enhance their knowledge and skills. Field work supervision facilitates the integration of theory with practice and helps to sharpen the analytical skills and attitudes relevant for professional Human Resource Management practice. The field work settings and objectives for each of the semesters are synchronized with the theoretical inputs being provided in the classroom. By the end of the four semesters, students are provided hands-on training in at least two different complex /business organizations.

The present Field Work Manual is an attempt to incorporate all the information required by students of M.A Human Resource Management (HRM), as also by the Faculty/Agency Supervisor and the placement organizations. The field work manual includes field work objectives for each semester along with their indicative tasks, evaluation proforma, guidelines for group conference and field work rules. Course structure is also provided to contextualize the field work practicum.

M.A (Human Resource Management) Course Structure

The MA program in Human Resource Management is spread over four semesters and comprise of 4 theory papers each and one field work training. The course content of MA HRM is subjected to continuous revision based on the latest trends and market requirements. Field work being one of the very components of the curriculum is also frequently revisited to make it sync with the theoretical instructions imparted during each semester.

The approach followed for curriculum designing has been from general to specific. The students are taught courses such as Management Concepts and Principles, Financial and Marketing Management, Human Resources and Talent Management, Social Work and Human Resource Management, Employee Relations and Legislations, Organisational Behaviour and Employee Engagement, Management Research and Computer Applications, Skill Development Paper in the first and second semesters. These are followed by more specialised papers in the third and fourth semesters including Performance and Strategic Reward Management, Human Resource and Organisational Development, Social Security and Labour Legislations, Business and Social Environment, Dissertation, Strategic HR, Change and Diversity Management, Skill Development Paper-II, Corporate Governance and Business Ethics, Global Human Resource Management.

The field work practicum for each semester of the MA HRM is designed in a manner so as to enable students to relate theoretical inputs in each semester with practical situations in the field.

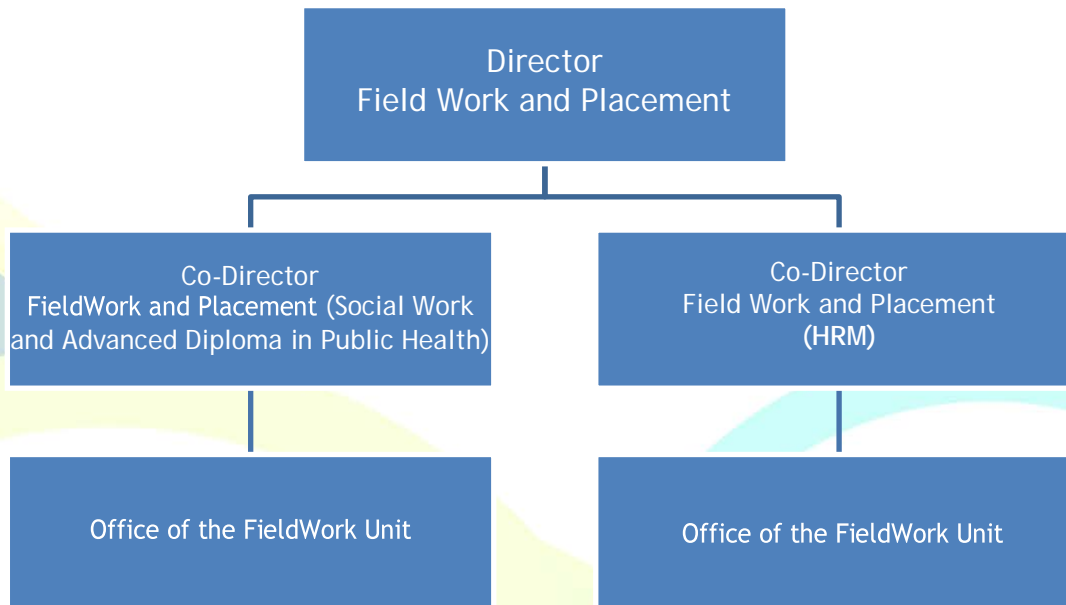
Course Highlights



The Papers (including Core theory and ability enhancement) for the four semesters are as follows:

Semester I	Semester II
<ul style="list-style-type: none"> • Management Concepts and Principles • Financial and Marketing Management • Human Resources and Talent Management • Social Work and Human Resource Management 	<ul style="list-style-type: none"> • Employee Relations and Legislations • Organizational Behavior and Employee Engagement • Management Research and Computer Applications • Skill Development paper-I
Semester III	Semester IV
<ul style="list-style-type: none"> • Performance and Strategic Reward Management • Human Resource and Organizational Development • Social Security and Labour Legislations • Business and Social Environment 	<ul style="list-style-type: none"> • Strategic HR, Change and Diversity Management • Corporate Governance and Business Ethics • Global Human Resource Management • Dissertation and Viva Voce • Skill Development paper-II

The Field Work Structure



Field Work Committee (FWC): FWC is a policy making body for all the matters pertaining to field work. It is a sub-committee constituted by the Board of Studies of the Department and consists of all the faculty members supervising field work. The meeting of the committee is chaired by the Head of the Department.

Director, Field Work and Placement: The Director is appointed by the Board of Studies from amongst the Professors and Associate Professors for a period of two years by rotation on the basis of seniority and is responsible for the administration of field work training. Following are the major responsibilities of the Director:

1. To convene the field work committee meeting/s.
2. To co-ordinate the work of the field work unit in the department.
3. To develop policies and procedures for field work.
4. To identify new field placement opportunities for students.
5. To prepare a field work schedule for the academic year.
6. To finalize the field placements for students.
7. To facilitate on-site faculty supervision.
8. To facilitate job placement for the students.
9. To strengthen alumni networking.

Co-Director, Field Work and Placement: The Co-Director, is appointed by the Board of Studies from amongst the Assistant Professors for a period of two years by rotation on the basis of seniority. The Co-Director is responsible for assisting the Director, Field Work and Placement in the fulfilment of the mandate of field work. Following are the major responsibilities of the Co-Director Field Work.

1. To coordinate the work of the fieldwork Unit in consultation with the Director, Field Work and Placement.
2. To coordinate with the Director to develop policies and procedures for fieldwork.
3. To identify new field placement opportunities for students in consultation with the Director.
4. To assist in the preparation of annual field work schedule.
5. To finalize the field placement agencies for the students in consultation with the Director.
6. To facilitate job placement for the students along with the Director.
7. To strengthen alumni networking.

Objectives, Components and Tasks of Field Practicum

Objectives of field practicum for the respective semesters have been worked out in tune with the theory papers in each semester. Every semester has a set of components and tasks to be completed by the student.

Components of Field Practicum Semester I and Semester II

Components of Field Practicum Semester I	Components of Field Practicum Semester II
<ul style="list-style-type: none">• Concurrent Field Work• Interface with HR Practitioners• Observation Visits• Skill Laboratory• Report submission• Individual Conferences• Self-Management Development Module	<ul style="list-style-type: none">• Concurrent Field Work (six weeks)• Weekly report submission• Individual Conferences• Group Conference• Viva Voce

M.A. (HRM) Semester-I

Nature of Field Work: The purpose of semester I field work is to orient the M.A. (HRM) students about HR profession, HR Practices and functioning of complex business organizations. It also aims to enable the student to self-evaluate his/her strengths and weaknesses that shall hone their understanding and handling of human resource at workplace.

Field Work Objectives

1. To orient the students about HR profession, context of work organizations and implications for contemporary HR Practices.
2. To develop skills like time management, presentation, organization, team work, leadership, etc. through skill labs.
3. To familiarize students with basic HR functions, through observational visits, in complex /business organizations.
4. To develop skills needed for better self-management and self-development to become effective HR managers.
5. To develop skills in recording and ability to use supervision for professional growth.
6. To develop professional ethics and values

Components

- A. **Interface with HR practitioners:** Interface with the HR practitioners of senior and middle management through invited talks and panel discussions followed by interaction provide an opportunity to students get insights into the contemporary HR practices, challenges and innovations. There will be three professional interfaces organized during the first semester.

- B. Observation visits to complex /business organizations:** Observation visits to complex/business organizations are followed by interaction and discussion with the concerned faculty supervisors. The rationale of the observation visits is to provide an opportunity to students for sharing HR practices and discussing them with junior and middle level functionaries of HR department. The observation visits shall be conducted in complex/business organizations to understand the structure and functions of HR department. Two observation visits shall be organized in the first semester.
- C. Skill Labs on different HR themes:** Five skill labs to be organized on themes such as time management, anger management, leadership, team building, structured learning, etc. for development of the students so as to enhance their understanding and handling of human resource at workplace and inculcation of preparatory skills and attitudes for field work.
- D. Self-Management and Development Module (SMDM):** The broad objectives of the SMDM are to develop the overall personality of the students by means of challenging situations, make them physically and mentally confident and disciplined, develop team spirit and coordination, develop the ability to take up goal-oriented risks and develop leadership qualities in them. The activities selected to meet these objectives are generally outdoor adventure activities and group games. This module shall be imparted over a period of 5 days through management games, adventure sports, etc. It may be residential/non-residential, in-campus/outstation, depending upon the feasibility, costs involved and availability of time. The decision of the time and venue for SMDM will be finalized by the SMDM Director.

NOTE: The students are required to write the report for all the components of the semester I field work including professional interface, observation visits, skill labs and SMDM followed by individual conference with their respective field work supervisors.

M.A. (HRM) Semester – II

Nature of Field Work Placement: Concurrent block field work placement of semester II students shall be of six weeks. It is likely to commence in early February preferably in a complex/business organization with a well-defined HR Function.

Field Work Objectives

1. To develop an in-depth understanding of the nature, structure and functioning of the complex organizations.
2. To familiarize self with the functioning of Human Resource/IR department.
3. To gain a practical understanding of various laws relevant for Human Resource Management and their compliances.
4. To develop an understanding of Human Behaviour at Work.
5. To develop a professional attitude in dealing with Human Resources at work place.

6. To strengthen the ability to translate consciously theoretical inputs into the practical realm.
7. To develop the ability to undertake analytical recording.
8. To develop self as a professional.

Tasks for field Practicum

1. To understand the organization, its structure, strategy and unique features.
2. To gain practical understanding of all the major HR management functions
3. To participate in the daily HR activities of the organization.
4. Understanding Compliance and Administration of Legal Provisions where applicable:
 - i. Payment of Wages Act, Minimum Wages Act
 - ii. Payment of Bonus Act
 - iii. Contract Labour Regulations Act
 - iv. Employees Provident Fund Act
 - v. Payment of Gratuity Act
 - vi. Factories Act/ Shop and Establishments Act
 - vii. Industrial Employment(Standing orders) Act
 - viii. Industrial Disputes Act
 - ix. Employees State Insurance Act
5. To gain understanding and knowledge of different employee engagement activities and non-statutory welfare schemes across different levels in the organization.
6. To understand Human Resource Planning (manpower planning including surplus and/or attrition analysis), recruitment, selection, induction, job placement of employees across different levels.
7. To develop an understanding of organizational attendance, leave, payroll, pay and perquisite structure(s) and mode of dispersal across different hierarchical levels.
8. To understand organizational incentive and reward system across different hierarchical levels.
9. To understand the employee maintenance systems including: Performance management system, training and employee development activities, grievance handling.
10. To familiarize self with I.R. and trade union history of the organization, where applicable.
11. To learn the formalities involved during employee joining and exit.
12. To relate theory to practice and situational reality across all HR functions.
13. Bringing out issues, concerns and dilemmas encountered during field work through a planned paper presentation in the scheduled group conference.

Field Practicum Semester III and Semester IV

Components of Field Practicum Semester III and Semester IV

Components of Field Practicum Semester III	Components of Field Practicum Semester IV
<ul style="list-style-type: none">• Concurrent Field Work (six weeks)• Weekly Report submission• Individual Conferences• Group Conference• Dissertation	<ul style="list-style-type: none">• Concurrent Field Work (six weeks)• Weekly report submission• Individual Conferences• Viva Voce• Dissertation• Dissertation Viva voce

Nature of Field Work Placement: Concurrent block field work placement of semester III and IV students shall be of six weeks each. It is likely to commence in mid-September for semester III and early March for semester IV, preferably in a complex/business organization with a well-defined HR Function. The students shall be placed in the same organisation during the third and fourth semester. The field work tasks and objectives will spread over the two semesters with flexibility to cover the objectives as per opportunity provided by the organisation.

Field Work Objectives:

1. To develop an understanding of the nature and structure of the organization.
2. To develop familiarity with major HRM functions at the corporate level.
3. To gain insights into the process of policy formulation and implementation.
4. To develop an in-depth understanding of the strategic HR functions and its relevance to global practice.
5. To familiarize self with functions of strategic HR at the corporate level.
6. To develop an understanding of Corporate CSR and Role of HR in it.
7. To develop a professional attitude in dealing with Human Resources at work place.
8. To strengthen the ability to translate consciously theoretical inputs into the practical realm.
9. To develop the ability to undertake analytical recording.
10. To develop self as a HR professional.

Tasks of Field Practicum:

1. To understand the organization its structure, strategy, financial standing and unique features (including employer branding status).
2. Establishing rapport with the personnel and understanding importance of HR/HRD Department.
3. To gain practical understanding of all the major HR management functions.
4. To participate in the daily HR activities of the organization.
5. To familiarize self with the overall human capital management functions and relating it with global perspectives in HR practice.

6. To understand the policies and practices relating to employee relations, employee engagement, talent management, reward and compensation management and performance management in large scale organizations.
7. To understand human resource planning, job analysis, job evaluation and job description and recruitment and selection process, induction, job placement of employees across different levels.
8. To familiarize and critically analyze performance management systems including reward systems- incentives, promotions and transfers, etc.
9. To understand change management particularly organizational development and HRD including identification of training needs (individual and organizational), conducting training and training evaluation also management development programmes
10. To gain understanding and knowledge of different employee engagement activities.
11. To work on human resource computer application and operation of MIS
12. To work on the organizational CSR programme.
13. To relate theory to practice and situational reality across all HR functions.
14. Bringing out issues, concerns and dilemmas encountered during field work through a planned paper presentation in the scheduled group conference.

Dissertation

Dissertation is a compulsory component of Field work training for M.A. HRM (third and fourth semester) students which starts immediately after the commencement of third semester field work i.e. in the month of September. The purpose of the dissertation is to develop research skills, understand the research process and come up with a dissertation in consultation with the faculty supervisor (same as that of concurrent field work of that year) and face a viva voce examination at the end of the fourth semester. The synopsis for the dissertation is to be developed in consultation with the faculty supervisor during the field work placement of third semester, which is to be forwarded through the supervisor to the field work unit by the end of second week of Field Work. Literature review and tool development including pre-testing has to be completed by the end of fourth week of field work. The student shall complete data collection in the by last week of field work of third semester. In the fourth semester the student shall complete data analysis and write the dissertation report as per the time line given by the field work unit. This will be followed by the final submission of the dissertation through the supervisor to the FW Unit and subsequent Viva voce. The dissertation will be checked for plagiarism before submission and the plagiarism certificate will be attached with it.

Dissertation Guidelines

- **Domain of Research:** To be decided in consultation with the supervisor and field work agency
- **Agency Attachment:** Field Work Agency of M.A. HRM-III & IV Semester
- **Nature of Research:** Preferably based on primary data. In exceptional cases, research based on secondary data may be undertaken after taking prior permission from competent authority

Time Line

Identification of Issue and Development of Proposal	End of second week of Field Work
Literature Review and Tool Development including Pre-Testing	End of fourth week of field work
End of Data Collection	By last week of field work
Completion of Data Analysis	First week of February
Report Writing & Submission First Draft	Third week of February
Final Submission	Second week of April
Viva	Fourth week of April

NOTE: The students will also undertake a research work for their Dissertation paper which is a component of Field Work in the third and fourth semester. The Dissertation is an independent paper, however, its activities and data collection shall be conducted in the Field Work Agency itself concurrent to field work placement. The Viva of dissertation will be separate and shall be held before the theory papers.

Individual Conference

Individual Conferences are arranged to facilitate interaction, sharing and feedback between supervisor and supervisee in a systematic, planned and confidential setting. ICs are supposed to be held every week during the field work period in Semester –I, II, III and IV. It provides a platform to discuss the issues and concerns arising out of field work. The Supervisor is expected to facilitate the students to relate theory with practice, and monitor their progress in terms of accomplishment of field work tasks and objectives and improvement in quality of reporting. It provides the student an opportunity to reflect on their own strengths and weaknesses and work on them for the betterment. All students are mandatorily required to attend all such Supervisory conferences. Field work without IC will be considered as unsupervised field work and shall stand a chance to be cancelled.

The responsibilities of the Faculty Supervisor could be summarized as:

- Making student comfortable with the field setting and its requirements.
- Assisting the students to develop their thinking, attitude and behavior and action in relation to the values and ethics of the profession.
- Working out a work schedule in consonance with the field work objectives.
- Enabling students in learning to relate theory with practice.
- Sharing with students the evaluation criteria, performance indicators and other expectations in terms of recording, use of supervisory process, etc.
- Providing periodic feedback to students about their professional growth.
- Maintaining regular contact with the placement agency and agency supervisor for monitoring purposes.

Group Conference

Group conference is a vital part of the field work training, as it enables students to develop some of the basic skills to become an effective HR professional. In MA HRM group conferences are held twice in the whole course duration: one during Semester II and other during Semester III. It provides students a rare opportunity to get exposure to a wide range of areas. Each student supposed to assume the role of Chairperson, Paper Presenter and Rapporteur at least once in each Group Conference. It provides the student an opportunity to experience the process of presentation of formal academic and practice oriented paper, to chair and moderate a formal discussion, to record the proceedings of discussion in a systematic, precise and formal manner, and to develop understanding of various settings and opportunities relevant to the field of HRM. It is an evaluative component of field work. It has to be passed separately to be considered pass in Field Work and for promotion to the next semester.

Objectives of the Group Conference:

1. To provide students exposure to different field settings.
2. To provide the students an opportunity to collect data, analyze and reflect upon areas of work through presentation.
3. To facilitate problem solving through group efforts.

4. To learn to make a presentation, chair a group meeting and act as a Rapporteur
5. To develop presentation and time management skills.
6. To gain exposure in peer learning processes.
7. To get exposure to a wide range of areas.
8. To provide each student exposure to the role of Chairperson, Paper Presenter and Rapporteur at least once in each group Conference.
9. It provides student an opportunity to develop understanding of various settings and opportunities relevant to the field of Human Resource Management.
10. To develop a resource base of indigenous literature on Human Resource Management.

Group Conference Modalities

- **Group Conference Paper in the Second Semester:** It shall be based on students field work and shall include the situational analysis of the human resource in the organization: nature, type and challenges/ problems of HR in the organization. The student shall describe the number of human resources in their organization, nature of their appointment (permanent, daily wagger, contractual, outsourced, etc.) and HR systems governing their conditions of work and welfare.
- **Group Conference Paper in the third semester** shall be a based on an issue or may be a HR policy analysis. The paper should ideally be a secondary data based study on the theme of the student's dissertation topic in HRM.

Inter-Agency Meet

The inter-agency sports and cultural meet is held every year to commemorate the birth anniversary of late Dr. Zakir Hussain, the former President of India and Vice Chancellor of Jamia Millia Islamia on or around 8th February. In this meet, the students of M.A. HRM are required to participate in planning, organizing, coordination, management and budgeting for this major Field Work event under faculty supervision. Children come to this Meet with M.A. Social Work students and mostly belong to disadvantaged and underprivileged groups. The meet is an opportunity for the children to overcome their inhibitions and feel motivated as well as showcase their talents.

The objectives of this activity are:

- To instill in students a sense of responsibility towards the various stakeholders.
- To develop planning, organizing, coordination, management and budgeting for organizing a major Field Work event.
- To develop leadership and team building skills in students.
- To instill in them organizational pride and fraternity.

Supervisory Meet

Supervisory meet shall be conducted by the field work unit in the month of May preferably before the commencement of summer vacations. The purpose of the Meet is to strengthen the field work practicum, maintain organizational networks, facilitate job placement activity, keep abreast of the field developments for updating the curricula and foster field-academia co-operation.

Job Placement

Job Placement is a largely student driven activity initiated, coordinated and conducted by students mentored by the field work and placement unit of the department. Its objectives are to:

- To prepare a placement brochure.
- To update the placement data base through data bank and alumni lists.
- To facilitate on-campus placement of the students on the basis of their ability, interest and other skills.

The department is known for facilitating job opportunities to its students by providing them a stepping stone into the corporate world. For job placement different complex, business and industrial organizations are approached by the department. A placement brochure, which is prepared annually, is also circulated among the potential organizations and alumni. Subsequent to this a systematic follow up is carried out on behalf of the department by the student's placement committee. On campus placement entails a pre-placement talk followed by the individual selection processes. Campus placement is a student led activity with close facilitation provided by the field work team. The student placement committee under the guidance of field work unit shall organize the alumni meet to strengthen the job placement activity.

Annexure I: Field Work Rules for Concurrent Block Field Work

1. Rules pertaining to concurrent Block field work placement :Any student who shall not attend the interview scheduled for him/her by the Field Work unit for the concurrent block field work placement purpose shall be given a showcase notice and his/her evaluation shall be adversely affected. Further, if any student refuses to attend or remains absent twice for any such interview with prospective field work agency the student shall be held responsible for lack of placement opportunity and shall be withheld in the semester and shall be deemed to have failed in field work in that semester. Such a student shall seek readmission in the corresponding semester in the next academic year subject to submission of an undertaking to not repeat the fault.

2. Attendance: Attendance in field work is compulsory. The students are required to attend field work for all the field work days during field work period. Normally, only the agency holidays will be observed. However the department may announce additional holidays, if required. However, the students may be required to put in more time due to the exigencies of work and/ or the nature of their assignments. No compensation for missing of any component of field work in any of the semesters shall be permissible on any grounds.

3. Leave: The students will be permitted leave on medical grounds for not more than two days during a semester. Application for such leave must be sent to the faculty and agency supervisor within 24 hours of availing leave and must be accompanied by a medical certificate issued by a MBBS doctor. In case of any doubt of genuineness of a case, the department may ask the student to appear before the Medical Officer at the Doctor, Ansari Health Centre or any other Government Hospital. No student on any account shall take leave or remain absent from field work on any account including sports purposes.

4. Evaluation:

- 1.1 Evaluation of Field work is an ongoing process and regular feedback is provided to the student with the help of Individual and Group Conferences. However Field work is also evaluated in terms of marks as well as qualitatively at the end of each semester. According to the evaluation criteria as decided by the Department.
- 1.2 Field work and its various requirements for all the classes shall be evaluated by the Faculty Supervisor, as per the process and guidelines led down, with the help of the tools developed for the purpose, by the department. Mere fulfillment of attendance requirement by the students will not guarantee their successful completion of field work.
- 1.3 If a student fails to attain 75% attendance in any of the field work components of the respective semester, she/he will not be considered eligible for evaluation and will be declared to have failed in field work in the concerned semester. A student who fails in field work shall not be allowed to take theory examinations and shall be treated as having failed in the semester.
- 1.4 If a student fails to obtain 90% attendance in any of the components of field work requirements(visits to the agency, individual conference, submission of field work reports and group conference) in each of the semester, her/his field work evaluation may be adversely affected.

1.5 The department will notify the names of students who fail to complete field work requirements at the end of each semester. Such students will not be allowed to continue with the semester and shall not be entitled to take theory examinations for that semester. The students of MA HRM Semester-I, if detained on account of non-completion of field work requirements will have to seek readmission as fresh candidates next year. The students of the remaining semesters (i.e. II, III, IV), however, may be readmitted with the corresponding semester next year, provided that they have passed in the preceding semester(s) or qualify for promotion under the promotion rules of the MA HRM as approved from time to time by the competent bodies.

5. Rules pertaining to Skill Labs: Five Skill labs will be organised in the MA HRM Semester-I in the relevant areas. Active Participation and submission of analytical report for each skill lab within five days of the program is mandatory. Clause 4.3 & 4.4 will be applicable to this activity.

6. Rules pertaining to Self-Management and Development Module: The students of MA HRM Semester-I will be required to participate in Self-Management and Development Module to be organised by the Department. The active participation in module and analytical Report within one week will be evaluated as part of field work requirements. The attendance rules as specified under Clause 4.3 & 4.4 will be applicable to this activity.

7. Rules pertaining to Observational Visits and Professional Interface: A minimum two each and a total of five observational visit and professional interfaces shall be arranged to relevant agencies/ with relevant professionals concerning HRM. Attendance in such visits and completion of related requirements such as writing reports, and Individual conferences and group conferences, etc. is compulsory. Clause 4.3 & 4.4 will be applicable to this activity.

8. Rules pertaining to Group Conference: The group conference will be held in second and third semester of the field work and shall comprise an essential component of passing in field work. It has to be passed separately to be considered pass in Field Work and for promotion to the next semester. Clause 4.3 & 4.4 will be applicable to this activity.

9. Rules pertaining to Viva-Voce: The field work viva-voce at the end of second and fourth semester shall be a necessary component of FW practicum and has to be passed separately to be considered pass in Field Work and for promotion to the next semester.

Note: None of the requirements of Field Work can be compensated; however, in exceptional circumstances the decision of the field work committee shall be final. In case any problem arises on account of interpretation of the above rules and/or for clarifications needed the Field Work Committee which is a sub-committee created by the Board of Studies (BOS) of the Department of Social Work will be the competent body to provide the same and its decision shall be final. Rest of the field work rules and provisions as contained in the field work Manual or as modified from time to time shall also continue to apply.

Annexure 2: Guidelines and Evaluation for Group Conference

Nature of Paper Presentation

1. The presentation should evolve from field work practicum being pursued by the student.
2. It should focus on agency profile, field work tasks and challenges faced if any.
3. The student is required to do a situational analysis of the problem that they are presenting and link it to the larger business and socio-political environment.
4. The student should then write a detailed background of the issue on which he or she proposes to initiate discussion in the group discussion.
5. The paper should finally focus on a particular issue in which the student has actively engaged himself/herself and this can be open for group discussion.

Format of Group Conference Paper

1. Preliminaries- this include information like name of the presenter, chairperson, recorder, time and date of presentation, and the venue of presentation.
2. Title of the Paper and name of Placement Agency
3. Introduction of the organization/ Agency and task planned by the field work trainee.
4. Main content presentation (Max 750 words)
5. Each presentation should be with the help of a power presentation to a maximum of 10 minutes duration. The presentation will be followed by a discussion of 10 minutes duration.

Structure of the Group Conference: Each student will perform the three roles of a Paper Presenter, Chairperson and a Rapporteur. These roles are as detailed below:

Role of Chairperson

1. Welcome the presenter, Rapporteur and resource persons.
2. Introduce the theme of the paper
3. Explain the rules of the conference
4. Encourage participation of the group
5. Maintain discipline
6. Time Management
7. Seek feedback from resource persons and faculty supervisors on the issue raised
8. Summarize the discussion

Role of Rapporteur

1. To record the proceedings of the group conference
2. To submit the written copy of the report to the assigned faculty member in 3 days time
3. The report should cover the following: Name of the members present in the Group Conference, Summary of the presentation, Queries raised after the presentation and a summary of discussion.

Rules:

1. Attendance in the group conference is mandatory for the students
2. The paper to be presented should reach Field Work unit 3 days prior to the group conference in print form. 15 copies of the same have to be provided to the field work unit.
3. The Group Conference will be held as per the schedule announced by the field work unit.
4. Students will normally be given only one opportunity to make a presentation. If the students fail to avail this, it may reflect negatively on the evaluation of his/her field work.
5. 15 marks are allocated for one Group Conference. The evaluation is made on the following three criteria: presentation, punctuality and participation, and timely submission of report.

Criteria for evaluation of Group Conference for M.A in HRM

SNo.	Broad Components	Marks	Specific Parameters
1.	Paper	8	<ul style="list-style-type: none">• Content• Clarity• Organisation
2.	Presentation	3	<ul style="list-style-type: none">• Content• Clarity• Communication
3.	Participation and Punctuality	3	<ul style="list-style-type: none">• Attendance and adherence to time• Level of participation• Alertness
4.	Chairing	3	<ul style="list-style-type: none">• Initiation• Managing discussion• Timekeeping
5.	Recording	3	<ul style="list-style-type: none">• Content• Clarity• Timely submission of minutes*
	Total Marks	20	

(The recorder is required to submit the minutes of the GC within the next two working days to the Field Work Unit for evaluation by the Field Work co-Director)

Annexure – 3: Field Work Evaluation

Annexure 3(a): Field Work Evaluation Proforma for Students (Semester I & II)

SELF EVALUATION PROFORMA

Name of Student:

Name of Faculty Supervisor:

Name of Agency:

1. Briefly describe the nature of placement Agency (Brief History, functions, programmes, organizational philosophy and organizational structure).
2. Discuss the nature of the community you were placed in (type of community, size, major population groups, occupational structure, general level in terms of: education, health, socio-economic status, availability of basic amenities etc. and kind of intervention made by the placement agency).
3. Discuss the major assignments handled during the period and the accompanying learning outcomes (This may include new insights gained, skills acquired, techniques utilized etc.)
4. In what ways you feel fieldwork training thus far had contributed to your professional growth and development. Following are the suggested constituents of professional development. These may be used to evolve a framework for discussing your professional development. Cite field examples to substantiate.
 - a) Commitment to the Professional Ethics, Attitude and Value.
 - b) Awareness of the self in relation to the demands of the work situations (personal qualities and limitations that may be considered as either facilitating or hindering factors in professional development).
 - c) Conscious use of theoretical knowledge in practice.
 - d) Self-motivation: Ability to strive towards achievement of objectives, even when the work environment was perceived as not being conducive enough.
 - e) Striving towards independence and self-reliance: Ability to take up assignments with minimal guidance, ability to create relevant and productive work for one self, making a conscious effort to move from dependence to self-direction.
 - f) Sense of responsibility and discipline: Regularity, punctuality, meeting deadlines, accomplishment of tasks assigned and accountability.
 - g) Creating a helping environment to maximize learning opportunities and outcomes.
 - h) Inter personal competency to deal with a variety of work and human relation situations.
5. Use of Supervisory Guidance:
 - a) Discuss the ways in which you tried to make use of supervisory guidance available at the Department and the organization.
 - b) Highlight your abilities to receive and provide feedback and to incorporate the feedback

in the day to day work situations.

c) Illustrates how you tried to minimize dependence on supervisors leading to self-directed approach to learning.

6. Writing Records:

a) Ability to write in a clear and articulate manner.

b) Ability to present facts and observations in an organized manner.

c) Ability to relate day to day work situations with the theoretical knowledge.

d) Ability to present facts and observations within an analytical framework.

7. Discuss the problems faced in operationalizing the field work objectives and how did you try to overcome these.

8. Faculty Supervisor's Remarks:

Signature of Student

Date:

Signature of Supervisor

Date:

Annexure 3(b): Field Work Evaluation Proforma for Students (Semester III & IV)

SELF EVALUATION PROFORMA

Name of Student:

Name of Faculty Supervisor:

Name of Agency:

1. Briefly describe the nature of placement Agency (Brief history, functions, programmes, organizational philosophy and organizational structure).
2. Discuss the major assignments handled during the period and the accompanying learning outcomes (This may include new insights gained, skills acquired, techniques utilized etc.)
3. In what ways you feel fieldwork training thus far had contributed to your professional growth and development. Following are the suggested constituents of professional development. These may be used to evolve a framework for discussing your professional development. Cite field examples to substantiate.
 - a) Commitment to the Professional Ethics, Attitude and Value.
 - b) Awareness of the self in relation to the demands of the work situations (personal qualities and limitations that may be considered as either facilitating or hindering factors in professional development).
 - c) Conscious use of theoretical knowledge in practice.
 - d) Self-motivation: Ability to strive towards achievement of objectives, even when the work environment was perceived as not being conducive enough.
 - e) Striving towards independence and self-reliance: Ability to take up assignments with minimal guidance, ability to create relevant and productive work for one self, making a conscious effort to move from dependence to self-direction.
 - f) Sense of responsibility and discipline: Regularity, punctuality, meeting deadlines, accomplishment of tasks assigned and accountability.
 - g) Creating a helping environment to maximize learning opportunities and outcomes.
 - h) Inter personal competency to deal with a variety of work and human relation situations.
4. Use of Supervisory Guidance:
 - a) Discuss the ways in which you tried to make use of supervisory guidance available at the Department and the organization.

b) Highlight your abilities to receive and provide feedback and to incorporate the feedback in the day to day work situations.

c) Illustrates how you tried to minimize dependence on supervisors leading to self-directed approach to learning.

5. Writing Records:

a) Ability to write in a clear and articulate manner.

b) Ability to present facts and observations in an organized manner.

c) Ability to relate day to day work situations with the theoretical knowledge.

d) Ability to present facts and observations within an analytical framework.

6. Discuss the problems faced in operationalizing the field work objectives and how did you try to overcome these.

7. Faculty Supervisor's Remarks:

Signature of Student

Date:

Signature of Supervisor

Date:

Annexure – 3(c)

FIELD WORK OUTLINE

Semester	Proposed Field Work Component	Duration/Number	Marks/Credits
Semester 1	#Interface with HR Practitioners and Observation Visits	2/3(total five of Interface and Observation visits)	50/2
	Skill Lab on different HR Themes	5	100/4
	#Self-Management Development Module	5 Days	50/2
Total Marks and Credits			200/8
Semester- II	#Concurrent Field Placement in Industrial settings and complex organizations to be commenced in early Feb # Group Conference Viva-Voce	Six Weeks	200/8 (FW= 180 + GC=20) Viva Voce 50/2
Total Marks and Credits			250/10
Semester- III	#Concurrent Field Placement in Corporates to be commenced in Sept-Oct (would include data collection for Dissertation paper) #Group Conference	Six Weeks	200/8 (FW= 180 + GC=20)
Total Marks and Credits			200/8
Semester- IV	Concurrent Field Work training to commence in mid-march in same organization as in Semester III Dissertation Dissertation Viva Voce	6 Weeks VIVA-VOCE With block field work Viva Voce	200/8 Viva Voce 50/2 100+50=150/6 (Dissertation+ Viva Voce)
Total Marks and Credits			400/16
Grand Total			1050/42

Annexure – 3(d) Weightage of Marks for Field Work Components

M.A HRM (I and II Semester)

S.No	Components	Semester I
1	Observation Visits (2)	20
2	Professional Interface(3)	30
3	Skill Lab on different HR Themes(5)	100
4	Self-Management Development Module	50
	Grand Total	200

S.No	Components	Semester II
1	Professional Development	70
2	Work Habits	40
3	Recording	35
4	Use of Supervision	35
5	Group Conference	20
	Total	200
6	Viva-voce	50
	Grand Total	250

M.A HRM (III and IV Semester)

S.No	Components	Semester III	Semester IV
1	Professional Development	70	80
2	Work Habits	40	40
3	Recording	35	40
4	Use of Supervision	35	40
5	Group Conference	20	No GC
6	Viva-voce	No Viva	50
7	Total	200	250
8	Dissertation	NA	100
	Dissertation Viva		50
	Grand Total	200	400

Annexure - 4

Rules for Dissertation M.A. Human Resource Management (III & IV Semester)

1. Procedure

- 1.1 Dissertation will be carried out as per the guidelines provided in the syllabus.
- 1.2 Dissertation will be carried out in Semester III & IV through the Field Work Agency only.
- 1.3 Dissertation will begin and end strictly during the specified period failing which it will not be possible for the department to recommend for the award of M.A. (Human Resource Management) degree.
- 1.4 The entire cost of undertaking the dissertation and production of the dissertation shall be entirely borne by the student.
- 1.5 Time line regarding the Dissertation would be issued by the Director, Field Work & Placements at the beginning of the third semester.
- 1.6 The faculty supervisor for the purposes of the research shall be the same as the field work supervisor for third and fourth semester. The faculty supervisor may be changed by the staff council only under extraordinary circumstances.
- 1.7 In case of any failure on the part of the student to comply with the timelines of the dissertation, the faculty supervisor will report the same to the Director, Field Work & Placements. The Director, Field Work & Placements will subsequently issue a show cause notice to the student to which the student is expected to respond within five working days. In case if the student's response is not found to be satisfactory by the faculty supervisor, then a warning will be issued by the Director, Field Work & Placements. A maximum of two warnings will be issued to the student after which the student will be declared failed in dissertation and the student will be required to complete his/her dissertation in the next academic year. Thereafter the student will get a maximum of two opportunities to complete the dissertation not exceeding the fourth year from the date of admission in the M.A. (Human Resource Management) program.
- 1.8 The dissertation shall normally be of 75-100 pages with proper references and scientific organization.
- 1.9 The dissertation is to be typed in Times New Roman, Font 12 and 1.5 line space.
- 1.10 Dissertation should be submitted in spiral bound copy in triplicate (one each for student, supervisor and department) to the Field Work Unit.
- 1.11 The references are to be written in the APA style.
- 1.12 The responsibility for ensuring the originality of the dissertation is that of the faculty supervisor. The dissertation will be checked for plagiarism before submission and the plagiarism certificate will be attached with it
- 1.13. The dissertation submitted to the department shall be duly certified by the faculty supervisor.

2. Evaluation

- 2.1 The dissertation shall initially be examined by the supervisor and certified for submission. The faculty supervisor shall evaluate the dissertation for 100 marks.

- 2.2 Only those candidates whose dissertation is certified by the supervisor shall be examined externally through a viva-voce examination. The viva-voce examination carries 50 marks which will be held at the end of Semester IV.
- 2.3 In case a dissertation is not certified by the faculty supervisor prior to the viva- voce, the candidate shall not be allowed to appear for the viva-voce and shall be declared failed in the dissertation.
- 2.4 In case a student is unable to submit the dissertation within the specified time as notified by the Department, he/she shall not be given another chance in that academic session to complete the dissertation and shall be marked as failed in the dissertation.
- 2.5 A student marked as 'failed' in the dissertation shall have the opportunity to complete the dissertation in the next academic year. Decision regarding the faculty supervisor under such circumstances shall be taken by the Field Work Committee.
- 2.6 In cases, a student is unable to submit the dissertation within the specified time due to illness or other exigencies, the matter shall be placed before the Field Work Committee to take a decision.

***Note:** None of the requirements of Field Work can be compensated; however, in exceptional circumstances the decision of the field work committee shall be final. In case any problem arises on account of interpretation of the above rules and/or for clarifications needed the Field Work Committee which is a sub-committee created by the Board of Studies (BOS) of the Department of Social Work will be the competent body to provide the same and its decision shall be final. Rest of the field work rules and provisions as contained in the field work Manual or as modified from time to time shall also continue to apply.*

Annexure- 5

M. A. Human Resource Management Syllabus (w.e.f 2019)

Papers	Course Title	Marks	Credits *	Weekly Teaching hours
Semester 1				
HRM-S1-01	Management Concepts and Principles	100	4	4
HRM-S1-02	Financial and Marketing Management	100	4	4
HRM-S1-03	Human Resource and Talent Management	100	4	4
HRM-S1-04	Social Work and Human Resource Management	100	4	4
HRM-S1-05	Field Work			
	1. Professional Interface or Observational visits to business organizations.	50	2	
	2. Skill labs: (Quantity: 5)	100	4	
	3. Self-Management & Development Module (5 days)	50	2	
Total (Marks& Credits)		600	24	
Semester II				
HRM-SII-06	Employee Relations and Legislations	100	4	4
HRM-SII-07	Organisational Behaviour and Employee Engagement	100	4	4
HRM-SII-08	Management Research and Computer Applications	100	4	4
HRM-SII-09	Skill Development Paper I	100	4	4
HRM-SII-10	Field Work	200	8	
	Viva Voce	50	2	
Total (Marks& Credits)		650	26	
Semester III				
HRM-SIII-11	Performance & Strategic Reward Management	100	4	4
HRM-SIII-12	Human Resource & Organizational Development	100	4	4
HRM-SIII-13	Social Security and Labour Legislations	100	4	4
HRM-SIII-14	Business and Social Environment	100	4	4
HRM-SIII-15	Field Work	200	8	
	Total (Marks& Credits)		600	24

Semester IV				
HRM-SIV-16	Strategic Human Resource, Change and Diversity Management	100	4	4
HRM-SIV-17	Skill Development Paper II	100	4	4
HRM-SIV-18	Corporate Governance and Business Ethics	100	4	4
HRM-SIV-19	Global Human Resource Management	100	4	4
HRM-SIV-20	Field Work	200	8	
	Viva Voce	50	2	
HRM-SIV-21	Dissertation	100	4	
	Viva Voce	50	2	
	Total (Marks & Credits)	800	32	
	Grand Total (Marks & Credits)	2650	106	

*Each theory paper to be of 4 credits

About M.A. (H.R.M.)

M.A. in Human Resource Management is a 4 semesters (two year) post-graduate program which prepares human resource professionals for a variety of complex organizations, both public and private. The curriculum provides for three intensive field work placements of one month each and one for 6 weeks resulting into a dissertation. The field training is coupled with rigorous class-room teaching spread over 16 courses. In essence, the program aims at developing a strong human relationship perspective among the students with the help of inter-disciplinary teaching and supervised field practicum.

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