DEPARTMENT OF SOCIAL WORK

JAMIA MILLIA ISLAMIA

NEW DELHI

Syllabus

M. A. Human Resource Management

2018 -20

M. A. Human Resource Management

Syllabus - 2018-20

Semester	Papers	Course Title	Marks	Credits *	Weekly Teaching hours
Semester I	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.** Interface or Observational visits to Industrial/ complex organizations and Workshops on computer proficiency	50	2	
		2. Skill labs: 5	100	4	
		3. Self Management & Development Module (5 days)	50	2	
	HRM-S1-06	*CBCS (offered for other Students):* Human Resource and Talent Management	100	4	4 4
Semester II	HRM-SII-07	Employee Relations and Legislations	100	4	4
	HRM-SII-08	Organisational Behaviour and Employee Engagement	100	4	4
	HRM-SII-09	Management Research and Computer Applications	100	4	4
	HRM-SII-10	Skill Development Paper I	100	4	4
	HRM-S-II-11	Field Work	150	6	
		Viva Voce	50	2	
	HRM-SI1-12	*CBCS (offered for other Students):* Employee Engagement	100	4	4
Semester III	HRM-SIII-13	Performance & Strategic Reward Management	100	4	4

	HRM-SIII-14	Human Resource & Organizational Development	100	4	4
	HRM-SIII-15	Social Security and Labour Legislations	100	4	4
	HRM-SIII-16	Business and Social Environment	100	4	4
	HRM-S-III-17	Field Work	150	6	
	HRM-SIII-18	*CBCS (offered for other Students):* Employee Relations and Labour Legislations	100	4	4
Semester IV	HRM-SIV-19	Strategic Human Resource, Change and Diversity Management	100	4	4
	HRM-SIV-20	Skill Development Paper II	100	4	4
	HRM-SIV-21	Corporate Governance and Business Ethics	100	4	4
	HRM-SIV-22	Global Human Resource Management	100	4	4
	HRM-SIV-23	Field Work Viva Voce	150 50	6 2	
	HRM-SIV-24	Dissertation /Ability paper Viva Voce	100 50	4 2	
	HRM-SIV-25	*CBCS (offered for other Students):* Human Resource & Organizational Development	100	4	4
		Grand Total	2900	116	

*Each theory paper to be of 4 credits

Interface and skill labs will be coordinated and operationalized by the field work unit.

FIELD WORK OUTLINE

Semester	Proposed field work components	Duration/Number	Marks/Credits
Semester I	Interface or Observational visits to Industrial/ Business organizations	A total of 5 observation visits and interfaces to be organized of which minimum two would be observation visits	50/2
	Skill Labs on different HR themes	Five	100/4
	Self Management and Development Module	5 days	50/2
Total Marks and Credits			**200/8**
Semester II	#Concurrent Field Placement in industrial settings and business organizations.	Six weeks	150/6 (135+15, FW & GC))
	#Group Conference	Viva Voce	50/2
Total Marks and Credits			**200/8**
Semester III	#Concurrent Field Placement in Corporates to be commenced in Sept-Oct (would include data collection for dissertation) #Group Conference	Six weeks	150/6 (135+15, FW & GC))
Total Marks and Credits			**150/6**
Semester IV	Concurrent field work training to commence in mid-March in same organization as in Sem III	Six weeks	150/6
		Viva voce	50/2
	Dissertation. Viva Voce		100/4 50/2
Total Marks and Credits (Field Work & Dissertation)			**350/12**
Grand Total			900/36

SEMESTER ONE

HRM-SI-01 MANAGEMENT CONCEPTS AND PRINCIPLES

Course marks/credits:	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
100 marks/4	1. To familiarise with the meaning, basic concepts and principles of management **2.** To understand the evolution of management thoughts and processes	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance and basic ideas about effective and efficient management of organisations as well as employees.	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Management - A Conceptual Framework

1.   Management: concept, definition, scope and purpose
2.   Evolution and schools of management thought
3.   Approaches to management
4.   Managerial skills and roles

Unit II: Management Functions

1.   Planning essentials: strategies, policies and planning premises
2.   Organising: Nature and structure
3.   Controlling: the system and process of controlling
4.   Managerial decision making (Organisational Planning, Strategy, Approaches)

Unit III: Production and Operations Management
1.   Production and Operations Management: Definition, Nature and Scope
2.   Layout Planning and Analysis
3.   Operation Planning and Inventory Control
4.   Total Quality Management, Kaizen, 7S and Six Sigma, Kanban

READING LIST

1. Deede, Keuning. (1998), Management: A Contemporary Approach, Pitman Publishing, London.
2. Drucker, Peter F., (1973), Management Tasks Responsibilities Practices, Allied Publishers Private Limited, New Delhi.

3. Gomez-Mejia, R. Luis, David B. Balkin and Robert L. Cardy, (2005), Management, McGraw-Hill Irwin, London.
4. Jossey-Bass, (2005), Management Skills, Business & Management Series, Jossey-Bass A. Wiley Imprint.
5. Koontz, Harold & Heinz Weihrich, (2004), Essentials of Management: An International Perspective, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Koontz, Harold, Cyril O'Donnell and Heinz Weihrich, (1980), Management, McGraw-Hill International Book Company, Johannesburg.
7. Leonard, J. Kazmier, (1982), Management: A Programmed Approach with Cases and Application, Fourth Edition, Tata McGraw-Hill, New Delhi.
8. Modi, Bhupender Kumar, (1995), 'Performance, A Manager's Challenge, Tata McGraw-Hill Publishing Company Limited, New Delhi.
9. Bhat, A., Kumar, A. (2009). Management, principles, Process and Practice. Oxford university press, New York.
10. Chakarborty, S. K. (1993). Management by Values: Towards cultural congruence. Oxford university press, US

HRM-SI-02 FINANCIAL AND MARKETING MANAGEMENT

Course marks/ credits : 100 marks/ 4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To familiarize with the basic concepts, principles, strategies & issues of marketing. 2. To interpret business information, understand various issues involved in financial management and develop the analytical skills. **3.** To appreciate the process of decision making, planning, scheduling and control of production and operation functions, effective and efficient flow, replenishment and control of materials in complex organisations.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the process and importance of fields of management including marketing, finance, production and operations management	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Marketing Management

1. Nature and scope of marketing
2. Marketing Mix: Traditional 4 P's and Extended 3 P's for services
3. Consumer Behaviour: Models and 5 steps buyer's decision process
4. Sales and distribution management

Unit II: Financial Management

1. Concepts, relevance, scope and A's of financial management
2. Principles of Accountancy: GAAP, Conventions and Postulates
3. Ratio Analysis, Cash Flow and Fund Flow Analysis
4. Tax implications relating to emoluments: allowances, perquisites, fringe benefits.

Unit III: HR Accounting

1. Concept, Objectives and Information for HR Accounting
2. HR Costs: Concept and method of measurement
3. HR valuation: Concept and determination of value, monetary measurement of HR value
4. HR Audit: Concept, Auditing Process, essential steps in HRA

Readings

Marketing Management

1. Kotler, P., Armstrong, G., Wong, V., & Saunders, J. (2008). *Marketing Defined: Principles. Marketing*. New Delhi, India: Prentice Hall of India.
2. Neelamegham, S. (2000). *Marketing in India* (Cases and Readings).
3. Ramaswamy, V.S., & Namakumari, S. (1999). *Marketing Management: Planning, Implementation and Control, Global perspective, Indian Context* (3rd Edition). New Delhi, India: Macmillan Indian Ltd.
4. Stanton, W.J., Etzel, M.J., & Walker, B.J. (1994). *Fundamentals of marketing*. New York: McGraw-Hill College.

Financial Management

1. Ghosh, P.K. & G.S. Gupta. (1976). *Fundamentals of Management Accounting*. New Delhi, India: National.
2. Hingorani, N.L., & Ramathan, A.R. (2003). *Management Accounting* (5th Edition). New Delhi, India: Sultan Chand.
3. Pandey, I.M. (1995). *Essentials of Financial Management* (4th Edition). New Delhi, India: Vikas Publishing House.
4. Khan, M.Y. & Jain, P.K. (2007). *Financial Management: Text and Cases*. New Delhi, India: Tata McGraw Hill.
5. Mehrotra, H.C. & Goyal S.P. (2017). *Income Tax Law & Accounts*. Agra, India: Sahitya Bhawan Publications.

HR Accounting

1. Kanaka Raju, K. (2013). *Human Resource Accounting*. New Delhi, India: Scholar's Press.
2. Flamholtz, E.G. (2012). *Human resource accounting: Advances in concepts, methods and applications*. Berlin, Germany: Springer Science & Business Media.
3. Prabhakara Rao, D. (1986). *Human Resources Accounting*. New Delhi, India: Inter-India Publications.
4. Biswajeet, P. (2014). *Human Resource Management*. New Delhi, India: PHI Publication.
5. Maheshwari, S.N. & Maheshwari, S. K. (2009). *Corporate Accounting, 5E*. New Delhi, India: Vikas Publishing House Pvt Ltd.

HRM-SI-03

HUMAN RESOURCE AND TALENT MANAGEMENT

Course marks/ credits : 100 marks/ 4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand the meaning, origin and development of HR and its continuing growth 2. To understand the need and importance of effective HR to become good future managers 3. To understand the various practices being followed in different industries **4.** To apply the knowledge and skills of HR in a variety of situations	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance of HR from organisational as well as employee point-of-view including current practices	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Fundamentals of HR and Talent Management

1. HR Management: Concept, Scope, Approaches and Evolution
2. Talent Management: Concept and Evolution
3. Talent/HR Manager: Role and Competencies
4. Talent Acquisition: Concept, Need, Linkage to organizational goals

Unit II: Talent Management

1. Human Resource Planning
2. Employer Branding and Resourcing Talent
3. Selection: Strategies, Process and Methods and on boarding Talent
4. Introduction to Performance and Compensation Management

Unit III: HR Retention and Transition
1. Retention: Concept and Strategies
2. Talent training, Development and Transition
3. Separation and Separation Modalities
4. Future of HR and HR Entrepreneurship

Readings

1. ATD-Talent-Management-Handbook.
   source https://www.td.org/Publications/Books/ATD-Talent-Management-Handbook.

2. Demystifying Talent Management: A Critical Approach to the Realities of Talent Google Books 2015 also Palgrave Macmillian: NY

3. Next Generation Talent Management: Talent Management to Survive Turmoil By A. Hatum Palgrave Macmillian 2010

4. Armstrong, Michael, (2013), *A Handbook of Human Resource Management Practice*, Kogan Page, London.

5. Dessler, Gary, (2009), *A Framework for Human Resource Management*, Pearson Education, Singapore.

6. Bhattacharya, Dipak Kumar, (2006), *Human Resource Planning*, Second Edition, Excel Books, New Delhi.

7. Currie, Donald, (2006), *Introduction to Human Resource Management: A Guide to Personnel Practice*, Chartered Institute of Personnel and Development, London.

8. Davis, Keith, (1957), *Human Relations at Work: The Dynamics of Organization Behavior*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

9. Davis, Keith, (1977), *Human Behavior at Work: Organization Behavior*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

10. Decenzo, David A., P. Stephen Robbins, (2005), *Fundamentals of Human Resource Management*, John Wiley & Sons, USA.

11. Mathur, Krishna Mohan, (2001), *Managing Human Resource Development: An Indian Perspective*, Gyan Publishing House, New Delhi.

HRM-SI-04

SOCIAL WORK AND HUMAN RESOURCE MANAGEMENT

Course marks/credits:	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
100 marks/4	1. To understand the meaning, need and importance of helping profession. 2. To understand the process and principles of working with individuals and groups. **3.** To focus on interactions at individual level.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance of professional social work practice skills, with relevance to management	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

UNIT: I Fundamentals of Helping Profession

1. Social Work and HRM: Philosophy and objectives
2. Values and ethics of helping professions
3. The helping process
4. Skills and competencies of helping professionals

UNIT II: Working with Individuals in Organisation

1. Understanding Individuals
2. Principles and process of working with individuals
3. Individual problems and interventions (Counselling, Guiding, Coaching and Mentoring)
4. Spirituality at work, work life balance, Life satisfaction

UNIT III: Working with Individual in Groups

1. Understanding Groups: concept, types and dynamics
2. Principles of working with groups
3. Group work applications: Team work, meetings and decision making
4. Groups influence on individuals

Readings:

1. Biestek, F. (1961). *The Case Work Relationship*. London, UK: Allyn Bacon.
2. Toseland, Ronald. W. & Rivas, Robert.F. (1984). *An Introduction to Group Work Practice*. New York: MacMillan Pub Co.
3. Kanopka, G. (1983). *Social Group Work: A Helping Process* (3rd Edition). New Jersey: Prentice Hall Int.
4. Helen, Northern. (1988). *Social Work with Groups* (2nd Edition). New York: Columbia University Press.
5. Morales & Sheafor. (1989). *Social Work: A Profession of Many Faces* (5th Edition). Boston: Allyn and Bacon.
6. Skidmore. et. Al. (1991). *An Introduction to Social Work*. New Jersey: Prentice Hall.
7. Robbins, Stephens. (1997). *Organisational Behaviour*. New Delhi, India: Prentice Hall of India.
8. Huczynski, Andrzej. & Buchanan, David. (2001). *Organisational Behaviour: An Introductory Text* (4th Edition). New Jersey: Prentice Hall
9. Hepworth, D.H., Rooney, RH., Rooney, G.D., Kimberley, Strom Gottfried. & Larsen, Jo Ann. (2010). *Theory and Skills in Social Work*. Boston: Cengage Learning, India Edition.
10. McShane, SL. et. al. (2011). *Organisational Behaviour: Emerging Knowledge and Practice for the Real World*. 5th Ed. TMH.
11. Dessler, G. & Varkkey, B. (2011). *Human Resource Management* (12th edition). New Delhi, India: Pearson.

SEMESTER – I

HRM-SI-05

FIELD WORK

Total Marks/Credits: 200/ 8

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, organizing, team work, leadership etc. by organizing skill labs.

3. To familiarize students with basic HR functions, through observational visits, in complex organizations.

4. To develop skills needed for better self management and self development to become effective HR managers.

COMPONENTS

1. **Interface or Observational visits to Industrial/ complex organizations and Workshops on computer proficiency**

   A. Interface with practitioners through organizational visits followed by Group Interaction Conference (GIC) with 5-6 students coordinated by concerned supervisors

   B. Computer Workshop to be evaluated by theme based computer presentation by the resource person and instructor. Distribution of Marks for Computer Workshop

2. **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 and other preparatory skills for fieldwork.

3. **Self Management and Development Module (SMDM):** SMDM, an outstation module primarily geared towards developing among students competencies especially those where the professionals become 'team players'. This component is to be imparted for 5 days. The module will be administered by using management games, adventure sports etc. It can be organized through residential/non-residential, on-campus/outstation format, depending upon the feasibility, costs involved and availability of time.

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 co-ordination, develop the ability to take up goal-oriented risks & develop leadership qualities in them. The activities selected to meet these objectives are generally outdoor adventure activities and group games.

HRM-SI-06

HUMAN RESOURCE AND TALENT MANAGEMENT (CBCS Paper)

Course marks/credits:	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
100 marks/4	1. To understand the meaning, origin and development of HR and its continuing growth. 2. To understand the need and importance of effective HR in order to become good future managers. 3. To understand the various practices being followed at different industries. 4. To apply the knowledge and skills of HR in a variety of situations.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance of HR from an organizational as well as employee point of view including current practices.	Internal Assessment: 25 marks Semester end examination: 75 marks

COURSE OUTLINE

Unit I Fundamentals of HR Management

a) HR Management: Concept, Scope and Evolution
b) HR Policy and Functioning
c) HR Manager :Role, Competencies
d) Code of Ethics

Unit II Talent Management

a) Human Resource Planning
b) HR Acquisition: Resourcing on Boarding Talents, Employer Branding and Talent
   Resourcing
c) Selection: Strategies, Process and Methods
d) On Boarding Talent

Unit III HR Retention and Transition

a) Retention: Concept and Strategies
b) Talent Development and Transition
c) Separation and Separation Modalities
d) HR Research, Change and the Future

Readings

1. Armstrong, Michael, (2003), *A Handbook of Human Resource Management Practice*, Kogan Page, London.

2. Bechet, Thomas P., (2002), *Strategic Staffing: A Practical Toolkit for Workforce Planning*, Amacom, New York.

3. Bhattacharya, Dipak Kumar, (2006), *Human Resource Planning*, Second Edition, Excel Books, New Delhi.

4. Crandell, N. Fredric, J. Marc Wallace, (1998), *Work & Rewards in the Virtual Workplace*, Amacom, Chicago.

5. Currie, Donald, (2006), *Introduction to Human Resource Management: A Guide to Personnel Practice*, Chartered Institute of Personnel and Development, London.

6. Davis, Keith, (1957), *Human Relations at Work: The Dynamics of Organization Behavior*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

7. Davis, Keith, (1977), *Human Behaviour at Work: Organization Behavior*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

8. Angelos, De Nisi, W. Ricky Griffin, (2001), *Human Resource Management*, Houghton Mifflin Company, New York.

9. Decenzo, David A., P. Stephen Robbins, (2005), *Fundamentals of Human Resource Management*, John Wiley & Sons, USA.

10. Dessler, Gary, (2004), *A Framework for Human Resource Management*, Pearson Education, Singapore.

11. Domsch, Michel E., Elena Hristozova, (eds.), (2006), *Human Resource Management in Consulting Firms*, Springer, New York.

12. Mathur, Krishna Mohan, (2001), *Managing Human Resource Development: An Indian Perspective*, Gyan Publishing House, New Delhi.

SEMESTER II

HRM-SII-07

EMPLOYEE RELATIONS AND LEGISLATIONS

Course marks/ credits	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
: 100 marks/ 4	1. To understand the conceptual difference between employee relations and industrial relations 2. To recognise the growing interest in the use of employee relations to improve quality of work life 3. To identify the balance between task achievement and quality of work life concerns needed for high productivity **4.** To align organisational and employee objectives for improved organisational effectiveness	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Employee Relations

1. Employee Relations: Concept, Factors and Scope
2. Employee Relations: Evolution and contemporary scenario
3. Employee involvement: concept, types and practices.
4. Trade Union Movement with special focus on India

Unit II: Statutory Employee Relations

1. Trade Unions Act, 1926
2. Industrial Disputes Act, 1947
3. Industrial Employment (Standing Orders) Act, 1948
4. MRTU PULP Act, 1971

Unit III: Recent Trends in Employee Relations

1. Employee relations: Approaches and theories
2. New economic policy and employee relations
3. Changing role of employee and employer relations
4. Contribution of ILO for improvement in management-employee relations

Readings

1. Agnihotri, Vidyadhar. (1970). *Industrial Relations in India*. New Delhi, India: Atma Ram and Sons.
2. Bhangoo, Singh Kesar. (1995). *Dynamics of Industrial Relations*. New Delhi, India: Deep & Deep Publications.
3. Bhargava, P.P. (1995). *Trade Union Dynamism*, Jaipur, India: Printwell.
4. Nagaraju, D.S. (1981). *Industrial Relation System in India*. Allahabad, India: Chugh Publications.
5. Davar, R.S. (1991). *Personnel Management and Industrial Relations*. New Delhi, India: Vikas Publishing House Pvt. Ltd.
6. Dhyani, S.N. (1988). *Industrial Relations System*. Jaipur, India: Printwell Publishers.
7. Goyal, R.C. (1971). *Problems in Personnel and Industrial Relations in India*. New Delhi, India: National Publishing House.
8. Gupta, K.L. (1979), *Industrial Democracy in Public Enterprises in India*. Aligarh, India: Navman Prakashan.
9. Gupta, S. R. (1987). *Industrial Disputes Settlement Machinery*. Jaipur, India: Prateeksha Publications.
10. Jerome, Joseph. (1985). *Strategic Industrial Relations Management*. New Delhi, India: Global Business Press.
11. Kumar, C.B. (1961). *Development of Industrial Relations in India*. Bombay, India: Orient Longmans Ltd.
12. Kumar, R. (1992). *Labour Participation in Management*. New Delhi, India: Ajanta Publications.
13. Das, Lal K.K. (1983). *Industrial Relations in India*. New Delhi, India: S. Chand & Co. Ltd.
14. Mamoria, C.B., Mamoria, Satish. & Gankar, S.V. (1997). *Dynamics of Industrial Relations*. New Delhi, India: Himalaya Publishing House.
15. Monappa, Arun. (1995). *Industrial Relations*. New Delhi, India: Tata McGraw Hill Publishing Co. Ltd.
16. Punekar, S.D., Deodhar, S.B. & Sankaran, Saraswathi. (1999). *Labour Welfare, Trade Unionism and Industrial Relations*. New Delhi, India: Himalaya Publishing House.
17. Pylee, M. V. (1997). *Worker participation in Management*. New Delhi, India: Vikas Publishing House.
18. Sarma, A.M. (1991). *Industrial Relations – Conceptual and Legal Framework*. New Delhi, India: Himalaya Publishing House.
19. Tripathi, P.C. (1996). *Personnel Management and Industrial Relations*. New Delhi, India: Sultan Chand & Sons.

20. Verma, Pramod. (1981). *Management of Industrial Relations*. New Delhi, India: Oxford & IBH Publishing Company Private Limited.

HRM-SII-08

ORGANISATIONAL BEHAVIOUR AND EMPLOYEE ENGAGEMENT

Course marks/ credits	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
: 100 marks/ 4	1. To develop acquaintance with the basic processes and principles underlying human behavior. 2. To facilitate the development of ability to diagnose and effectively deal with the issues of human behaviour in organisations. 3. To understand the nature and purpose of employee engagement for organisational effectiveness **4.** To identify several types of employee services and welfare schemes and their administration in organisations.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance of human behaviour at work from an organisation as well as employee point of view including familiarity with current practices. Understand the benefits of employee engagement to an organisation and its employees.	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

UNIT I: Introduction to Human Behavior

1. Human Behaviour & Cognition: Basics
2. Concept& theories of Perception& learning
3. Concept & Theories of Personality
4. Concept and importance of Leadership & Emotional Intelligence

UNIT II: Motivation and Organizational Culture

1. Employee motivation: Concept and theories
2. Employee Morale and Job satisfaction
3. Organizational culture: Definition, Components and Typologies
4. Cultural Change: Issues and Models of Cultural Change

Unit III: Introduction to Employee Engagement

1. Employee Engagement: Concept and Evolution
2. Developing Employee Engagement- Strategy
3. Measuring, Managing, Maintaining Employee Engagement
4. Employee Engagement and its Relationship with Improvement in Job Satisfaction, Productivity, Organizational Commitment and Retention

Readings:

1. Pfeffer, Jeffrey. (1992). *Managing with Power: Politics and Influence in Organizations*. USA: Harvard Business School Press.
2. Brown, Andrew. (1998). *Organizational Culture* (2nd Edition). England: Pearson Education Limited.
3. DeCenzo, David & Robbins, P Stephen. (2000). *Human Resource and Personnel Management*.
4. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2005). *Fundamentals of Human Resource Management.*
5. Leat, Mike. (2001). *Exploring Employee Relations*. Singapore: Elsevier.
6. Daft, Richard L., Noe, Raymond A. (2001). *Organizational Behaviour*. USA: Harcourt College Publishers.
7. Pareek, Udai. (2003). *Organizational Behavior Processes*. New Delhi, India: Rawat Publications.
8. Budd, John W. (2004). *Employment with a Human Face*. London: Cornell University Press.
9. Luthans, Fred. (2005). *Organizational Behavior* (10th Edition). New York: McGraw-Hill Higher Education.
10. Buelens, Marc., Herman, van Den Broeck., Karlien, Vanderheyden., Robert, Kreitner., & Angelo, Kinicki. (2006). *Organisational Behavior* (3rd Edition). Berkshire: McGraw-Hill Education.
11. Hitt, Michael A., C, Chet Miller & Adrienne, Colella. (2006). *Organizational Behavior: A Strategic Approach*. USA: John Wiley & Sons, Inc.
12. Bratton, John., Militza, Callinan., Carolyn, Forshaw., & Peter, Sawchuk. (2007). *Work and Organisational Behavior*. New York: Palgrave Macmillan.
1. Robbins, Stephen P., Judge, Timothy A. (2007). *Organizational Behavior* (12th Edition). New Delhi, India: Prentice Hall of India.

Additional Readings:

- http://www.juconicomparte.org/recursos/A%20Process%20Model%20of%20Org%20Change%20in%20Cutural%20Context_prR7.pdf
- https://geert-hofstede.com/tl_files/art%20organisational%20culture%20perspective.pdf
- http://www.communicationcache.com/uploads/1/0/8/8/10887248/transformational_leadership_and_organizational_culture.pdf
- http://www.untagsmd.ac.id/files/Perpustakaan_Digital_2/ORGANIZATIONAL%20CULTURE%20Changing%20Organizational.pdf

HRM-SII-09

MANAGEMENT RESEARCH AND COMPUTER APPLICATIONS

Course marks/ credits	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
: 100 marks/ 4	1. To provide an insight into the scope and extent of research and its application in management decision making 2. To become familiar with basic statistical techniques and their applications in business decision- making. **3.** To build up the experience of computer usage in business organizations with specific reference to commercial data processing system.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance and application of research and quantitative techniques used in the management. Learn computer application for management	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Fundamentals of Research Methodology

1. Management Research: Nature, Scope and Relevance
2. Methods of Social Research: Qualitative, Quantitative and Triangulation.
3. Process of Management Research: Research Design, Sampling, Methods and Tools of Data collection and data analysis, data interpretation and report writing
4. Ethical Issues in Research.

Unit II: Statistical Measures

1. Levels of Measurement: Nominal, Ordinal, Interval and Ratio.
2. Measures of Central Tendency: Mean, Median and Mode (Percentiles and Quartiles)
3. Measures of Variance: Mean Deviation, standard Deviation and Variance. (Range and Coefficient of Variation)
4. Correlation (person, Rank correlation) & Regression, t- test, Chi square and F-test, Annova, bi-variate and multivariate analysis

Unit III: Computer Applications: Data Management

1. Computer Applications for Management Research: introduction
2. SPSS: Creating and saving a data file, assigning names and values to variables, Creating syntax file for simple analysis and Statistical applications.
3. Microsoft Excel: Creating a basic Formula, Using the Formula Bar, AutoSum and other basic functions, Using Data Validation, Conditional formatting
4. Creating & Working with Charts, creating a Pivot Table, Automating Tasks with Macros like Recording a Macro, Playing a Macro and Assigning a Macro a Shortcut Key, Adding a Macro to a Toolbar.

Reading List

1. Mohan, R. (2016). *Using SPSS in Research*. New Delhi, India: Neelkamal Publishers.

2. Meyers, L.S., Gamst, G., & Guarino. (2015). *Performing data analysis using IBM SPSS*. New Jersey: Wiley-Blackwell.

3. Mark, E. Richard., T, Paul R. (2015). *Management and Business Research* (5th Ed.). New Delhi, India: Sage Publications.

4. Kothari, C.R. & Garg, G. (2014). *Research Methodology: Methods and Techniques*. New Delhi, India: New Age International Publishers.

5. Chaddha, N.K. & Satyabhusan, D. (2010). *Marketing Research, Pearson Education India* (7th Edition).

6. Brannick, T.E., & Roche, W.E. (2007). *Business Research Methods*. Mumbai, India: Jaico Publishing House.

7. Arya, P.P. & Yesh, P. (2005). *Research Methodology in Management: Theory and Case Studies*. New Delhi, India: Deep & Deep Publications.

8. Porath, A. (2010). *Collaborative research in management: Inside out*. New Delhi, India: SAGE Publications Ltd.

HRM-SII-10

SKILL DEVELOPMENT – I

Course marks/ credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand the meaning, need and importance of communication skills 2. To understand the verbal and non-verbal communication patterns 3. To learn about the application of the skills learnt in context of workplace	Two/three weeks teaching of theory followed by a skill lab of 25 marks (one additional skill lab will be conducted to cover for absence).	Understand the importance of practice skills, with relevance to management. Understand the nature and types of business communication.	Skill lab: 25 marks each (Total 75) End semester class test: 25 marks (short Q&As)

COURSE OUTLINE

UNIT I: Organisational and Business Communication

1. Formal and Informal communication, Verbal and Non-Verbal Communication
2. Theory, process and flow of communication
3. Business Letters, Memos, emails and reports
4. Business etiquettes and presentations

UNIT II: Interpersonal Communication

1. Nature, elements and functions (including cross cultural communication)
2. Skills: Verbal, Non – verbal and Listening
3. Barriers and Gateways of communication
4. Interviews and Feedback

UNIT III: HR Costing and Compensation

1. Costs: various concepts and elements of Cost (Cost sheet-orientation and understanding of problem)
2. Salary calculation: component deductions, disbursement and control, DA allowances, CPI and wage differentials
3. Labour turnover, productivity and cost associated Ideal Labour
4. Calculation of compliances: Bonus, PF, Gratuity, disability, layoff and retrenchment compensation.

Readings

1. Lesikar, R.V. & J. D., Petit Jr. (1996). *Business Communication: Theory and Application.* Homewood III; Richard D. Irwin.
2. Huczynski, Andrzej & Buchanan, David. (2001). *Organisational Behaviour: An Introductory Text*. (4th Edition). New Jersey: Prentice Hall.
3. Sharma, R.C. & Mohan, K. (2002). *Business Correspondence and Report Writing.* New York: Tata McGraw Hill.
4. Seiler, W J. & Beall, ML. (2005). Communication: Making Connections. In McShane, S L et.al. (2011). *Organisational Behaviour: Emerging Knowledge and Practice for the Real World* (5th Ed). TMH.
5. Chaturvedi, P D. & Chaturvedi, Mukesh. (2013). *Business Communication: Skills, Concepts, and Applications* (3rd Edition). New Delhi, India: Pearson.
6. Biswas, B.D. (2014). *Employee Benefits Design and Compensation* (Collection). FT Press.
7. Ellig, B. (2001). *The complete guide to executive compensation*. New York: McGraw Hill Professional.
8. Biswas, B.D. (2014). *Employee Benefits Design and Planning: A Guide to Understanding Accounting, Finance, and Tax Implications*. London: Pearson Education.
9. Flamholtz, E.G. (1999). *Measuring Human Resource Costs: Concept and Methods in Human Resource Accounting* (pp. 55-78). US: Springer.

SEMESTER – II

HRM-SII-11

FIELD WORK

Total Marks/Credits: 200/ 8

Components:

1. Concurrent Block Field Placement of Eight weeks to commence in mid-March in industrial and business organizations
2. Group Conference
3. Viva Voce

Objectives

1. To develop an in-depth understanding of the nature, structure & functioning of the complex organizations.

2. To familiarize with the functioning of Human Resource / IR Department.

3. To gain a practical understanding of various laws and their administration.

4. To develop an understanding of human behavior in work situation.

5. To develop a professional attitude in dealing with problems and personnel in the organization.

Tasks: Detailing out a work plan in consultation with the agency and faculty supervisor and carrying it through. The work plan should include the following:

1. To understand the organization, its structure, business strategy and unique features

2. To gain practical understanding of all the major HR management functions.

3. Participating in the routine actives of the organization.

4. Understanding the complete process of HRM and general management functions in the organization.

5. Understanding aadministration of Legal Provisions: Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act and Contract Labour Regulations Act.

6. Understanding administration of Social Security provisions: Employees' Provident Fund Act, Payment of Gratuity Act,

7. Understanding administration of Welfare Provisions: Factories' Act/Shops & Establishments Act and non-statutory welfare schemes.

8. Familiarization with I.R. and trade union history of the organization.

9. Understanding the provisions and applicability of Industrial Employment (standing orders) Act, and Industrial Disputes Act.

10. Regular consultation with faculty supervisor for formulating field work plan and understanding learning outcomes.

HRM-SII-12

EMPLOYEE ENGAGEMENT (CBCS PAPER)

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand the nature and purpose of employee engagement for organizational effectiveness 2. To appreciate the need for maintaining the workforce in a fit state of mind and body 3. To identify various types of employee services and welfare schemes and their administration in organizations	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment • Assignment Skill Lab/Extension Lecture	Understanding the mutual benefits to an organization and its employees as a result of better employee engagement	Internal Assessment: 25 marks Semester end examination: 75 marks

COURSE OUTLINE

Unit I Introduction to Employee Engagement

1. Employee Engagement: Concept and Evolution
2. Developing Employee Engagement- Strategy
3. Measuring, Managing, Maintaining Employee Engagement
4. Employee Engagement and its Relationship with Improvement in Job Satisfaction, Productivity, Organizational Commitment and Retention

Unit II Welfare for Employee Engagement

1. Labor Welfare: Concept, History and Scope
2. Statutory Provisions: Factories Act, 1948 and Shops and Establishments Act & the Contract Labor (Regulation and Abolition) Act 1970
3. Non Statutory Measures for Employee Welfare
4. Employee Organization Initiatives

Unit III Social Security Measures of Employee Engagement

1. Social Security: Concept, Types and Evolution
2. Statutory Measures for Occupational Health etc: Workmen's Compensation Act, 1923;Employees State Insurance Act, 1948

3. Statutory Measures for Employee Disengagement; Employees Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972 and Voluntary Retirement Measures.
4. Statutory Measures for Women: Maternity Benefits Act, 1961 and Prevention of Sexual Harassment at Workplace.

Readings

1. Amjad, Ali, (2001), Labour Legislation and Trade Unions in India and Pakistan, Oxford University Press, Oxford.

2. 2.Bhatia, K. S., (2003), Constructive Industrial Relations and Labour Laws, Deep & Deep Publications Pvt. Ltd., New Delhi.

3. 3.Budd, John W., (2004), Employment with a Human Face, Cornell University Press, London.

4. 4.Chakravarti, K. P., (1983), Law of Industrial Employment and Management of Discipline, Pioneer Publications, Delhi.

5. 5.Srivastava, K. D., (1995), Commentaries on Minimum Wages Act, 1948, Eastern Book Company, Lucknow

6.
7. Srivastava, K. D., (2003), Commentaries on Payment of Wages Act, 1936, Fifth Edition, Eastern Book Company, Lucknow.

8. Leat, Mike, (2001), Exploring Employee Relations, Elsevier, Singapore.

9. Ratnam, Venkatai C. S., (2006), Industrial Relations, Oxford University Press, India.

10. Paranjpe, Vivek, (1991), Human Resource Management in India - Legal Perspective, Capital Books International, New Delhi.

11. Walsh, David J., (2007), Employment Law for Human Resource Practice, Second Edition, Thomson West, UK.

12. Zaheeruddin, (1985), Labour Welfare Laws and Employment Conditions in India, Deep & Deep Publications, New Delhi.

SEMESTER III

HRM-SIII-13

PERFORMANCE AND STRATEGIC REWARD MANAGEMENT

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To appreciate the need, philosophy and conceptual framework of performance management and strategic reward management. 2. To learn the process and methods of performance management. 3. To appreciate the need for job evaluation and its methodology for compensation. 4. To know about various employee benefits.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Application of performance management systems Applicability of various rewards and other incentives in to HR practice	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

UNIT I: Concepts and Theories

1. Job Analysis, Job Evaluation, Job Description, Job Specification: Concept and Methods.
2. Compensation and Strategic Compensation: Concept, methods and theoretical basis (including Tournament theory, Pay for performance: Incentives, Stock Based Compensation, SEBI Guidelines, Tax Components, Limitations)
3. Wage and Salary Compensation: Meaning, Definitions, Principles, Factors, Agency theory
4. Performance management, performance appraisal, potential appraisal and competency Mapping,

Unit II: Performance Management System

1. Concept, types, Performance cycle and factors affecting performance.
2. Performance Measures and methods of Performance Appraisal
3. Performance coaching and Performance Improvement Plan (PIP), Role of HR professional in managing employee performance
4. Performance management system and other HR systems, ethical dimensions in performance management, linkage to compensation and reward management and implications on performance, Competency based job description and role analysis

Unit III: Compensation

1. Job Grading, structures, fixation, Differentiation and Performance Related Pay.
2. Wage legislations: Payment of wages Act 1936, Minimum wages Act 1948 and Equal Remuneration Act, 1976, Payment of Bonus (Amendment) Act, 2016.
3. Employee Benefits: Concept, Objectives, Purpose and types (Statutory and non-statutory employee Benefits).
4. Employee Assistance Programmes

Reading List

1. Armstrong, Michael. (2014). *Handbook of Human Resource Management Practice* (12th Edition). London: Kogan Page Ltd.
2. Dessler, G. (2009). *A framework for human resource management*. New Delhi, India: Pearson Education.
3. Kohli A.S. & Deb, T. (2008). *Performance Management*. New York, Oxford University Press.
4. Bratton, J. & Gold, J. (2007). *Human Resource Management - Theory and Practice*. Basingstoke: Macmillan.
5. Armstrong, Michael & Murlis, Helen. (2004). *Reward Management: A Handbook of Remuneration Strategy and Practice*. London: Kogan Page Ltd.
6. Barry, Gerhart., Sara, L. Rynes. (2003). *Compensation: Theory, Evidence and Strategic Implications*. Thousand Oaks: Sage Publications.
7. Saks, A.M. (2000). *Research, Measurement, and Evaluation of Human Sources*. Scarborough, Ontario: Nelson/Thompson Learning.

HRM-SIII-14

HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand the nature and importance of HRD & organizational development. 2. To facilitate an understanding of the concept, methods and strategies for HRD and organizational development. 3. To appreciate the linkages between its various sub-systems	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Application of performance management systems Applicability of various rewards and other incentives.	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Fundamentals of Human Resource Development

1. Concepts, philosophy, goals, challenges and prerequisites.
2. Models, evolution and objectives.
3. HRD System: Design, principles and strategies.
4. Fundamentals of Learning, training, education, competency and development.

Unit II: Human Resource Development System

1. Training and Development: Overview, principles, strategies and phases.
2. Training Need Identification: Concept and Methods.
3. Training planning, organizing, modalities and methods.
4. Training Evaluation: process, methods and tools and HR Audit.

Unit III: Organizational Development (OD)

1. Concept, scope, values, assumptions and need.
2. Action and Program management/ Assessment Centers.
3. OD interventions and techniques.
4. OD for managing Organizational Effectiveness.

Readings

1. Chalofsky, N.E., Tonette, S.R & Morris, M.L. (2014), *Handbook of Human Resource Development.* New Jersey: Hoboken.
2. Cummings, T.G. (2008), *Handbook of Organizational Development*. USA: Sage Publications.
3. Dayal, I. (1993), *Designing HRD Systems*. New Delhi, India: Concept Publications.
4. Dayal, I. (1996), *Successful Applications of HRD*. New Delhi, India: New Concepts.
5. De Simone, R.L. (1998), *Human Resource Development*. (2nd Edition). Fort Worth: Harcourt Brace College Publishers.
6. Elliott, C., Turnbull, S. (Ed.). (2005), *Critical Thinking in Human Resource Development*. London: Routledge.
7. Ghosh, B. (2000), *Human Resource Development and Management*. New Delhi, India: Vikas Publishing House Pvt. Ltd.
8. Harrison, R., Joseph, K. (2004), *Human Resource Development in a Knowledge Economy: An Organizational View*. New York: Palgrave Macmillan.
9. Jayagopal, R. (1990), *Human Resource Development: Conceptual Analysis and Strategies*. New Delhi, India: Sterling Publishers.
10. Joy-Matthews, J., Megginson, D & Surtees, M. (2004), *Human Resource Development*. New Delhi, India: Kogan Page.
11. Pareek, U. (1992). *Managing Transitions: The HRD Response*. New Delhi, India: Tata McGraw Hill.
12. Pareek, U., Sisodia, V. (Ed.). (1999), *HRD in the New Millennium*. New Delhi, India: Tata McGraw-Hill.
13. Rao, T.V. (1996), *Human Resource Development: Experiences, Interventions, Strategies*. New Delhi, India: Sage Publications.
14. Silvera, D.M. (1990). *Human Resource Development: The Indian Experience*. New Delhi, India: New Sindia Publications.
15. Tripathi, P. C. (1997). *Human Resource Development*. New Delhi, India: Sultan Chand & Sons.
16. Rothwell, William J., W.J. Stavros, J.M., Sullivan, R.L., & Sullivan, A. (Ed.). (2010), *Practicing Organization Development: A Guide for Leading Change*. San Francisco: Pfeiffer.

HRM-SIII-15

SOCIAL SECURITY AND LABOUR LEGISLATIONS

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand the origin and rationale of Social Security and various legislations 2. To understand various social security provisions for workers of organized and unorganized workers	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Knowledge of various statutory and non-statutory security measures and its applicability for organized and unorganized workers	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Social Security Measures

1. Social Security: Concept, Types, Evolution, definition and objectives
2. Statutory Social Security Measures: Employees State Insurance Act, 1948, Health Insurance of Employees
3. Statutory Measures for Employee Disengagement; Employees Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972, National Pension Scheme and Voluntary Retirement Measures.
4. Statutory Measures for Women and Children: Prevention of Sexual Harassment at Workplace, Act (2013); Child Labour Prohibition and regulation Act (1986).

Unit II: Labour Welfare and Social Security

1. Labour in India: Organised and Unorganised Sector
2. Labour Welfare: Need, Concept, objectives, evolution, principles and Scope)
3. Statutory Provisions: Factories Act, 1948, the Contract Labour (Regulation and Abolition) Act 1970, Apprentices Act, 1961
4. Non-Statutory Measures for Employee Welfare

Unit III: Social security in unorganized sector

1. Laws: Unorganised Workers' Social Security Act 2008, The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979
2. Social Insurance Schemes: Pradhan Mantri Jan Dhan Yojna, Pradhan Mantri Suraksha Bima Yojana, Atal Pension Scheme, Krishi Amdani Bima Yojana, Aam Admi Bima Yojana, Pradhan Mantri Fasal Bima Yojana, Rashtriya Swasthya Bima Yojana, etc.
3. Old Age, Widow and Disability Pension schemes, etc.

4. Livelihood and Employability Schemes: Mudra Bank Yojna, Kaushal Vikas Yojna, Deen Dayal Upadhyaya Grameen Kaushalya Yojana, Pandit Deendayal Upadhyay Shramev Jayate Karyakram, Shyama Prasad Mukherji Rural Urban Mission, MNREGA, etc.

Reading List

Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017), *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.

Sahoo, C. K., & Tripathy, S. K. (2004), Industrial Relations, Trade Unions and Labour Legislation.

Srivastava, S. C. (1990)*, Industrial Relations and Labour Laws*. Vikas Publishing House.

Ghosh, P., & Nandan, S. (2015), *Industrial Relations and Labour Laws,* McGraw-Hill Education.

HRM-SIII-16

BUSINESS AND SOCIAL ENVIRONMENT

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	To understand fundamentals of business, economic and social environment	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand importance and relevance of business environment for HRM practice.	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Economic Environment
1. Economy concept, types and the changing face of Indian economy since independence
2. Economic institutions: national (RBI, Exim Bank, NABARD, SIDBI) & global (WTO, IMF, World Bank, GATTS)
3. Industrial and fiscal policy in India
4. Economic growth: implication for business

Unit II: Social Environment

1. Changing Face of Indian society
2. Changing profile of Indian workforce
3. Sociology of work
4. Socialization of individuals/Virtual workplace: Issues and concerns

Unit III: Business Environment
1. Business, Society and Globalisation
2. Profile of Industrial Sector: Public, Private, MSME, Village cottage industry, joint, PPP and Cooperatives
3. Public Sector Enterprises: Features and HR (Nature and concerns)
4. Start Ups and Entrepreneurships

Readings:

1. Ahmed F. & Alamm M.A. (2017), *Business Environment: Indian and Global Perspective.* New Delhi, India: PHI Learning Pvt. Ltd.
2. Arthur, Francis., Jeremy, Turk., & William, Paul. (Eds.). (1983), *Power, Efficiency & Institutions: A Critical Appraisal of the Markets and Hierarchies Paradigm.* London: Heinemann Educational Books.
3. Auster, Carol J., (1996), *The Sociology of Work: Concepts and Cases*. New Delhi, India: Pine Forge Press.
4. Barak M.E.M. (2005), *Managing Diversity: Toward a Globally Inclusive Workplace*. UK: Sage Publication.
5. Singh, B.N.P. (2005), *Indian Economy Today Changing Contours*. New Delhi, India: Deep and Deep Publication.
6. Datt, R. & Sundharm, K.P.M. (2007), *Indian Economy.* New Delhi, India: S. Chand & Co. Ltd.
7. Devault, Marjorie L. (ed.) (2008), *People at Work: Life, Power, and Social Inclusion in the New Economy*. New York: New York University Press.
8. Edgell S. (2006), *The Sociology of Work, Continuity and Change in Paid and Unpaid Work.* New Delhi: Sage Publications.
9. Hall, Wendy. (1995), *Managing Cultures: Making Strategic Relationships Work*. New York: John Wiley & Sons.
10. Parker, B. (2005), *Introduction to Globalization and Business: Relationships and Responsibilities.* London: Sage Publication.

SEMESTER – III
FIELD WORK
HRM-S-III-17

Total Marks/Credits: 150/ 6

Components:

1. Field work placement in corporate offices of large-scale organizations/Industrial establishments having major thrust on HRD.

2. Group Conference

Objectives:

1. To develop an understanding of the nature & structure of the organization.
2. To develop familiarity with major HRM and strategic HR functions at the corporate level / large-scale organizations/Industrial establishments.
3. To gain insights into the process of HR policy formulation and implementation.
4. To develop a professional attitude towards work and human resources in the organization.
5. Familiarization of HR functions of at the corporate level.
6. To carry out a research project or develop case studies in the organization on any of the areas related to objectives

Tasks: Detailing out a work plan in consultation with the agency and faculty supervisor and carrying it through. The work plan should include the following:

1. Familiarization with the organization, its structure, financial standing and philosophy.
2. Establishing rapport with the personnel and understanding importance of HR/HRD Department.
3. Familiarization with the overall human resource management functions and relating it with global perspectives in HR practice.
4. Understanding human resource planning, job analysis, job evaluation and job description, and recruitment and selection process.
5. Identification of an area for research project, preparing a synopsis, formulation of tools of data collection and collect data.
6. Familiarity with computer application in the setting & operation of MIS.
7. Regular consultation with faculty supervisor for formulating field work plan and understanding learning outcomes.

HRM-SIII-18
EMPLOYEE RELATIONS AND LABOUR LEGISLATIONS (CBCS PAPER)

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1.To understand the conceptual difference between employee relations and industrial relations 2. To recognize the growing interest in the use of employee relations to improve quality of work life 3. To identify the balance between task achievement and quality of work life concerns needed for high productivity **4.** To align organizational and employee objectives for improved organizational effectiveness	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees. .	Internal Assessment: 25 marks Semester end examination: 75 marks

Course Outline

Unit I: Employee Relations

1. Employee Relations: Concept, Scope and Evolution
2. Employee Involvement: Concept, Types and Practices.
3. Trade Union Movement with Special Focus on India
4. Management of Non-Unionized Employees

Unit II: Statutory Employee Relations
1. Trade Unions Act, 1926
2. Industrial Disputes Act, 1947
3. Industrial Employment (Standing Orders) Act, 1948
4. MRTU Pulp Act 1971

Unit III: Recent Trends in Employee Relations

1. Employee Relations: Approaches, Theories and Practices
2. New Economic Policy and Employee Relations
3. Changing Role of Employee and Employer Relations
ILO, International Conventions and other international bodies working for the improvement in Management-Employee Relations

Readings

1. Khan N. U, (2008), Industrial Relations in India: A Historical Perspective, New Delhi Sanjay Prakashan.
2. Bhargava, P.P., (1995), Trade Union Dynamism, Printwell, Jaipur.
3. Nagaraju, D.S., S., (1981), Industrial Relation System in India, Chugh Publications, Allahabad.
4. Dhyani, S.N., (1988), Industrial Relations System, Printwell Publishers, Jaipur.
5. Gupta, S. R., (1987), Industrial Disputes Settlement Machinery, Prateeksha Publications, Jaipur.

6. Jerome, Joseph, (1985), Strategic Industrial Relations Management, Global Business Press, New Delhi.
7. Mamoria, C.B., Satish Mamoria, and S.V Gankar., (1997), Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi.
8. Monappa, Arun, (1995), Industrial Relations, Tata McGraw Hill Publishing Co. Ltd., New Delhi.

9. Punekar, S.D., S.B. Deodhar and Saraswathi Sankaran, (1999), Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, New Delhi.
10. Pylee, M. V., (1997), Worker participation in Management, Vikas Publishing House (P) Ltd., New Delhi.

SEMESTER IV

HRM- SIV- 19

STRATEGIC HUMAN RESOURCE, CHANGE AND DIVERSITY MANAGEMENT

Course marks/credits:	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
100 marks/4	To appreciate the need, philosophy and conceptual framework of strategic human resource, change and diversity management.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment.	Understand the importance of strategic human resource, change and diversity management and organizational development. Appreciate HR practices in complex organisations.	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks.

COURSE OUTLINE

Unit I: Strategic HRM

1. Business Strategy and Strategic HRM: Concepts, need and Process
2. Models of Strategic HRM.
3. Structural and functional strategies of SHRM
4. Human resource environment and emerging trends (outsourcing, Mergers and acquisition, and Contract management)

Unit II: Change Management

1. Change management: Concept, Need and Process.
2. Planned Change: Models and theories.
3. Strategic Change Management.
4. SHRM Competencies.

Unit III: Diversity Management

1. Diversity: Concept, definitions and Principles
2. Diverse Human Resource: Typology, Issues and Concerns
3. Managing diverse workforce: Inclusion strategies and role of HR
4. Managing Diverse Workforce: Conflict resolution/ ethical concerns

Readings

1. Sayers, J. & Ang, E.K. (2013). Managing Diversity. in Arrow smith, James. *The Big Issues in Employment: HR Management and Employment Relations in New Zealand.* Auckland: CCH, 75-93.

2. Hayes, J. (2014). *The theory and practice of change management*. Palgrave Macmillan.

3. Tan, C. C. (2006). *The theory and practice of change management.*

4. Palmer, I., Dunford, R., & Akin, G. (2009). *Managing organizational change: A multiple perspectives approach*. New York: McGraw-Hill Irwin.

5. Barak, M. E. M. (2016). *Managing diversity: Toward a globally inclusive workplace*. New Delhi, India: Sage Publications.

6. Otten, S. (2014). *Towards Inclusive Organizations: Determinants of successful diversity management at work*. Psychology Press.

7. Gotsis, G., & Kortezi, Z. (2014). *Critical studies in diversity management literature: A review and synthesis*. Springer.

8. Bell, M. P., & Berry, D.P. (2007). Viewing diversity through different lenses: Avoiding a few blind spots. *The Academy of Management Perspectives*, *21*(4), 21-25.

9. Patrick, H.A., & Kumar, V.R. (2012). *Managing workplace diversity: Issues and challenges.* Sage Open, *2*(2), 2158244012444615.

10. Nankervis, A. R., Compton, R. L., & McCarthy, T. E. (1992), Strategic Human Resource Management, Thomson Nelson, Boston.

11. Armstrong, Michael, (2000), Strategic Resource Management: A Guide to Action, Kogan Page, London.

12. Jeffrey, Hello. A., (2002), Strategic Human Resource Management, Thomson, South Western, UK.

13. Sigamani P. & Malhotra S, (2013), Challenges and Emerging Trends in Human Resource Management, International Journal of Business Anthropology, Volume 4 (2): 85-100, ISSN: 2155-6237.

14. Schuler, R. S., Jackson, S. E. (2007), Strategic Human Resource Management, Second Edition, Blackwell Publishing, USA.

15. Rothwell, W. J., & Kazanas, H. C (2005), Strategic Planning for Human Resources, Jai co Publishing House, Delhi.

16. Salaman, Graeme, John Storey, John Billsberry, (eds.), (2005), Strategic Human Resource Management: Theory and Practice, A Reader, Second Edition, Sage Publications, London.

17. Schein, E H., (2004), Organizational Culture and Leadership, John Willey Sons, San Francisco.

18. Sharma, Anuradha, Aradhana Khandekar, (2006), Strategic Human Resource Management: An Indian Perspective, Response Books, Sage Publications, New Delhi.

19. Tanuja, Agarwala, (2014), Strategic Human Resource Management, Oxford University

HRM-S-IV-20

SKILL DEVELOPMENT– II

Course marks/ credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand the concept, nature of stress and its management 2. To understand the concept of self awareness and emotional intelligence 3. To learn about the application of the skills learnt in context of workplace	Two/three weeks teaching of theory followed by a skill lab of 25 marks (one additional skill lab will be conducted to cover for absence).	Understand the importance of practice skills, with relevance to management. Understand the nature and types of stress, its implications and management.	Skill lab: 25 marks each (Total 75) End semester class test: 25 marks (short Q&As)

COURSE OUTLINE

Unit I: Organizational Stress and Conflict Management

1. Stress: Concept, nature and theories
2. Conflict: Concept, sources and theories
3. Manifestation of stress and conflict (social, psychological, work)
4. Coping and Management of stress and Conflict

Unit II: Understanding Self and Self awareness

1. Self: Concept, formation and dimension and components
2. Skills in Self awareness: emotional self awareness, self assessment and self confidence
3. Emotional Intelligence: Concept, Importance
4. Theories and Models of emotional intelligence

Unit III: Leading Through Positive Attitude

1. Attitudes: Formation and Types of Attitudes
2. Implications of Attitude on behaviour, perception and motivation
3. Attitudinal and behavioural change
4. Time Management

Reading List

1. Pestonjee, D.M. (2013), *Stress and Work: Perspectives on Understanding and Managing Stress*. New Delhi, India: Sage Response.
2. Davidson, Jeff. (2001), *Stress Management, Breathing Space Institute*, USA: MacMillan.
3. Brook, Andrew & DeVidi, R. C. (Ed). (2001), *Self-Reference and Self-Awareness*. The Netherlands, Amsterdam: John Benjamins Publishing Company.
4. Daniel, Goleman. (2005), *Emotional Intelligence: Why it can matter more than IQ*. Bantman Books.
5. Stephen P. Robbins, Timothy, A.J. (2010), *Organizational Behavior*. New Delhi, India: Prentice Hall of India.
6. Newport, Cal (2006), *Deep Work: Rules for Focused Success in a Distracted World*. Little, Brown Book Group.

HRM-SIV-21

CORPORATE GOVERNANCE AND BUSINESS ETHICS

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand relevance of corporate governance and CSR in the present business scenario. 2. To Familiarize and introduce values and ethics in business	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Student will be able to appreciate the social responsibility of business	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Corporate Governance
1. Concept, evolution and scope of Corporate Governance
2. Theories of governance: Agency, Stewardship and Stakeholder theory
3. New Corporate Challenges and the role of Corporate Governance
4. Companies Act 2013

Unit II: Business Ethics
1. Concept, values and dimensions of business ethics
2. Approaches to business ethics: Social contract, Kantian and Gandhian approach
3. Human Quality Development (HQD) as foundation for business ethics
4. Institutionalizing ethics and business codes

Unit III: Corporate Social Responsibility
1. Corporate Social Responsibility- terminology, ideology, practice and market.
2. Business and social interface: Sustainable Developmental Goals and CSR
3. Best practices of CSR: Global and Indian experiences.
4. International standards and codes of CSR.

Readings:

1. Bainbridge, Stephen. (2008). *The New Corporate Governance in Theory and Practice.* New York: Oxford University Press.
2. Baxi, C.V. & Prasad Ajit. (eds.). (2005). *Corporate Social Responsibility Concepts and Cases: the Indian Experiences*. New Delhi, India: Excel Books.
3. Bhattacharya, Jayanta. (2007). *Corporate Social Responsibility: Ethical and Strategic Choice.* New Delhi, India: Asian Books Private Limited.
4. Boucher, Bonnafous., Maria. & Pesqueuz. (Eds.). (2005). *Stakeholder Theory: A European Perspective.* New York: Palgrave Macmillan.
5. Budd, John W., James, G. & Scoville. (Eds.). (2005). *The Ethics of Human Resources and Industrial Relations,* Chicago: Labour and Employment Relations Associations, University of Illinois.
6. Cohen, Stephen S. & Boyd, Gavin. (2nd Ed) (2003). *Corporate Governance and Globalization*. Cheltenham Glos, UK: Edward Elgar Publishing Ltd.
7. Crane, Andrew. (2007). *Corporate Social Responsibility*. New Delhi, India: Sage Publications.
8. Winstanley, Diana. & Woodball, Jean. (Eds.). (2000). *Ethical Issues in Contemporary Human Resource Management*. Hampshire: Macmillan Business.
9. Government of India. (2013). *The Companies Act, 2013*.New Delhi, India: The Author.
10. Zimmerli, Walter Ch. & Klaus Richter, Markus Holzinger. (eds.). (2007). *Corporate Ethic and Corporate Governance*. New York: Springer.

HRM-SIV-22

Global Human Resource Management

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	Acquaintance with the global scenario and deal with challenges of global human resource management.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Appreciation of HR practises in diverse cultural scenario.	Internal Assessment: 25 marks (includes Assignment: 15 marks and class test: 10 marks) Semester end examination: 75 marks

COURSE OUTLINE

Unit I: Managing People in Global Context

1. Human Resources in a Global Business Environment
2. International Hiring and Repatriation (including work authorization and VISA terminologies)
3. International Labour Standards
4. Government Policy and International Workforce

Unit II: Global Practice

1. International Compensation
2. Performance Management: Approaches and Practices
3. Cultural Diversity: Managing Cross Cultural Issues
4. Developing International Staff and Multinational Teams (including working with sister companies)

Unit III: International Employee Relations and Strategies

1. Global Unions and Regional Integration
2. Emerging trends in Employee Engagement and Employee Involvement
3. Industrial Relations in a Comparative Perspective
4. International HR Competencies

Readings

1. Brewster, C., & Suutari, V. (2005). Global HRM: aspects of a research agenda. *Personnel Review*, *34*(1), 5-21.

2. Scullion, H., & Collings, D. (2011). *Global talent management*. Routledge.

3. Smale, A. (2008). Global HRM integration: a knowledge transfer perspective. *Personnel Review*, *37*(2), 145-164.

4. Hayton, J. C. (Ed.). (2011). *Global human resource management casebook*. Routledge.

5. Sparrow, P., Brewster, C., & Chung, C. (2016). *Globalizing human resource management*. Routledge.

6. McCourt, W., & Eldridge, D. (2003). *Global human resource management: managing people in developing and transitional countries*. Edward Elgar Publishing.

7. Norman, A. (2004). Global human resource management: Managing people in developing and transitional countries. *Journal of Economic Literature*, *42*(3), 953.

8. Dowling, P. (2008). *International human resource management: Managing people in a multinational context*. Cengage Learning.

SEMESTER IV
HRM-SIV-23
FIELD WORK

Field work placement to continue in corporate offices of large-scale organizations/Industrial establishments having major thrust on HRD as that of the Semester III.

Objectives:

1. To develop familiarity with major strategic HR functions at the corporate level / large-scale organizations/Industrial establishments.
2. To gain insights into the process of strategic HR policy formulation and implementation.
3. To develop a professional attitude towards work and human resources in the organization.
4. To develop a professional attitude in dealing with problems.
5. To develop an understanding of human resource development strategies of the organization
6. To gain practical understanding of designing and implementing of training programmes
7. To develop a professional attitude in dealing with problems.

Tasks: Detailing out a work plan in consultation with the agency and faculty supervisor and carrying it through. The work plan should include the following:

1. Familiarization with the organization, its structure, financial standing and philosophy.
2. Establishing rapport with the personnel and understanding importance of HR/HRD Department.
3. Familiarization with the overall human resource management functions and relating it with global perspectives in HR practice.
4. Understanding the policies and practices relating to employee relations, employee engagement, talent management, strategic reward and compensation management and performance management in large-scale organizations.
5. Understanding human resource planning, job analysis, job evaluation and job description, and recruitment and selection process.
6. To continue with research project tasks like data collection, analysis and report writing.
7. Familiarity with computer application in the setting & operation of MIS.
8. Regular consultation with faculty supervisor for formulating field work plan and understanding learning outcomes.

SEMESTER III
HRM-SIV-24
DISSERTATION

Total Marks/Credits: 150/ 6

Components:

1. Preparation of dissertation (Marks: 100)
2. Viva Voce: (Marks: 50)

Objective of Dissertation: To understand the process of systematically undertaking research in HRM. Dissertation will be based on data collected during field work in the organization where student is placed in semester III will be prepared under the guidance and supervision of the same supervisor. It will be submitted in semester IV on a date notified by the field work unit and following this Viva Voce will be conducted. The details with regard to format of the dissertation is specified in

Annexure A.

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.

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 session to complete the dissertation and shall be marked as failed in the dissertation.

In cases, where the 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.

HRM-SIV-25

HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT
(CBCS PAPER)

Course marks/credits: 100 marks/4	Course objectives	Pedagogy	Learning Outcomes	Course Evaluation
	1. To understand the nature and importance of HRD & organizational development and identify the various inputs that should go into it 2. To facilitate an understanding of the concept, methods and strategies for HRD and organizational development. 3. To appreciate the linkages between its various sub-systems.	• Lecture method • Case study method • Tutorial • Individual and Group presentation/ assignment	Understand the importance of and strategies for Human Resource Development from an organization as well as employee point-of-view, including current practices.	Internal Assessment: 25 marks Semester end examination: 75 marks

COURSE OUTLINE

Unit I Fundamentals of Human Resource Development

1. Concepts, Philosophy, Goals, Challenges and Prerequisites.
2. Models, Evolution and Objectives.
3. HRD System: Design, Principles and Strategies.
4. Fundamentals of Learning, Training, Education, Competency and Development.

Unit II Human Resource Development System

1. Training and Development: Overview, Principles, Strategies and Phases.
2. Training Need Identification: Concept and Methods.
3. Training Planning, Organizing, Modalities and Methods.
4. Training Evaluation: Process, Methods and Tools.

Unit III Organizational Development (OD)

1. Concept, Scope, Values, Assumptions and Need.
2. Appreciative Enquiry, Action and Program Management.
3. OD Interventions and Techniques.
4. OD for Managing Organizational Effectiveness.

Readings

1. Dayal, Ishwar. (1993), *Designing HRD Systems*, Concept, New Delhi.

2. Dayal, Ishwar, (1996), *Successful Applications of HRD*, New Concepts, New Delhi.

3. De Simone, Randy L., (1998), *Human Resource Development*, Second Edition, The Dryden Press, Harcourt Brace College Publishers, Fort Worth.

4. Elliott, Carole, Turnbull Sharon, (ed.), (2005), *Critical Thinking in Human Resource Development*, Routledge, London.

5. Ghosh, Biswanath, (2000), *Human Resource Development and Management*, Vikas Publishing House Pvt. Ltd., New Delhi.

6. Gilley, Jerry W., A. Steven Eggland, (1989), *Principles of Human Resource Development*, Addison-Wesley Publishing Company, Inc., Massachusetts.

7. Harrison, Rosemary, (1997), *Employee Development*, Universities Press (India) Limited, Hyderabad.

8. Harrison, Rosemary, Joseph Kessels, (2004), *Human Resource Development in a Knowledge Economy: An Organisational View*, Palgrave Macmillan, New York.

9. Jayagopal, R., (1990), *Human Resource Development: Conceptual Analysis and Strategies*, Sterling Publishers Private Limited, New Delhi.

10. Joy-Matthews, Jennifer, David Megginson and Mark Surtees, (2004), *Human Resource Development*, Kogan Page India Pvt. Ltd., New Delhi.

11. Kohli, Uddesh and P. Dharni Sinha, (2000), *Human Resource Development: Global Changes and Strategies*

12. Maheshwari, B.L. & P. Dharni Sinha, (1991), *Management of Change through HRD*, Tata McGraw Hill, New Delhi.

DISSERTATION

Dissertation Format

- ❖ The dissertation shall normally be of 75-100 pages with proper references and scientific organization.

- ❖ The dissertation is to be typed in Times New Roman, Font 12 and 1.5 line space.

- ❖ Dissertation should be submitted in spiral bound/soft bound copy in triplicate (one each for student, supervisor and department) to the Research Assistant in the department.

- ❖ The references are to be written in the APA style.

- ❖ The responsibility for ensuring the originality of the dissertation is that of the faculty supervisor.

FORMAT OF THE FRONT PAGE/1ST PAGE/COVER PAGE

PROJECT TITLE

Dissertation submitted to the JAMIA MILLIA ISLAMIA
in partial fulfilment of the requirements
for the award of the Degree of

MASTER OF ARTS (HUMAN RSOURCE MANAGEMENT)

BY

STUDENT NAME

RESEARCH SUPERVISOR NAME

DEPARTMENT OF SOCIAL WORK
UGC CENTRE OF ADVANCED STUDY
FACULTY OF SOCIAL SCIENCES
JAMIA MILLIA ISLAMIA
NEW DELHI-110025

INDIA

(year)

THE FORMAT OF THE CERTIFICATE

DATE: DD/MM/YYYY

DECLARATION

This is certify that the dissertation/ research report entitled, "*DISSERTATION TITLE*" submitted by me in partial fulfillment for the award of the Degree of Master of Arts (Human Resource Management) of this University has not been previously submitted for any other degree/diploma of this or any other University and is my original work.

(Name & Signature of the Student)

I recommend this dissertation be placed before the examiners for evaluation.

(Name and Signature of the Faculty Supervisor)

CERTIFICATE

On the basis of the declaration submitted by Mr. /Ms…………………………………student of **M. A.** Human Resource Management **(Semester – III)**, 2018, I hereby certify that the dissertation titled "…………………………………………………. " which is being submitted to the Department of Social Work, Jamia Milllia Islamia, New Delhi in partial fulfillment of the requirement for the award of the degree of Master of Arts in Human Resource Management, is an original contribution to existing knowledge and faithful record of research carried out by him/her under my guidance and supervision. To the best of my knowledge this work has not been submitted in part or full for any Degree or Diploma to this University or elsewhere.

I consider this dissertation fit for submission and evaluation.

<div style="text-align:right">

Signature and Name of the Supervisor

</div>

Date and Place:

CERTIFICATE

On the basis of the declaration submitted by Mr. /Ms…………………………………student of **M. A. HUMAN RSOURCE MANAGEMENT (Semester – III)**, 2018, I hereby certify that the dissertation titled "…………………………………………………. " which is being submitted to the Department of Social Work, Jamia Milllia Islamia, New Delhi in partial fulfillment of the requirement for the award of the degree of Master of Arts (Human Resource Management), is an original contribution to existing knowledge and faithful record of research carried out by him/her under my guidance and supervision. To the best of my knowledge this work has not been submitted in part or full for any Degree or Diploma to this University or elsewhere.

I consider this dissertation fit for submission and evaluation.

Signature and Name of the Supervisor

Date and Place: