

# G S College of Commerce & Economics (Autonomous) Jabalpur

MA (HRA) Syllabus, Approved by Board of Studies

Department of Management

Session 2022 - 23

## M. A. (HRA) SEMESTER WISE PROPOSED SCHEME

Subject Code	Subject	Internal Marks		External Marks	
		Max.	Min.	Max.	Min.
<b>M. A. (HRA) Semester I</b>					
HR 101	Management Concepts	25	10	75	30
HR 102	Social Processes and Behavioural Development	25	10	75	30
HR 103	Management of Human Resource	25	10	75	30
HR 104	Strategic Management	25	10	75	30
<b>M. A. (HRA) Semester II</b>					
HR 201	Organisational Change and Development	25	10	75	30
HR 202	Labour Legislation	25	10	75	30
HR 203	Compensation Management	25	10	75	30
HR 204	Industrial Relations	25	10	75	30
<b>M. A. (HRA) Semester III</b>					
HR 301	Performance Management	25	10	75	30
HR 302	Human Resource Audit	25	10	75	30
HR 303	Leadership & Personality Management	25	10	75	30
HR 304	Labour Welfare, Social Security and Industrial Safety	25	10	75	30
<b>M. A. (HRA) Semester IV</b>					
HR 401	Management Information System	25	10	75	30
HR 402	International Human Resource Management	25	10	75	30
HR 403	Internship (60 Hours)			50	20
HR 404	Project Report and Viva -Voce			50	20

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**MA (HRA) Syllabus, Approved by Board of Studies**  
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**M. A. (HRA) SEMESTER WISE PROPOSED SCHEME**

Subject Code	Subject	Internal Marks		External Marks	
		Max.	Min.	Max.	Min.
<b>M. A. (HRA) Semester I</b>					
HR 101	Management Concepts	25	10	75	30
HR 102	Social Processes and Behavioural Development	25	10	75	30
HR 103	Management of Human Resource	25	10	75	30
HR 104	Strategic Management	25	10	75	30
<b>M. A. (HRA) Semester II</b>					
HR 201	Organisational Change and Development	25	10	75	30
HR 202	Labour Legislation	25	10	75	30
HR 203	Compensation Management	25	10	75	30
HR 204	Industrial Relations	25	10	75	30
<b>M. A. (HRA) Semester III</b>					
HR 301	Performance Management	25	10	75	30
HR 302	Human Resource Audit	25	10	75	30
HR 303	Leadership & Personality Management	25	10	75	30
HR 304	Labour Welfare, Social Security and Industrial Safety	25	10	75	30
<b>M. A. (HRA) Semester IV</b>					
HR 401	Management Information System	25	10	75	30
HR 402	International Human Resource Management	25	10	75	30
HR 403	Internship (60 Hours)			50	20
HR 404	Project Report and Viva -Voce (50+50)			50	20

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**M. A. (HRA) Semester I**

Subject Code	Subject	Internal Marks		External Marks	
		Max.	Min.	Max.	Min.
<b>M. A. (HRA) Semester I</b>					
HR 101	Management Concepts	25	10	75	30
HR 102	Social Processes and Behavioural Development	25	10	75	30
HR 103	Management of Human Resource	25	10	75	30
HR 104	Strategic Management	25	10	75	30

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Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	I				

HR 101	Management Concepts	
Unit	Topics	No. Of Lectures
I	<b>Introduction to Management:</b> Concept, meaning, definitions, characteristics, nature and importance of Management, Management as an Universal process, Management as a System, Social responsibility of Management, functions of Management, Management Principles, Scope of Management, Schools of Management Thought.	15
II	<b>Planning:</b> Concept, Nature, characteristics and types of planning, Process of Planning, Principles of Planning, Steps in Planning Process, Approaches to planning, Instruments of Planning. Strategic Planning, Operational Planning.	15
III	<b>Organizing:</b> Organising: A Function of Management, Concept & Meaning of Organizing, Nature & process of Organizing, Organisational Structure, Types of organisation, Span of management, Departmentation, Delegation of Authority & Responsibility. Centralisation Vs. Decentralisation.	15
IV	<b>Staffing, Directing &amp; Coordination:</b> Meaning, scope, staffing process, Meaning & definition of Directing, principles of Directing, Meaning & Definition of Coordination, nature of coordination, need & importance of Coordination, principles of coordination, Types of Coordination.	15
V	<b>Control:</b> Nature & process of Control, Types of control, Principles of Control, Techniques of control, Measurement of Performance –Actual performance vs. Standard performance. Strategic Control.	15

**Books Recommended**

The History of Management Thoughts: Clude S George, Englewood Cliffs, Prentice Hall  
 Organisation and Management: R D Agrawal, Tata McGraw Hill, New Delhi  
 Organisational Theory and Behaviour: R A Sharma, Tata McGraw Hill, New Delhi  
 Principles and Practice of Management: L M Prasad, Sultan Chand & Sons, New Delhi  
 Principles and Practice of Management: T N Chhabra, Dhanpat Rai & Co.  
 Principles and Practice of Management: Sherlekar & Sherlekar, Himalaya Publishing  
 Management: Principles & Practice: S K Mandal, Jaico Publishing House  
 Principles and Practice of Management: R S N Pillai & S Kala, S Chand

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Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	I	I	Max: 25	Min: 10	Max: 75	Min: 30

HR 102	Social Processes and Behavioural Management	
Unit	Topics	No. Of Lectures
I	<b>Introduction:</b> Social Processes: Meaning, types, characteristics and its importance, elements of Social processes, associative and dissociative Social processes, Interaction and Social processes, Social Process and Social Change, Organisational Behaviour- Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behaviour; Ethics and Organisational Behaviour.	15
II	<b>Individual Behaviour:</b> Personality, Learning, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work. Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyr's Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work -Designing for creating motivating Jobs; OB Mod.	15
III	<b>Inter-personal Behaviour:</b> Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work- Sexual abuse, Substance abuse, cyber slacking, Aggression, and Violence.	15
IV	<b>Group Behaviour:</b> Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict.	15
V	<b>Organisational Processes:</b> Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management, Learning Organisations.	15

**Books Recommended**

Organisational Behaviour: Stephen P Robbins, Timothy A Judge, Neharika Vohra, Pearson  
 Organisational Behaviour: Archana Tyagi, Excel Books  
 Organisational Behaviour: Dr. C V Gupta, S.Chand  
 Organisational Behaviour: Shajahan S, New Age International (P) Ltd., Publishers  
 Social Transformation in India: Prof. I P Desai, Rawat Books.

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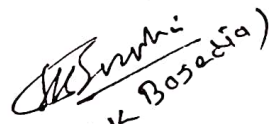
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**MA (HRA) Syllabus, Approved by Board of Studies**  
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			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	I				

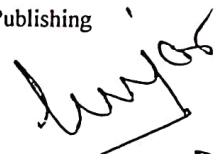
HR 103	Management of Human Resources	
Unit	Topics	No. Of Lectures
I	<b>Intro to Human Resource Management:</b> HRM: the global and Indian scenario, Evolution of HRM, relevance of HRM, Human resource functions, challenges faced by HRM, role & responsibilities of Human Resource Manager, Human resource Management vs. Personnel management, HRM for corporate excellence	15
II	<b>Acquisition of Human resource:</b> Human resource Planning, HRP at National Level, HRP at Corporate level, Human Resource Planning & Strategic planning, Human Resource information system, Job analysis, job design, job evaluation, recruitment & selection process, Promotion, Transfer, job rotation.	15
III	<b>Developing &amp; Motivating Human Resource:</b> Career planning & development, training & development, motivation at work, productivity & motivation, participative Management, empowerment.	15
IV	<b>Maintenance of Human Resource:</b> Reward Management, Wages, Salary Administration, Incentives, Quality of work life, compensation management, organisation development	15
V	<b>HR in knowledge Era:</b> Virtual organisations and emerging HR trends, learning organisations, strategic Human resource Management, ethics, Justice & fair treatment in HR Management, Managing Global Human Resources.	15


**Books Recommended:**


Human Resource Management: Gary Dessler, Prentice Hall India  
 Human Resource Management: Biswajeet Pattanayak, Prentice Hall India  
 Human Resource Management: G R Basotia, Mangal Deep publishers  
 Human Resource Management: Bhaskar Chatterjee, Sterling Publishers  
 Human Resource Management: C B Mamoria & S V Gankar, Himalaya Publishing

  
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MA(HRA)	I	I				

HR 104	Strategic Management	
Unit	Topics	No. Of Lectures
I	<b>Introduction:</b> Concept, Meaning and Importance of Strategy; The Strategic Management Process; Strategic Role of Board of Directors and Top Management; Strategic Intent –Corporate Mission, Vision, Goals and Objectives; Concept of Strategic Fit, Leverage and Stretch; Strategic flexibility and learning organization.	15
II	<b>Business Environment:</b> General environment – Demographic, Socio-cultural, macroeconomic, legal/ political, technological and global, competitive environment, Internal and external environment of Business. Environmental Influences on Business, Environmental Analysis, Characteristics of Business Environment, Components of Business Environment, relationship between organisation and its Environment, micro environment, macro environment, PESTLE Analysis, Porter's Five Forces Model.	15
III	<b>Business Policy, Strategic Management and Analysis:</b> Business Policy as a Discipline, Strategic Decision Making, Strategic Management Model, Strategic Levels in organisation: Corporate Level, Business Level, Functional Level, Situation Analysis, SWOT Analysis. TOWS Matrix, Portfolio Analysis – BCG Matrix, Ansoff's product Market Growth Matrix, ADL Matrix.	15
IV	<b>Strategic Planning, formulation, implementation and control of Strategy</b> Meaning of Strategic Planning, Stages, alternatives, Strategy Formulation: Marketing strategy, Financial Strategy. Production strategy, logistic strategy, human resource strategy Organisational Structure, Establishing strategic Business units, establishing Profit centres, product or service, market segment or customer, leadership and Behavioural challenges.	15
V	<b>Strategic HRM &amp; Ethical and Social Considerations:</b> Concept and Importance of Strategic HRM Investment Perspective of Human Resource; Understanding the success and failure of strategies adopted by organisations with reference to HRM. Contemporary Strategic Issues – strategies for internet economy, strategic management in non-profit and government organisations	15

**Books Recommended**

Strategic Management: C B Rao, Notion Press  
Strategic Management: Dr. N M Vechelekar, Nirali Prakashan  
Strategic Management: Azhar Kazmi & Adela Kazmi, McGraw Hill  
Strategic Management: N Chandrasekharan & P S Ananthanarayanan, Oxford press  
Strategic Management: Study Material for CA Students, Board of Studies, ICAI.

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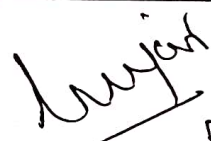
**G S College of Commerce & Economics (Autonomous) Jabalpur**  
**MA (HRA) Syllabus, Approved by Board of Studies**  
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**Session 2022 – 23**


**M. A. (HRA) Semester II**


Subject Code	Subject	Internal Marks		External Marks	
		Max.	Min.	Max.	Min.
<b>M. A. (HRA) Semester II</b>					
HR 201	Organisational Change and Development	25	10	75	30
HR 202	Labour Legislation	25	10	75	30
HR 203	Compensation Management	25	10	75	30
HR 204	Industrial Relations	25	10	75	30

  
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**MA (HRA) Syllabus, Approved by Board of Studies**  
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			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	II				

HR 201	Organisational Change and Development	
Unit	Topics	No. Of Lectures
I	<b>Introduction to Organizational Change and Development:</b> Organizational change- need and philosophy of organizational change; Change triggers; Planned change; Organizational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Sustainability and organizational change; Organization development- concept and process, assumptions and values underlying Organization Development (OD).	15
II	<b>Organizational Change- Development Interface:</b> Foundations of organization development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners; Change agents- role, skills and styles of change agents; Relation with the client system.	15
III	<b>Organizational Diagnosis:</b> Techniques of organizational diagnosis- questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information at organizational, group and job level; Feeding back diagnostic information.	15
IV	<b>OD Interventions:</b> Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- work redesign, work modules, Quality of Work Life (QWL), Quality Circles (QC); Behavioural interventions- Management by Objectives (MBO), performance management, sensitivity training, transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, grid OD; Techno-structural interventions- restructuring organizations, downsizing, reengineering, employee involvement.	15
V	<b>Trends in Organization Development:</b> ORGANISATIONAL DEVELOPMENT-HRD Interface; ORGANISATIONAL DEVELOPMENT in global settings; New trends in ORGANISATIONAL DEVELOPMENT: Collective Sense making, understanding social media tools and their impact; change processes, adaptive learning, digitization and measuring effectiveness of ORGANISATIONAL DEVELOPMENT, ORGANISATIONAL DEVELOPMENT research and practice in perspective; Challenges and future of ORGANISATIONAL DEVELOPMENT. Emerging trends in HR & ORGANISATIONAL DEVELOPMENT	15

**Books Recommended:**

- Organizational Behaviour: Stephen P Robbins, Pearsons  
 Organizational Development: W L French & C H Bell, Prentice Hall  
 Theory of Organization Development and Change: T G Cummings & Christopher G Worley, South- Western  
 Organizational Behaviour: Vishwanath Joshi, Symbiosis Centre for Distance Learning  
 Organisation Change  
 Organizational Change and Development: R G Priyadarshini, Cengage Learning

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Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	II				

HR 202	Labour Legislation	
Unit	Topics	No. Of Lectures
I	Working Conditions: The Factories Act 1948, The Contract Labour (Regulation and Evolution) Act 1970	15
II	Wages and Bonus: The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965	15
III	Social Security: The Workman Compensation Act 1923, The Employees State Insurance Act 1948, The Maternity Benefit Act 1961 (Amendments' 2017), The Employees provident Fund and Family Pension Act 1952, The Payment of Gratuity Act 1972	15
IV	Industrial Relations: The Industrial Disputes Act 1947, The Industrial Employment (Standing order) Act 1946, The Trade Union Act 1926,	15
V	Miscellaneous: The Indian Arbitration Act 1960, The Equal Remuneration Act 1976, The Apprentices Act 1961	15

**Books Recommended**

Mercantile Law: M C Shukla, S Chand  
 Industrial Law: Garg, Sareen, Sharma, Chawla, Kalyani Publications.  
 Labour Law: I A Saiyed, Himalaya Publishing  
 Industrial & Labour Laws: S P Jain, Dhanpat Rai & Co.  
 Labour and Industrial Laws: Dr. Indrajeet Singh, Central Law Agency  
 Industrial Relations & Labour Laws: S C Shrivastava, Vikas Publishing House  
 Handbook of Industrial Law: N D Kapoor, Sultan Chand & Sons

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Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	II				
HR 203	Compensation Management					
Unit	Topics					No. Of Lectures
I	Conceptual Framework of Compensation Management: Meaning and Definition and objectives of compensation, elements/components of compensation, factors affecting compensation, compensation vs productivity, compensation vs individual's performance and motivation, meaning and definition of compensation Mgt. principles of Compensation management, Compensation Structures, Compensation vs cost of living, Factors affecting compensation					15
II	Forms of compensation: Various forms of Compensation, Direct Compensation- Hourly (time wage), Piece wage, commission, bonus, Indirect Compensation- Financial and Non-financial Compensation, Different types of compensation - Salary, hourly wages, Over-time, sales commission, tips, stock options, bonuses, incentive pay, other variable pay, benefits, health care, paid leave, non monetary compensation ( recognition meals)					15
III	Determination of Compensation Package: Determinants of Compensation, Fixing wages/pay, considerations for calculating compensation- market factors, employee value position, growth opportunities, Negotiating a better compensation package, Steps for designing a compensation plan: 1. Determining work force & compensation objectives, 2. determining major compensation issues, 3. Implementing long term and short term compensation plans, 4. relating rewards to performance, determining appropriate amount of compensation, Compensation management process.					15
IV	Compensation Management & Administration: Meaning and Definition of Compensation Management, Objectives of compensation Management and administration, Role of HR Leaders to ensure effective compensation Management, Employee grievances related to compensation and their redressal mechanism.					15
V	Global and International Compensation: Global Compensation: Meaning, definition, Objectives of global compensation, forms/ types, factors affecting global compensation, International Compensation: Meaning, Definition, Objectives, forms/ types, factors affecting international compensation Difference between global compensation and international compensation Internal and external variables affecting Global and International compensation, Global Compensation issues, Global Compensation System, global compensation Policy, Major Challenges in Global compensation practices, global compensation considerations, global compensation trends and opportunities, global compensation strategies and best practices, managing the challenges of global compensation					15

Books Recommended

- Compensation administration: David W Belcher, Prentice hall
- Compensation Management in a Knowledge Based World: R I Henderson, Pearson
- Compensation Management: Dipak Kumar Bhattacharyya, Oxford
- Compensation Management: Mousami S Bhattacharyya & Nilanjani Sengupta, Excel Books
- Understanding Executive Compensation: Becker and Kornfefer, World in Work

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			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	II				

HR 204	Industrial Relations	
Unit	Topics	No. Of Lectures
I	<b>Introduction: Industrial Relations:</b> Meaning, Definition, scope of industrial Relations, Factors affecting IR, evolution of industrial relations, theories of industrial relations, key issues in industrial relations, emerging trends on industrial relations in an era of globalization, labour market in globalised India, the changing role of the government towards industrial relations, dominant aspects of industrial relations, industrial relations and perspective on labour policy, the new economic policy and industrial relations. IR for industrial peace.	15
II	<b>Grievances, Industrial Disputes &amp; Strikes:</b> Causes of Grievances of workers, types of grievances, difference between grievance and complaint, grievance settlement Machinery, and model grievance procedure. Nature of labour organisations, role of employers towards labour productivity, causes of industrial disputes and strikes, forms of strikes, factors conditioning the outcomes of strikes, effects of strikes, an evaluation of the right to strike, regulatory framework of industrial disputes, arena of interaction and participants in industrial disputes	15
III	<b>Settlement of industrial disputes:</b> Works Committee, Grievance settlement authorities, conciliation, court of inquiry, adjudication/voluntary and compulsory arbitration, award, machinery for prevention and settlement of industrial disputes in India, powers of the government under the Industrial disputes Act. Role of trade Unions towards dispute settlement. Code of ethics and discipline.	15
IV	<b>Collective Bargaining:</b> Concept and Meaning of Collective Bargaining, characteristics , functions and importance of Collective bargaining, principles of collective bargaining , forms, procedure, content and scope of Collective Bargain, units and levels of collective bargaining, factors influencing collective bargaining, subject matter of collective bargaining, Collective Bargain process, prerequisites for making Collective Bargain successful, collective agreements, growth of Collective Bargain in India, hurdles to Collective Bargain. Collective Bargain vs Productivity and profitability. Adjudication vs Collective bargaining in India	15
V	<b>Worker's participation in Management:</b> concept of workers participation on management, objectives of Worker's Participation , scheme of Worker's Participation in India, determinants of workers participation on management, prerequisites for the cooperation and Management, various forms of Worker's Participation: works committees, joint management councils, board level participation, Worker's Participation in public sector, Worker's Participation in private sector, participation of workers in management bill 1990, main provisions of the bill. Main hurdles to Worker's Participation in management in India. Worker's Participation an approach towards Industrial Democracy.	15

**Books recommended**

Aspects of Personnel Management & Industrial Relations: L S Kudchedkar, Tata McGraw Hill  
 Labour economics and Industrial relations: T N Bhagoliwal, Sahitya Bhawan Agra  
 Industrial and Labour laws: SP Jain, Dhanpat Rai & Co.  
 Personnel Management and Industrial Relations: R S Davar, Vikas publishing house  
 Industrial Relations, Trade Unions & Labour legislations: P RN Sinha, Indu Bala Sinha, Seema priyadarshini shekhar, Pearson.

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## M. A. (HRA) Semester III

Subject Code	Subject	Internal Marks		External Marks	
		Max.	Min.	Max.	Min.
<b>M. A. (HRA) Semester III</b>					
HR 301	Performance Management	25	10	75	30
HR 302	Human Resource Audit	25	10	75	30
HR 303	Leadership & Personality Management	25	10	75	30
HR 304	Labour Welfare, Social Security and Industrial Safety	25	10	75	30

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Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	II	III				

HR 301	Performance Management	
Unit	Topics	No. Of Lectures
I	<b>Conceptual Framework of Performance Management:</b> Concept and Meaning of performance management, Objectives & importance of performance management, Performance management process; Historical development of performance management in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.	15
II	<b>Performance Management System, its Process and Appraisal:</b> Performance management system and its components; Manager Reviews, 360 Performance Reviews, Engagement Surveys, Social Recognition, Goal Setting, Goal Alignment, Succession Planning. Performance management process; Meaning and steps involved; Planning, Coaching, Reviewing and Action. Performance management and appraisal; Methods of performance appraisal; Performance management and organizational transformation, appraisal communication; Counselling, identifying potential for development; Linking pay and training needs with performance.	15
III	<b>Implementation and Issues in Performance Management:</b> Implementing performance management system- strategies and challenges; Performance metrics; Role of HR professionals in performance management; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and E-PMS; Performance management practices in Indian organizations.	15
IV	<b>Talent Management:</b> Concept and approaches; Framework of talent management; Talent identification and integration; Talent retention-consequences of talent departure, diagnosing causes of talent departure, talent management and workplace diversity.	15
V	<b>Talent Management Practices and Process:</b> Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.	15

Reference Books

- Performance Management and Development: M Armstrong & A. Baron, Jaico Publishing House.  
 Performance Management- Key Strategies & Practical Guidelines: M Armstrong, London: Kogan Page  
 Performance Management systems and strategies: D K Bhattacharyaa, Pearson Education  
 Talent Management in India: Challenges and Opportunities: M Hasan, A K Singh & S Dhamija, Atlantic Publishers  
 Performance Management: Soumendra Narain Bagchi, Cengage learning India.

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**G S College of Commerce & Economics (Autonomous) Jabalpur**  
**MA (HRA) Syllabus, Approved by Board of Studies**  
**Department of Management**  
**Session 2022 – 23**

Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	II	III				

HR 302	Human Resource Audit	
Unit	Topics	No. Of Lectures
I	<b>Human Resource Audit:</b> Introduction, Concepts, Objectives, Need, Benefits, and Components of Human Resource Audit, Development Audit, Identifying the Human Resource Audit Goals, Defining the Audit Team, Approaches to Human Resource Audit	15
II	<b>Methodology of HR Audit:</b> <b>HR Audit:</b> Methodology and Issues, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit, Strategies Alignment of HR Audit. <b>HR Audit Process:</b> Introduction, Audit of Human Resource Functions, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change	15
III	<b>HR Audit and Workforce Issues:</b> Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Team building System <b>Challenges in HR Audit:</b> Assessing the Ability for Change, Post Audit Steps, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations <b>Human Resource Audit Report:</b> HR Audit Report – purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement.	15
IV	<b>HR Audit for Legal Compliance and Safe Business Practices:</b> Scope of Human Resource Audit, Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices <b>Human Resource Auditing as a Tool of Human Resource Valuation:</b> Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting.	15
V	<b>Practical: HRD Audit –The Indian Experience and case studies:</b> Introduction-Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry, <b>Recent Advancements in Human Resource Audit</b> <b>HR Audit Questionnaire:</b> Introduction, Areas to be Concentrated, A Comprehensive Coverage of the Entire Human, Resource Practices, A Sample Internal Human Resource Audit Questionnaire	15

**Books Recommended**

- Personnel and Human Resources: P Subba Rao, Himalaya Publishing  
 Human Resource and Audit: T V Rao, Sage Publications  
 Designing & Managing Human Resource System: T V Rao & Udai Pareek, Oxford & IBH Publishing Co.  
 HR Audit: How to evaluate your personnel policies and practices: William E Hartsfield, BLR  
 Human Resource Function: Audit, Peter Reiley, ABE Books  
 H R Audit: Rajni Gyanchandani & Durdana Ovals, Everest Publishing House.

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**G S College of Commerce & Economics (Autonomous) Jabalpur**  
**MA (HRA) Syllabus, Approved by Board of Studies**  
**Department of Management**  
**Session 2022 – 23**

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MA(HRA)	II	III				

HR 303	Leadership & Personality Management	
Unit	Topics	No. Of Lectures
I	<b>Introduction to Leadership:</b> Concept, Meaning and definitions, characteristics, functions and types of leadership, Objectives of Leadership, theories of leadership, qualities of a good leader, Human resource Manager and his role as a Leader, transformational vs transactional leadership, Leadership for future, role & functions of a Leader .	15
II	<b>Contemporary issues in the leadership practice:</b> Why is good leadership so hard to find?, the inner core of good leader, the essential behaviour of good leaders the aspirations of a good leaders, skills of a good leader, the information, communication, sustainability commitments of a good leader, Social responsibility of organisational leaders, Ethical, value based work culture creation by a good leader.	15
III	<b>Introduction to Personality Development &amp; Its Aspects:</b> The concept of personality - Dimensions of personality – Theories of Personality development. The concept of success and failure: Determinants of Success and Causes of failure. SWOT analysis. <b>Other Aspects of Personality Development</b> Body language - Problem-solving - Conflict and Stress Management – Decision making skills, Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics – Good manners and etiquette.	15
IV	<b>Attitude &amp; Motivation:</b> Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude – Advantages –Negative attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude. Concept of motivation - Significance – Internal and external motives -Importance of self- motivation- Factors leading to de-motivation	15
V	<b>Self-esteem &amp; Employability Quotient:</b> Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self esteem- Symptoms - Personality having low self esteem - Positive and negative self esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours – Lateral thinking. <b>Employability Quotient</b> Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.	15

**Books Recommended**

The Essentials of Leadership in Government -Understanding the Basics: Darryl Plecas, Colette Squires & Len Garis, University of the Fraser Valley.  
 On Becoming a Leader: Warren Bennis, Basic Books, a member of the Perseus Books group.  
 Personality Development: E B Hurllock, Tata McGraw Hill

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# G S College of Commerce & Economics (Autonomous) Jabalpur

MA (HRA) Syllabus, Approved by Board of Studies

Department of Management

Session 2022 – 23

Organisational Behaviour: Stephen P Robbins, Timothy A Judge, Prentice Hall  
All About Self-Motivation: Pravesh Kumar, Goodwill Publishing House.

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	II	III	Max: 25	Min: 10	Max: 75	Min: 30

HR 304	Labour Welfare, Social Security and Industrial Safety	
Unit	Topics	No. Of Lectures
I	<p><b>Labour Welfare:</b> Concept, Scope, Types, Features of Labour Welfare, Theories and Principles of Labour Welfare, Labour Welfare Practices in India, Agencies for Labour Welfare, Legislative Provisions for Labour Welfare, and Labour Welfare from Employee and Employer's Point of view. Labour Welfare Works: inside and outside factory premises.</p> <p>Labour welfare Works by: Central Govt., State Govt., In employer's and Trade Unions.</p> <p>Role &amp; Responsibilities of Human Resource Manager towards implementation of Labour Welfare Programmes and compliance of Labour Laws</p>	15
II	<p><b>Social Security:</b> Concept, Meaning and Definition of Social Security, Evolution of Social Security, Need, Objectives and Scope of Social Security, Social Security Schemes, Legislative Framework of Social Security, implementation of Social Security Schemes in India and its drawbacks, Social Assistance and Social assurance.</p>	15
III	<p><b>Industrial Safety:</b> Concept, Meaning and Definition of Industrial safety, prerequisites for industrial safety, need and importance of industrial safety, impact of industrial safety on workers performance, moral and productivity, Organization for industrial safety, legislative provisions for industrial safety,</p>	15
IV	<p><b>Safety Management System</b> Industrial Health and Hygiene, Industrial Accidents and safety, Occupational Diseases Safety Management System, Objectives of Health, Safety and Environment Policy, Responsibility for Implementation of HSE Policy Role of Occupier and Factory Manager, Factory Safety Committee, Structure and Functions and Working Tenure Details Etc</p>	15
V	<p><b>Accidents and Their prevention:</b> Accident Prevention : Definition : Incident, Accident, Injury , Dangerous occurrence ,Unsafe Act, Unsafe, Conditions, Hazards, Error, Oversight, Mistake, Near Miss ,Electricity &amp; Hazards Of Electricity ,Explosives And ,Transportation Safety. Industrial safety Audit, Compensation to workers against Accidents.</p>	15

## Books Recommended

Labour Welfare, Trade Unionism and Industrial Relations: S D Puneekar, S B Deodhar & Saraswati Sankaran, Himalaya Publishing.

Fundamentals of Industrial Safety and Health: K U Mistry, Siddharth Prakashan

Personnel Management & Industrial Relations: R S Davar, Vikas Publishing House.

Social Security in India: Dr. Ravi Prakash Yadav, Pointer publishers

Industrial Safety Management: J Maiti and Pradip Kumar Ray, Springer

Social Security Issues and challenges: Huchhe Gowda, Current Publications

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**G S College of Commerce & Economics (Autonomous) Jabalpur**  
**MA (HRA) Syllabus, Approved by Board of Studies**  
**Department of Management**  
**Session 2022 – 23**

**M. A. (HRA) Semester IV**

Subject Code	Subject	Internal Marks		External Marks	
		Max.	Min.	Max.	Min.
<b>M. A. (HRA) Semester IV</b>					
HR 401	Management Information System	25	10	75	30
HR 402	International Human Resource Management	25	10	75	30
HR 403	Internship (60 Hours)	-	-	50	20
HR 404	Project Report and Viva-Voce	-	-	50	20

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**G S College of Commerce & Economics (Autonomous) Jabalpur**  
**MA (HRA) Syllabus, Approved by Board of Studies**  
**Department of Management**  
**Session 2022 – 23**

Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	II	IV				

HR 401	Management Information System	
Unit	Topics	No. Of Lectures
I	MIS, Decision Making, information system: Concept and Meaning of MIS, Introduction to Decision Making, types of decisions, decision making process, information requirement for decision making, models of decision making, Information system, Types of information, organisation as an information processing unit, structure of information system and its various types, evaluation of MIS, Overview of System Analysis and Design, System Development Life Cycle. Designing Online and Distributed Design considerations.	15
II	Implementation and Control of Projects: MIS Project implementation, Project implementation options, steps in implementation: Plan, Space and Layout, Manpower for organisation of MIS, Training for operators and users, hardware installation, programme development, designing forms and files, testing and change over. precautions in implementation, security and control.	15
III	Computer Networks: Trends in information Technology- Hardware & Software, Data Communication Concepts, Definition of Local Area Networks (LAN), characteristics of LAN, network topologies, network structures, connectivity through switched networks, switching techniques, multi-vendor network, OSI reference model, LAN standards, IEEE, 802.3 LAN and CSMA/CD protocol, Access methods and topologies, LAN architecture, network management, application of networks.	15
IV	Data Organisation, Relational Database Management System, Query Language, DBMS: Organising Data, traditional approach to application system development, motivation for Database approach, taxonomy of data structures, Relational Database Management system, relational data model, relational operations, the 12 commandments of CODD, Query Language, query processing, running queries on multiple tables, Managing data with SQL , embedded SQL, Introduction to DBMS, organisational resistance to DBMS tools, Database in distributed processing environment, Emerging standards.	15
V	Social & Legal Dimensions of Computerisation & Computer Virus; the individual and the impact of Computers on Living style, individual's work pattern, computers in the Indian society, Computers and Law, Legal aspects of use of computers, tortuous liabilities in use of computer, privacy and confidential information, Perverse Software, Computer Viruses and its characteristics, Computer protection and treatment.	15

**Books Recommended**

Management Information System a Framework: Utpal K Banerjee & R K Sachdeva, Vikas Publishing House  
 Essentials of Information processing: Bohl, Marilyn, MacMillan Publishing  
 Management Information Systems, Kanter, Jerome, Prentice Hall  
 Database Structural Techniques for design, performance & Management: S Atre, John Wiley & Sons  
 Computer Law: Tapper, Colin, Longman Publishers

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**G S College of Commerce & Economics (Autonomous) Jabalpur**  
**MA (HRA) Syllabus, Approved by Board of Studies**  
**Department of Management**  
**Session 2022 – 23**

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	II	IV	Max: 25	Min: 10	Max: 75	Min: 30

HR 402	International Human Resource Management	
Unit	Topics	No. Of Lectures
I	<b>IHRM: Functions, Organisational and Cultural Context:</b> Global environment of Business, International Human Resource Management(IHRM), Concept, Meaning and functions of IHRM, role of IHRM manager, HRM in Multinational Enterprises, Domestic Vs International HRM, Enduring context of IHRM, IHRM Approaches, IHRM strategy and Model, Strategic and Cultural Values, Cultural Sensitivity, Strategies for dealing with Cultural differences, organisational and Human resource Strategies, international strategic management process.	15
II	<b>Staffing, Training and Development, Performance &amp; Compensation Management:</b> International recruitment and selection, approaches to staffing, influence of cultural factors, Role of Training and Development, Cross Cultural Training Programmes, Global Trends in Training and Development, Purpose and roles of International Performance Management( IPM), challenges to the effectiveness of the IPM system, Performance appraisal in international context. Global Compensation Management, Approaches to Compensation management, Compensation Management of HCNs, taxation issues.	15
III	<b>Behavioural Dynamics of IHRM:</b> Dimensions of Human Communication, Barriers to Cross Cultural Communication, Cross Cultural Negotiations, Conflict resolution, Leadership Styles, Cross cultural Issues in Leadership and Motivation, Ethics in International Business Arena, Ethical Dilemmas faced by MNCs, Intra Company Ethical issues in International Business , Training Requirement, Ethical Issues in the use of guest workers and immigrants	15
IV	<b>International Employee Relations:</b> Global Employment Relations, Neutralizing Influence of Unions, Issues in International Industrial Relations, Influence of Unions in International Relations, Employers Associations and the International Firm, Country specific IR Practices, Issues involved in HR management in Mergers and Acquisitions, Problems of Employees before and after Merger and Acquisition. Responsibilities of Human resource Manager towards the problem of Employees	15
V	<b>IHRM Trends and Future Challenges:</b> Issues of Organisational Capability, Organisational Capability and Globalisation, Understanding and Building centres of Excellence, Role of IHR professionals in the development of Center of Excellence, Developing Organisational Capability, Streamlining HR Support Functions, Outsourcing or In sourcing HR, Mechanism of Integration: Talent Management, Global Knowledge Management, Management through Global Network, Global E-Enablement of HR processes, International HR Competencies.	15

**Books Recommended**

International Human Resource Management: Managing People in a Multinational Context, P J Dowling, D E Welch, R S Schuler, South Western College Publishing.  
 Human Resource Strategies for International Growth: C Hendry Routledge, London.  
 International Human Resource Management: Dr. Nilanjana Sengupta and Dr. Mousumi S Bhattacharya, Excel Books, New Delhi.

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 MA (HRA) Syllabus, Approved by Board of Studies  
 Department of Management  
 Session 2022 – 23

**HR 403: Internship**

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	II	IV	-	-	Max: <del>50</del> <sup>100</sup>	Min: <del>20</del> <sup>40</sup>

**HR 403**

**Internship:** The purpose of Internship is to obtain work experience. A student will have to join an organisation, where, they will be given practical training for 60 Hours. The Internship will be completed under the guidance of Instructor from the Training Organisation. After the completion of the Internship the Instructor will award the marks to the students on basis of the following criteria

1. Learning Outcomes : 30 Marks
2. Attendance : 10 Marks
3. Discipline : 05 Marks
4. Sincerity & Behaviour : 05 Marks


**HR 404: Project Report and Viva - Voce**

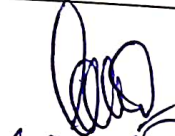
Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	II	IV	-	-	Max: <del>50</del> <sup>100</sup>	Min: <del>20</del> <sup>40</sup>

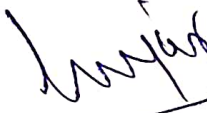
**HR 404**


**Project Report:** Students will be required to write a report on the topic that they have learnt during their Internship period. The project report will be prepared under the guidance of a Faculty Member and valued by the External Examiner, who shall take the Viva-Voce examination as well. The distribution of marks will be as follows:

1. Project Report : ~~30~~<sup>50</sup> Marks
2. Viva-Voce : ~~20~~<sup>50</sup> Marks

  
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