

PROGRAMME SPECIFIC OUTCOMES

POST GRADUATE DIPLOMA IN STRATEGIC HUMAN RESOURCE MANAGEMENT (P.G.D.S.H.R.M.): (One Year Evening Programme)

PSO1: Learn the basics of strategy, strategic management, corporate and business level strategy, business strategy, organization structure and processes, managing and implementing strategic change.

PSO2: Develop an understanding about Human behaviour.

PSO3: Learn and understand various concepts like 'Strategy' and 'Strategic human resource management', strategic role of HRM, environmental issues in HRM, recognize the contribution of HR to organizational success, growth, and development, summarize and understand the influence of external environment on SHRM, acquisition, training, and development of human resources, employee socialization, adopting strategic human resource development techniques etc.

PSO4: Learn about various macro environmental variables affecting the HRM

PSO5: Develop an understanding about global scenarios impacting HRM.

PSO6: Gain an understanding of the fundamentals of OB, global work culture and practices, ethics and ethical behaviour in organizations, individual behaviour, group behaviour and group dynamics, conflict management, basics of leadership etc.

PSO7: Learn about organizational Process & Change, Managing organizational change, Organizational development and contemporary issues in organizational development


PSO8: Gain an understanding of fundamentals of HRD, developing an HRD strategy, understanding the operational role of HRD and the key issues involved in HRD

PSO9: Acquire the fundamentals of evolution of industrial relations and trade unionism in India, legislations related to industrial relations, various methods of settlement of industrial dispute, labour welfare and labour education, and worker education and training.

PSO 10: Get acquainted with various tools, techniques, technologies and methods related to various functional areas of Management like, Human Resource Management & Development, Industrial Relations, Marketing, Research Methodology, Ethics, Consumer Behavior etc.

PSO 11: Develop inquisitiveness and curiosity among students, inculcate strategic and problem-solving aptitude, develop critical and creative bend of minds for gaining insights into various areas of Commerce and Management.


PSO 12: understanding various concepts to research in HRM, Methods of data collection, sampling procedures and Develop data analysis skills and report writing.

	The Maharaja Sayajirao University of Baroda Faculty of Commerce, Department of Commerce & Business Management Faculty of Commerce, SayajiGunj, Vadodara- 390002, Contact details: 02652975768						Academic Year		2020-21	
	POST GRADUATE DIPLOMA IN STRATEGIC HUMAN RESOURCE MANAGEMENT : 1 Year (Evening) Diploma Course									
Year	I	Core/Elective/ Foundation PAPER I STRATEGIC MANAGEMENT (CBM 4115)				Credit/ Hours per week			2 hours per week	
Semester	I	Year of Introduction: Year of Syllabus Revision:				Maximum Marks/ Grade			100	
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (Cos): CBM 4115 CO1 Develop an attitude of strategy building and implementation by learning about strategy, strategic management, strategic development, SWOT analysis, core competencies etc. CO2 Gain an understanding about various corporate and business level strategies, BCG matrix, and various growth strategies. CO3 Develop an understanding about business strategy and organization structure and processes through learning the fundamentals of information management, information technology and its usage in managing a business organization. CO4 Enable the students to understand organizational culture CO5 Learn to manage strategic change through transformational leadership, designing strategies in context of organizational culture, and implementation of strategic control processes. CO6 Learn to design and apply various approaches and strategies to achieve and manage business growth.										
Unit no.	Topic/Unit	Contact hours	Weight age (%)	BT level	CO	PSO	Elements Of Employability (EMP)/ Entrepreneurship (ENT)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) development needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)	

UNIT I	<ul style="list-style-type: none"> • Introduction to Strategy: • Nature Of Strategy And Strategic Decisions – Strategic Management – Strategy Development Process The Environment – Competitive Forces (Five Forces Model) – SWOT Analysis – Strategic Capabilities – Organisation Resources –Core Competencies – Value Chain, System And Network. 	23	25%	1,2,6	CO1	PSO1	EMP SD	L,N,R	HV
UNIT II	<ul style="list-style-type: none"> • Corporate & Business Level Strategy: • Business Portfolio Management – BCG – GE Approach – Integration, Diversification, Alliance, Merger and Acquisition. Market Development & Product Development 	23	25%	1,2,6	CO2 CO6	PSO1			
UNIT III	<ul style="list-style-type: none"> • Business Strategy and Organizational Structure and Processes: • Managing People – Competitive Advantage through People – Managing Information – Managing Finance – Managing Technology. 	22	25%	1,2,6	CO3	PSO1			
UNIT IV	<ul style="list-style-type: none"> • Managing Strategic Change: • Transformational Leadership Processes – Business Strategy and Organizational Culture Strategic Control Processes. 	22	25%	1,2,6	CO5	PSO1			

Reference Books:


1	Gerry Johnson, Kevan Scholes, Exploring Corporate Strategy: Text & Cases
2	Glueck, W.F. & Jauch, L.R., Business Policy & Strategic Management by
3	Koontz & Wierich, Essentials of Management by
4	Chuck Williams, Management

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Year	I	Core/Elective/ Foundation PAPER II STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) – I (CBM 4116)				Credit/ Hours per week			2 hours per week				
Semester	I	Year of Introduction: Year of Syllabus Revision:				Maximum Marks/ Grade			100				
Mode of Transaction		Lectures and Tutorials											
Course Outcomes (Cos): CBM 4116 CO1: Learn the concept ‘Strategy’ and ‘Strategic human resource management’, strategic role of HRM, environmental issues in HRM, etc. CO2: Understand and recognize the contribution of HR to organizational success, growth, and development. CO3: Summarize and understand the external environmental influences on SHRM. CO4: Understand about the acquisition of human resources, human resource work analysis, and strategic HR planning process. Strategic approach to recruitment and selection, employee socialization etc. CO5: Internalize the basic of development of human resources by assessing their needs and adopting strategic human resource development techniques.													
Unit no.	Topic/Unit					Contact hours	Weight age (%)	BT level	CO	PSO	Elements Of Employability (EMP)/ Entrepreneurship (ENT)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/Regional (R)/Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
UNIT I	<ul style="list-style-type: none"> Concept of Strategy and Strategic Human Resource Management 					23	25%	1,2,6	CO1 CO2	PSO2 PSO3			

	<ul style="list-style-type: none"> Strategic Roles of HRM Strategic Contribution of HRM to Organizational Success 				CO3				
UNIT II	<ul style="list-style-type: none"> Environmental Influences and SHRM Contemporary Issues. Acquisition: People as Organizational Resource Human Resource Work Analysis 	23	25%	1,2,6	CO1 CO4	PSO2 PSO3	EMP SD	L.N.R	HV
UNIT III	<ul style="list-style-type: none"> Strategic HR Planning Process Strategic Approach to Recruitment and Selection, Employee Socialization. 	22	25%	1,2,6	CO4	PSO2 PSO3			
UNIT IV	<ul style="list-style-type: none"> Development: Assessing Human Resource Development Needs, Strategic Human Resource Development Techniques. 	22	25%	1,2,6	CO5	PSO2 PSO3			

Reference Books:


1	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press.
2	Schuler R And Jackson S. Strategic Human Resource Management, Blackwell, London
3	S.K. Bhatia, Strategic Human Resource Management: Winning Through People: Concepts, Practices And Emerging Trends, Deep & Deep Publications, New Delhi.

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Year	I	Core/Elective/ Foundation PAPER III STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) – II (CBM 4117)				Credit/ Hours per week		2 hours per week	
Semester	I	Year of Introduction: Year of Syllabus Revision:				Maximum Marks/ Grade		100	
Mode of Transaction		Lectures and Tutorials							
Course Outcomes (Cos): CBM 4117 CO1. Get acquainted with the challenges faced and strategies for retention of the HR. CO2. Learn to design the right compensation plan and high motivation compensation system for employees at workplace. CO3. Get acquainted with different HRM practices in different countries. CO4. Grasp basics of organization culture, strategic HRM, transformational leadership, changing roles of HR in managing organizational change etc. CO5. Gain the knowledge about different motivational practices. CO6. Learn about efficient job designing and employee engagement.									
Unit no.	Topic/Unit	Contact hours	Weightage (%)	BT level	CO	PSO	Elements Of Employability (EMP)/ Entrepreneurship (ENT)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/Regional (R)/Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
UNIT I	<ul style="list-style-type: none"> Retention: Employee Retention Challenges And Strategies, Role Of Team, 	23	25%	1,2,6	CO1 CO6	PSO3 PSO4			

	<ul style="list-style-type: none"> • Job Design And Employee Engagement In Retention 						EMP SD	L,N,R	HV
UNIT II	<ul style="list-style-type: none"> • Compensation: Objectives of Compensation Plan • Components of Compensation-Flexible Compensation • Incentives and Benefits, • Designing a High Motivation Compensation System. 	23	25%	1,2,6	CO2 CO5	PSO3 PSO4			
UNIT III	<ul style="list-style-type: none"> • Organization Culture And Strategic HRM • Managing Strategic Change And HR Role • Role Of HR In Knowledge Management And Learning Organization • Transformational Leadership. 	22	25%	1,2,6	CO4	PSO3 PSO4			
UNIT IV	<ul style="list-style-type: none"> • HR In Global Perspective: HR Strategy In International Context – HRM Practices In Different Countries 	22	25%	1,2,6	CO3	PSO3 PSO4 PSO5			

Reference Books:


1	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press
2	Schuler R And Jackson S. Strategic Human Resource Management, Blackwell, London
3	S.K. Bhatia, Strategic Human Resource Management: Winning Through People: Concepts, Practices And Emerging Trends, Deep & Deep Publications, New Delhi
4	Decenzo & Robbins, Essentials of Human Resource Management

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Year	I	Core/Elective/ Foundation PAPER IV ORGANIZATIONAL BEHAVIOUR (CBM 4118)				Credit/ Hours per week		2 hours per week				
Semester	I	Year of Introduction: Year of Syllabus Revision:				Maximum Marks/ Grade		100				
Mode of Transaction		Lectures and Tutorials										
Course Outcomes (Cos): CBM 4118 CO1. Gain an understanding of the fundamentals of OB. CO2. Develop awareness about global work culture and practices CO3. Develop an awareness about ethics and ethical behaviour in organization. CO4. Gain an understanding of individual behaviour, group behaviour and group dynamics. CO5. Develop an understanding of conflict management. CO6. Develop leadership skills through acquisition of fundamentals of leadership.												
Unit no.	Topic/Unit				Contact hours	Weightage (%)	BT level	CO	PSO	Elements Of Employability (EMP)/ Entrepreneurship (ENT)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/Regional (R)/Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
UNIT I	<ul style="list-style-type: none"> • Foundations, Nature and Critical Bases of OB, Emerging Organizations and Strategic Behavioral Dimensions. • Global and Cultural Diversity, Contemporary Challenges, Managing Diversity, Ethics and Ethical 				23	25%	1,2,6	CO1	PSO2 PSO6			


Behavior in Organizations									
UNIT II	<ul style="list-style-type: none"> Individual Dimensions Of OB- Perceptual Process Impression Management- Personality Attitudes And Values- Motivation And Strategic Applications Of Concepts For Performance- Learning, Process , Reward System And Behavioral Management. 	23	25%	1,2,6	CO2 CO3	PSO2 PSO6	EMP SD	L,N,R,G	HV
UNIT III	<ul style="list-style-type: none"> Group Dimensions of OB- Group Dynamics and Teams Interactive Conflict and Negotiation Skills, Managing Conflict Strategically, Communication and Information Sharing. Organizational Aspects Of OB – Organization Structure And Design, Occupational Stress, Power And Politics, Leadership Process Its Emerging Theoretical Framework And Strategic Applications. 	22	25%	1,2,6	CO4 CO5	PSO2 PSO6			
UNIT IV	<ul style="list-style-type: none"> Horizons of OB, Cultural Dimensions of Organizations and Their Impact, Organizational Change and Strategies for Managing Change through People. 	22	25%	1,2,6	CO6	PSO2 PSO6			

Reference Books:


1	Ian Brooks, Organizational behavior: Individuals, groups and organizations, Pearson education (Publishers)
2	Derek Rollinson, Organizational behaviour and analysis: An integrated approach Pearson Education (Publishers)
3	Jerald Greenberg, Behaviour in Organizations: Understanding and managing human side of work, Prentice Hall (Publishers)
4	Fred Luthans, Organizational Behaviour, McGraw Hill (Publications)

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POST GRADUATE DIPLOMA IN STRATEGIC HUMAN RESOURCE MANAGEMENT : 1 Year (Evening) Diploma Course										
Year	I	Core/Elective/ Foundation PAPER V HUMAN RESOURCE DEVELOPMENT (CBM)				Credit/ Hours per week			2 hours per week	
Semester	II	Year of Introduction: Year of Syllabus Revision:				Maximum Marks/ Grade			100	
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (Cos): CO1: To know the conceptual and practical foundations of Human Resource Development CO2: Basic knowledge about developing HRD Strategy; implications of practicing strategic approach to HRD ETC. CO3: Identify HRD Needs and designing, delivering and evaluating learning and development interventions etc. CO4: Understand the critical issues in HRD.										
Unit no.	Topic/Unit	Contact hours	Weightage (%)	BT level	CO	PSO	Elements Of Employability (EMP)/ Entrepreneurship (ENT)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/Regional (R)/Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)	
UNIT I	<ul style="list-style-type: none"> The Fundamentals of HRD: Meaning – Process and Scope of HRD – Organizational Strategy & HRD Intervention – Identifying Training Needs – Developing Training Modules – Training at Different Level & Evaluating Training - Development Initiative; Developing Leadership, 	23	25%	2	CO1	PSO 8				

	Motivation and Collaboration – Feedback and Review / Case Analysis								
UNIT II	<ul style="list-style-type: none"> • Developing an HRD Strategy: Developing a Strategy; Factors Influencing Strategic Human Resource Development; Implication for Practice of a Strategic Approach to HRD, Feedback and Review/Case Analysis. 	23	25%	1,2	CO2	PSO 8	EMP SD	L,N,R	HV PE
UNIT III	<ul style="list-style-type: none"> • The Operational Role of HRD: Identifying HRD Needs-Designing, Delivery & Evaluation of Learning & Development Intervention- Feedback and Review / Case Analysis. 	22	25%	2,4	CO3	PSO 8			
UNIT IV	<ul style="list-style-type: none"> • The Key Issues in HRD: Managing & Nurturing Knowledge- HRD in Small & Medium Sized Enterprises-Managing the HRD Function-The Ethical Practitioner- Continuing Professional Development and Reflective Practices-Feedback and Review / Case Analysis. 	22	25%	1,2,4	CO4	PSO 8			
Reference Books:									
1	David Mankin (2009); Human Resource Development; Oxford University Press.								
2	John Werner and Randy Desimone; Human Resources Development; Cengage.								
3	Udai Pareekh &T.V.Rao; Designing and Managing Human Resource Systems ; Oxford.								
4	Noe; Human Resources Development; TataMcGraw-Hill.								

		The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management			Academic Year			2020-21			
POST GRADUATE DIPLOMA IN STRATEGIC HUMAN RESOURCE MANAGEMENT : 1 Year (Evening) Diploma Course											
Year		II		Core/Elective/ Foundation Paper VI: ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT			Credits / Hours per week			2 hours per week	
Semester		II		Year of Introduction: Year of Syllabus Revision:			Maximum Marks / Grade			100 Marks	
Mode of Transaction			Lectures and Tutorials								
Course Outcome (CO): CBM2405 CO1: Students will get acquainted with the need for change and development of organizations for achieving excellence. CO2: Sensitize towards the Change; its types; process of change; resistance to change etc. CO3: Gain an understanding about the nature and management of organization development, OD Intervention strategies etc. CO4: Know the contemporary issues in the field of organization development.											
Unit No.	Topic/Unit			Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
UNIT - I	Understanding Organizational Process & Change: Organizational Systems-Structure & Design (An			23	25	2	CO1	PSO7			


	Overview)-Meaning & Process of Change-Organizational Effectiveness & Excellence-Feedback and Review / Case Analysis.						EMP SD	L/R/N/G	PE
UNIT – II	Managing Organizational Change: Nature & Types of Change- Process and Resistance to Change-Strategies to overcome Resistance to Change-Attitude Measurement for Change-Organizational Culture & Change-Change Through Performance Management-TQM Practices & Change-Feedback and Review / Case Analysis.	23	25	1	CO2	PSO7			
UNIT – III	Nature & Management of Organizational Development: Definitions, Concepts, Features, & Characteristics of Organizational Development-Organizational Diagnosis & Development- Organizational Development Interventions & Strategies-Feedback and Review / Case Analysis.	22	25	1 and 2	CO3	PSO7			
UNIT - IV	Contemporary Issues in Organizational Development: OD & Diversity Management- Organizational Transformation Through Teamwork- Role of OD Consultant-Feedback and Review / Case Analysis.	22	25	1 and 2	CO4	PSO7			
Reference Books									
1.	Deepak Kumar Bhattacharya (2011); Organizational Change and Development; Oxford University Press.								
2.	Thornhill, A, Lewis, P.Millmore, M., & Saunders, M. (2000), Managing change: A Human Resource Strategy Approach.								
3.	Colenson, M. Successful organizational Change: Evolution and Revolution in the Organization.								
4.	Nilakant, &Remanarayan, S. (1998). Change Management; Response Book.								
5.	French, W.L. & Bell, C.H. (1995); Organization Development.								

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Year	I	Core/Elective/ Foundation PAPER VII INDUSTRIAL RELATIONS (CBM 4217)				Credit/ Hours per week			2 hours per week			
Semester	II	Year of Introduction: Year of Syllabus Revision:				Maximum Marks/ Grade			100			
Mode of Transaction		Lectures and Tutorials										
Course Outcomes (Cos): CBM 4217 CO1. Gain an understanding about industrial relations and learn about its evolution. CO2. Learn about the legislations related to industrial relations. CO3. Develop an understanding about various methods of settlement of industrial dispute. CO4. Get acquainted with the trade unionism in India. CO5. Learn about labour welfare and labour education. CO6. Acquire an understanding about worker education and training.												
Unit no.	Topic/Unit				Contact hours	Weig htag e (%)	BT level	CO	PSO	Elemen ts Of Emplo yability (EMP)/ Entrep reneur ship (ENT)/ Skill Develo pment (SD)	Relevan ce to Local (L)/ National (N)/Regi onal (R)/Glob al (G) develop mental needs	Relation to Gender (G), Environme nt and Sustainabil ity (ES), Human Values (HV) and Professiona l Ethics (PE)
UNIT I	<ul style="list-style-type: none"> Growth of Industrial Labour Force – Sectoral Labour Force – Characteristics of Indian Labour - Trade Unionism in India. 				23	25%	1,2,3,6	CO4	PSO9			

UNIT II	<ul style="list-style-type: none"> Evolution of Industrial Relations - Concept, Importance and scope – Legislation related to Industrial Relations. 	23	25%	1,2,3,6	CO1 CO2	PSO9	EMP	L,N,R	HV
UNIT III	<ul style="list-style-type: none"> Settlement of Industrial Disputes – Conciliation – Arbitration – Adjudication 	22	25%	1,2,3,6	CO3	PSO9			
UNIT IV	<ul style="list-style-type: none"> Labour Welfare and Education – Concept, Scope, Approaches - Workers’ Education and Training - Workers’ Participation in Management 	22	25%	1,2,3,6	CO5 CO6	PSO9			

Reference Books:


1	Mamoria And Gankar, Dynamics Of Industrial Relations
2	A.M.Sharma, Labour Welfare
3	M.E. Thukaram Rao, Industrial Management

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Year	I	Core/Elective/ Foundation PAPER VIII HUMAN RESOURCE MANAGEMENT: CASE STUDIES (CBM)	Credit/ Hours per week						2 hours per week
Semester	II	Year of Introduction: Year of Syllabus Revision:	Maximum Marks/ Grade						100
Mode of Transaction		Lectures and Tutorials							
Course Outcomes (Cos): CO1: Understand and Apply the principles and techniques of HRM to solve the typical case problems CO2: Understand, Recognize and Solve major personnel issues related to recruitment and Selection CO3: Identify, Analyze and Apply the principles and techniques of wage and Compensation management to solve the typical case problems CO4: Understand, Describe and Analyze the basic framework of collective bargaining and solve the demonstrated cases related to it									
Unit no.	Topic/Unit	Contact hours	Weightage (%)	BT level	CO	PSO	Elements Of Employability (EMP)/ Entrepreneurship (ENT)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/Regional (R)/Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	HR EFFECTIVENESS & INTERVENTION: Effectiveness-Interventions	23	25	1, 2, 3	CO1	PSO 10 PSO 11			
2	PROCUREMENT: • Manpower Planning-Recruitment-Selection	23	25	1, 2, 3	CO2	PSO 10 PSO 11			

3	COMPENSATION & PERFORMANCE MANAGEMENT: <ul style="list-style-type: none"> Wage & Compensation Management-Performance Management Systems 	22	25	1,2, 3, 4	CO3	PSO 10 PSO 11	EMP SD	L/R/N/G	PE
4	CONTEMPORARY ISSUES OF HRM & IR: <ul style="list-style-type: none"> Mergers-Collective Bargaining & Other Related Issues 	22	25	1,2,3,4	CO4	PSO 10 PSO 11			

Reference Books

1.	R.K. Suri and S.L. Gupta (2007); Case Studies in Human Resource Management, Pentagon Press.
2.	S.K. Bhatia (2010); Case Studies in Human Resource Management; Deep and Deep.
3.	Nageshwar Rao & Das (2010); Cases in Human Resource Management; Himalaya Publishing House Pvt. Ltd.
4.	Sadri, S. (2009); A Case Study Approach to HRM; Himalaya Publishing House Pvt. Ltd.

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Year	I	Core/Elective/ Foundation PAPER IX RESEARCH IN HUMAN RESOURCE MANAGEMENT (CBM)	Credit/ Hours per week						2 hours per week
Semester	II	Year of Introduction: Year of Syllabus Revision:	Maximum Marks/ Grade						100
Mode of Transaction	Lectures and Tutorials								
Course Outcomes (Cos): CO1: Learn about the conceptual foundations of Research in Human Resource Management CO2: Learn about the needs, methods and sources of data collection; questionnaire design etc. CO3: Know various aspects related to sampling, sampling procedures, sampling methods, etc. CO4: To learn how to analyze the collected data; write a report; and make an effective report presentation.									
Unit no.	Topic/Unit	Contact hours	Weightage (%)	BT level	CO	PSO	Elements Of Employability (EMP)/ Entrepreneurship (ENT)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/Regional (R)/Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
UNIT - I	An Introduction to Research in HRM: <ul style="list-style-type: none"> Meaning, Role, Application, and Organization for Research in HRM; Research Process and Problem Formulation; Research Design and Major Types of Research Design, Feedback and Review / Case 	23	25	1	CO1	PSO 12			

	Analysis.								
UNIT – II	Data Collection: <ul style="list-style-type: none"> Data Collection: Needs, Methods and Sources of Data; Scaling Techniques; Questionnaire Design [Principles and Procedures, Observation Method, Interviews and Projective Techniques], Feedback and Review / Case Analysis. 	23	25	1, 2	CO2	PSO 12	EMP SD	L/R/N/G	PE
UNIT – III	Sampling Procedures: <ul style="list-style-type: none"> Sampling [Meaning, Objectives, Process and Methods, Sample Size decision, Population Parameters], Feedback and Review / Case Analysis. 	22	25	2 and 4	CO3	PSO 12			
UNIT - IV	Data Analysis And Report Writing: <ul style="list-style-type: none"> Processing and analyzing Data: Data preparing and Processing; Data Analysis and Interpretation; Nature and Functions of Statistical Analysis; Nature of Interpretation, Presentation of Research Findings and Follow-up, Report Writing and Presentation, Feedback and Review / Case Analysis. 	22	25	1, 2, 3 and 4	CO4	PSO 12			
Reference Books									
1.	Beheruz N. Sethna and Leonard Greenefeld; Research Methods in Marketing and Management.								
2.	Richard I. Leven; Statistics for Management.								
3.	C.R. Kothari (2003) 2ndEdition; Research Methodology: New Age International (P) Limited, Publishers.								
4.	Donald R. Cooper and Pamela S. Schindler; Business Research Methods; 9th Edition.								
5.	D. K. Bhattacharyya (2006) 2nd Edition; Research Methodology; Excel Books.								