

# The syllabus

## Course I

### Introduction to Human Rights and Duties

Credit: 1

#### I) Basic Concept

- a) Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals
- b) Meaning and significance of Human Rights Education

#### II) Perspectives of Rights and Duties

- a) Rights: Inherent-Inalienable-Universal- Individual and Groups
- b) Nature and concept of Duties
- c) Interrelationship of Rights and Duties

#### III) Introduction to Terminology of Various Legal Instruments

- a) Meaning of Legal Instrument- Binding Nature
- b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol- Executive Orders and Statutes

#### IV) United Nations And Human Rights

- a) Brief History of Human Rights- International and National Perspectives
- b) Provision of the charters of United Nations
- c) Universal Declaration of Human Rights- Significance-Preamble
- d) Civil and Political Rights-(Art. 1-21)
- e) Economic, Social and Cultural Rights-(Art.22-28)
- f) Duties and Limitations-(Art. 29)
- g) Final Provision (Art. 30)

## **Course II**

### **Human rights of vulnerable and disadvantaged groups**

**Credit: 1**

#### **I) General Introduction**

- a) Meaning and Concept of Vulnerable and Disadvantaged
- b) Groups, Customary, Socio-Economic and Cultural Problems of
- c) Vulnerable and Disadvantaged Groups

#### **II) Social status of women and children in International and national perspective**

- a) Human Rights and Women's Rights –International and National Standards
- b) Human Rights of Children-International and National Standards

#### **III) Status of Social and Economically Disadvantaged people**

- a) Status of Indigenous People and the Role of the UN
- b) Status of SC/ST and Other Indigenous People in the Indian Scenario
- c) Human Rights of Aged and Disabled
- d) The Minorities and Human Rights

#### **IV) Human rights of vulnerable groups**

- a) Stateless Persons
- b) Sex Workers
- c) Migrant Workers
- d) HIV/AIDS Victims

### **Course III**

#### **Human Rights and Duties in India: Law, Policy, Society and Enforcement**

##### **Mechanism**

**Credit: 1**

#### **I. Human Rights in Indian Context**

- a) Indian Bill of Rights And Sarvodaya
- b) Preamble- Fundamental Rights- Directive Principles-Fundamental Duties

#### **II. Human Rights- Enforcement Mechanism**

- a) Human Rights Act, 1993
- b) Judicial Organs- Supreme Court (Art 32) And High Courts(Art 226)
- c) Human Rights Commission- National and State of Maharashtra
- d) Commission of Women, children , Minority, SC/ST
- e) Survey of International Mechanism

#### **III. Human Rights Violations and Indian Polity**

- a) Inequalities in society-population-illiteracy-poverty-caste-inaccessibility of legal redress
- b) Abuse of Executive Power-Corruption-Nepotism and favoritism
- c) Human Rights and Good Governance
- d)

#### **IV. Role of Advocacy Groups**

- a) Professional Bodies: Press, Media, Role of Lawyers-Legal Aid
- b) Educational Institutions
- c) Role of Corporate Sector
- d) NGO's



सावित्रीबाई फुले पुणे विद्यापीठ  
(पूर्वीचे पुणे विद्यापीठ)

शैक्षणिक विभाग

गणेशखिंड, पुणे-४११ ००७

दूरध्वनी क्र. : ०२०-२५६०१२५७/५८/५९

ई-मेल : boards@pun.unipune.ac.in

संकेतस्थळ : [www.unipune.ac.in](http://www.unipune.ac.in)

संदर्भ क्र. : सी.बी. फुच / १०३

**Savitribai Phule Pune University**  
(Formerly University of Pune)

Academic Section

Ganeshkhind, Pune - 411 007

Phone : 020-25601257/58/59

E-mail : boards@pun.unipune.ac.in

Website : [www.unipune.ac.in](http://www.unipune.ac.in)

दिनांक : १२ / ०२ / २०२०

परिपत्रक क्र. ३१ / २०२०

विषय:- शैक्षणिक वर्ष २०२०-२०२१ पासून Introduction to Constitution हा 2 Credits (Add-on Audit Course) चा अभ्यासक्रम सर्व विद्याशाखांच्या पदव्युत्तर पदवी अभ्यासक्रमासाठी अनिवार्य करण्यास मान्यता देणेबाबत.

विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार कळविण्यात येते की, शैक्षणिक वर्ष २०२०-२०२१ पासून Introduction to Constitution हा 2 Credits (Add-on Audit Course) चा अभ्यासक्रम सर्व विद्याशाखांच्या पदव्युत्तर पदवी अभ्यासक्रमासाठी अनिवार्य करण्यास मान्यता देण्यात येत आहे.

सदर अभ्यासक्रम सावित्रीबाई फुले पुणे विद्यापीठाच्या [www.unipune.ac.in](http://www.unipune.ac.in) या संकेतस्थळावर Syllabi या शीर्षकाखाली उपलब्ध करण्यात आला आहे, याची सर्व संबंधितांनी नोंद घ्यावी.

मा. प्राचार्य, सर्व संलग्न महाविद्यालये आणि मा. संचालक, सर्व मान्यताप्राप्त संस्था यांना विनंती की, सदर परिपत्रकाचा आशय सर्व संबंधितांच्या निदर्शनास आणून द्यावा.

उपकुलसचिव  
(शैक्षणिक विभाग)

प्रत माहितीसाठी व पुढील योग्य त्या कार्यवाहीसाठी:-

१. मा. अधिष्ठाता, सर्व विद्याशाखा
२. मा. प्राचार्य, सर्व संलग्न महाविद्यालये
३. मा. संचालक, सर्व मान्यताप्राप्त संस्था
४. मा. संचालक, परीक्षा व मूल्यमापन मंडळ, सावित्रीबाई फुले पुणे विद्यापीठ
५. मा. संचालक, स्पर्धा परीक्षा केंद्र
६. मा. संचालक, (आंतरराष्ट्रीय केंद्र)
७. मा. प्रमुख, विद्यापीठ उपकेंद्र :अहमदनगर, नाशिक.
८. उपकुलसचिव, परीक्षा (१,२)
९. सिस्टीम अॅनालिस्ट डेटा प्रोग्रेसिंग युनिट
१०. उपकुलसचिव, शैक्षणिक प्रवेश विभाग
११. उपकुलसचिव, नियोजन व विकास विभाग
१२. उपकुलसचिव, शैक्षणिक पात्रता विभाग
१३. उपकुलसचिव (सभा व दफ्तर विभाग)
१४. उपकुलसचिव (परीक्षा-एस.अॅण्ड टी.विभाग)
१५. सहाय्यक कुलसचिव (परीक्षा समन्वय विभाग)
१६. सहा. कुलसचिव (गोपनीय कक्ष)
१७. वरिष्ठ कायदा अधिकारी
१८. जनसंपर्क अधिकारी
१८. सहाय्यक कुलसचिव (संलग्नता कक्ष)
१९. सहाय्यक कुलसचिव (प्र-कुलगुरू कार्यालय)
२०. कक्षाधिकारी (बहिःस्थ विभाग)

विद्यापरिषद ठराव क्र. - ब ११ पीए/११/२०२० दि. २३ जानेवारी, २०२०

## **INTRODUCTION TO CONSTITUTION**

(TWO CREDITS)

**Course Objectives:** This course introduces students to the Constitution of India. The Constitution, being supreme law of the land, must be known to every citizen of India. It begins with the Preamble, which indicates the source and objects of it. We, the people of India, are the source of the Constitution and have resolved to constitute India into a sovereign, socialist, secular, democratic and republic. The Course has been designed for everyone to make acquaint themselves with their fundamental rights and of others. No right is absolute one; it is subject to others right, as well. Directive Principles of State Policy are nothing but rights, though not enforceable by any court. These Directive Principles are basically 'Fundamental Principles' in the governance of the country. Powers and freedoms come with responsibility, State's responsibility to implement Directive Principles and citizens must perform their duties towards others, society and nation.

### **Expected Course Outcomes:**

To introduce the philosophy of Constitution of India to students.  
To acquaint them with their freedoms and responsibilities.

### **UNIT 1: PHILOSOPHY OF THE INDIAN CONSTITUTION (5 Hours)**

- a) Constitutional History of India
- b) Role of Dr. B.R. Ambedkar in Constituent Assembly
- c) Preamble – Source and Objects
- d) Sovereign and Republic
- e) Socialist and Secular
- f) Democratic – Social and Economic Democracy
- g) Justice – Social, Economic and Political
- h) Liberty – Thought, Expression, Belief, Faith and Worship
- i) Equality – Status and Opportunity
- j) Fraternity, Human Dignity, Unity and Integrity of the Nation

## **UNIT 2: FUNDAMENTAL RIGHTS (10 Hours)**

- a) Right to equality
- b) Right to freedoms
- c) Right against exploitation
- d) Right to freedom of religion
- e) Cultural and educational rights
- f) Right to property
- g) Right to constitutional remedies

## **UNIT 3: DIRECTIVE PRINCIPLES OF STATE POLICY (10 Hours)**

- a) Equal Justice and free legal aid
- b) Right to work and provisions for just and humane conditions of work
- c) Provision for early childhood, Right to education and SC,ST, weaker section
- d) Uniform Civil Code
- e) Standard of Living, nutrition and public health
- f) Protection and improvement of environment
- g) Separation of Judiciary from executive
- h) Promotion of International peace and security

## **UNIT 4: FUNDAMENTAL DUTIES (5 Hours)**

- a) Duty to abide by the Constitution
- b) Duty to cherish and follow the noble ideals
- c) Duty to defend the country and render national service
- d) Duty to value and preserve the rich heritage of our composite culture
- e) Duty to develop scientific temper, humanism ,the spirit of inquiry & reform
- f) Duty to safeguard public property and abjure violence
- g) Duty to strive towards excellence

### **Text/Reference Books:**

- a) D. D. Basu, Introduction to the Constitution of India, LexisNexis
- b) Granville Austin, The Constitution of India: Cornerstone of a Nation, Oxford University Press
- c) Subhash Kashyap, Our Constitution, National Book Trust
- d) M.P. Jain, Indian Constitutional Law, LexisNexis

- e) V.N.Shukla, Constitution of India, Eastern Book Company
- f) P.M. Bakshi, The Constitution of India, Universal Law Publishing
- g) M.V.Pylee, Constitutional Government in India, S. Chand
- h) V. S. Khare, Dr. B.R.Ambedkar and India's National Security
- i) डॉ. सत्यरंजन साठे, भारताच्या राज्यघटनेची ५० वर्षे, कॉन्टिनेन्टल प्रकाशन
- j) नरेन्द्र चपळगावकर, राज्यघटनेचे अर्धशतक, मौज प्रकाशन गृह
- k) सुहास पळशीकर, राजकारणाचा ताळेबंद भारतीय लोकशाहीची वाटचाल, साधना प्रकाशन
- l) जयदेव गायकवाड, संविधान सभेत डॉ. आंबेडकर, पद्मगंगा प्रकाशन
- m) झिया मोदी, टेन जजमेंट्स दॅट चेंज् इंडिया, सकाळ प्रकाशन
- n) डॉ. रावसाहेब कसबे, डॉ. आंबेडकर आणि भारतीय राज्यघटना, सुगावा प्रकाशन

सावित्रीबाई फुले पुणे विद्यापीठ  
(पूर्वीचे पुणे विद्यापीठ)

दूरध्वनी क्रमांक :

०२०-२५६२११५६  
२५६०११५७  
२५६०११६०



शैक्षणिक विभाग

गणेशखिंड, पुणे-४११ ००७

वेबसाइट : [www.unipune.ac.in](http://www.unipune.ac.in)

ई-मेल : [boards@pun.unipune.ac.in](mailto:boards@pun.unipune.ac.in)

संदर्भ क्र. : सीबीएच/ ७१३

दिनांक : १०/१२/२०२०

परिपत्रक क्र. ३४४/२०२०

विषय:- **Democracy, Election and Governance (2 Credits) U.G. Syllabus and Introduction to Constitution (2 Credits) P.G. Syllabus (Compulsory Add-on Audit Course for All Faculty)** या कोर्सच्या मार्गदर्शक तत्वांना मान्यता देणेबाबत.

विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार कळविण्यात येते की, Democracy, Election and Governance (2 Credits) U.G. Syllabus and Introduction to Constitution (2 Credits) P.G. Syllabus (Compulsory Add-on Audit Course for All Faculty) या कोर्सच्या मार्गदर्शक तत्वांना मान्यता देण्यात येत आहे.

१. Introduction to Constitution हा दोन क्रेडिटचा कोर्स सर्व विद्याशाखेच्या Post Graduate कोर्सला शैक्षणिक वर्ष २०२०-२०२१ पासून तिसऱ्या सत्रात सुरू करण्यात यावा.
२. या कोर्ससाठीचे नियमन विद्यापीठातील विधी विभागाद्वारे करण्यात यावे.
३. सदरील कोर्सचे ऑनलाईन आशय तयार करण्याची जबाबदारी विधी विभागाने घेवून Online/Offline आशय वर विकसित करण्यात यावा.
४. सदरील कोर्स हा २ क्रेडिटचा असून २५ मार्कस Internal व २५ मार्कस External साठी असतील व त्याचे रूपांतर मार्कस नुसार ग्रेड मध्ये करण्यात यावे.
५. Democracy, Election & Governance हा दोन क्रेडिटचा कोर्स सर्व विद्याशाखेच्या पदवी परीक्षेस प्रथम वर्षाच्या दुसऱ्या सत्रात शैक्षणिक वर्ष २०२०-२१ पासून सुरू करण्यात यावा.

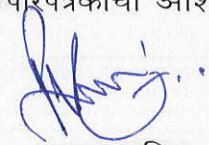
६. या कोर्ससाठीचे नियमन प्रत्येक महाविद्यालयातील समाजशास्त्र किंवा राज्यशास्त्र विषयाचे प्राध्यापक यांच्या अध्यक्षतेखाली सदरील कोर्सचे नियमन करण्यात यावे.

७. सदरील कोर्समध्ये वेळोवेळी बदल Online/Offline आशय विकसित करणे याची जबाबदारी समाजशास्त्र अभ्यासमंडळाचे प्रमुख डॉ. श्रुती तांबे व राज्यशास्त्र अभ्यासमंडळाचे प्रमुख डॉ. बाळ कांबळे यांनी पहावे.

८. Democracy Election & Governance हा दोन क्रेडिटचा कोर्स असून २५ मार्कस् हे Internal Assessment व २५ मार्कस् External Assessment साठी असतील व त्याचे रूपांतर मार्कस् नुसार ग्रेड मध्ये करण्यात यावे.

९. Democracy Election & Governance हा कोर्स सुरू करताना ज्या महाविद्यालयात समाजशास्त्र व राज्यशास्त्र विषय नाहीत, त्या महाविद्यालयात इतर विषयाच्या प्राध्यापकांना प्रशिक्षण देवून त्यांना जबाबदारी देण्यात यावी.

मा. प्राचार्य, सर्व संलग्न महाविद्यालये यांना विनंती की, सदर परिपत्रकाचा आशय सर्व संबंधितांच्या निदर्शनास आणून दयावा.



उपकुलसचिव  
(शैक्षणिक विभाग)

प्रत माहितीसाठी व पुढील योग्य त्या कार्यवाहीसाठी:—

१. मा. अधिष्ठाता, मानवविज्ञान विद्याशाखा
२. मा. प्राचार्य, सर्व संलग्न कला महाविद्यालये
३. मा. संचालक, परीक्षा व मूल्यमापन मंडळ, सावित्रीबाई फुले पुणे विद्यापीठ
४. मा. संचालक, स्पर्धा परीक्षा केंद्र
५. मा. संचालक, (आंतरराष्ट्रीय केंद्र)
६. मा. प्रमुख, विद्यापीठ उपकेंद्र :अहमदनगर, नाशिक.
७. मा. उपकुलसचिव, परीक्षा (१,२)
८. सिस्टीम अॅनालिस्ट डेटा प्रोग्रेसिंग युनिट
९. मा. उपकुलसचिव, शैक्षणिक प्रवेश विभाग
१०. मा. उपकुलसचिव, नियोजन व विकास विभाग
११. मा. उपकुलसचिव, शैक्षणिक पात्रता विभाग
१२. मा. उपकुलसचिव (सभा व दफ्तर विभाग)
१३. मा. उपकुलसचिव (परीक्षा—एस.अॅण्ड टी.विभाग)
१४. मा. उपकुलसचिव, (कायदा व तक्रार निवारण विभाग)
१५. मा. उपकुलसचिव, जनसंपर्क अधिकारी
१६. मा. सहायक कुलसचिव (परीक्षा समन्वय विभाग)
१७. मा. सहायक कुलसचिव (गोपनीय कक्ष)
१८. मा. सहायक कुलसचिव (संलग्नता कक्ष)
१९. मा. सहायक कुलसचिव (मा. प्र—कुलगुरू कार्यालय)
२०. मा. कक्षाधिकारी (बहिःस्थ विभाग)

विद्यापरिषद ठराव क्र. — ब ५१ पीए/५१/२०२० दि. ०३.११.२०२०



**Course Code: BM-41**  
**Course Name: PPM and OB**

Credit Scheme			Evaluation Scheme				
Lecture	Practical	Credit	Internal			External	Total
			Written	Practical	Tutorial		
3 Hrs./Week	-	3	20	-	5	50	75

**Course Description:**

***Course Objectives:***

1. This course aims to improve students understanding of Management & human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance.

***Course Outcomes:***

Student will be able to

- CO1: Describe and analyze the interactions between multiple aspects of management. (Understand)
- CO 2: Analyze the role of planning and decision making in Organization (Analyze)
- CO 3: Justify the role of leadership qualities, Motivation and Team Building. (Analyze)
- CO 4: Analyze stress management and conflict management (Analyze)
- CO 5: Describe Personality and Individual Behavior (Understand)

***Course Structure:***

Unit No.	Topics Details	Weightage in %	No of Sessions
1	1. Management: 1.1. Meaning and Definition 1.2. The need, scope and process of Management 1.3. Managerial levels/Hierarchy 1.4. Managerial functions: Planning, Organizing, Staffing Directing, Controlling 1.5. Types of managers & its Skill: Functional, Specialize, Generalize 1.6. Social responsibility of management	10	4
2	2. Nature & Development of Management Thought: 2.1. Historical perspective 2.2. Evolution of Management: Introduction to Scientific Management by Taylor, Administrative Management by Fayol, Contribution of Peter Drucker 2.3. System approach-with reference to management, organization and MIS 2.4. Contingency approach	10	4

3	<p>3. Decision making:</p> <p>3.1. Introduction</p> <p>3.2. Decision making environment- Decision making under certainty, under uncertainty, under risk</p> <p>3.3. Types of Decision, decision making processes &amp; Tools</p> <p>3.4. Individual Vs Group decision making</p> <p>3.5. Herbert Simon's Model &amp; Principle of Rationality</p> <p><b><u>Note: Case studies should be covered on this topic</u></b></p>	10	4
4	<p>4. Organization, Organizational Behavior &amp; Organizational Culture:</p> <p>4.1. Definition and Need for Organization</p> <p>4.2. Introduction to OB, Organizing Process</p> <p>4.3. Organizational structure (Functional organization, Product Organization, Territorial Organization)</p> <p>4.4. Introduction- Development and Levels of Organizational Culture</p> <p>4.5. Types of Corporate Culture</p>	10	4
5	<p>5. Motivation and Leadership:</p> <p>5.1. Concept of Motivation, Benefits to organization and Manager</p> <p>5.2. Maslow's need Hierarchy theory</p> <p>5.3. Herzberg's Motivation- Hygiene Theory</p> <p>5.4. Theory X and Y, Theory Z</p> <p>5.5. Definition, Nature, Qualities of Leader, Leader V/s Manager</p> <p>5.6. Leadership Styles (Autocratic, Participative, Laissez faire or subordinate-centered, Bureaucratic leadership, Transformational leadership, Transactional leadership)</p>	15	7
6	<p>6. Team Building</p> <p>6.1. Concept of Team, Nature, Benefits from team,</p> <p>6.2. Types of Teams</p> <p>6.3. Creating Effective Teams, Turning Individuals into Team Player.</p> <p><b><u>Note: Case studies should be covered on this topic</u></b></p>	15	10
7	<p>7. Stress Management and Conflict management:</p> <p>7.1. Work stress: Meaning of stress, Stressors, Sources of Stress, Types of stress</p> <p>7.2. Stress Management strategies</p> <p>7.3. Concept of Conflict, Functional versus Dysfunctional Conflict</p> <p>7.4. Five stage Conflict Process, Types of Conflict (Task Conflict, Relationship Conflict, Process Conflict, Personality Conflict, Intergroup Conflict)</p>	15	7

	7.5. Managing Conflict (Styles for Handling Dysfunctional Conflict, Third-Party Interventions)		
	<b>Note: Case studies should be covered on this topic</b>		
8	8. Personality and Understanding Individual Behavior: 8.1. Introduction, Definition of Personality - Determinants of Personality 8.2. Personality Theories -Personality and Organization 8.3. Personality Structure -Personality and Behavior 8.4. Ego State, Johari window- Transactional Analysis	15	5
	Total:	<b>100</b>	<b>45</b>

### Course References:

#### Recommended Books:

#### Reference Books:

1. Principles and Practices of Management- Shejwalkar
2. Essential of management- 7th edition Koontz H & Weirich H TMH
3. Management Today Principles and Practices - Burton & Thakur
4. Mgmt. Principles and Functions - Ivancevich & Gibson, Donnelly
5. Organizational behavior Keith Davis
6. Organizational behavior Fred Luthans TMH 10th edition
7. Organizational behavior Dr. Ashwatthapa THI 7th edition
8. Organizational Behavior - Fred Luthans
9. Organizational Behavior - Stephen Robbins
10. Organizational Behavior - K. Aswathappa (8th revised edition)
11. Business psychology and Organizational Behavior – Eugene McKenna
12. Understanding Organizational Behavior - Udai Pareek
13. Organization Development – Wendell L. French and Cecil H. Bell Jr.

**Subject Core (SC) Courses - Semester II**  
**Specialization: Human Resource Management**

<b>Semester II</b>		<b>205HRM: Competency Based Human Resource Management System</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Core (SC) Course – Human Resource Management</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO205HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HRM.3	APPLYING	PRACTICE competency mapping.
CO205HRM.4	ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

- Performance Management System:** Introduction of PMS-Definition, Scope, Importance, Performance Planning – Individual Goal Setting, Linking individual goals to Organization goals, Performance Coaching- Identification of Training Needs- Job Specification, Identify the Performance Gap, Training Specification, Choose appropriate training module, Counselling for Better Performance, Feedback Mechanism in Organization. (6+3)
- Introduction to Competency:** Definition and History of Competency, Basic Components of Competency(Knowledge(K),Skill(S), Attitude(A)), Performance Vs Competency, Difference between Competence and Competency, Type of Competency- Generic Vs Key Competency, Functional and Technical Competency, Leadership and managerial Competency, Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency(6+3)
- Competency Development & its Models:** Need and Importance of Competency Development, Stages in developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial/Leadership, Custom, Development of Personnel Competency Framework – Lancaster Model of Competency.(5+3)
- Competency Mapping:** Procedures/Steps-Determining objectives and Scope, clarifying implementation goals and standards, create an action plan, define competency based performance effectiveness (Key Result Area (KRA) & Key Performance Indicators(KPI)), tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profile in HR decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation. (7+3)
- Competency Driven Career and Culture:** Role of Competency in Career Progression - Transactional Competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, Skill and Attitude) Competency based Succession and Career planning, Corporate Competency driven Culture. (6+3)

**Suggested Text Books:**

- Competency based HRM, Ganesh Shermon, Tata Mc Graw Hill Publishing
- The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi, Sage Publication Inc

**Suggested Reference Books:**

- Human Capital Measurement: An Introduction, K Sangeetha ICFAI University
- Competency Mapping, R K Sahu
- Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press
- Human resource Management, K Ashwathappa
- Human Resource Management, L M Prasad
- Human Resource Management, Gary Dessler

<b>Semester II</b>		<b>206HRM: Employee Relations and Labour Legislations</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Core (SC) Course – Human Resource Management</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO206HRM.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations

CO206HRM.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO206HRM.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO206HRM.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HRM.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

1. **Introduction:** Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, Approaches to employee relations – The Dunlop's approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India. **(5+3)**
2. **Mechanism for harmonious ER:** Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Workers participation in management & Problem solving attitude, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees. **(6+3)**
3. **Legislations governing Employee Relations:** The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained. **(6+3)**
4. **Legislation governing Unions and wages:** The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognised trade unions, types and structure of trade unions, impact of globalisation on trade union movement, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 – Unfair labour practices on the part of Employers and Employees, authorities and punishments under the act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records. **(6+3)**
5. **Legislation governing working environment:** The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children, Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, Maternity benefit Act, 1961 – Entire Act and latest amendment, The Sexual harassment of women at workplace (Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer. **(7+3)**

**Suggested Text Books:**

1. Personnel Management, C B Mamoria
2. Dynamics of Personnel Administration, Rudrabaswaraj
3. Personnel Management, Edwin Flippo
4. Industrial and Labour Laws, S. P. Jain

**Suggested Reference Books:**

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication
2. Introduction of Labour and Industrial Laws, Avatar Singh
3. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand
4. Bare Acts

9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

<b>Semester I</b>		<b>102 - Organizational Behaviour</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations.
CO102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
CO102.4	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO102.6	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.

- 1. Fundamentals of OB:** Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. Relevant case studies for Attitude and personality **(7+2)**
- 2. Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Perception and Motivation **(8+2)**
- 3. Group and Team Dynamics :** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. Relevant case studies on Group dynamics and Leadership **(8+2)**
- 4. Conflict Management –** Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. Relevant case studies on Conflict management and organization culture. **(7+2)**
- 5. Stress at workplace:** Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. Relevant case studies on stress management and organizational change **(5+2)**

**Note:** Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only

**Suggested Text Books:**

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra