



PROGRAMME GUIDE

2025-26

M.A. Human Resource Management (MAHRM)

Open and Distance Learning (ODL)

Centre for Distance and Online Education

Jamia Millia Islamia

(A Central University by an Act of Parliament)



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MESSAGE FROM CDOE

Dear Students,

It is a pleasure welcoming you to Jamia Millia Islamia for the Distance Mode **M.A. Human Resource Management** Programme being offered at the Centre for Distance and Online Education.

Education, needless to reiterate, is a *sine qua non* for the growth of a nation and personality development of its citizens. Distance education is one of the many multi-pronged instrument adopted to promote literacy across India. It aims not just at fostering social mobility and lifelong education but also at upholding the core values of the Indian Constitution and society, that is, democracy, secularism, social justice and equality of opportunity.

Jamia Millia Islamia in its endeavor to endorse and promote these values and advance literacy, has pledged to take education to the doorsteps of the learners.

We wish you success in your educational endeavors.

**Dean
Centre for Distance and Online Education**

PROGRAMME COORDINATOR

Dr. Kashif Iqbal Siddiqui

Centre for Distance and online Education

Jamia Millia Islamia

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1. ABOUT THE PROGRAMME

1.1 Introduction of the Programme

Centre for Distance and online education has introduced the M.A. Human Resource Management (Distance Mode) Programme, keeping in mind the heterogeneous nature and varied needs of that section of our society which for some reason or the other has missed or has not had the opportunity for further studies in conventional colleges or universities, or belong to far flung areas or to the deprived sections of the society. This Programme caters to develop human resources as well as enhance understanding and bring in self-enrichment. This programme will develop the knowledge and skills required for Human Resource Professionals.

1.2 Duration of the Programme

Minimum duration of the Programme: 4 (Four) Semesters / 02 (Two) Years

Maximum duration of the Programme: 8 (Eight) Semesters / 04(Four) Years

1.3 Medium of Instruction: English.

1.4 Programme Fee

First and Second Semester	Rs. 17000/-
Third and Fourth Semester	Rs. 17000/-

Rs. 16,000/- (Sixteen thousand) per annum (two semesters) to be paid in advance in the beginning of each academic year.

1.5 Brief Programme Structure

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

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

1.6 Detailed Programme Structure

HRM-SI-01 MANAGEMENT CONCEPTS AND PRINCIPLES

Unit I: Management - A Conceptual Framework

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

Unit II: Management Functions

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

Unit III: Production and Operations Management

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

HRM-SI-02 FINANCIAL AND MARKETING MANAGEMENT

Unit I: Marketing Management

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

Unit II: Financial Management

1. Concepts, relevance, scope and 7 A's of financial management
2. Principles of Accountancy: GAAP, Conventions and Postulates
3. Ratio Analysis, Cash Flow and Fund Flow Analysis
4. Tax implications relating to emoluments: allowances, perquisites, fringe benefits.

Unit III: HR Accounting

1. Concept, Objectives and Information for HR Accounting
 2. HR Costs: Concept and method of measurement
 3. HR valuation: Concept and determination of value, monetary measurement of HR value
 4. HR Audit: Concept, Auditing Process, essential steps in HRA
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HRM-SI-03 HUMAN RESOURCE AND TALENT MANAGEMENT

Unit I: Fundamentals of HR and Talent Management

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

Unit II: Talent Management

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

Unit III: HR Retention and Transition

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

HRM-SI-04 SOCIAL WORK AND HUMAN RESOURCE MANAGEMENT

UNIT I: Fundamentals of Helping Profession

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

UNIT II: Working with Individuals in Organisation

1. Understanding Individuals
2. Principles and process of working with individuals

3. Individual problems and interventions (Counselling, Guiding, Coaching and Mentoring)
4. Spirituality at work, work life balance, Life satisfaction

UNIT III: Working with Individual in Groups

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

HRM-SI-05 FIELD WORK

Total Marks/Credits:

200/ 8

OBJECTIVES

1. To orient the students about HR profession, context of work organisations and implications for contemporary HR Practices.
 2. To develop skills like time management, presentation, organization, team work, leadership, etc. through skill labs.
 3. To familiarize students with basic HR functions, through observational visits, in complex /business organisations.
 4. To develop skills needed for better self-management and self-development to become effective HR managers.
 5. To develop skills in recording and ability to use supervision for professional growth.
 6. To develop professional ethics and value.
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HRM-SII-06 EMPLOYEE RELATIONS AND LEGISLATIONS

Unit I: Employee Relations

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

Unit II: Statutory Employee Relations

1. Trade Unions Act, 1926
2. Industrial Disputes Act, 1947
3. Industrial Employment (Standing Orders) Act, 1948
4. Maharashtra Recognition of trade unions and prevention of unfair labor laws practices act 1971 (MRTU and PULP Act, 1971)

Unit III: Recent Trends in Employee Relations

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

HRM-SII-07 ORGANISATIONAL BEHAVIOUR AND EMPLOYEE ENGAGEMENT

Unit I: Introduction to Human Behavior

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

Unit II: Motivation and Organizational Culture

1. Employee motivation: Concept and theories

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

Unit III: Introduction to Employee Engagement

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

HRM-SII-08 MANAGEMENT RESEARCH AND COMPUTER APPLICATIONS

Unit I: Fundamentals of Research Methodology

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

Unit II: Statistical Measures

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

Unit III: Computer Applications: Data Management

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

like Recording a Macro, Playing a Macro and Assigning a Macro a Shortcut Key, Adding a Macro to a Toolbar.

HRM-SII-09 SKILL DEVELOPMENT – I

Unit I: Organisational and Business Communication

1. Formal and Informal Communication, Verbal and Non-Verbal Communication
2. Theory, Process and Flow of Communication
3. Business Letters, Memos, Emails and Reports
4. Business Etiquettes and Presentations

Unit II: Interpersonal Communication

1. Nature, Elements and Functions (including Cross Cultural Communication)
2. Skills: Verbal, Non – Verbal and Listening
3. Barriers and Gateways of Communication
4. Interviews and Feedback

Unit III: HR Costing and Compensation

1. Costs: various concepts and elements of Cost (Cost sheet-orientation and understanding of problem)
 2. Salary Calculation: Component deductions, Disbursement and Control, DA allowances, CPI and Wage differentials
 3. Labour Turnover, Productivity and Cost associated Ideal Labour
 4. Calculation of Compliances: Bonus, PF, Gratuity, Disability, Layoff and Retrenchment compensation.
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HRM-SII-10 FIELD WORK

Total Marks/Credits: 250/ 10

Tasks for field Practicum:

1. To understand the organization, its structure, strategy and unique features.
 2. To gain practical understanding of all the major HR management functions
 3. To participate in the daily HR activities of the organization.
 4. Understanding Compliance and Administration of Legal Provisions where applicable:
 5. To gain understanding and knowledge of different employee engagement activities and non-statutory welfare schemes across different levels in the organization.
 6. To understand Human Resource Planning (manpower planning including surplus and/or attrition analysis), recruitment, selection, induction, job placement of employees across different levels.
 7. To develop an understanding of organizational attendance, leave, payroll, pay and perquisite structure(s) and mode of dispersal across different hierarchical levels.
 8. To understand organizational incentive and reward system across different hierarchical levels.
 9. To understand the employee maintenance systems including: Performance managementsystem, training and employee development activities, grievance handling.
 10. To familiarize self with I.R. and trade union history of the organization, where applicable.
 11. To learn the formalities involved during employee joining and exit.
 12. To relate theory to practice and situational reality across all HR functions.
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HRM-SIII-11 PERFORMANCE AND STRATEGIC REWARDMANAGEMENT

Unit I: Concepts and Theories

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

Unit II: Performance Management System

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

Unit III: Compensation

1. Job Grading, structures, fixation, Differentiation and Performance Related Pay.
 2. Wage legislations: Payment of Wages Act 1936, Minimum Wages Act 1948 and Equal Remuneration Act, 1976, Payment of Bonus (Amendment) Act, 2016.
 3. Employee Benefits: Concept, Objectives, Purpose and types (Statutory and non-statutory employee Benefits).
 4. Employee Assistance Programmes
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HRM-SIII-12 HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

Unit I: Fundamentals of Human Resource Development

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

Unit II: Human Resource Development System

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

Unit III: Organizational Development (OD)

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

HRM-SIII-13 SOCIAL SECURITY AND LABOUR LEGISLATIONS

Unit I: Social Security Measures

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

Unit II: Labour Welfare and Social Security

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

Unit III: Social security in unorganized sector

1. Laws: Unorganised Workers' Social Security Act 2008, The Inter- State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979
2. Social Insurance Schemes: Pradhan Mantri Jan Dhan Yojna, Pradhan Mantri Suraksha Bima Yojana, Atal Pension Scheme, Krishi Amdani Bima Yojana, Aam Admi Bima Yojana, Pradhan Mantri Fasal Bima Yojana, Rashtriya Swasthya Bima Yojana, etc.
3. Old Age, Widow and Disability Pension schemes, etc.
4. Livelihood and Employability Schemes: Mudra Bank Yojna, Kaushal Vikas Yojna, Deen Dayal Upadhyaya Grameen Kaushalya Yojana, Pandit Deendayal Upadhyay Shramev Jayate Karyakram, Shyama Prasad Mukherji Rural Urban Mission, MNREGA, etc.

Websites of Govt. Schemes:

- Atal Pension Yojana (APY) <https://www.npskra.nsdl.co.in/scheme-details.php>
- Deen Dayal Upadhyaya Grameen Kaushalya Yojana <http://ddugky.gov.in/>
- Pandit Deendayal Upadhyay Shramev Jayate Karyakram- Initiatives <https://labour.gov.in/whatsnew/pandit-deendayal-upadhyay-shramev-jayate-karyakram-initiatives>
- Pradhan Mantri Fasal Bima Yojana <https://pmfby.gov.in/>
- Pradhan Mantri Jan Dhan Yojana (PMJDY) <https://pmjdy.gov.in/>
- Pradhan Mantri Kaushal Vikas Yojana (PMKVY) <http://pmkvyofficial.org/>
- Pradhan Mantri MUDRA Yojana (PMMY) <https://www.mudra.org.in/>
- Pradhan Mantri Suraksha Bima Yojana(PMSBY) <https://financialservices.gov.in/insurance-divisions/Government-Sponsored-Socially-Oriented-Insurance-Schemes/Pradhan-Mantri-Suraksha-Bima-Yojana>
- Rashtriya Swasthya Bima Yojana (rsby) http://www.rsby.gov.in/how_works.html
- Shyama Prasad Mukherji Rural Mission (SPMRM) <http://rurban.gov.in/>

HRM-SIII-14 BUSINESS AND SOCIAL ENVIRONMENT

Unit I: Economic Environment

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

Unit II: Social Environment

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

UNIT III: Business Environment

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

HRM-SIII-15 FIELD WORK

Total Marks/Credits:

200/8Components:

Field Work Objectives:

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

Tasks of Field Practicum:

1. To understand the organization its structure, strategy, financial standing and unique features (including employer branding status).
2. Establishing rapport with the personnel and understanding importance of HR/HRD Department.
3. To gain practical understanding of all the major HR management functions.
4. To participate in the daily HR activities of the organization.
5. To familiarize self with the overall human capital management functions and relating it with global perspectives in HR practice.
6. To understand the policies and practices relating to employee relations, employee engagement, talent management, reward and compensation management and performance management in large scale organizations.
7. To understand human resource planning, job analysis, job evaluation and job description and recruitment and selection process, induction, job placement of employees across different levels.
8. To familiarize and critically analyze performance management systems including reward systems- incentives, promotions and transfers, etc.
9. To understand change management particularly organizational development and HRD including identification of training needs (individual and organizational), conducting training and training evaluation, also management development programmes.

10. To gain understanding and knowledge of different employee engagement activities.
11. To work on human resource computer application and operation of MIS
12. To work on the organizational CSR programme.
13. To relate theory to practice and situational reality across all HR functions.
14. Bringing out issues, concerns and dilemmas encountered during field work through a planned paper presentation in the scheduled group conference.

SEMESTER IV

HRM- SIV-16 STRATEGIC HUMAN RESOURCE, CHANGE AND DIVERSITY MANAGEMENT

Unit I: Strategic HRM

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

Unit II: Change Management

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

Unit III: Diversity Management

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

HRM-S-IV-17 SKILL DEVELOPMENT– II

At the end of the course, the student shall be able to:

Unit I: Organizational Stress and Conflict Management

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

Unit II: Understanding Self and Self-awareness

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

Unit III: Leading through Positive Attitude

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

HRM-SIV-18 CORPORATE GOVERNANCE AND BUSINESS ETHICS

Unit I: Corporate Governance

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

Unit II: Business Ethics

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

Unit III: Corporate Social Responsibility

1. Corporate Social Responsibility- terminology, ideology, practice and market.
 2. Business and social interface: Sustainable Developmental Goals and CSR
 3. Best practices of CSR: Global and Indian experiences.
 4. International standards and codes of CSR.
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HRM-SIV-19 Global Human Resource Management

Unit I: Managing People in Global Context

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

Unit II: Global Practice

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

Unit III: International Employee Relations and Strategies

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

HRM-SIV-20 FIELD WORK

Total Marks/Credits:

200/8Components:

Field Work Objectives:

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

HRM-SIV-21 DISSERTATION

Total Marks/Credits:

150/ 6Components:

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

Rules pertaining to dissertation:

- In case a dissertation is not certified by the faculty supervisor prior to the viva- voce, the candidate shall not be allowed to appear for the viva-voce and shall be declared failed in the dissertation.
- In case a student is unable to submit the dissertation within the specified time as notified by the Department, he/she shall not be given another chance in that session to complete the dissertation and shall be marked as failed in the dissertation.
- In cases, where the student is unable to submit the dissertation within the specified time due to illness or other exigencies, the matter shall be placed before the Field Work Committee to take a decision.

Dissertation Format

- The dissertation shall normally be of 75-100 pages with proper references and scientific organization.
- The dissertation is to be typed in Times New Roman, Font 12 and 1.5 line space.
- Dissertation should be submitted in spiral bound/soft bound copy in triplicate (one each for student, supervisor and centre).
- The references are to be written in the APA style.
- The responsibility for ensuring the originality of the dissertation is that of the faculty supervisor. The dissertation will be checked for plagiarism before submission and the plagiarism certificate will be attached with it.

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

PROJECT TITLE

**Dissertation submitted to the JAMIA MILLIA ISLAMIA
in partial fulfilment of the requirements for the award of
the Degree of
MASTER OF ARTS (HUMAN RESOURCE MANAGEMENT)**

Distance mode

BY

STUDENT NAME

RESEARCH SUPERVISOR NAME



**CENTRE FOR DISTANCE AND ONLINE EDUCATION
JAMIA MILLIA ISLAMIA
NEW DELHI**

(year)

FORMAT OF THE DECLARATION

DATE: DD/MM/YYYY

DECLARATION

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

(Name & Signature of the Student)

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

(Name and Signature of the Faculty Supervisor)

FORMAT OF THE CERTIFICATE

CERTIFICATE

On the basis of the declaration submitted by Mr. /Ms student of **M. A. HUMAN RESOURCE MANAGEMENT (Distance mode)**, I hereby certify that the dissertation titled “.....” which is being submitted to the Centre for distance and online education, Jamia Millia Islamia, New Delhi in partial fulfillment of the requirement for the award of the degree of Master of Arts (Human Resource Management- distance mode), is an original contribution to existing knowledge and faithful record of research carried out by him/her under my guidance and supervision. To the best of my knowledge this work has not been submitted in part or full for any Degree or Diploma to this University or elsewhere.

I consider this dissertation fit for submission and evaluation.

Signature and Name of the Supervisor

Date and Place:

2. COUNSELLING SESSION

Counseling sessions are held at the Learner Support Centre normally on weekends within the general academic scheduled of the Programme. **It may be noted that the counseling sessions are not conventional classroom teaching. Lectures will be largely based on discussions which will help to overcome difficulties faced by the candidates while going through the SLM.**

In these sessions candidates must try to resolve subject related difficulties if any. Before you proceed to attend the counseling sessions, please go through your Self Learning Materials and identify of the points to be discussed. The detailed schedule of the counseling sessions will be available on the University Website.

Counseling session will be organized in all theory / practical courses. There will be 5 counseling session of 2 hours each. Attending the counseling session is not mandatory, nevertheless is always in the interest of learner to attend these session.

MODE OF INSTRUCTION

It is based on Self-Learning Study Material prepared and supplied by CDOE, besides counseling sessions and other exercises such as assignments etc.

3. Updates

Students are advised to regularly check CDOE Website regarding all updates regarding their course. For examination and results, please regularly follow the website of the office of the Controller of Examinations.

4. ACADEMIC CALENDAR

The academic calendar provides important dates and other relevant information corresponding to activities such as Counseling, Assignments, and Examinations etc. **Try to keep an eye on the important dates given in your academic calendar for different activities. You can view and download your academic calendar from JMI website as well as on the notice board of Centre for Distance and Online Education / Learner Support Centres.**

5. LEARNER SUPPORT CENTRES

The Learner Support Centre to which you have been admitted will remain your Learner Support Centre till you clear all components of the programme during maximum from duration of the programme. No student would be permitted to change his/her Learner Support Centre at any point of time. All the activities related to Counselling, Assignments and Semester End Examinations will be held at the Learner Support Centre only. However, the CDOE, JMI reserves the right to discontinue/change the Examinations/ Learner Support Centre at any point of time as it deem appropriate.

6. EVALUATION SYSTEM

- **Assignments**

Assignments are a part of continuous evaluation system. The submission of assignments is compulsory. Assignments of a course carry 25% weightage in terms of marks

Assignments are designed in such a way as to help you concentrate mainly on the printed course material (SLM). However, access to other books and sources will be an added advantage in your academic pursuits.

Assignments should be hand written. Typed or printed assignments **shall not be** entertained.

For your own record it is advisable to retain a copy of all the assignment responses.

You have to submit the Assignments to the Learner Support Centre on or before the last date of submission mentioned in the Academic Calendar.

Write your Name and Roll Number correctly and legibly on the Assignment booklet.

Getting pass percentage in assignments is mandatory. If you do not get passing marks in any assignment, you have to submit a fresh assignment in consultation with the Programme Coordinator. However, once you get the passing marks in an assignment, you cannot re-submit it for improvement of marks.

Re-evaluation of assignments is not permitted.

Semester End Examinations

Semester End Examination is the major component of the evaluation system and it carries 75% weightage in final result.

- **Semester End Examination Form**

You must fill in the Semester End Examination Form Online once the notification is issued on the CDOE website. The examination forms should be submitted on or before the last date mentioned in the **Academic Calendar**.

- **Semester End Examination Date-sheet**

On receipt of your Examination Form, the Admit Card will be issued 15 days before the commencement of the Semester End Examination. In case you fail to download the Admit Card before the commencement of examination, you may contact your Examinations Centre / Learner Support Centre.

Examinations Date-sheet will be uploaded on the website much in advance before the commencement of the Examination.

While submitting your Examination Form for the Semester End Examinations, it is your responsibility to check whether you are registered for the programme and eligible to appear for that examination. If any of the above requirements are found missing, your examination is liable to be cancelled.

7. SEMESTER END EXAMINATION RESULT

The evaluation consists of two parts (i) Assignments (ii) Semester End Examination. In the final result all the Assignments of a course will carry 25% weightage while 75% weightage will be given to the Semester End Examination.

- **Declaration of Result**

To pass a Programme under distance mode, a candidate must obtain:

- (a) at least 40% marks in each component of theory papers i.e. in assignments and Semester Examination, separately;
- (b) an aggregate of at least 50% marks based on all theory papers and assignments, to obtain the degree;
- (c) If a student fails to qualify any component of a paper or a course he/she can repeat the same during the subsequent Semester, up to the maximum duration provided for the Programme from the date of registration; and

Division

On the basis of the marks obtained, division will be awarded in the following way:

- (i) Distinction to those who obtain 75% marks or more in the aggregate.
- (ii) First division to those who obtain 60% marks or more in the aggregate.
- (iii) Second division to those who obtain less than 60% marks in the aggregate But not

- less than 50% marks.
- (iv) Third division to those who obtain less than 50% marks in the aggregate but not less than 40% marks.

Grace Marks: A maximum of three (3) grace marks shall be given only to those students who by obtaining them are able to either pass the examination or improve to get a division. Only minimum grace marks as required shall be awarded. The grace marks awarded shall be counted in Grand total.

Grievance Redressal committee

1. Nominee of VC
2. Dean
3. Other Members as appointed by the Dean

• **Promotion to the next Semester of the Programme**

- No candidate shall be permitted to move to the third semester if he/she has a backlog of more than 50% of the courses of the first and second semesters combined.
- The students will be declared successful for award of Degree only after clearing all theory papers and assignments required within the maximum time period inclusive of the year of admission. A student who does not appear in any component (Semester End Examination and assignments) in the minimum duration provided for the Programme, he/she will have to seek re-registration by submitting the prescribed fee through Demand Draft if he/she wishes to continue through the Programme.

• **Re-evaluation of Answer Scripts**

No request for re-evaluation of the result declared in any course shall be entertained. However, the re-totalling of marks of an answer book will be permitted on submission of an application along with the prescribed fee by the candidate to the Controller of Examinations.

• **Improvement of Result**

A student may be allowed to appear in the Semester End Examination for improving his/her result provided that:

- A student may be allowed to improve his/her grade in any two of the courses in the next semester. However, the improvement of the odd/even semester course will be permitted in the next odd/even Semester End Examination only.
- Improvement examination will be held in Theory courses only.
- The appearance at such an examination in the course will be allowed only once. No further chance will be given under any circumstances.
- For the purpose of determining the final division/ grade, the grades obtained by the candidate in the improvement examination only will be taken into consideration.

8. GENERAL REGULATIONS

Programme Fee, Re-Registration, Late fee and other Charges

- **Programme Fee:** The Programme fee is payable in advance each year, irrespective of results through online mode on the link available on Jamia Millia Islamia website.
- **Re-Registration Fee:** A student who does not appear in any component (i.e. theory and assignment) of the Programme during the minimum period and wishes to continue the Programme, then he/she will have to re-register by paying the prescribed re- registration fee; given in the table on next page.
- **Late Fee:** A student who doesn't submit his/her Assignments and Examination Form on time may submit the same with the prescribed late fee; and
- Candidates are required to intimate the relevant authorities, sufficiently in advance, if there is any change of address/mobile number etc.

Table: Renewal and other Fees applicable for MAPS (Distance Mode)

Sl. No.	MAHRM (Distance Mode)	Fees/Charges (Rs.)
1.	Programme/Renewal Fees (to be paid for final Year)	17 000/-
2.	Submission of Assignments with late fees up to the maximum period of 4 weeks	100/- (Per Assignment)
3.	Submission of Assignments in the following years(In case of absence/fail if any)	200/- (Per Assignment)
4.	Submission of Semester End Examination form with late fees up to 4 weeks.	250/-
5.	Submission of Semester End Examination form with late fees beyond 4 weeks up to the next 4 weeks.	600/-
6.	Re-appearing in Semester End Examination (In case of absence/fail/improvement)	500/- (Per paper/course)
7.	Re-Registration Fee*	7500/-
8.	Provisional Certificate	50/-
9.	Migration Certificate	50/- (after passing exam)
10.	Migration Certificate	200/- (before passing exam)
11.	Duplicate Statement of Marks (Attach a copy of FIR)	200/-
12.	Duplicate Identity Cards (Attach a copy of FIR)	200/-
13.	Change of Address in ID Card	50/-
14.	Change of Medium (If any)	1000

15.	Change of Course / Papers after collecting SLM however before the commencement of Semester End Examinations.	1500/- (per Course /paper)
<p>Note: * If a candidate fails to appear in any of the prescribed components of the Programme within the stipulated period of 2 years (4 Semester) and desires to continue the Programme after the lapse two years he/she should re-register for the Programme by depositing the above mentioned re-registration fee. The Fee once paid will not be refunded or adjusted under any circumstances.</p> <p>All the fees/charges wherever, applicable will be payable only through CDOE Online Fee Payment Portal.</p> <p>All the aforesaid fee is subjected to revision during the academic year as per University rules.</p>		

