

MANGALORE UNIVERSITY



Bachelor of Arts (HUMAN RESOURCE DEVELOPMENT) SYLLABUS

**Course Structure and Syllabus in the Subject
B.A(HRD) Four Year Undergraduate Programmes**

AS PER

National Education Policy-2020 (NEP2020)

**COMPOSITION OF CURRICULUM DRAFT COMMITTEE FOR
BA(HRD) NEP (2020)**

S. N	Name of the members	Designation
1	Dr. Chandrashekara Mayya	Chairman (BOS)
2	Dr. E. Thippeswamy	Member (BOS)
3	Mrs. Smitha M	Member (BOS)
4	Dr. Muralidhara Rao K. S.	Member
5	Mrs. Manju H.	Member
6	Mrs. Gayathri K.	Member
7	Mr. Thilakraj G.	Member
8	Mrs. Veena D Kotian	Member
9	Mrs. Ashwini Kumari N.	Member
10	Mr. Shashidhara Acharya	External Members
11	Ms. Simona Denise Fernandes	External Members

MANGALORE UNIVERSITY

B.A(HRD) programme

Programme objectives:

The objectives of B.A(HRD) programme are:

- To impart knowledge about significance of Human Resource in the organisation.
- To develop a positive attitude and necessary Human Resource skills to become efficient personnel in an organisation.
- To develop relevant skills necessary for application in issues related Human Resource.
- To equip student with the employability attributes and entrepreneurial skills.

Programme Outcomes;

After successful completing the programme the student will be able to:

- Understand human resource concept and its relevance in the organisation.
- Function effectively as an individual and as a member or leader in an organisational set up.
- Know the role of HR Manager in handling human resource in scientific manner.
- Contribute employee performance management and organisational effectiveness.

Programme structure B.A (HRD)

Proposed Scheme of Teaching & Evaluation for B.A (HRD) as Core subject

SEMESTER I								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
1	LANG 1.1	Language I	AECC	04	60	40	100	3
2	LANG 1.2	Language II	AECC	04	60	40	100	3
3	BA(HRD) 1.1	Principles of Management	DSC	04	60	40	100	4
4	BA(HRD) 1.2	Business Environment	DSC	04	60	40	100	4
5	BA(HRD) 1.3	Personal Development and Interpersonal Skills	DSC	04	60	40	100	4
6	BA(HRD) 1.4	Digital Fluency	SEC- SB	03	50	50	100	2
7		Yoga	SEC- VB	02				1
8		Health Wellness/Social & Emotional Learning	SEC- VB	02				1
9	BA(HRD) 1.5	Human Resource Skills.	OEC	03	60	40	100	3
Total				30				25
SEMESTER II								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
10	LANG 2.1	Language I	AECC	04	60	40	100	3
11	LANG 2.2	Language II	AECC	04	60	40	100	3
12	BA(HRD) 2.1	Human Resource Management	DSC	04	60	40	100	4
13	BA(HRD) 2.2	Professional Skill Development	DSC	04	60	40	100	4
14	BA(HRD) 2.3	Business Economics	DSC	04	60	40	100	4
15	BA(HRD) 2.4	Environmental studies	AECC	03				2
16		Sports	SEC-VB	02				1
17		NCC/NSS/R&R(S&G) /Cultural	SEC-VB	02				1
18	BA(HRD) 2.5	Training and Development	OEC	03	60	40	100	3
Total				30				25

EXIT OPTION WITH CERTIFICATION

SEMESTER III								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
19	LANG 3.1	Language I	AECC	04	60	40	100	3
20	LANG 3.2	Language II	AECC	04	60	40	100	3
21	BA(HRD) 3.1	Organisational Behaviour	DSC	04	60	40	100	4
22	BA(HRD) 3.2	Strategic Management	DSC	04	60	40	100	4
23	BA(HRD) 3.3	Employee Relations	DSC	04	60	40	100	4
24	BA(HRD) 3.4	Artificial intelligence	SEC- SB	03	35	15	50	2
25		Sports	SEC-VB	02				1
26		NCC/NSS/R&R(S&G)/Cultural	SEC-VB	02				1
27	BA(HRD) 3.5	Compensation Management	OEC	03	60	40	100	3
	Total			30				25
SEMESTER IV								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
28	LANG 4.1	Language I	AECC	04	60	40	100	3
29	LANG 4.2	Language II	AECC	04	60	40	100	3
30	BA(HRD) 4.1	Organisational Development and Management of Change	DSC	04	60	40	100	4
31	BA(HRD) 4.2	Human Resource Research Methodology	DSC	04	60	40	100	4
32	BA(HRD) 4.3	Entrepreneurship Development	DSC	04	60	40	100	4
33	BA(HRD) 4.4	Constitution of India	AECC	03	50	50	100	2
34		Sports	SEC-VB	02				1
35		NCC/NSS/R&R(S&G)/Cultural	SEC-VB	02				1
36	BA(HRD) 4.5	Human Resource Development	OEC	03	60	40	100	3
	Total			30				25

EXIT OPTION WITH DIPLOMA

SEMESTER V								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
37	BA(HRD) 5.1	Global Human Resource Management	DSC	04	60	40	100	4
38	BA(HRD) 5.2	Financial Analysis for HR Managers	DSC	04	60	40	100	4
39	BA(HRD) 5.3	Corporate communication and Public Relations	DSC	04	60	40	100	4
40	BA(HRD) 5.4	One course from selected elective group	DSE	04	60	40	100	3
41	BA(HRD) 5.5	Principles of Training and Development	Vocational	04	60	40	100	3
42	BA(HRD) 5.6	Internship/Field study report		03	35	15	50	2
43	BA(HRD) 5.7	Cyber Security / Ethics and Self Awareness	SEC-SB	03	60	40	100	2
44		Sports	SEC-VB	02				1
45		NCC/NSS/R&R(S&G)/Cultural	SEC-VB	02				1
	Total			30				24
SEMESTER VI								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
46	BA(HRD) 6.1	Trends in Human Resources Development	DSC	04	60	40	100	4
47	BA(HRD) 6.2	Business Ethics and Corporate Governance	DSC	04	60	40	100	4
48	BA(HRD) 6.3	Human Resource Information System	DSC	04	60	40	100	4
49	BA(HRD) 6.4	One course from selected elective group	DSE	04	60	40	100	3
50	BA(HRD) 6.5	Human Resource Accounting	Vocational	04	60	40	100	3
51	BA(HRD) 6.6	Internship/Field study report		03	50	50	100	2
52	BA(HRD)6.7	Professional Communication	SEC-SB	03				2
53		Sports	SEC-VB	02				1
54		NCC/NSS/R&R(S&G)/Cultural	SEC-VB	02				1
	Total			30				24

EXIT OPTION WITH BACHELOR DEGREE

SEMESTER VII								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
55	BA(HRD) 7.1	Employee Engagement and Empowerment	DSC	05	60	40	100	4
56	BA(HRD) 7.2	Performance and Reward Management	DSC	05	60	40	100	4
57	BA(HRD) 7.3	Talent Management	DSC	05	60	40	100	4
58	BA(HRD) 7.4	One course from selected elective group	DSE	05	60	40	100	3
59	BA(HRD) 7.5	Emotional Intelligence and Management effectiveness	Vocational	05	60	40	100	3
60	BA(HRD) 7.6	Research Methodology		05	60	40	100	3
	Total			30				21
SEMESTER VIII								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
61	BA(HRD) 8.1	Econometrics of HR	DSC	05	60	40	100	3
62	BA(HRD) 8.2	Human Relation Analytics	DSC	05	60	40	100	3
63	BA(HRD) 8.3	Cultural Diversity and inclusion	DSC	05	60	40	100	3
64	BA(HRD) 8.4	One course from selected elective group	DSE	05	60	40	100	3
65	BA(HRD) 8.5	Knowledge Management	Vocational	05	60	40	100	3
66	BA(HRD) 8.6	Research Projects(compulsory)		05	50	50	100	6
	Total			30				21

AWARD OF BACHELOR DEGREE WITH HONOURS

Elective groups and courses

Discipline Specific Electives – V Semester		
Sl. No	Labour law theory and practice	Industrial psychology
Paper 1	Labour Laws	Dynamics of Human Behaviour

Discipline Specific Electives – VI Semester		
	Labour law theory and practice	Industrial Psychology
Paper 2	Wage and Salary Administration	Social and Workforce Psychology

Discipline Specific Electives – VII Semester		
	Labour law theory and practice	Industrial Psychology
Paper 3	Industrial Relation and Labour Welfare	Counselling Skills for Manager

Discipline Specific Electives – VIII Semester		
	Labour law theory and practice	Industrial Psychology
Paper 4	International Labour Laws	Workforce Mentoring

DSC: Discipline Specific Core

DSE: Discipline Specific Elective

SEC:S kill Enhancement Course

OE: Open Elective

VC: Vocational Courses

MANGALORE UNIVERSITY

BA (HRD)

Question Paper Pattern for First and Second Semester

Time: 2Hrs

Maximum Marks: 60

Section-A

Answer any five (out of seven) of the following (2x5=10)

- 1.**
- 2.**
- 3.**
- 4.**
- 5.**
- 6.**

Section-B

Answer any Five (out of seven) of the following questions (4x5=20)

- 1.**
- 2.**
- 3.**
- 4.**
- 5.**
- 6.**
- 7.**

Section-C

Answer any Three (Out of five) of the following (10X3=30)

- 1.**
- 2.**
- 3.**
- 4.**
- 5.**

I SEMESTER
Bachelor of Arts (Human Resource Development)

Principles of Management

Course code: BA (HRD) 1.1

Total number of hours: 56

Course objectives:

- a) To enable the students to understand the evolution of management.
- b) To study the functions and principles of management.
- c) To learn the application of management principles in an organization.
- d) To study the system and process of effective controlling in the organization.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcomes: on successful completion of the course, the students will be able to

- a) Understand the basic concepts of principles of management.
- b) Understand the different activities performed by middle level and lower level managers in the organization.
- c) Plan, prepare and execute the right decisions.

Unit1: Introduction to Management Theory and Evolution of Management Thoughts
16hours

Definition of management-nature and purpose, functions of management, essential qualities of successful managers, roles and responsibilities of manager.

Evolution of management thoughts- Approaches to management(schools of management thoughts)-classical theory-Scientific Management approach, administrative management approach, bureaucratic organizational approach – Neo Classical or human relations approach – Behavioural Science approach, Quantitative or Management Science approach, Decision Theory approach, Empirical Approach-Systems approach, Contingency approach-Operational approach (meaning only).

Scientific Management-principles and techniques-Henry Fayol's principles of management.

Unit 2: Planning and Organising**12hours**

Planning – meaning and nature. Types of plans, steps in planning process, merits and demerits of planning-overcoming planning limitations. MBO (meaning only).

Meaning of organisational structure, various forms of organisation structure – line, line and staff, functional organisational structure. Departmentation – centralisation and decentralisation (meaning). Delegation of authority - meaning, problems and overcoming the problems of delegation of authority.

Unit 3: Coordination and Decision Making**6 Hours**

Coordination-meaning, principles and importance of coordination.

Decision making- meaning and process of decision making. Types of decisions.

Unit 4: Staffing and Directing**14 Hours**

Staffing- meaning, functions – recruitment, selection, training and development, performance evaluation (meaning). Directing – meaning and features; Communication-meaning; Motivation-meaning, types and importance; Leadership-meaning – leadership styles – autocratic, participative/democratic and free rein/laissez faire.

Unit 5: Controlling and Trends in management**8 Hours**

Controlling- meaning-process-requirements for effective control-controlling techniques. Trends in Management - TQM, Kaizen concept, Quality circles, Bench-Marking (meaning only) Business process outsourcing (BPO), SWOC analysis- ISI and ISO.

Skill developmental activities/Practical

- a) Considering any organization students should prepare organisational structure of the business
- b) Students should collect photograph and Bio data of any 3 forerunners of management thought
- c) Students should visit any manufacturing organisation and identify the control mechanism followed
- d) Students should visit any organisation and collect the information on various motivational practices followed.

- e) Choose a Business personality and apply suitable leadership style.
- f) Any other activities which are relevant to the course

Books for Reference:

- Management – A Global Perspective by Heinz Weithrich & Harnald Koontz, Mc Grow Hill International Publications.
- Management – Task, Responsibilities, Practices – Peter F Drucker, Prentice Hall Publications.
- Management Theory and Practice by Ernest Dale Mc Grow Hill International Publications.
- Principles and Practice of Management – T. N Chabra, Himalayan Publications.
- Management Theory and Practice – Thripati, Vikas Publications.

I SEMESTER

Bachelor of Arts (Human Resource Development)

Business Environment

Course code: BA (HRD) 1.2

Total number of hours: 56

Objectives:

- To enable students to understand and evaluate the economic, social, Political, legal, Natural and Technological environments of business.
- To enable students to understand the importance and effect of CSR and ethics in business

Pedagogy: Lecture, Group discussion, Case Analysis, Field Work, ICT teaching etc.

Outcomes:

- Students will be able to understand the impact of environment on business
- Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business.

Unit 1: Environment of Business

12 Hours

Business – Meaning, scope and objectives of Business.

Business Environment – Meaning, types – internal, external, micro and macro environment.

Environmental analysis – meaning, process and limitations.

Unit 2: Economic Environment

12 Hours

Nature of Economic Environment. Economic factors- Growth strategy, Basic economic system, Economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act.

Meaning of Liberalization, Privatization , Globalization and MNCs - Merits and demerits.

Unit 3: Socio-Cultural Environment

12 Hours

Nature and impact of culture on business, Components of culture, Social responsibilities of business- for and against, Business ethics- principles, factors causing ethical and unethical conduct of business, Social audit – meaning.

Unit 4: Political and Legal Environment

08 Hours

Political environment - Meaning, Political factors affecting business.

Legal environment – meaning, rationale and extent of state intervention. Patents and Rights – merits and demerits.

Unit 5: Natural and Technological Environment

12 Hours

Features and Impact of technology. Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on business, transfer of technology, technological lag – consequences, Status of technology in India; Management of technology.

Practical/Skill development activities

- Visit to an organisation and list the CSR activities practiced by the organisation
- Discussion on relevance of ethical practice vs Profitability
- Case analysis on impact of political support/interference to organizations/industry

Recommended Books:

1. Rangarajan, C.A.; Perspective in Economics, S.Chand & Sons, New Delhi
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House.
3. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, New Delhi.
4. Dr. V C Sinha, Dr. Rithika Sinha; Business Environment, SBPD Publication house, 2021

Online Resources :

- <https://www.yourarticlelibrary.com/business-environment/5-major-components-of-business-environment-business-studies/8638>
- <https://www.economicdiscussion.net/business-environment/business-environment/32496>
- <https://www.vedantu.com/commerce/business-environment>
- <https://byjus.com/commerce/business-environment/>

Meaning, importance of Self-Management, Stress Management –meaning, causes for stress, ways to manage stress. Time Management- meaning, Efficient Work habits. Self-Improvement– meaning, steps, strategies- mentoring, coaching, counseling.

Self-Motivation-meaning, need, elements and sources of self-motivation.

Unit 4 Communication and conflict resolution

12 hours

Communication– meaning, process, importance, Types – formal – written, oral, upward, downward, horizontal; informal communication – grapevine and consensus – merits and demerits; barriers to effective communication.

Conflict resolution – Conflict – Meaning, types- simple, ego, false, values and beliefs, Phases of conflicts - taking sides, keeping scores, showdown, adjustments- handling conflict adjustments- negative and positive conflict adjustment. Steps to conflict resolution.

Unit 5 Stakeholder Management

12 hours

Stakeholder – Meaning and types. Internal stakeholder - Working with others- value added qualities- cheerfulness, sense of humors, tactfulness, empathy and sympathy, willingness to participate, negative traits to avoid. Getting along with superiors-understanding the superiors, communicating with superiors, meeting superior expectations. External stakeholder – clients, customers and others – customer expectations, customer communications.

Skill Development Activities/Practical:

- Plan the career goal and career path
- List the values in their life and its relevance to their life
- Interview the sales person to understand the challenges faced while dealing with clients and customers.

Reference:

1. Personality development, Harold R Wallace & L Ann Masters. Cengage Learning India (P) Ltd. New Delhi-2009
2. Personality Development & Career Management- R. M Omkar, S. Chand Company Ltd., New Delhi 2009
3. Essentials of business communication- Rajendra Pal & j. S Korlahalli, Sulthan Chand & Sons, New Delhi 2005

4. Basic Managerial Skills for all – 6th Edition, E.H.McGrant, S.J.Prentuce

Website link

<https://www.civilserviceindia.com/subject/General-Studies/notes/human-values.html>

<https://www.skillsyouneed.com/ps/self-motivation.html>

<https://harappa.education/harappa-diaries/self-motivation-meaning-examples-and-importance/>

<https://www.skillsyouneed.com/ps/personal-development.html>

<https://in.indeed.com/career-advice/career-development/self-managemen>

<https://corporatefinanceinstitute.com/resources/careers/soft-skills/time-management-list-tips/>

<https://corporatefinanceinstitute.com/resources/careers/soft-skills/time-management-list-tips/0>

<https://www.webmd.com/balance/guide/tips-to-control-stress>

I SEMESTER
Bachelor of Arts (Human Resource Development)

HUMAN RESOURCE SKILLS

Course code: BA (HRD) 1.5

Total number of hours: 42

Objectives: To familiarize the students about the human resource skills

Pedagogy: Classrooms Lecture, Group Discussion, Role Play, Case Studies, Seminar and Field work, ICT teaching Etc.

Course Outcomes: On successful completion of the course, the students will be able to

- a. Develop individual and interpersonal skills.
- b. Acquire necessary skill set for application of various HR issues.
- c. Integrate the knowledge of HR Skills to make correct business decisions.

Unit-1

09 Hours

Human resource skills - Meaning, importance and means to improve HR skills.

Time Management- Meaning, principles of time management, developing personal Sense of time, identifying goals, daily planning, making the best use of the best time, making use of committed time. Calendar management- meaning.

Unit -2

09 Hours

Team building: Meaning, types of teams, team building process, factors influencing the effective team.

Creativity : meaning, importance. Process, Components of creativity, characteristics of Creative person- Brainstorming

Unit -3

09Hours

Stress Management - Meaning and Causes for stress, Eustress, Distress, and Stress management techniques.

Counselling- Meaning significance and principles of counselling, counselling process, employee counselling- functions.

Unit -4

9 hours

Communication-Meaning, Process, Importance, barriers, measures to overcome. Types of communication – Formal - written -oral, upward downward horizontal; Informal communication- Grapevine and consensus with Merits and demerits. Role of communication in HR

Conflict Management: Definition, Conflict Management Skills, Types - Communication, Emotional Intelligence, Empathy, Problem Solving skills. Case Study.

Unit- 5

6 hours

HR Etiquettes - Meaning, importance of etiquettes, types of etiquettes – workplace etiquette, communication etiquette, meeting etiquette, social etiquette.

Practical / Skill development

- Various practical team building activities.
- Preparing model calendar events for the organisation.
- Case studies on conflict issues in organisation.
- Brainstorming and group discussion

References

- Personality development- Dr. T. Bharath
- Time management and personal development- John Adair
- Basic Managerial Skills for all- 6th Edition, E.H.McGrath, S.J., Prentice:
- Essentials of Business Communication- Rajendra Pal & J.S.Korlahalli, Sulthan Chand & Sons, New Delhi.2005
- Time Management- Michal Robert; Harward Business Press; 2005
- Human resource management K.Ashwathappa, TATAMcGrawHill, New Delhi-2008
<https://career.fsu.edu/sites/g/files/imported/storage/original/application/f155c3e0bc96670881e88a61cf1d151d.pdf>
- <https://www.bookafy.com/calendar-management-skills/>

- <https://www.thebalancecareers.com/conflict-management-skills-2059687#types-of-conflict-management-skills>
- <https://empxtrack.com/blog/workplace-communication/>

II SEMESTER

Bachelor of Arts (Human Resource Development)

Human Resource Management

Course code: BA (HRD) 2.1

Total number of hours: 56

OBJECTIVES

- To provide an introductory overview of human resource management
- To well acquaint with human resource management tends to create high performance work system.
- To acquire knowledge on HR training methods.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

COURSE OUT COME

- Develop necessary skill set for application of various HR practices.
- Equip with the knowledge on modern HR techniques.
- Acquire knowledge on modern trends in HRM

Unit I Human Resource Management and Human Resource Planning 12hrs

HRM - meaning, Evolution, Objectives, Significance and functions - Role of HR manager in the organization. HRP- Meaning, definition, importance, Factors affecting, Barriers, Requisites for successful HRP.

Unit II Acquiring and Training Human Resources 14hrs

Job analysis - Meaning, process; Job description, Job specification; Job designing – Techniques – job rotation, job enlargement, job enrichment, job simplification (meaning only).

Recruitment – Meaning and sources – internal and external. Selection – Meaning and process. Placement – meaning and need. Training – Meaning, Traditional and Modern methods.

Unit III Performance Appraisal and Employee Mobility 12hrs

Performance appraisal - Meaning, objectives and Methods. Performance Management – meaning. Employee mobility – Meaning. Promotion – Definition, Purpose and Basis. Transfer – Meaning, reasons and types. Demotion – meaning. Employee separation – meaning and types.

Unit IV Human Resource Information System and Human Resource Audit 12hrs

HRIS – Meaning, objectives, stages in development. HR Analytics – meaning, HR Clouding – meaning. HR Audit – Meaning, objectives and areas.

Unit V Recent Trends in HRM 06hrs

Personnel Research and outsourcing. LMS – Gig Economy – Remote learning – Virtual team building – Up skilling – Digital tracking – On boarding and off boarding.

Skill developmental activities/Practical

- Simulation exercise and role play on Human resource planning.
- Interview HR managers and develop in depth knowledge on practical applications of HR concepts.
- Visit to a company and identify the training methods adopted in various functional areas

References

- Human resource management K. Aswathappa, TATA McGraw Hill, New Delhi – 2008
- Human resource management Deepak Kumar Bhattacharya, Excel Books, New Delhi-2006
- Essentials of HRM P. Subba Rao, Himalaya Publishing House, Mumbai -2007
- Human resource management-C.B Guptha, Sulthan Chand & Sons, New Delhi-2009
- Human resource management-S.S.Khanka, S.Chand&Co., New Delhi, 2009
- Human Resource Management – Raymond A. Noe, John R. Hollenbeck and Patrick M. Wright

WEBSITES

- <https://managementation.com/8-processes-of-human-resource-planning/>
- <http://www.whatishumanresource.com/human-resource-management>
- https://en.wikipedia.org/wiki/Human_resource_management

II SEMESTER

Bachelor of Arts (Human Resource Development)

Professional Skill Development

Course code: BA (HRD) 2.2

Total number of hours: 56

Objective:

- To understand the qualities required to be a good professional.
- To develop skills for efficient performance.
- To understand the quality and attribute to build high performance team.

Pedagogy: Lecture, Group discussion, Role Play, Field Work, ICT teaching etc.

Course outcome:

- Students will develop the skills to deal with the various situations.
- Apply negotiation skills to be effective in work place.

Unit – 1: Human Resource Skills & Human Relations

12hours

HR Skills - Meaning, importance, means to improve HR Skills. Human relations – meaning, types, factors influencing, guidelines to achieve human relations.

Unit –2: Time management

10hour

Time management - Meaning, importance, steps - goal setting, scheduling time, delegation – guidelines to effective delegation, implement and follow-up. Barriers – time stealers, goal ambiguity, unclear direction, pointless meeting.

Unit –3: Work life Balance

10hours

Work life balance – Meaning and perspective. Causes and consequences of work-life imbalance. Measures to manage work-life balance. New approaches to Work life balance.

Unit -4: Problem Solving & Negotiation Skills

12hours

Problem Solving - Meaning, process. Techniques of analysing problems – why-why diagram, fish bone diagram.

Negotiation skills – meaning, styles, outcomes, phases of negotiation, techniques and skills for effective negotiation.

Unit – 5: Team Building and Communication skill

12hours

Team Building - Meaning, importance, process, types of teams, techniques for developing teams. Communication – Meaning, importance of team communication skill, effective communication in building high performance teams.

Skill developmental activities/Practical

- Study of Life history of Eminent Personalities – Dr. A.P.J. Abdul Kalam, Dr. Sudha Murthy, Dr. Veerendra Heggade, Kiran Bedi etc.
- Case study on problem solving
- Team building activities

Book for reference:

1. Personal development for Life and work; Masters and Wallace; 10th edition
2. Work life Balance a new Approach – Dr. S Swarnalatha & Mrs S Rajalakshmi.
3. Time Management – Michal Robert; Harward Business Press; 2005
4. Twelve Management Skills for success; Ram Narain; Viva Books Pvt Ltd.
5. Human Resource Management – V.S.P. Rao, Excel Books, 2011.

E- Website:

<https://resources.workable.com/stories-and-insights/most-important-hr-skills>

<https://lucemiconsulting.co.uk/benefits-of-time-management>

<https://smallbusiness.chron.com/importance-team-communication-skills-3079.html>

<https://www.managementstudyguide.com/importance-of-effective-communication-in-building-high-performance-teams.htm>

II SEMESTER
Bachelor of Arts (Human Resource Development)

Business Economics

Course code: BA (HRD) 2.3

Total number of hours: 56

Objectives:

- Training Students in basic economic theory, management and techniques of economic Analysis.
- Enabling students to analyze economic issues and find solutions to complex economic and Business problems and take correct economic judgment.
- Keeping tact with the latest development in the dynamic field of economic science.

Pedagogy:

The Department of Economics shall be using a combination of various teaching methods such as cases, projects, computer aided instructions, group discussions, lectures, seminars, presentations by participants and lectures by guest speakers from industry and government. The case method shall be the predominant pedagogical tool. This would sharpen the analytical skills of participants and helps analyze problems from multi- functional perspectives. Instructors would primarily guide the group, push participants to develop and defend arguments and take decisions.

Outcome:

- Would be able to find a rewarding job in the organized job market of both in private and Public sector.
- Would be able to start his/her own business like setting up his/her own concerns or taking-up consultancy services.
- Would be better equipped in policy formulation and economic administration.
- Would have orientation towards achieving excellence, maintaining high ethical standards and a capacity to work effectively and efficiently, both individually and in-groups.

Unit-1: Introduction**06 Hours**

Economics – Nature, Scope and importance. Business Economics – Meaning, scope and Significance. Types of Economies: Market, Socialistic and Mixed Economies.

Unit-2: Consumption and Demand**12 Hours**

Cardinal Utility Approach – Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility; Indifference Curve Approach- Indifference Curves, Properties of Indifference Curves.

Demand Function - Meaning, Law of Demand – Determinants of Demand – Types and measurement of elasticity of demand (Price, income, cross and promotional) –Determinants of price elasticity of demand and Significance. Demand Forecasting – Meaning, Purpose and methods (steps).

Unit-3: Supply and Production**14 Hours**

Supply- Meaning, Supply Schedule-Law of Supply-Determinants of Supply- Elasticity of Supply and Types.

Production function - Law of Variable Proportions. Economies and diseconomies of Scale – Types of Cost - Cost-Output Relationship in the Short Run and Long Run. Break-even analysis. Cost Control and Cost Reduction.

Unit-4: Market Analysis**14 Hours**

Revenue Concept: Total Revenue, Average Revenue and Marginal Revenue - Meaning. Perfect competition Features. Monopoly-Features, Sources of monopoly power. Monopolistic competition - Features. Product differentiation and role of sales promotion. Oligopoly-Features-Kinky Demand Curve-Price Rigidity and Price Leadership. (Topics to be taught using case studies from real life examples)

Unit-5: Capital Budgeting and Business Cycles**10 Hours**

Capital Budgeting- Meaning, Objectives and Features. Business Cycles- Definition, Characteristics, Phases, Control of Business Cycles.

Skill Development Activities/Practicals

- Data analysis with respect to markets.
- Cases on matching the Demand and Supply
- Conduct and Interpret Economic Analysis

Reference Books

- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000).
- Hirchey .M., Managerial Economics, Thomson South western (2003)
- R.L. Varsney, &. K.L Maheswari, 1997, *Managerial Economics*, Sultan Chund& Sons., New Delhi.
- Jones, Trefor (2004): Business Economics and Managerial Decision Making UM John Wiley and Sons.
- Damodaran, Suma,(2006:.. Managerial Economics, U.K. Oxford University Press.
- D.N. Dwivedi, 2000, *Managerial Economics*, Vikas Publishing House Pvt. Ltd., New Delhi
- Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi,2004)

WEBSITES

<https://www.investopedia.com> › Economy › Economics

- <https://www.springer.com> › journal

<https://www.amazon.in> › Business-Economics-N-Mankiw

II SEMESTER
Bachelor of Arts (Human Resource Development)

Training and Development

Course code: BA (HRD) 2.5

Total number of hours: 42

Objectives:

- To familiarize the students with knowledge and understanding of the various concepts of Training and development.
- To understand various training and development tools and techniques.
- To familiarize with evaluation design to assess training program effectiveness.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course Outcomes:

- Understand the importance of training and development in human resources management.
- Analyze the training needs of an organization.
- Evaluate the value of the training.

Unit-I Introduction

08Hrs

Training - Meaning, objectives, importance, principles, process and types.

Development- Meaning, characteristics and objectives. Difference between Training and Development.

Unit II Learning

04Hrs

Learning – Meaning, Principles and Factors influencing Learning.

Unit-III Training Need Assessment

12 Hrs

Identification of Job Competencies. Training Need Assessment – Meaning, Methods, Process and Criteria for Identifying Training Needs - Person Analysis, Task Analysis and Organization Analysis.

UNIT IV Training climate and Pedagogy

12 Hrs

Trainer Identification, developing training modules, training calendar, methods and techniques of training - on the job training, off the job training.

Modern Methods: Self-directed teams, Distance learning, E Learning and use of technology, Mobile and on-demand training, Gamification, (meaning only).

Trainer as a Change Agent. Counselling and Mentoring – Meaning, Importance and differences.

Use of training Aids- Audio- Visual Aids, Computer based instructions

Unit V Training Evaluation

06 Hrs

Training Evaluation- meaning, types, principles and process. Training effectiveness – Pre and post-test.

Skill Development Activities/Practical

- Observation and analysis of Training and Development practices followed by any organization.
- Case study – develop a training module for a given situation.
- Identify **challenges in Training and Development**: Training in various sectors including Banking, BPO, IT, Training Issues resulting from External and Internal Environment.

Books for Reference:-

1. Training and Development – Tapomoy Deb, Ane Books
2. Training and Development – G Pandu Naik , Excel
3. Training And Development- S.K. Bhatia
4. Human Resource Management – Aswathappa , McGraw Hill Education
5. Personnel management - C.B.Mamoria.,Himalaya Publishing House
6. Human Resources management - Subba Rao Himalaya Publishing House
7. Employee Training & Development- Noe, R.A. (2008). McGraw-Hill

MANGALORE UNIVERSITY

B. A (HRD)

SYLLABUS

**Course Structure and Syllabus in the
Subject B.A(HRD)**

For III RD and IV Semester

As Per

**National Education Policy-2020
(NEP2020)**

AUGUST 2022

Board of Studies in BA(HRD) (UG) Members and Syllabus Committee

Chairman:

Dr. Chandrashekara Mayya, Alva's college Moodubidire

Members:

Dr.E. Thippeswamy. Associate Professor,FMKMC College
Madikeri

Mrs. Smitha M.,Assistant Professor, SDM College of Business Mg.
Mangalore.

Invited HonoraryMembers:

Mrs. Kavitha Prabhu., Assistant Professor, SDM College of
Business Mg. Mangalore.

Mrs. Manju H., Assistant Professor, SDM College of Business
Management. Mangalore.

Mrs. Gayathri K.,Assistant Professor, SDM College of Business
Management. Mangalore.

Mr. Thilakraj G.,Assistant Professor, SDM College of Business
Management. Mangalore.

Mrs. Ashwini Kumari N.,Assistant Professor, Alva's college
Moodubidire

Mrs. Parinitha Salian.,Assistant Professor, SDM College of
Business Management. Mangalore.

To,

**The Registrar
Mangalore University
Mangalagangothri**

Sir,

Sub: BOS BA(HRD) meeting -proceedings-reg.

Ref:ಮಂವಿವಿ/ಕು.ಸ/ಸಿಂಡಿ/ಎಸ್3/36/2021- 5762 Date: 20.08.2022

With reference to the subjected cited above, BOS General meeting of BA(HRD) was convened at Sri Dharmasthala Manjunatheswara Business Management College Mangalore, on 25.08.2022 and 26.08.2022. Herewith I am enclosing proceedings of the meeting and BOS prepared and approved syllabi for the III and IV Semesters this is for your kind perusal and for necessary action.

Enclosed.

- 1. BOS Proceedings**
- 2. Syllabi for the III and IV Semesters.**
- 3. Attendance Prof.**

Thanking You,

Yours sincerely

**Chairman
BOS BA(HRD)
Mangalore University**

Proceedings of the Meeting of B.O.S B.A(HRD)

Date and Time on 25-08-2022 and 26-08 2022 at 10.00 A.M

Venue-SDM College of Business Management Mangalore.

**COMPOSITION OF CURRICULUM DRAFT COMMITTEE
FOR B.A(HRD)**

S.N	Name of the members	Designation	Present
1	Dr.Chandrashekara Mayya	Chairman (BOS)	Present
2	Dr.E. Thippeswamy	Member (BOS)	Present
3	Mrs. Smitha. M	Member (BOS)	Present
4	Mrs. Manju	Special Invitee	Present
5	Mrs. Gayathri	Special Invitee	Present
6	Mr. Thilakraj G	Special Invitee	Present
7	Mrs. Kavitha Prabhu	Special Invitee	Present
8	Mrs. Ashwini	Special Invitee	Present
9	Mrs. Parinita Salian	Special Invitee	Present

To,

The Registrar
Mangalore University
Mangalagangothri

Sir,

Sub: BOS BA(HRD) meeting -proceedings-reg.

Ref: ಮಂವಿವಿ/ಕು.ಸ/ಸಿಂಡಿ/ಎಸ/3/36/2021- 5762 Date: 20.08.2022

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2. syllabi for the III and IV Semesters.
3. Attendance prof.

Thanking You,

Yours sincerely



Chairman

BOS BA (HRD)
Mangalore University

The Chairman welcomed all the members of the BOS and briefed about the agenda to be discussed

Agenda:

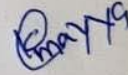
- 1. To discuss and approve BA(HRD) IIIrd and IVth Semester syllabus**
- 2. To prepare question pattern model.**

Proceedings

- 1) The Board has discussed and approved syllabus for two semester IIIrd and IVth semester 2022-2023. According to guidelines of NEP 2020.**
- 2) The board has prepared the model question paper for III and IV Semester and attached with syllabus.**
- 3) No other matters were taken for discussion.**

S.N	Name of the members	Designation	25-08-2022	26-08-2022
1	Dr. Chandrashekara Mayya	Chairperson		
2	Dr. Thippeswamy. E	Member		
3	Mrs. Smitha M	Member		
4	Mrs. Manju . H	Special Invitee		
5	Mrs. Gayathri	Special Invitee		
6	Mr. Thilakraj G	Special Invitee		
7	Kavitha Prabhu	Special Invitee		
8	Mrs. Ashwini	Special Invitee		
9	Parinita Salian	Special Invitee		

The meeting ended on 26 -08 -2022 at 5.p.m with a vote of thanks by the Chairman to the members.



Chairman

BOS BA(HRD)

Mangalore University

SEMESTER III								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
1	HRDENLN301	Language I*	AECC	04	60	40	100	3*
2	HRDKALN301	Language II*	AECC	04	60	40	100	3*
3	HRDHDLN301	Language II*	AECC	04	60	40	100	3*
4	HRDHRCN301	Organisational Behaviour	DSC	04	60	40	100	4
5	HRDHRCN302	Strategic Management	DSC	04	60	40	100	4
6	HRDHRCN303	Employee Relations	DSC	04	60	40	100	4
7	COMAISN301	Artificial intelligence	SEC- SB	03	30	20	50	2
8	COMNSSN301	NSS	SEC-VB	02	-	25	25	1
9	COMNCSN301	NCC/R&R(S&G)/Cultural	SEC-VB	02	-	25	25	1
10	HRDHREN301	Compensation Management	OEC	03	60	40	100	3
	Total			30				25
*Any Two Languages will be Selected								
SEMESTER IV								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
28	HRDENLN401	Language I*	AECC	04	60	40	100	3*
29	HRDKALN301	Language II*	AECC	04	60	40	100	3*
	HRDHDLN301	Language II*	AECC	04	60	40	100	3*
30	HRDHRCN401	Organisational Development and Management of Change	DSC	04	60	40	100	4
31	HRDHRCN402	Human Resource Research Methodology	DSC	04	60	40	100	4
32	HRDHRCN403	Entrepreneurship Development	DSC	04	60	40	100	4
33	COMCISN401	Constitution of India	AECC	03	30	20	50	2
34	COMSRSN401	Sports	SEC-VB	02	-	25	25	1
35	COMNCSN401	NCC/NSS/R&R(S&G)/Cultural	SEC-VB	02	-	25	25	1
36	HRDHREN401	Human Resource Development	OEC	03	60	40	100	3
	Total			30				25

EXIT OPTION WITH DIPLOMA

***Any Two Languages will be Selected**

III SEMESTER BA (HRD)

NEP Scheme

Course code: HRDHRCN301

Organisational Behaviour

Total number of hours: 56

Course objectives

- To understand the human behaviour at workplace.
- To know the employee attitude in different situations in organisation.
- To develop personal quality through studying the different theories of personality.
- To motivate the student in classroom to analyze the particular case on his own way.

Pedagogy: Classroom lectures, Tutorials, Role Plays and Case study method.

Course Outcomes: On successful completion of the course, the students will be able:

- To apply the conceptual foundation and theories of organizational behaviour at workplace.
- To analyse inefficiency and weakness in an individual and apply various measures to improve it in the organisation.
- To analyse how to develop coordination and teamwork in the organisation.
- To understand how to use organisation power and politics in an effective manner.

Unit 1: Introduction

10 Hrs

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

Unit 2: Perception, Learning and Motivation

14 Hrs

Nature, Process, Factors Influencing Perception, Importance; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping.

Learning: Concept: Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

Motivation: Concept and Process of Motivation, Major Theories: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y and Vroom's Expectancy Theory.

Unit 3: Personality, Self-Esteem and Leadership

12 Hrs

Concept, Types and Traits; Determinants; Major Personality Attributes Influencing Organizational Behaviour; Locus of Control; Machiavellianism;

Self-Esteem -Self-Monitoring; Risk-Taking Personality and Proactive Personality.

Leadership- Concept and Functions; Theories of Leadership: Traits, Behavioural and Situational Theories; Inspirational approaches to Leadership: Charismatic Leadership, Transformational Leadership, and Transactional Leadership (meaning only), Role and Challenges to the Leadership construct.

Unit 4: Group Behaviour and Interpersonal Relationships

12 Hrs

Concept and Classification of groups; Stages of Group Development; Group Structure; Roles and Norms of groups.

Group Decision-Making: Group v/s Individual; Groupthink and Group Shift; Group Decision Making Techniques and Process.

Interpersonal Relationships- Developing Interpersonal relationships; Transactional Analysis; Johari Window.

Unit 5: Organisation Power and Politics

08 Hrs

Power: Meaning, Sources, Classification- Coalitions and Organisational

Politics: Meaning, Employees Response to Organisational Politics, and the Concept of Impression Management (Meaning only).

Books for reference

1. Robbins, SP Stephen P, Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12th or 16th edition, Pearson Education, 2011.
2. Fred Luthans, Organisational Behaviour, 11th edition, Mc Graw Hill, 2009.
3. Paul Heresy, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour: Leading Human Resources, 2008.
4. Dr SS Khanka, Organisational Behaviour, S. Chand & Co, New Delhi, 2008.
5. Aswathappa, Organizational Behaviour, HPH.
6. Appanniah and, Management and Behavioural Process, HPH
7. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
8. P.G. Aquinas Organizational Behaviour, Excel Books.
9. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour

Skill Developments Activities/ Practical:

- Two cases on the above syllabus should be analyzed and record in the skill development.
- Draw Blake and Mouton managerial grid.
- List the Personality Traits of Successful Business Leaders.
- Role play on personality traits, conflict management.
- Mock interview of famous personalities.

III SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN301

Organisational Behaviour
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any five of the following **(2x5=10)**

1. What do you mean by emotional intelligence?
2. What is locus of control?
3. What is selective perception?
4. What is proactive personality?
5. Who is a Charismatic Leader?
6. What is Impression Management?
7. What is Organisational politics?

Section-B

Answer any Five of the following questions **(4x5=20)**

1. Why do people join group?
2. Explain the Johari Window.
3. Explain the key elements of O.B.
4. Explain the factors effecting perception.
5. What are the challenges to leadership construct?
6. What are the theories of leadership?
7. What are the sources of power?

Section-C

Answer any Three of the following **(10X3=30)**

1. Define personality. Explain the determinants of personality.
2. Describe the process of perception.
3. Explain the challenges and opportunities of organisational Behaviour.
4. Explain the theories of learning.
5. Define motivation. Explain Maslow's need hierarchy theory and V rooms theory of motivation

III SEMESTER BA (HRD)
NEP Scheme
Strategic Management
Course code: HRDHRCN302

Total number of Hours: 56

Course objectives:

- a) To facilitate students to understand present management strategies and policies.
- b) To make student understand and apply techniques of strategic management.
- c) To acquaint the students with SWOC Analysis
- d) To enable the students to solve business problems by applying strategies.

Pedagogy: Classroom lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcomes: on successful completion of the course, the students will be able to,

- a) Critically analyse the internal and external environments in which business operates and assess their significance for strategic planning.
- b) Apply the theories, concepts and tools that support strategic management in organizations.
- c) Build dynamics of strategy formulation and implementation processes at corporate and business level.
- d) Enhance the ability to identify strategic issues and design appropriate solution.

Unit 1: Introduction

10 Hours

Strategy - Meaning, definition, nature and criteria for effective strategy. Strategic management – meaning, definition, features, importance and limitations. Strategic planning (meaning); Strategic decision making (meaning). Strategic management process. Levels of strategy.

Unit 2: Strategic intent and Environment analysis

12 Hours

Strategic intent: Vision - meaning, features and importance. Mission – meaning, features, importance and contents. Difference between vision and mission. Business definition (meaning). Goals and objectives – meaning of goal; role and characteristic of objectives.

Environment analysis – meaning, features and importance. Components – External and Internal. External environment – PESTEL analysis. Internal – resources, organisational behaviour, strengths and weaknesses, competencies, capabilities and competitive advantage. SWOC analysis.

Unit 3: Strategic formulation.

12 Hours

Meaning. Strategic alternatives (choices) - developing strategic alternatives choices - stability, growth, retrenchment and combination strategy. Stability – meaning, reasons and types. Growth – meaning, reasons, types-intensive, integration and diversification. Retrenchments – meaning, reasons and types. Combination – meaning.

Unit 4: Strategic Implementation.

12 Hours

Choice of Strategy - Introduction to BCG Model, Importance and Application
Strategy Implementation – Meaning, Implementation requisites - Organization Structure and design, Importance of Human Elements in Strategic Implementation, Role of Leadership and Resource allocation.

Unit 5: Strategic Evaluation and Control

10 Hours

Meaning; process, criteria, techniques of strategic control; limitations and guidelines for evaluation and control.

Skill development activities/Practical

- a) Students should analyse the vision and mission statement of any 5 companies
- b) Students should prepare an PESTEL analysis of 5 companies
- c) Students should prepare an SWOC analysis of 5 companies
- d) Case study on Strategic alternatives
- e) Case study on BCG model

Books for reference

- Business Policy and Strategic Management (Text and Cases) by P. Subba Rao, Himalaya Publishing House.
- Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw Hill Education Pvt. Ltd.
- Strategic Management and Business Policy by C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna, Excel Books.
- Strategic Management by L M Prasad, Sultan Chand & Sons.

III SEMESTER BA (HRD)
NEP Scheme
Course code: : HRDHRCN302
Strategic Management
Model Question Paper

Time: 2 hours

Max. Marks: 60

Section A

Answer any Five of the following **(2x5=10)**

1. Define Strategy.
2. What is resource allocation?
3. What is strategic intent?
4. What is Strategic planning?
5. What is Strategic decision making?
6. What is Business definition?
7. What is Strategic control?

Section B

Answer any Five of the following **(4x5=20)**

1. Explain the features of strategic management.
2. What are the characteristics of objectives?
3. What are the features of vision statement?
4. Explain SWOC analysis.
5. What factors affect the decision for resource allocation?
6. Explain BCG model.
7. Explain the process of Strategic control.

Section C

Answer any Three of the following **(10x3=30)**

1. Explain the process of strategic management.
2. Analyse the internal environment of business.
3. Explain the features and importance of mission statement.
4. Explain various strategic alternatives available to an organization.
5. Enumerate the various issues in strategic implementation.

III SEMESTER BA (HRD)

NEP Scheme

Employee Relations

Course code: HRDHRCN303

Total number of Hours: 56

Course objectives:

- To review the aspects of the Employee relation in the organization
- To impart knowledge on basic concepts of Industrial Relations.
- To familiarise students with industrial regulation and dispute settlements
- To acquaint the students with the concepts of employee participation in management.

Pedagogy: Classroom lecture, case analysis, group discussions, assignment, ICT teaching, field visit etc.

Course outcomes: on successful completion of the course, the students will be able to,

- Describe and critique the concept of employee participation
- Identify problems associated with employee relations
- Critically evaluate the role of trade union in settlement of Industrial disputes.
- Identify the issues associated with wage and salary administration

UNIT I – Introduction

10 Hours

Employee Relation: Meaning, definition, objectives and importance. Role of an employee relations Manager. Discipline: Meaning, Types, objectives, essentials of good disciplinary systems, Disciplinary Procedure, Causes of indiscipline.

UNIT II - Industrial disputes

12 Hours

Meaning, causes and effects, prevention .Settlement of industrial disputes - Voluntary and legal methods, conciliation, arbitration and adjudication. Industrial dispute Act of 1948- objectives. Employee Grievance Handling: Meaning, characteristics, Need for Grievance Redressal, Pre-requisites of Grievance Procedure, Steps in Grievance Redressal Procedure

UNIT III - Wage and salary administration

12 Hours

Meaning, objectives, factors influencing wage and salary structure, Essentials of sound wage and salary structure, Minimum wage act 1948 – Provisions. Industrial relations: Meaning, characteristics, importance, approaches and principles.

UNIT IV - Trade Unions

12 Hours

Meaning, objectives, functions, Types of trade unions. Problems of trade union in India, Essentials for success of trade union. Collective Bargaining: Meaning, importance, functions and Process.

UNIT V – Employee Participation in management

10 Hours

Meaning, Objectives, Essential conditions for successful working of EPM, forms of Employee Participation in India. Employee empowerment – meaning, elements.

Employee engagement, employer as a brand, talent management.

Skill Development Activities:

- Interaction with employees to identify their problems.
- Case analysis on role of trade unions and Industrial Disputes
- List out trade unions in different sector.
- Role play on employee participation in management.
- Conducting wage survey for any selected sector and prepare a report for the same.

Books for reference

1. Employee Relations Management – P N Singh and Neeraj Kumar, Pearson Publication.
2. Memoria C.B. Personnel management , Himalaya Publishing house , Mumbai , 30th edition
3. Flip Edwin B. ,Personnel Management ,McGraw Hill Book Company ,New York , 1984 , 6th edition
4. Subba Rao P. Essentials of HRM And IR –Text , Cases and games , Himalaya Publishing house , Mumbai , 5rd Revised edition
5. Tripathi, Personnel Management and Industrial Relation, Sulthan Chand and Sons New Delhi 20th Revised edition n, 2009
6. C.B. Gupta ,HRM Text and Cases , Sulthan Chand and Sons New Delhi 16th Revised edition, 2015.

III SEMESTER BA (HRD)
NEP Scheme
Employee Relations
Course code: HRDHRCN303
Model Question Paper

Time: 2 hours

Max. Marks: 60

Section A

Answer any Five of the following (2x5=10)

1. What is Collective Bargaining?
2. Write the meaning Self-imposed discipline.
3. State any two objectives of trade union?
4. What is Employee engagement?
5. Give two examples of employee grievance
6. What is employee empowerment?
7. What is Arbitration?

Section B

Answer any Five of the following (4x5=20)

1. What are the essential Pre-requisites of Grievance Procedure?
2. Explain the Gandhian Approach to Industrial relation.
3. Write a note on Talent management.
4. Explain the objectives of Employee relations.
5. Explain the types of trade unions.
6. Explain Minimum Wage Act 1948.
7. Explain the role of an employee relations Manager.

Section C

Answer any Three of the following (10x3=30)

1. Explain the factors influencing wage and salary structure
2. Elucidate the causes and effects of Industrial Dispute
3. Analyse various types of workers participation in Management
4. Describe the process and conditions for success of collective Bargaining
5. Explain the functions and problems of trade union in India.

III SEMESTER
BA(HRD)
Compensation Management
Course code: HRDHREN301

Total number of Hours: 42

Course objectives:

- a) To equip the students with comprehensive knowledge in compensation management.
- b) To understand the role of compensation management in promoting company's competitive advantage.
- c) To learn the principles of compensation management.
- d) To study the various methods of Performance evaluation .

Pedagogy: Classroom lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcomes: on successful completion of the course, the students will be able

- a) To discuss the principles and importance of compensation management
- b) To relate the bases of compensation on performance.
- c) To develop and design compensation system.
- d) To identify the contemporary compensation practices.

Unit 1: Introduction **12 Hrs**

Compensation Management- Meaning, Types, Objectives, Principles of wage and salary administration, Factors influencing employee remuneration, consequences of pay dissatisfaction, Importance of Ideal Remuneration System.

Unit 2: Performance Evaluation **8 Hrs**

Performance Evaluation-Meaning, Objectives, Process, Various method of Performance Evaluation.

Unit 3: Employee Benefits **10 Hrs**

Employee Benefits- Meaning, Features, Objectives, Types, Principles, advantages and disadvantages. Guidelines for effective employee benefit programme.

Unit 4: Executive Compensation **6 Hrs**

Executive Compensation- Meaning, Components of Executive Compensation. Annual Incentive Plans for Executives, Indian Practices of Compensation Management.

Unit 5: International Compensation

6

Hrs

International Compensation- Meaning, objectives, elements, factors influencing compensation in MNCs, Approaches – Going rate and Balance sheet.

Skill developmental activities/Practical

- a) Report on the pay structure of at least 3 companies from different sectors.
- b) Review the payroll system of company.
- c) Analyse the legal provisions related to compensation with respect to company.
- d) Conducting wage survey for any selected sector and prepare a report for the same.

Books for Reference:

- Compensation Management- Dipak Kumar Bhattacharyya, Oxford University Press.
- Compensation – George T. Milkovich, Jerry M. Newman, C.S. Venkata Ratnam, Mc Grow Hill International Publications.
- Compensation Management- ER. SoniShyam Singh, Excel books publication.
- Compensation and Reward Management - B. D. Singh, Excel books publication.
- Compensation Management – Dr. Mousumi S. Bhattacharya, Dr. Nilanjan Sengupta, Excel books publication.
- Understanding Wage and Compensation System- A.M. Sarma, Himalaya Publishing House.

Website

<https://examupdates.in/compensation-management/#Compensation-Management-Notes-forMBA-Pdf>

http://164.100.133.129:81/econtent/Uploads/Compensation_Management.pdf

<https://www.startuphrtoolkit.com/employee-benefits-in-hrm/>

<https://www.yourarticlelibrary.com/employee-management/employee-benefits-meaning-benefits-objective-and-other-details/60366>

<https://content.wisestep.com/advantages-disadvantages-employee-benefits/>

<https://www.geektonight.com/international-compensation-management/>

<https://www.vskills.in/certification/tutorial/approaches-to-international-compensation/#:~:text=The%20Balance%20Sheet%20Approach%20to,qualitative%20differences%20between%20assignment%20locations.>

III SEMESTER
BA(HRD)
Compensation Management
Course code: HRDHREN301
Model Question paper

Time : 2 Hrs

Max. Marks: 60

Section A

Answer any five of the following (2x5=10)

1. What is short term pay?
2. What is executive compensation?
3. Expand ESOP.
4. What is long term policy?
5. What is 360-degree rating?
6. What is paired comparison?
7. What is direct compensation?

Section B

Answer any five of the following (4x5=20)

1. Explain the principles of wage and salary administration
2. Explain the different types of compensation.
3. What are the consequences of pay dissatisfaction?
4. Describe the problems of international compensation.
5. Explain the principles of employee benefits?
6. Write a note on employee reward system in India.
7. What are the objectives of performance evaluation?

Section C

Answer any three of the following (10x3=30)

1. Explain the components of executive compensation.
2. Describe the methods of performance evaluation.
3. Explain the importance and pre-requisites of employee compensation.
4. What are the advantages and disadvantages of employee benefits?
5. Explain the factors influencing compensation in MNCs.

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN401
Organisational Development and Management of Change

Total number of hours: 56

Course objectives

- To understand the concept of organizational development
- To study Interventions designed for organizational development
- To familiarise the implication of power, politics and ethics on organisational development.
- To study the Concepts of change management and its impact on organisation culture.

Pedagogy: Classroom lectures, Tutorials, Role Plays and Case study method

Course Outcomes: On successful completion of the course, the students will be able to,

- Understand the framework of organizational development.
- Acquire knowledge of interventions designed for organizational development.
- Acquire knowledge on managing change and resistance to change.
- Gain insights into organization development as learning system.

Unit 1: Organizational Development 12 Hrs

Organizational Development (OD): Meaning, Characteristics, Process, benefits, limitations and techniques. Difference between Organizational Development and Management Development.

Unit 2: OD Interventions and Organisational effectiveness 12 Hrs

OD Interventions - Meaning, Types, Process and Importance.
Organisational Effectiveness - Meaning, Approaches - Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

Unit 3: Power, Politics and Ethics in OD

10 Hrs

Power and Politics: Meaning, sources of power, conditions for the use of power, implication of power and politics for the practice of OD.

Ethics in OD: Meaning, relevance and major categories of ethical dilemma in OD.

Unit 4: Management of change

12 Hrs

Change: Meaning, types, factors, importance and effects – Operational, Psychological and social. Role and qualities of a change agent.

Resistance to change: Meaning, reasons for individual and organisational resistance to change and methods of overcoming resistance to change.

Unit 5: Organisation Culture and change

10 Hrs

Organisation Culture: Meaning and techniques of identifying organisation culture.

Change of organisation culture - Need and issues, Challenges of designing new culture, Cultural attributes of change, process of carrying out change in organisation.

Skill Enhancement Activities

- Visit to an organisation and list out the OD Interventions
- Study and prepare a report on organisation culture of a company.
- List out changes taking place in an organisation. Identify resistance to change and propose specific techniques to overcome resistance to change.

Books for reference

- Kavitha Singh, Organisation change and Development, Excel Books, New Delhi, 2005
- Joseph W Weiss, Organisational Behaviour and Change, Vikas publishing house, 2015
- Wendell L French, Organisation Development, Prentic-Hall of India, New Delhi, 2004
- T Ralphs, Organisation Development, Viva Books Private Ltd,
- Thomas G Cummings, Organisation development and change, South Western publishers, 2005

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN401
Organisational Development and Management of Change
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any five of the following (5x2=10)

1. Write the meaning of Organisational Development.
2. What is OD interventions?
3. What is Power and Politics in OD?
4. Write any two qualities of change agent.
5. What is Organisation Culture?
6. Write any two techniques of identifying organisation culture.
7. What is Ethics in OD?

Section-B

Answer any Five of the following questions (5x4=20)

1. Explain the characteristics of Organizational Development?
2. Explain the approaches of Organisational Effectiveness.
3. What are the sources of power?
4. Explain the process of OD interventions.
5. Explain the effects of change.
6. What are the Cultural attributes of change?
7. Differentiate between OD and MD

Section-C

Answer any Three of the following (10X3=30)

1. Explain the process of organisational development.
2. Explain the types of OD Intervention.
3. Explain the reasons for resistance to change. How to overcome resistance to change?
4. Explain the process of carrying out change in organisation.
5. Explain the categories of ethical dilemma in OD.

IV SEMESTER BA (HRD)

NEP Scheme

Course code: HRDHRCN402

Human Resource Research Methodology

Total Number of Hours: 56 Hours

Course Objectives:

1. To learn Methods of research
2. To get exposure to the fundamentals of various research techniques and methods.
3. To acquaint with the qualitative and quantitative strategies.
4. To understand the statistical values in the numerical data.
6. To learn Research Ethics.

Pedagogy: Classroom lecture, case analysis, group discussions, assignment, ICT teaching, Data Collection, Data Analysis etc.

Course outcome: on successful completion of the course, the students will be able to,

1. Understand the philosophy of Research
2. Learn various research techniques and methods
3. Use statistical values in Human research
4. Handle Quantitative and Qualitative data in research.
5. Understand the Research Ethics

Unit: 1 Introduction

08 Hrs

Research-Meaning and Definition. Significance of Research; Types of Research; Motivation in Research.

Unit: 2 Research Process

12 Hrs

Research process. Research Problem - Meaning, Identification and Formulation, Challenges in Selecting Research problem. Research Design-Steps in Formulating research Design, Types of research designs.

Unit: 3 Methods of Data Collection

12 Hrs

Meaning and Types of Data; Primary Data- Meaning and Sources - Observation, Interview and Questionnaire; Secondary Data – Meaning and Sources; Survey, Case study. Hypothesis – meaning and characteristics. Sampling – meaning and types. Scales-Types of scales.

Unit: 4 Data Analysis and Statistical Methods**12 Hrs**

Data Analytical process – Editing, Coding, Classification and Tabulation.
Statistical Measures - Meaning; Measures of Central Tendency. Measures of dispersion. Co-relation – Meaning and Types. Diagrammatical presentation of data-Graphs and Charts.

Unit: 5 Report Writing and Research Ethics**12 Hrs**

Report Writing - Outline and Qualities of research Report.
Research Ethics - Meaning, Objective and purposes. Duties and responsibilities of researcher. Value influences- principle- centeredness, human-centeredness and being-centeredness.

Practical/Skill development

- Conduct mini research project and submit report to the college.

References

1. Ahuja Ram – Research Methodology: Methods and Techniques. Jaipur Rawat Publication 2003
2. Kothari C.R. Research Methodology. Methods and Techniques. New Delhi New Age International Publishers 2004.
3. Young Pauline V., Scientific Social Surveys and Research. New Delhi: Prentice Hall of India.
- Tin May., Social Research: Issues Methods and Process, Rawat, Jaipur. 2001
4. Agarwal, B.L., Comprehensive Research Methodology, New Age International (P) Ltd Publishers 2015
5. Mishra Shanti-Bhushan- handbook of research methodology., Publisher: Educreation ISBN: 978-1-5457-0340-3

1. <https://research.lib.buffalo.edu/planning/ResearchDesignMethodsReadingList>
2. <https://www.educatorstechnology.com/2017/04/12-of-best-research-methodology.html>
3. <https://research.lib.buffalo.edu/planning/ResearchDesignMethodsReadingList>
4. <https://www.indeed.com/career-advice/career-development/research-methodology#>
5. <https://www.educba.com/types-of-research-methodology>.
6. <https://libguides.library.cityu.edu.hk/researchmethods/ethics>.
7. <https://www.stir.ac.uk/research/research-ethics-and-integrity/understanding-ethics/>

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN402
Human Resource Research Methodology
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any Five questions in 2-3 sentence each (2x5=10)

1. Define research
2. What is hypothesis?
3. What is research problem?
4. State two types of data.
5. What is coding?
6. What is Mean?
7. What is research Ethics?

Section-B

Answer any Five questions in 10-12 sentences each (4x5=20)

1. Explain types of research.
2. Analyse problems in Selecting Research problem.
3. Explain sources of secondary data.
4. Explain qualities of research Report
5. Explain types of co-relations.
6. Analyse objectives research ethics.
7. Explain the characteristics of hypothesis.

Section-C

Answer any Three questions in 20-25 sentences each (10x3=30)

1. Explain significance of research
2. Analyse types of research designs
3. Explain observation and questionnaire as an important sources of data collection.
4. Explain scaling techniques.
5. Explain outline of research report.

IV SEMESTER BA (HRD)

NEP Scheme

Course code: HRDHRCN403

ENTREPRENEURSHIP DEVELOPMENT

Total Number of Hours: 56 Hours

Course Objectives:

- To impart knowledge on basic concepts in the area of entrepreneurship
- To promote Entrepreneurship as life-skills to improve quality of life.
- To develop and strengthen entrepreneurial quality and instinct.
- To inculcate personal creativity and entrepreneurial initiative.

Pedagogy: Classroom lecture, case analysis, group discussions, assignment, ICT teaching, field visit etc.

Course outcomes: on successful completion of the course, the students will be able to,

- Equip the knowledge of defining basic terms of entrepreneurship
- Identify the elements for success of entrepreneurial ventures
- Interpret their own business plan.

UNIT I - Entrepreneur and Entrepreneurship 10 Hours

Entrepreneur: Meaning, definition, Functions and Types. Entrepreneurship: Meaning, Scope, Process, creativity and innovation. Difference between Entrepreneur and Entrepreneurship.

UNIT II - Business Plan 12 Hours

Business plan: Meaning, Contents **and** Process- Idea Generation, Screening, Project Identification- Creative Performance, Feasibility Analysis- Economic, Marketing, Financial and Technical; Project Planning- Project Feasibility and Project Appraisal. The business plan as an entrepreneurial tool.

UNIT III - Entrepreneurship Training and Development 12 Hours

Entrepreneurship Development Programme, Designing Entrepreneurship Training Programme- Financial and Technical Support Programmes for Entrepreneurship Development.

Entrepreneurship skill – Meaning and Types - Business management skills, Teamwork and leadership skills, Communication and listening, Customer service skills, Financial skills, Analytical and problem-solving skills, Critical thinking skills, Time management and organizational skills, Branding, Marketing and Networking skills.

UNIT IV - Social entrepreneurship 10 Hours

Social entrepreneurship – Meaning, definition, Characteristics, Benefits and Process. Social entrepreneur- Meaning. Differences between Business and Social

UNIT V – Recent Trends in Entrepreneurship

12 Hours

No code web apps, Micro Influencers, Content focussed Apps, Climate Tech Apps, Pitch in influencers, Join the subscription, Hybrid work style, Virtual Business, Big Data, Resilient operations, Mobile optimization, Gig economy, Social Commerce, Mobile commerce and IOT.

Skill Development Activities:

- Presentation on interaction with entrepreneurs
- Identify innovative business ideas
- Prepare a detailed business plan as per the requirement of financial institutions.
- Identify the challenges of social entrepreneurship.
- List out the government schemes to promote entrepreneurship.

Suggested Readings

1. Vasant Desai, Dynamics of Entrepreneurship Development, Himalaya Publication house
2. David holt Entrepreneurship, New Venture Creation , Prentice Hall India.
3. S.S. Khanka, Entrepreneurial Development S.Chand& Company Ltd. New Delhi
4. Peter F. Drucker , Innovation and Entrepreneurship
5. Khanna, S. S., Entrepreneurial Development, S. Chand, New Delhi.
6. Hisrich D. Robert, Michael P. Peters, Dean A. Sheperd, Entrepreneurship, McGraw-Hill
7. Zimmerer W. Thomas, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI, 4 ed.
8. Holt H. David, Entrepreneurship: New Venture Creation, Prentice- Hall of India, New Delhi, Latest edition.
9. Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7ed.
10. Desai, Vasant, Dynamics of Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.
11. Patel, V. G., The Seven Business Crises and How to Beat Them, Tata McGraw-Hill, New Delhi, 1995.
12. Roberts, Edward B.(ed.), Innovation: Driving Product, Process, and Market Change, San Francisco: Jossey Bass, 2002.

Websites:

- <https://neilpatel.com/blog/entrepreneurship-trends/>
- <https://leverageedu.com/blog/entrepreneurship-development/>
- <https://timesofindia.indiatimes.com/readersblog/raihan-chowdhury/entrepreneurship-development-process-37335/>

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN403
ENTREPRENEURSHIP DEVELOPMENT
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any FIVE of the following. (5x2=10)

1. What is entrepreneurship?
2. Write the meaning of Branding skill.
3. Write any 2 examples of social entrepreneur?
4. What is Gig economy?
5. What do you mean by leadership skill?
6. Write the meaning of project appraisal.
7. Expand IOT.

Section B

Answer any Five of the following questions (4x5=20)

8. What are the contents of a business plan?
9. Differentiate between business and social entrepreneur.
10. Explain the process of business planning.
11. Write a note on Social commerce.
12. What are the functions of entrepreneurs?
13. Write the characteristics of social entrepreneurship.
14. Write a note on designing of entrepreneurial training programme.

Section C

Answer any THREE of the following (3x10=30)

15. Evaluate the stages in entrepreneurial process
16. Elucidate the benefits of social entrepreneurship
17. Analyse various types of entrepreneurial skills.
15. Identify the feasibility Analysis in project planning
16. Explain various types of entrepreneurs.

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHREN401
Human Resource Development

Total number of teaching Hour: 42

Objectives:

- To impart the conceptual knowledge about the HRD.
- To understand the recent trends in HRD.

Pedagogy: Classroom lecture, group discussion, case analysis, ICT teaching

Course outcomes: On successful completion of the course, the students will be able to,

- Understand relevance of HRD techniques in all fields of work.
- Apply new practices of HRD to keep pace with changes.

Unit 1: Introduction

08 Hrs

Human Resource Development- Meaning, objectives, essentials and techniques- Performance appraisal, Potential Appraisal , Career Planning and Development, Training and Development, Organizational Change , Organizational Development Workers Participation, Role Analysis and Quality Circle (only meaning)

Unit 2: Training and Development, Performance Appraisal 12 Hrs

Training- Meaning, principles, need, importance and difference between training and development. Executive Development- meaning, objectives and importance.

Performance appraisal- Meaning, objectives, process and importance. Potential Appraisal- meaning and benefits.

Unit 3: Career Planning and Development

06 Hrs

Career Planning- Meaning, objectives and advantages. Career Development- meaning and process. Difference between career planning and career development.

Unit 4: Organizational Change and Development 10 Hrs

Organizational Change- Meaning and reasons. Organizational Development- Meaning and characteristics. Workers Participation- Meaning and importance. Quality Circle – Meaning and benefits.

Unit 5: Recent trends in HRD 06 Hrs

Total Quality Management- Meaning and benefits. Kaizen- meaning, 5S frame work. Employee Empowerment- Meaning and elements. Just- In –Production, Bench mark and Learning Organization (meaning only).

Practical/ skill Development

- Case analysis on workers participation in change management.
- Analyze the performance appraisal format of any company.
- Understand the importance given to training and development with reference to a specific company.

References:

- Human Resource Management K.Aswathappa, TATA Mc Graw Hill, New Delhi -2008
- Human resource Management Deepak Kumar Bhattacharya, Excel Book, New Delhi -2006
- Essentials of HRM P.Subba Rao, Himalaya Publishing House, Mumbai – 2007
- Human resource Management C B Guptha, Sulthan Chand & Sons , New Delhi -2009
- Human resource Management SS Khanka, S. Chand & Co, New Delhi -2009

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHREN401
Human Resource Development
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any five of the following **(5x2=10)**

1. What do you mean by HRD?
2. Explain the concept of executive development.
3. What is Potential Appraisal?
4. What are the elements of Employee Empowerment?
5. What is Benchmarking?
6. What is organizational development?
7. What is Role Analysis?

Section-B

Answer any five of the following **(5x4=20)**

1. Write any four objectives of HRD.
2. What are the benefits of potential appraisal?
3. Differentiate between training and development.
4. Write the benefits of Total Quality Management.
5. What are the benefits of Quality Circle?
6. What are the advantages of career planning?
7. What are the importance of workers participation?

Section-C

Answer any Three of the following **(3X10=30)**

1. Explain the process of performance appraisal.
2. Explain the essentials of HRD.
3. What is organizational change? Explain the reasons.
4. What is Kaizen? Explain 5S framework of Kaizen.
5. Explain the principles of training.



**Bachelor of Arts (HUMAN RESOURCE DEVELOPMENT)
SYLLABUS**

**Course Structure and Syllabus in the Subject
B.A(HRD) Four Year Undergraduate Programmes**

AS PER

National Education Policy-2020 (NEP2020)

Programme structure B.A (HRD)

Proposed Scheme of Teaching & Evaluation for B.A (HRD) as Core subject

SEMESTER V								
Sl	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SE E	CI E	Total Mark	Credit
1	HRDHRCN501	Global Human Resource Management	DSC	04	60	40	100	4
2	HRDHRCN502	Financial Analysis for HR Managers	DSC	04	60	40	100	4
3	HRDHRCN503	Corporate communication and Public Relations	DSC	04	60	40	100	4
	HRDHREN501	Elective 1 Any one course chosen from elective group. *	DSE	04	60	40	100	3
4	HRDHREN501	Elective 2 Any one course chosen from elective group. *	DSE	04	60	40	100	3
5	HRDHRVN501	Principles of Training and Development/Digital Marketing	Vocational	04	60	40	100	3
6	BA(HRD) 5.7	Employability Skill	SEC-SB	03	60	40	100	3
	Total			30			650	24

Elective groups and courses*

Discipline Specific Electives – V Semester		
Sl. No	Labour law theory and practice	Industrial psychology

Paper 1	Labour Laws	Dynamics of Human Behaviour
	Strategic Human Resource Management	

Semester VI

Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
1	HRDHRCN601	Trends in Human Resources Development	DSC	04	60	40	100	4
2	HRDHRCN602	Business Ethics and Corporate Governance	DSC	04	60	40	100	4
3	HRDHRCN603	Human Resource Information System	DSC	04	60	40	100	4
	HRDHREN601	Elective 1* Any one course chosen from elective group. *	DSE	04	60	40	100	3
4	HRDHREN601	Elective 2* Any one course chosen from elective group. *	DSE	04	60	40	100	3
5	HRDHRVN601	Human Resource Accounting	Vocational	04	60	40	100	3
6	BA(HRD) 6.6	Internship/field study Report			30	20	50	2
	Total			30			650	24

EXIT OPTION WITH BACHELOR DEGREE

Discipline Specific Electives – VI Semester*		
	Labour law theory and practice	Industrial Psychology
Paper 2	Wage and Salary Administration	Social and Workforce Psychology
	Stress Management	

V SEMESTER BA (HRD)
GLOBAL HUMAN RESOURCE MANAGEMENT
HRDHRCN 501

Total Number of Hours: 56

Objectives:

- To ensure an international look with respect to local sensitivities.
- Spread cross cultural sensitivities and awareness amongst global employees

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcome – on successful completion of the course the student will be able to

- Effectively manage key global human resource functions.
- Examine current trends and practices in HRM.
- Contribute to global employee performance management
- Problem-solve in global human resource challenges.

10hrs

Unit-1: International HRM: Meaning, Concepts, Factors affecting IHRM, Differences between domestic and International Business, Advantages and problems in IHRM

12hrs

Unit-2: International human resource planning Meaning, types of International Human Resources-permanent, medium and long term, short term, indirect, International division of labour- Necessity of different categories of employees in MNC's

12hrs

Unit-3: International Staffing Meaning. Approaches to multinational staffing Ethnocentric, polycentric, geocentric and regio centric. Recruitment and selection in international context, Sources of recruitment at Macro level, Parent Country national, Third Country nationals, Host Country nationals, and Expatriate system in selection process by MNC's

12hrs

Unit-4: Training and development Global Scenario Introduction, meaning, Need for training, Areas of global training and development. Performance Management: Global Perspective Introduction, meaning, Components and. challenges of international Performance management. International Compensation Introduction, Objectives, Factors, Components or structure international compensation package.

10hrs

Unit- 5 Recent trends in GHRM – Hybrid Culture-Employee Monitoring-Enhanced Hiring-Global Expansion-Employee Analytics-Automation-Working in the Meta verse-Role of generative AI.

Skill Development Activities/Practical-

- Analysis of Global level skills followed by any organization.
- Case study on performance management system in the organisations
- Identify the areas of international division of labour.

References

- International human resource Mgt. - K. Aswathappa, Sadhana Dash, TATA Mc. GraWL-Hill Publishing Co.Ltd., New Delhi [Reprint 2008]
- International HRM --R' V. Badi, S. G. Hundekar, Vrinda Publications 'Pvt. Ltd., 2007
- International HRM -P. Subbarao, Himalaya Pu'bliching House, [Reprint 2010]
- International HRM --P. L. Rao, Excel BooksPublished by Anurag Jain, [Reprint 2008]
- International HRM --Peter J. Bowling, Dclice E. Welch, Thomson Learning [Reprint 2005]
- Imitational HRM -- Nilanjan Sengupta', Dr. Mousumi S Battacharya 7. Excel Books Published by Anurag Jain, 2007

MODEL QUESTION PAPER
V SEMESTER BA (HRD) DEGREE EXAMINATION
GLOBAL HUMAN RESOURCE MANAGEMENT
HRDHRCN 501

Time: 2hours

Marks: 60

Section A

Answer any **FIVE** of the following

2x5=10

1. What is meant by International HRM?
2. Write the meaning of Expatriates.
3. What is MNC? Write an example.
4. What is meant by performance management?
5. What is multinational staffing?
6. Write the meaning of employee monitoring?
7. What is the meaning of hybrid culture?

Section B

Answer any **FIVE** of the following

4x5=20

6. Differentiate between domestic and international business
7. What is the necessity of having different categories of employees in MNC 'S'?
8. Explain the expatriate system in selection process by MNC's
9. Explain the concept of recruitment and selection at the international level.
10. Write a note on global expansion.
11. Explain the need for training at the international level.
12. What are the objectives of international compensation?

Section C

Answer any **THREE** of the following

10x3=30

1. Evaluate the advantages and disadvantages of IHRM.
2. Identify the types of international human resources.
3. Analyse various approaches to international staffing.
4. Elucidate the factors affecting international compensation package.
5. Explain the sources of recruitment at the macro level.

V SEMESTER BA(HRD)

Financial Analysis for Human Resource Manager

HRDHRCN502

Total number of hours: 56

Course objectives:

- a) To enable the students to understand the concepts of Accounting and Finance.
- b) To study the importance of financial concepts to HR manager.
- c) To learn the application of financial analysis.
- d) To study the calculation of Ratios.

Pedagogy: Classrooms lecture, solving problems, case analysis, group discussions, assignment, ICT teaching, analysis of financial statements

Course outcomes: on successful completion of the course, the students will be able to

- a) Understand the basic concepts of accounting and financial management.
- b) Understand the different types of financial statements and financial analysis
- c) Plan, prepare and execute the right decisions.

Unit 1: Financial Accounting.

10 hours

Meaning, Objectives, Importance, Generally Accepted Accounting Principles, Accounting equation – simple problems, Basic Accounting terms HR should know – Debit-credit, Transaction, Account, Assets, Liabilities, Owner's equity, Revenue, Expenses, Cash flow, liquidity, Working capital, Human capital. Importance of accounting background for HR manager

Unit 2: Financial Management for HR

10 hours

Financial Management – Meaning, Objectives – Profit maximization & wealth maximization and financial decisions. Ways HR can use financial information to make better decisions, Financial HR matrices.

Unit 3: Financial Statement Analysis

12 hours

Financial statements - Meaning, types, Understanding and interpreting. Financial Statement analysis - Meaning, Methods, Interpretation, Problems on calculation of fund from operation, Statement showing changes in working capital and Trend percentages.

Unit 4: Cash flow analysis**12 hours**

Meaning of cash, Difference between Fund from operation and cash from operation, difference between cash flow and profit, Cash cycle, Problems on calculation of cash flow from operating activity, investing activity and financing activity

Unit 5: Ratio Analysis:**12 hours**

Meaning, Importance and limitations, Types of ratios, Interpretation of ratios. Problems on calculation Ratios – Current Ratio, Quick Ratio, Turnover ratios (Stock, Debtors, Fixed assets, Working capital), Gross and Net profit ratio, Debt-equity ratio, Labour turnover ratio.

Skill developmental activities/Practical

- a) Collect financial statement of a company for five years and analyse the same using trend percentage.
- b) Refer annual reports of two companies and list out the components. Considering any organization students should prepare analysis of financial statements
- c) List out the accounting policies in annual report of the company
- d) Any other activities which are relevant to the course.

Books for Reference:

- I.M Pandey- Financial Management, Vikas Publishing House, (2015)
- Khan M.Y & Jain P.K - Financial Management, Text and Problems, McGraw-Hill Education
- Prasanna Chandra, Fundamentals of Financial Management - McGraw Hill Education; 6 edition (2017)
- S.N Maheshwari, Problems & Solutions in Management Accounting & Financial Accounting- sixth edition, Vikas Publishing House, 2016
- Van Horne J.C- Fundamentals of Financial Management 13th edition Financial Times/ Prentice Hall; 13 edition (4 November 2008)
- V. K. Bhalla, Financial Management and Policy - Anmol Publication Pvt Ltd. (2008)
- <https://work.chron.com/accounting-make-better-human-resource-manager-2836.html>
- <https://www.aihr.com/blog/hr-finance/>
- <https://www.investopedia.com/terms/f/financial-statements.asp>

MODEL QUESTION PAPER

V SEMESTER BA(HRD)

Financial Analysis for Human Resource Manager - HRDHRCN502

Section A

Answer any 5

1. What is Human capital?
2. If Capital = 50,000, Assets = 70,000 calculate Liability
3. What is Financial Management?
4. What are financial statements? Give examples
5. What is cash from operation?
6. What is Labour turnover ratio?
7. What is cash cycle?

Section B Answer any 5

1. Explain importance of accounting background for HR manager
2. Explain ways HR can use financial information to make better decisions
3. Write a note on Financial HR matrices
4. Difference between Fund from operation and cash from operation
5. For the following calculate trend percentage

Particulars	Amount (Rs)		
	2021	2022	2023
Share capital	75,000	65,000	90,000
Reserves	25,000	30,000	45,000
Surplus	30,000	25,000	10,000
Creditors	15,000	18,000	15,000
Bills Payable	5,000	3,000	6,000

6. From the following calculate Fund from operation

- Profit for the year 25,000

- Profit on sale of assets 15,000
- Loss on sale of investment 8,000
- Depreciation on building 2,000
- Good will written off 4,000
- Transfer to reserves 10,000

7. From the following calculate cash from investing activity

- Purchase of Building 25,000
- Sale of furniture 12,500
- Investment worth 15,000 sold for 18,000
- Machinery worth 16,000 sold for 14,000
- Issue of shares 50,000
- Bank loan Repaid 15,000
- Furniture Purchased 20,000

Section C Answer any 3

1. Explain Generally accepted accounting Principles
2. Explain 4 major financial decisions
3. From the following prepare Statement showing changes in working capital

Current Liabilities	Amount	Current Assets	Amount
Creditors	15,000	Cash	23,000
Bills Payable	12,000	Bank	16,000
Outstanding expenses	35,000	Debtors	20,000
Short term loans	10,000	Bills Receivable	5,000
Accrued expenses	8,000	Prepaid expenses	3,000

4. From the following calculate of cash from operations

- Profit for the year 15,000
- Depreciation on furniture 12,000
- Transfer to reserves 5,000
- Provision for tax 7,000
- Tax paid 8,000
- Profit on sale of plant 7,000
- Increases in stock 6,000

- Decrease in creditors 4,000
- Decrease in debtors 8,000
- Loss on sale of furniture 2,000
- Good will written off 4,000

5. Following details are available

- Current Assets = 20,000
- Current Liabilities = 5,000
- Stock = 8,000
- Cost of goods sold = 30,000
- Sales = 40,000
- Debtors = 25,000

Calculate

- Current Ratio
- Quick Ratio
- Stock turnover Ratio

V SEMESTER BA (HRD)

CORPORATE COMMUNICATION AND PUBLIC REALTION

HRDHRCN503

Total number of hours: 56

Objectives:

- To acquaint the students with the recent techniques of corporate communication and business correspondence.
- To familiarize the students with the public relations to meet the challenges of the modern business world.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

COURSE OUT COME

- Able to use and draft a business correspondent needed
- Develop skills and techniques for Public Relation

Unit 1 Communication

12 hours

Meaning, definition and importance. Communication process. Models of communication – Aristotle model, Shannon-Weaver model, Lasswell model, Osgood- Schramm Model, Berlo model and Newcomb’s model. Interpersonal/intrapersonal Business Communication. Business correspondence: Business letters – structure and types. Business reports – types and importance. Body language, sign language.

Unit 2 Introduction to corporate communication

09 hours

Corporate communication – meaning, definition, objectives and types. Strategy for corporate communication – process and contents.

Unit 3 Areas of corporate communication

09 hours

Corporate identity – meaning, identity mix components. Corporate image – meaning, image makers and benefits. Corporate culture – meaning and components. Corporate Philosophy, Corporate Philanthropy and Corporate Accountability (concepts).

Unit 4 Public Relations

12 hours

Theory and practice of Public Relations, definition, meaning, features and objective. Concepts of Public Relations-Press, Publicity, Lobbying, Propaganda, Advertising, Sales Promotion and Corporate Marketing Services. Functions and Tools of Public relation.

Unit 5 Areas of Public relation

14 hours

Media relations. Customer relations. Employee relations. Community relations Crisis/Disaster Management in the corporate world. Campaign planning and strategies. Public Relations in changing social and political environment – PR in the age of social media.

Practical / Skill development

- Drafting a business correspondence for various purposes
- Analysis of corporate identity mix of 5 companies.
- Case study on crisis management of corporates
- Study on role of PR in different in areas like Politics, Entertainment and Sports.

References:

- Corporate Communication: A Guide to Theory and Practice by Joep Cornelissen, SAGE Publication Ltd.
- Corporate Communication: Trends and Features by Dr.Sapna.M.S, Notion Press.
- Fundamentals of Corporate Communications by Richard Dolphin, David Reed
- Business communication by T N Chabbra
- Public Relations Principles and Practices by Iqbal S. Sachdev, Oxford University Press, 2011
- Public Relations -a Scientific Approach Baldev Sahai, New Delhi: Standing Conference of Public Enterprises, 1980
- Handbook of Public Relations in India D. S. Mehta, Allied Publishers Limited (1998).
- Public Relations-Frank Jefkiiis, Financial Times/ Prentice Hall 1998).
- Effective Public Relations Scott M Culti and Allen H Center, Prentice Hall 2008.

Websites :

- <https://www.easyleadz.com/blog/corporate-communication/>
- <https://sprigghr.com/blog/board-management/building-an-effective-corporate-communication-strategy/>
- <https://everyonesocial.com/blog/corporate-communications-plan/>

V SEMESTER BA (HRD)
CORPORATE COMMUNICATION AND PUBLIC REALTION
HRDHRCN 503
Model question paper

Time: 2 hours

Max.Marks: 60

Section A

Answer any five of the following (2X5=10)

1. Define corporate communication.
2. What is intrapersonal communication?
3. What is corporate accountability?
4. What is sign language?
5. What is propaganda?
6. Define Public relation.
7. What is social media?

Section B

Answer any five of the following (4X5=20)

1. Explain the process of communication.
2. State the different types of business reports.
3. Explain the process of corporate communication strategy.
4. Explain the components of corporate identity.
5. What are the elements of body language?
6. Explain the features of public relations.
7. Write a note on media relation.

Section C

Answer any three of the following (10X3=30)

1. Explain the aspects of crisis management plan.
2. Explain the role of PR professionals in the changing political and social environment.
3. Explain various theories of communication.
4. Explain the functions of public relation
5. Explain various tools used by public relations.

V SEMESTER BA (HRD)

HRDHRCN 504

Total number of hours: 56

Objectives:

- **To discuss the human resource management from a strategic perspective.**
- **To focus on issues on how HR function can create an alignment with- A Strategic Perspective**
- **To provide linkages of business strategies to HR strategies.**
- **To equip the students with the tools & techniques essential as strategic contribution of HRM.**
- **To focus on issues how HR function can create business strategy & contribution to business performance**

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcome – on successful completion of the course the student will be able to

- **Understand the human resource management from a strategic perspective**
- **Get information about linking the HRM functions to corporate strategies in order to understand HR as a strategic resource.**
- **Identify the reward and compensation strategies followed in organizations.**

Unit 1: HR- A strategic perspective 12Hrs

Introduction, definition of SHRM, Need and Importance of SHRM, Difference between traditional HRM and SHRM, Linking HR strategy with business strategy.

Unit 2: Challenges in Impact of technology 12 Hrs.

Telecommuting e-HR, Employee surveillance and Monitoring, Ethical Behavior, Generational Diversity. Strategic Human Resource Planning - Overview, Strategic role of Human Resource Planning.

Unit 3: Job designing and Re designing 08 Hrs.

Introduction to job designing and Re designing, characteristics & Benefits of designing. Job redesign movement- QWL, Strategic approach to Job redesign.

Unit 4: Strategic Recruitment, selection and Retention 14 Hrs.

Developing HR as strategic value addition function- gaining competitive advantage through HR, changing role of HR, Future of HR. Strategic Human Resource Development - Introduction, needs, Characteristics, Steps for designing SHRD

Unit 5: Reward and compensation strategies 10 Hrs.

Introduction: Skill based pay, Broad banding- Benefits, Uses and limitations Profit and gain sharing, ESOPs. Gaining competitive advantage through HR, Changing role of HR, Future of HR.

Skill Development Activities/Practical-

- Analysis recruitment, selection and Retention process in any organisation
- Case study on Job designing and re designing
- Any other activities, which are relevant to the course.

References:

1. Strategic Human Resource Management"- Jeffrey A. Mello, Thomson- South-western Australia
2. Strategic Human Resource Management Minakshi Kishore, Wisdom Publication New Delhi 2007.
3. Strategic Human Resource Management"-Tanuja Agarwal Oxford University Press New Delhi 2007.
4. Strategic Human Resource Mgt"-Rajib Lochan Dhar-E Excel Books New Delhi.
5. Strategic Human Resource Development – Srinivas R khandula Trentice hall Of India Pvt ltd New Delhi 2006Management- A General Managerial.
6. Strategic Human Resource Management Jeffrey Mello, Thomsan- South WesternAustralia-2007
7. HRD-Theory and Practice, Tapomoy Deb, Ane Books, NewDelhi, 2006 Delhi.
8. Strategic Human Resource Management A General Managerial Approac Charles R Greer, Pearson Education, New Delhi, Second edition.

**V SEMESTER BA (HRD)
DYNAMICS OF HUMAN BEHAVIOR
HRDHREN504**

Total Number of hours: 56

Course Objectives:

- To help the student to identify suitable forms of behaviour.
- To develop competence in the area of social relations.
- To help the student in develop learning skill.

Pedagogy–class room lecture, group discussion, seminar, ICT teaching etc.

Course outcome: on the completion of the course students will be able to

- Demonstrate the applicability the concept of human behavior to understand the behavior of people in the organization.
- Develop individual and learning skills.

Unit 1

12 hours

Psychology: Definition, Scope of psychology, branches and fields of psychology Role of psychology in HRD, learning - meaning and nature, types of learning, factors influencing learning.

Unit 2

12 hours

Body and Behaviour - Body schema and Body Image

Senses and sensitivity - Meaning and types of senses, sensation and sensitivity, various senses and their functioning.

Intelligence and aptitudes - Definition of Intelligence, Intelligence tests, meaning aptitudes, measurement of aptitudes.

Unit 3

14 hours

Thought and related process - Thinking - meaning and definition, nature of thinking, theories- Piaget's theory Bruner's theory, problem-solving, creative thinking, convergent and divergent thinking .Adjustment, Maladjustment ,Re-adjustment ,Elements in adjustment ,causes of non-adjustive and mal adjustive

Unit 4

6 hours

Measurement of behaviour - meaning - relative v/s absolute scores, reliability and validity stimulus measures and response measures.

Unit 5

12 hours

Social cognition- thinking about others, definition, basic components of social cognition, schemas and prototypes-types schemas-person, roles, events and script-impact of schemas on social cognition, psychological intervention-guidance and counselling, types and objectives of educational, vocational, social, personal and group guidance.

Skill Development Activities/Practical-

- Interview counsellor and develop in depth knowledge on practical applications of counselling concepts
- Case studies on psychology
- Brainstorming and group discussion on body and behaviour

Books for Reference:

General Psychology –Sterling Publishers Private Limited –S.K Mangal

Introduction to Psychology –Tata Mc Grow-Hill Publishing Company Limited Clifford T Morgan

Richard A King, John R Weisz .John Schopler

Child Psychology –Surjeet Publications, George G Thompson

Fifth semester BA HRD degree examination
(NEP 2020) (2021 2022 batch onwards)

DYNAMICS OF HUMAN BEHAVIOR HRDHREN504

Time :2 Hours

Max.marks:60

Section-A (2 marks each)

Answer any five questions from the following 5X2=10

1. What is a role conflict?
2. What is a behaviour?
3. What is motor ability?
4. What is psychology?
5. What is adjustment?
6. What is intelligence?
7. What is stereotype?

Section-B (5 marks each)

Answer any four questions from the following 4X5=20

1. Describe types of intelligence test.
2. Explain the process of learning?
3. What is the scope of psychology in HRD?
4. Explain the steps involved in problem solving?
5. Note on creativity thinking.
6. State the basic components of social cognition.

7. Write note on nature of thinking

Section-C (10marks each)

Answer any three questions from the following 3X10=30

1. Explain the various strategies of measuring behaviour?
2. Explain the different types of counselling?
3. Explain the classification of sensation?
4. Explain the branches of psychology?
5. Explain the theories of development thinking?

v Semester BA (HRD)

Labour Law

HRDHREN 504

Total number of hours: 56

Objectives: To impart the basic knowledge about labour law system in India.

To know the development and the judicial setup of Labour Laws

To acquaint the students with the aspects of welfare legislation.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcome: on successful completion, students will be able to

- Understand the various industrial laws and its mechanism
- Understand the various rights available to the workmen employed in industries and the remedies for its misuse by the employer.
- Demonstrate an understanding of the underlying legal principles, rules and institutions which regulate Indian Labour law.

Unit 1: Introduction to Labour Law:

06 hours

Introduction, definition and meaning of Labour and welfare, social security measures, social assistance. International Labour organization – Objectives and functions.

Unit 2: Factories Act & Employees State Insurance Act 1948:

18 hours

Factories Act 1948 – Definition of Health, Safety and welfare of workers – Annual leave with wages, Rules regarding employment of adults, Restrictions on employment of women, young person & Child labour. Holiday and leave provisions, wages and salary obligation of workers, Provisions under factory Act.

ESI Act 1948: Introduction, meaning of ESI, Role & objectives of ESI, Scope & benefits of employees under ESI Act, ESI Schemes.

Workmen compensation Act 1923 - Meaning of Compensation, worker, employment injury & Apprentices – Provisions of workmen compensation, Obligations of employer & employee under workmen compensation, employers liability for compensation, occupational diseases, method of calculation of wages.

Unit 3: Industrial Employment (Standing order) Act – 1946:

06 hours

Introduction, Importance of standing order, Application of Act, Special features of the Act, Provisions under industrial employment standing order, penalties and procedures.

Unit 4: Maternity benefit & Bonus Act:

12 hours

Maternity benefit Act 1961- Introduction, objectives, duties of employees for maternity benefit, provisions under maternity benefit Act, penalties for contravention for maternity benefit.

Payment of Bonus Act 1965- Introduction, conditions under bonus Act, eligibility for bonus, provisions under bonus Act, Accounting year under payment of bonus Act.

Unit 5: Gratuity Act

12 hours

Payment of Gratuity Act 1972 – Introduction, Definition of gratuity, Provisions under gratuity act, payment of gratuity & methods of calculating gratuity, measures determining the amount of gratuity, duty of employer to pay the gratuity.

Skill Development Activities/Practical-

- Case study related to labour law in India
- Project on labour laws and policies of any private companies
- Identify the areas of international division of labour.

References:

1. Industrial and Labour Laws --S.P.Jain, Dhanpath Rai & Co. Pvt. Ltd, New Delhi, 2004
2. Labour & Industrial Laws, Dr. V.G.Goswami, Central Law Agency, Alahabad, 2008
3. Labour & Industrial Laws S.N.Mishra, Central Law Publication, Alahabad-2009
4. Labour Welfare, Trade Unionism & Industrial Relations by Punekar, Deodhar, Sankaran, Himalaya Publishing House, Mumbai-2008
5. S M Chaturvedi, Labour and Industrial Law, Central Law Agency, Allahabad. Second Edition.

MODEL QUESTION PAPER
V SEMESTER BA (HRD) DEGREE EXAMINATION
LABOUR LAW
HRDHREN 504

Time: 2hours

Marks: 60

Section A

Answer any FIVE of the following

2x5=10

1. Define Labour.
2. What do you mean by social assistance?
3. What is welfare of workers?
4. State the methods of calculating gratuity.
5. Who are eligible for Bonus?
6. What is an international labour organization?
7. What do you mean by ESI?

Section B

Answer any FIVE of the following

4x5=20

8. What is social security measures?
9. Explain the measures determining the amount of gratuity.
10. What are the conditions under bonus act of 1965?
11. What are the restrictions on employment of a women?
12. Write a note on occupational diseases.
13. What are the special features of Industrial employment act of 1946?
14. What are the duties of employees for maternity benefit?

Section C

Answer any THREE of the following

10x3=30

15. Explain the functions of International Labour organization.
16. Explain the Role & objectives of ESI Act 1948.
17. Explain the Provisions under industrial employment standing order.
18. Describe the duty of employer to pay the gratuity.
19. Explain the provisions and penalties for contravention for maternity benefit.

BA (HRD V SEMESTER)
PRINCIPLES OF TRAINING AND DEVELOPMENT
HRDHRVN 505

Total hours: 56

Objectives:

- To provide in depth knowledge into the issues related to training and to provide an overview of the role of Training and Development in Human Resource Management.
- To familiarize the students with knowledge of various training and development tools and techniques.
- To familiarize with evaluation design to assess training program effectiveness.
- To understand the impact and use of technology on the field of training.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course Outcomes:

- Understand the importance of training and development in human resources management.
- Analyse the training needs of an organization.
- Evaluate the training methods

Unit I: Overview of training and development **14 Hours**

Training- meaning, objectives, principles, process. Management Development – Meaning, objectives and principles. Training v/s development.

Learning -Meaning, definition, principles and factors influencing learning.

Units II: Training need analysis & training design **14 Hours**

Meaning, objectives, components, Data collection method for Training Needs Analysis, Needs Assessment Process.

Designing training and development programme - meaning, importance, Considerations for Designing Effective Training Programs, Principles of Training Design, Training Design Process

Unit III: Training aids & methods **14 Hours**

Meaning, significance of training aids. Use of training Aids- Audio- Visual Aids, Computer based instructions.

Training methods - Traditional Training Methods- On the job and off the job training methods, Technology Based Training Methods.

Training and developmental strategies - Concepts, cross cultural training, multi skilling, competency mapping.

Unit IV- Trainer as a Change Agent **8 Hours**

Meaning and definition of mentoring, significance, characteristics, qualities of a good mentor, mentoring process.

Counselling – Meaning and importance

Unit V - Evaluation of training and development

6 Hours

Meaning, types, principles and Stages of Evaluation

Future of training and development- Use of new Technologies for Training Delivery.

Skill Development Activities/Practical-

- Analysis of Training and Development practices followed by any organization.
- Case study – develop a training module for a given situation.
- Identify challenges in Training and Development

Books for Reference

1. Training and Development - Tapomoy Deb, Ane Books
2. Training and Development – G Pandu Naik, Excel
3. Training and Development – P L Rao, Excel
4. Fundamentals of Training and Development – Dinesh Kumar & Mansoor Ali
5. Advanced techniques for Training and Development – A Landale, Infinity Books
6. Training and Development- S.K. Bhatia
7. Employee Training & Development- Noe, R.A. (2008). McGraw-Hill
8. <https://in.indeed.com/career-advice/career-development/types-of-technology-based-training>
9. <https://theintactone.com/2022/12/02/use-of-new-technologies-for-training-delivery-and-instruction-learning-and-performance-support/>

MODEL QUESTION PAPER
V SEMESTER BA (HRD) DEGREE EXAMINATION
PRINCIPLES OF TRAINING AND DEVELOPMENT
HRDHRVN 505

Time: 2hours

Marks: 60

Section A

Answer any **FIVE** of the following

2x5=10

1. What is management development?
2. Write the meaning of training aid.
3. State the objectives of training?
4. What is formative evaluation?
5. What is multiskilling?
6. Define learning?
7. What is counselling?

Section B

Answer any **FIVE** of the following

4x5=20

6. Differentiate between training and development
7. Explain the principles of learning?
8. Explain the data collection method for Training Needs Analysis
9. Explain the principles of training evaluation
10. Write a note on cross cultural training.
11. Explain the technology-based training methods
12. What are the qualities of a good mentor?

Section C

Answer any **THREE** of the following

10x3=30

6. Elucidate the factors influencing learning?
7. Explain the stages in training evaluation?
8. Evaluate the need analysis process.
9. Explain the training methods.
10. Explain the mentoring process?

VI SEMESTER BA (HRD)
TRENDS IN HUMAN RESOURCES DEVELOPMENT
HRDHRCN 601

Total Number Hours 56

Objectives:

- To understand and analyse different trends in HRD that have influenced both human resource development and human development
- To help the student differentiate between trends in HRD and select and adopt them for resource development programmes.

Pedagogy: classroom lecture, case analysis, group discussions assignments, ICT teaching, field work etc.

Course Outcomes:

- Understanding of key terms, concepts and practices within the field of HRM and HRD.
- Understanding competence in development and problem-solving in the area of HRD
- Understanding innovative solutions to problems in the fields of HRD

Unit -1: Introduction to Human Resource development 8 hours

Introduction to human resource development: definition, meaning, objectives, scope, role, and importance; organisation of personnel development and its functions

Unit -2: HRD and HRM 10 hours

Human resources: meaning, nature, importance, Management of human resources, Role of HRD manager, HRM vs. HRD Traditional vs. Modern Need for HRD, Problems with HRD in India

Unit -3: Quality of work life (QWL) and TQM 12hours

Concept, Approaches, Conditions for Success of QWL, TQM-Components, and Implementation of TQM, TQM in India, KAIZEN Approach JIT, Benchmarking.

Unit -4: Knowledge Management and Executive Development 12 hours

Introduction, Forms, Knowledge organisation, framing knowledge strategies. Executive development: meaning, methods, responsibility for executive development, and organisation of executive development

Unit -5: Human Resources issues 14 hours

Labour turnover, absenteeism, alcoholism, and drug abuse—concept Employee counselling: meaning and need Employee Discipline—Meaning, Principles, Grievance in Industry, Grievance Procedure: Essentials of Good Grievance Procedure.

Skill Development Activities/Practical-

- Brainstorming activity on Human resource management issues
- Debate on Traditional vs. Modern Need for HRD
- Analysis of trends in HRD followed by any organization.

References:

1. Human Resource Management (Concepts and issues) – T N Chabra Dhanpatrai and Co. 6 th Revised edition 2010
2. Human Resource Management K D Bassava VidhyaVahini prakashan Hubli 2005
3. Human Resource Management and Human Relation – Dr V P Michael, Himalaya Publishing house, Mumbai (Reprint)
4. Human Resource Management L M Prasad, Sulthan Chand and Sons 2010 (Revised)
5. Human Resource Management C B Mamori, S V Gankar Himalaya Publishing house, Mumbai 2005
6. Human Resource Management Scoll Snell, George Bohlander, Thomson Publication 2007
7. Human ResourceDevelopment – G. D. Mathashweri, Sulthan Chand and Sons 1998
8. Human Resource Management Uday Kumar Haldar Oxford University New Delhi 2009

MODEL QUESTION PAPER

VI SEMESTER BA (HRD) DEGREE EXAMINATION

TRENDS IN HUMAN RESOURCES DEVELOPMENT

HRDHRCN 601

Time: 2hours

Marks: 60

Section A

Answer any FIVE of the following

2x5=10

1. What is meant by Human resource development?
2. Write the meaning of TQM.
3. What is Executive development?
4. What is meant by Labour turnover?
5. What is Employee counselling?
6. Write the meaning of KAIZEN Approach?
7. What is the meaning of Benchmarking?

Section B

Answer any FIVE of the following

4x5=20

6. Differentiate between Traditional and Modern approaches to HRD.
7. Explain employee grievance procedure
8. State the principles of Quality of work life.
9. Explain the reasons for absenteeism
10. Write a note on bench marking.
11. Explain the principles of employee discipline.
12. Explain the need for HRD.

Section C

Answer any THREE of the following

10x3=30

1. Identify the problems of HRD.
2. Evaluate the role and functions of HRD manager.
3. Explain the various methods of executive development.
4. Explain the need and importance of employee counselling.
5. Write a note on knowledge management

VI SEMESTER BA (HRD)
Business Ethics and Corporate Governance
HRDHRC 602

Total Number of Hours: 56

Objectives:

1. Provide clarity and insights into concepts of business ethics and corporate governance
2. Inculcate high level of integrity and create moral and social awareness

Pedagogy: Classroom lecture, case analysis, group discussion, assignment, ICT teaching etc.,.

Course outcome - On successful completion of the course the students will be able to

- Evaluate the range of ethical issues that arises in business and the theories that are used to model these issues
- Will be able to identify various issues that may arise in the domain of Marketing, HRM and Finance in a given organization/situation
- Will be able to analyse various ethical codes in corporate governance

Unit 1- Introduction to Business Ethics **8** **hours**

Ethics-Meaning,types sources, importance.

Business Ethics-Meaning, objectives, importance.

Unit- 2 Ethical Dilemmas and Ethical Decision **14 hours**

Managing Ethical Dilemmas-Meaning Myths about business ethics, ethical issues and dilemma in organization.

Ethical Decision- Introduction, applying moral philosophy to ethical decision making, ethical issues that arises for managers, Kohlenberg's Model and Carrol Gilligan's model.

Whistle Blowing- Introduction, whistle Blower- meaning, types, and guidelines for visual blowing.

Unit -3 Ethical Practices in Business Management **14hours**

Marketing Ethics- Meaning, areas in marketing ethics-product development, pricing, placing (distribution), and promotion(advertising).

5. What are the types of Bank fraud?
6. What is CII?
7. What is whistle blowing?

SECTION-B

Answer any FIVE of the following

5X4=20

1. Explain sources of ethics.
2. Explain the guidelines for a visit blower.
3. Explain areas in marketing ethics.
4. What are the elements of good corporate governance?
5. What is green governance?
6. Explain the models of corporate governance.

SECTION-C

Answer any THREE of the following

3X10=30

1. What are the objectives and importance of business ethics?
2. Kohlenberg's Model and Carrol Gilligan's models IN Busines Ethics.
3. Explain the functions of SEBI.
4. Explain the guidelines of CII on corporate governance.
5. Explain ethical issues in HRM.

**VI Semester BA (HRD)
Human Resource Information System
HRDHRCN 603**

Total Number of Hours: 56

Objectives:

- To provide an introduction to the use of technology in the HRM
- Basic knowledge of different HRIS software in the organisation

Pedagogy: Classrooms lecture, case analysis, group discussions, Assignment, ICT teaching, field work etc.

Course Outcomes:

- To discuss issues related to HRIS.
- To develop an understanding about application of HRIS.

Unit – I

12 Hours

Introduction to Human Resource Information System (HRIS) , Data and Information needs for HR Manager , Sources of Data, Need of HRIS, Objectives, Functions of HRIS, Steps in implementing an HRIS, Pros and Cons of HRIS, Software Packages for Human Resource Information System including ERP Software such as SAP.

UNIT-II

10 Hours

Data Management for HRIS –Data Elements, Data Formats, Entry Procedure and Process; Data Storage and Retrieval; Transaction Processing, Office Automation and information Processing and Control Functions; Design of HRIS.

Unit – III

12 Hours

HR Management Process & HRIS – Modules on HR Planning, Recruitment, Selection, Placement – Module on Performance Appraisal System – Training & Development Module – Module on Pay & other Related Dimensions

UNIT-IV

12 Hours

HR Management Process II and HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring and Review.

UNIT-V

10 Hours

Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome, Current Trends in HRIS.

Skill Development Activities/Practical-

- Provide real-world HRIS-related case studies and problem-solving scenarios
- Visits to companies that have implemented HRIS and write a report on that Software
- Group discussion on Man and Machine Interaction in organisation

References:

1. Dr. Michael Kavanagh, Dr. Mohan Thite: Human Resource Information Systems- Basics, application, future and directions
2. P.K.Gupta and Sushil Chaabra: Human Resource Information Systems
3. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr.Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
4. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
5. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
6. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

MODEL QUESTION PAPER
VI SEMESTER BA (HRD) DEGREE EXAMINATION
Human Resource Information System

HRDHRCN 603

Time: 2hours

Marks: 60

Section AAnswer any **FIVE** of the following

2x5=10

1. What is the meaning of HRIS?
2. Define Data and Information.
3. What is Data Format?
4. What is Office Automation?
5. What is meant by Communication Process?
6. What is meant by Security of Data?
7. What is Information Processing?

Section BAnswer any **FIVE** of the following

4x5=20

8. What is the Basic Need of HRIS?
9. Explain the procedure of communication process?
10. What are the uses of Performance Appraisal?
11. Explain the elements of Data Management.
12. Explain the stages of Data Warehouse.
13. What are the advantages of Human Resource Information System?
14. Write a note on the current trends in HRIS

Section CAnswer any **THREE** of the following

10x3=30

1. Explain the challenges faced by the recruiter under recruitment process.
2. What are the Common Problems during IT adoption and how to overcome them?
3. What are the steps in implementing the HRIS?
4. Explain different methods of Performance Appraisal system
5. Explain the Design of HRIS.

VI SEMESTER BA (HRD)

STRESS MANAGEMENT

HRDHRCN 604

Total number of hours: 56

Objectives:

To understand how stress affects productivity and the sources and causes of stress.

To get equipped with the various strategies of stress management and different methods of relieving stress to increase overall productivity

To know the concept of counseling and its functions.

To understand the nature and consequences of stress

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field

work etc.

Course outcome – on successful completion of the course the student will be able to

Identify the types of stress

Discuss issues relating to their daily lives that cause stress.

Explain how healthy habits i.e., regular exercise, better sleep, hygiene and proper nutrition can defend against stress and prevent

understand the concepts of counselling in detail.

Unit 1- Introduction

10 hours

Stress - Meaning, Definition and Characteristics. Difference between eustress and distress;

Types of stress. Common stressors at work place. Potential Sources of Stress - Environmental Factors - Organizational Factors - Individual Factors

Unit 2 -Causes of Stress

8 hours

Individual Stress. Group Stressor. Organizational Stress. Extra Organizational Stressors. Effects of Stress

Unt 3 Stress Management

14 hours

Stress and Coping Mechanism. Individual Coping Strategies - Physical Exercise - Relaxation -Work Home Transition - Cognitive Therapy - Net Working. Organizational Coping Strategies. Supportive Organizational Climate. Job Enrichment - Organizational Role Clarity - Career

Planning and Counselling - Stress Control workshop & Employee Assistance programmes

Unit: 4 Stress and Work performance

12 hours

Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.

Unit 5 - Counselling

12 hours

Meaning, Functions of Counselling - Advice - Reassurance - Communication - Release of Emotional Tension - Clarified Thinking - Reorientation • Types of counselling - Directive counselling - Participative Counselling - Non-directive counselling - Stress Management Based On Indian Philosophy

Skill Development Activities/Practical-

- Case study on stress management
- Prepare the questionnaire to assess the stress level of an individual.
- Identify the stressors of college / school students
- Design stress coping mechanism to selected group.
- Any other activity relevant to the course

Reference Books:

Principles and Practice of Management: S. Sachdeva, Laxmi Narain Agrawal , Agra. □

Organizational Behavior: L. M. Prasad Sultan Chand □ & Sins.

1. Baron .L & Feist.J (2000) Health Psychology 4th edition, USA Brooks/Cole 2. Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA

3. Clayton,M, (2011).Brilliant stressmanagement How to manage stress in any situation's 1st edition, Great Britain Pearson Education

4. Cooper,C,& Palmer,S, (2000)Conquer Your Stress, London: Institute of personal development Universities Press

5. Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House

6. Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.

7. Ogden.J (2000) Health Psychology 2nd edition Philadelphia, Open university press

8. Olpin, M. & Hesson, M. (2015). Stress Management for Life: A Research-Based Experiential Approach. 4th edition. Wadsworth Publishing.

9. Rice, P.L. (1992) Stress and Health, 2nd edition, California, Brooks/Cole

10. Roy, S. (2012) Managing stress, Sterling Publication
11. Taylor S.E (1998) Health Psychology 3rd edition, New York. Mc Graw Hill

VI SEMESTER BA (HRD)

Wage and Salary administration

HRDHREN601

Total number of Hours: 56

Course Objectives

- To familiarize the students with wage and salary concepts
- To impart the knowledge on wage incentive concept
- To Explore emerging trends in wage concepts

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcomes: On successful completion of the course, the students will be able,

- To Analyse the wage structure in an organisation
- To Understand and calculate incentive packages offered in an organisation.
- Recognize legal and ethical considerations in compensation management.

Unit I: Introduction

12 Hours

Definition and Concept of Wages - objectives and factors influencing wage structure, Theories of Wages, Types of Wages

Unit II: Legal Frame Work

10 Hours

Formulation of Wage Policy in India, Payment of wages act 1936, Minimum wages act 1948, Payment of Bonus act 1965, Equal remuneration act 1976

Unit III: Wage incentives

12 Hours

Wage Incentive Plans, Objectives, Advantages, Limitations and Types

Unit IV: Methods of Payment of Wages

12 Hours

Methods of payment of wages – Time rate system, Tailors Piece Rate method, Halsey and Rowan plans. (Simple problems)

Unit V: Emerging Trends and ethical considerations

10 Hrs

Remote work compensation, flexible benefits, Expatriate compensation,

Challenges Gig economy and its implications for wage and salary administration, Ethical dilemmas in wage and salary administration

Skill developmental activities/Practical

- Group projects on comprehensive compensation packages
- Framing wage structure for fictional company
- Conducting research on industry salary trends and labour market conditions.
- Role play on salary negotiation simulation

Books for Reference

- Understanding Wage and Compensation System- A.M. Sarma, Himalaya Publishing House
- Wage and Salary Administration, V.V. Giri, Himalaya Publishers, 2003
- Wage And Salary Administration In India, Alka Gupta, Anmol Publishers, 2000
- Compensation Management- Dipak Kumar Bhattacharyya, Oxford University Press.
- Compensation – George T. Milkovich, Jerry M. Newman, C.S. Venkata Ratnam, McGraw Hill International Publications.
- Compensation Management- ER. SoniShyam Singh, Excel books publication.

**VI SEMESTER BA (HRD)
NEP Scheme
Wage and Salary administration
Course code: HRDHREN601**

Model Question Paper

Time: 2 hours

Max. Marks: 60

Section A

Answer any Five of the following

(2x5=10)

1. Define Wage
2. What do you mean time wage
3. Give the meaning of remote work compensation
4. If a worker is assigned a task with a standard time of 5 hours and completes it in 4 hours, and the hourly rate is Rs. 20, calculate the wages using the Rowan plan.
5. Name any two types of wage incentive plan
6. Give the meaning of Expatriate compensation
7. A tailor is paid using the piece rate method. If he completes 10 shirts in a day and the piece rate is Rs. 2 per shirt, calculate his total earnings for the day.

Section B

Answer any Five of the following

(4x5=20)

1. Analyse the factors influencing wage structure.
2. Explain the objectives of wage incentive plans
3. Analyse the Ethical dilemmas in wage and salary administration
4. Explain the types of wages
5. Describe the Halsey plan for wage payment. Calculate the wages for a worker who is supposed to complete a task in 8 hours but completes it in 6 hours. The hourly rate is Rs15
6. Explain Minimum Wage Act 1948.
7. Mr.Ahuja Completed 40 units during a day. The rate per unit is 4. Calculate Mr Ahujas earning under piece rate system

Section C

Answer any Three of the following

(10x3=30)

1. Calculate the earnings of a worker from the following information:
a) Time Rate Method, b) Piece Rate Method c) Halsey Plan and d) Rowan Plan
Information given: Standard Time – 30 hours' Time taken - 20 hours Hourly rate of wages is Re.1 per hour plus a dearness allowance @ 50 paise per hour worked
2. Elucidate theories of wages
3. Explain in detail challenges of Gig economy and its implications for wage and salary administration
4. Explain the process of formulation of wage policy in India
5. Give the advantages and disadvantages of wage incentive plans

VI SEMESTER B.A (HRD)
SOCIAL AND WORKFORCE PSYCHOLOGY
HRDHREN601

Total Number of Hours: 56

Objectives:

- To understand the basics of social psychology and to understand the individual in the social world.
- Inculcate in the students, prosocial behaviour which helps in understanding the steps in developing prosocial behaviour and emphasizes on the determinants of prosocial behaviour.
- Facilitates techniques to prevent and control aggression in contemporary society.
- To understand the application of psychology in the workplace
- To understand the need for counselling and effect of counselling at workplace.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field work etc.

Course outcome – on successful completion of the course the student will be able to

- learn the basic concepts of the field of psychology with an emphasis on application of social psychology in everyday life.
- learn how they can make adjustments and manage to cope with stress more effectively.
- develop an understanding of the individual in relation to the social world, the core course also introduces students to the realm of social influence as to how individuals think feel and behave in social situations.

Unit 1: Social Psychology

10 Hours

Introduction, Meaning, Definition, Nature and scope of social psychology, Social Psychology and related disciplines, importance of social psychology, factors influencing Social Psychology. Theoretical Perspectives - Role Theory, Reinforcement Theory, Cognitive Theory, Symbolic Interaction Theory, Evolutionary Theory.

Unit 2: Social Attribution

12 Hours

Social Attribution: Attribution; Nature, Components and Characteristics of Attitude, Formation of Attitudes, Influence of Attitudes on Behaviour. Attitude Change –Cognitive Consistency, Cognitive Dissonance, Self – Perception and Self – Reactance Theories. Measurement of Attitudes – Bogardus Scale, Likert scale, Thurstone’s Method of Equal Appearing Intervals, Semantic Differential Scale and Congruity Technique.

Unit 3: Pro Social behaviour and Aggression

12 Hours

Pro Social behaviour: meaning and Concept of Pro-social Behaviour; Bystander Effect Essential Steps in the Process of Providing Help; Determinants of Pro-social Behaviour Causes of Prosocial Behaviour.

Aggression: Meaning, Aggression model: Social, Personal and Situational Determinants of Aggression; Aggression in Society – Sexual Assault, Pornography and Violence, Media violence and Aggression; Prevention and Control of Aggression

Unit 4: Organisational Psychology and stress at workplace

12 Hours

organizational psychology: meaning and Definition, fields relating to psychology in the workplace, The importance of I/O psychology in the workplace

Stress: Introduction, Nature of stress, symptoms of stress; Various sources of stress: environmental, social, physiological and psychological Unit; Stress and health: effects of stress on health, eustress; managing stress: Methods - yoga, meditation, relaxation techniques, Problem focused and emotion focused approaches.

Unit 5: employee Counselling:

10 hours

Employee Counselling: Meaning, Concept, need, Types, counselling functions, skills and techniques. Benefits and Challenges

Skill Development Activities/Practical-

- Analysis of various psychological factors in any organization.
- Case study on stress in the organisations
- Identify the causes for aggression at workplace.

References

1. Baron,R.A., Branscombe.N.R,Byrne.D., and Bhardwaj.G. (2009). Social Psychology (12th Edition). Pearson Publications.
2. David G. Myers (2007). Social Psychology (8th edition). New Delhi: Tata-McGraw Hill
3. John W. Berry., Mishra R.C. and Tripathi, R.C. (2003). Psychology in Human and Social development, Sage Publications
4. Oskamp, S. & Schultz, P.W. (1998). Applied Social Psychology.Prentice.
5. Saundra K. Ciccarelli and Glen E. Meyer. (2008). Psychology, Sage Publications
6. Worcel, S., Cooper, J., Goethals, G.R. & Olson, J.M. (2000). Social Psychology. CA Wadsworth.
7. Carroll, M. & Walton, M. (eds.) (2003). Handbook of counselling in organizations. London: Sage Publications

MODEL QUESTION PAPER

VI SEMESTER BA (HRD) DEGREE EXAMINATION

SOCIAL AND WORKFORCE PSYCHOLOGY

HRDHREN601

Time: 2hours

Marks: 60

Section A

Answer any FIVE of the following

2x5=10

1. What is meant by Social Psychology?
2. Write the meaning of Aggression.

3. What is organisational Psychology?
4. What is meant by Attribution?
5. What is pro social behaviour?
6. Write the meaning of employee counselling?
7. What is the meaning of Self Perception?

Section B

Answer any FIVE of the following

4x5=20

6. Explain the importance of Social Psychology?
7. Explain the characteristics of attitude?
8. What are the symptoms of stress?
9. Explain the importance of psychology at workplace.
10. Explain the determinants of aggression.
11. Explain the need for employee counselling at workplace.
12. Write a note on reinforcement theory of social psychology?

Section C

Answer any THREE of the following

10x3=30

1. Explain the prevention and Control of Aggression?
2. Explain the determinants of Pro-social Behaviour Causes of Prosocial Behaviour.
3. Explain the various sources of stress.
4. Elucidate the factors affecting social psychology.
5. Explain the benefits and challenges if Employee counselling.

BA (HRD) VI Semester

HRDHRVN 605

HUMAN RESOURCE ACCOUNTING

Course credits: 4 credits

No. of hours per week: 4 Hours

Total No of Teaching Hours: 56 hours

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Objectives

- To understand the values of human resources in organization
- To familiarize the process and approaches of human resource accounting

Outcomes: After completing this course students should be able to:

- Measure the human Value.
- Do the human resource planning and demand forecasting.
- Assess and evaluate the human capital investment.
- Measure Human resource cost and conduct HR audit.

Module 1: Introduction to human resource accounting **10 hours**

Meaning, Definition, Importance, objectives and concepts of HRA, Approaches to HRA, Model of HRA, Measurement of human value addition into Money value. Problems of HRA, Position of HRA in India.

Module 2: Human Resource Planning **12 hours**

Meaning and Significance, Macro and Micro level of HRP, Process of HRP, Demand forecasting, Supply Forecasting, determining human resource requirement, monitoring and control.

Module 3: Human capital investment **12 Hours**

Human capital structure and its elements - Expenditure vs Productivity - HR investments - Replacement cost of HR Investments. Return of HR investments.

Module 4: Measuring human resource cost **10 Hours**

Developing HR cost Checklist, methods, Monetary and Non-monetary measurement Methods, Direct and indirect cost benefits of human resources, HRA module, Human Resource Information System (HRIS).

Module 5: HRD Audit and payroll Management **12 hours**

Need, Concept, key factors of HR audit, Methods, HR Score Card, Concept of payroll, Payroll system, Components of payroll, process and stages of payroll system, Payroll accounting- ERP.

Skill Development Activities/Practical-

- Visit an Organisation and analyse how they maintain Human resource Accounting.
- Visit an organisation and learn of payroll System.
- Identify latest innovations and developments in the field of Human Resource accounting.
- Any other activities, which are relevant to the course.

Reference

1. Eric. G. Flamholtz, Human Resource Accounting, Springer
2. Rakesh Cahandra Katiyar, Accounting For Human Resources, U K publishing
3. M. Seed, D.K. Kulshreshtha, Human resource accounting, Anmol Publicaitons.
4. D. Prabhakara Rao, Human resource accounting, Inter India Publication.
5. M.K. Kolay, Accounting Applied to Human Resource Management, Allied Publishers Private Limited.
6. S. P. Jain, K.L. Narang, Advance Accountancy Volume II, Kalyani Publishers.
7. Schultz, T. W. Investment in Human capital, The American economic review.
8. Caplan , E. H and Landekich. S , Human Resource Accounting : Past, Present and Future, Inst of management Accountants

Website:

- <http://www.yourarticlelibrary.com/human-resources/human-resource-accounting-meaningdefinition-objectives-and-limitations/32403>

- <https://www.wallstreetmojo.com/human-resource-accounting/#:~:text=Human%20resource%20accounting%20has%20two,formulate%20policies%20and%20workforce%20resources.>

MODEL QUESTION PAPER
VI SEMESTER BA (HRD) DEGREE EXAMINATION
HUMAN RESOURCE ACCOUNTING
HRDHRVN 605

Time: 2 hours

Marks: 60

Section A

Answer any **FIVE** of the following

2x5=10

1. What is human resource accounting?
2. What is Payroll accounting?
3. What is Human Capital Investment?
4. What do you mean by Replacement Cost?
5. What is demand forecasting ?
6. What is Human Resource Information System?
7. What is Economic Valuation Method?

Section B

Answer any **FIVE** of the following

4x5=20

8. What are the objectives of Human Resource Accounting?
9. Write a note on Human Resource Information System (HRIS).
10. Explain the Process of Human Resource Planning?
11. What are the parameters for calculating return on investment in HR?
12. What are the Factors of HR Audit?
13. Differentiate Expenditure vs Productivity
14. What are the components of Payroll?

Section C

Answer any **THREE** of the following

10x3=30

15. Explain the need for Human Resource Accounting and its Limitations.
16. Explain the classification of Human Resource Cost?
17. Explain the elements of Human Capital?
18. What are the methods of measuring human resource cost?
19. Explain the process and stages of payroll system.

V SEMESTER BA (HRD)

FIELD STUDY (HR Topics)

Objectives:

- To introduce the student to an area of operation of a human resource developer.
- To help the student understand different areas in which she or he may work as a resource developer.
- To equip the student with skills in studying the realities that exist in the field of Human Resource.
- To learn to assess the research studies and findings.
- To develop the skills for library work and documentation for research.
- To develop logical thinking and critical analysis.

Total number of Hours: 56 Hours

Scope

This is a field study paper. The student is guided by one of the faculty members who is nominated by the principal.

The following tasks are to be completed by the student

1. Topic of field study report shall be relevant to HR subjects, shall be finalized only after the Department/College approval.
2. The final field study report should be of at least 45 pages.
3. The student prepares an action plan for execution of the field study.
4. The student conducts the field study and prepares the report on the same during the semester.

5. The student has to submit two copies of field study to the Head of the Department/College Principal on or before the last working day of the V Semester **in a prescribed format**.

10. Periodic evaluation related to field study of each student, shall be conducted by the faculty member.

11. On time submission of the project is mandatory.

FIELD STUDY Report shall consist of the following sections.

Section A : Preliminaries
Section B : Body of the Report
Section C : Annexure / Appendix

Section A is a formal general section and shall include:

1. Title page - having details as the title of the study, name of the student, register number, name of the guide, department/institution through which the study has been undertaken under University, and the year.
2. Certification from the College/Guide.
3. Certification from the agency if the study has been carried out in a particular institution.
4. Certificate from the candidate stating the originality of the field study report content.
5. Acknowledgement.
6. Table of contents with Page Numbers.
7. List of Tables, Charts, Graphs.

Section B is a formal technical section and shall include the following

1. Executive summary in the form of abstract.
2. Introduction
3. Objectives/Hypothesis
4. Review of literature/ Theoretical framework
5. Methodology
6. Data presentation and analysis
7. Major Findings and conclusions
8. Suggestions and recommendations.

Section C shall include

1. Reference
2. A copy of the tool of data collection.
3. Additional statistical tables; Photographs, figures, maps, etc.

