

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

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

AS PER

State Education Policy-2024

2024



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DEVELOPMENT)SYLLABUS**

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SEP Education Policy-2024

**COMPOSITION OF CURRICULUM DRAFT COMMITTEE FOR
B.A(HRD) SEP (2024)**

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	Mrs. Manju H.	Special Invite SDM
5	Mrs. Gayathri K.	Special Invite SDM
6	Mr. Thilakraj G.	Special Invite SDM
7	Mrs. Kavitha Prabhu	Special Invite SDM
8	Mrs. Parinita Assistant	Special Invite SDM
9	Mrs. Ashwini Kumari N.	Special Invite Alvas

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.

SEMESTER I

SINo.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week	Sem. End Exam	IA	Total Marks	Credit
1		Language – I	Lang	4	80	20	100	3
2		Language – II	Lang	4	80	20	100	3
3	BA(HRD) - 1.1	Principles and Practice of Management	Core	5	80	20	100	5
4	BA(HRD) – 1.2	Business and Society	Core	5	80	20	100	5
5	BA(HRD) – 1.3	Personal Development and Interpersonal Skills	Core	5	80	20	100	5
6	BA(HRD) 1.4	Employee Engagement /Dynamics of Human Behaviour	Elective	4	80	20	100	3
7		Constitution/Values	Compulsory	2				2
Total				29				26

SEMESTER II

Sl No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week	Sem. End Exam	IA	Total Marks	Credit
1		Language – I	Lang	4	80	20	100	3
2		Language – II	Lang	4	80	20	100	3
3	BA(HRD) - 2.1	Human Resource Management	Core	5	80	20	100	5
4	BA(HRD) – 2.2	Basics of Marketing	Core	5	80	20	100	5
5	BA(HRD) – 2.3	Business Economics	Core	5	80	20	100	5
6	BA(HRD) – 2.4	Talent Management /Professional Skill Development	Elective	4	80	20	100	3
7		Constitution/Values	Compulsory	2				2
Total				29				26

SEMESTER III

Sl No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week	Sem. End Exam	IA	Total Marks	Credit
1		Language – I	Lang	4	80	20	100	3
2		Language – II	Lang	4	80	20	100	3
3	BA(HRD) - 3.1	Organizational Behaviour	Core	5	80	20	100	5
4	BA (HRD)- 3.2	Strategic Management	Core	5	80	20	100	5
5	BA (HRD)- 3.3	Basics of Accounting	Core	5	80	20	100	5
6	BA(HRD) –3.4	Compensation Management/Stress Management	Elective - I	3	80	20	100	2
7	BA(HRD) – 3.5	Human Resource Development Skills	Compulsory*	3	80	20	100	2
Total				29				25

- Compulsory Course (Skill based)from BA(HRD)

SEMESTER IV

Sl No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week	Sem. End Exam	IA	Total Marks	Credit
1		Language – I	Lang	4	80	20	100	3
2		Language – II	Lang	4	80	20	100	3
3	BA (HRD)- 4.1	Organizational Development and Management of Change	Core	5	80	20	100	5
4	BA (HRD)- 4.2	Human Resource Research Methodology	Core	5	80	20	100	5
5	BA (HRD)– 4.3	Employee Relations	Core	5	80	20	100	5
6	BA (HRD) – 4.4	Cultural Diversity at Work place/ Human Resource Accounting	Elective – I	3	80	20	100	2
7	BA(HRD)– 4.5	Entrepreneurship Development	Compulsory*	3	80	20	100	2

Total		29				25
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- **Compulsory Course (Skill based)from BA(HRD)**

SEMESTER V

Sl No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week	Sem. End Exam	IA	Total Marks	Credit
1	BA (HRD) – 5.1	Global Human Resource Management	Core	6	80	20	100	5
2	BA (HRD) – 5.2	Financial Analysis for HR Managers	Core	6	80	20	100	5
3	BA (HRD) – 5.3	Corporate communication and Public Relations	Core	6	80	20	100	5
4	BA (HRD) – 5.4	Principles of Training and Development	Core	4	80	20	100	3
5	BA (HRD) - 5.5	Business Law	Core	4	80	20	100	3
6	BA (HRD) – 5.6	Field Study	Skill Enhancement	3	80	20	100	2
Total				29				23

SEMESTER VI

Sl No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week	Sem. End Exam	IA	Total Marks	Credit
1	BA(HRD) – 6.1	Trends in Human Resources Development	Core	6	80	20	100	5
2	BA (HRD)– 6.2	Business Ethics and Corporate Governance	Core	6	80	20	100	5
3	BA(HRD) – 6.3	Human Resource Information System	Core	6	80	20	100	5
4	BA(HRD) – 6.4	Labour Legislation	Core	4	80	20	100	3
5	BA(HRD)- 6.5	Wage and Salary administration	Core	4	80	20	100	3
6	BA(HRD)– 6.6	Field Study – HR Topics	Skill Enhancement	3	80	20	100	2
Total				29				23

Note: All Core Courses, Optional Courses, Elective Courses & Skill Enhancement Courses are under Studies in BA(HRD)

MODEL QUESTION PAPER

SEP Scheme 2024

Bachelor of Arts (Human Resource Development)

Subject Name :

Course code:

Time: 3 hours

Maximum Marks: 80

Section-A

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

1.Q

2.Q

3.Q

4.Q

5.Q

6.Q

7.Q

Section-B

Answer any Five (out of seven) of the following questions (5x5=25)

8. Q

9.Q

10.Q

11.Q

12.Q

13.Q

14.Q

Section-C

Answer any Three (Out of five) of the following (15X3=45)

15.Q

16.Q

17.Q

18.Q

19.Q

I SEMESTER Bachelor of Arts (Human Resource Development)

Principles and Practice of Management

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 and field work.

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, Evolution of management thoughts -Classical theory-Scientific Management approach, administrative management approach, bureaucratic organizational approach – Neo Classical approach – Behavioural Science approach, Decision Theory 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

16 hours

Planning – meaning and nature, Steps in planning process, merits and demerits of planning-overcoming planning limitations. MBO (meaning only). Meaning of organising – Principles organisational structure-meaning, various forms of organisation structure – line, line and staff, functional organisational structure.

Departmentation – meaning-centralisation and decentralisation-meaning only- Delegation of authority – meaning, problems and overcoming the problems of delegation of authority.

Unit 3: Coordination and Staffing

16 Hours

Coordination-meaning, principles and importance. Decision making- meaning and process.

Staffing- meaning, functions – recruitment, selection, training and development, performance evaluation (meaning). Directing – meaning and features;

Motivation and Leadership - Motivation- meaning, types and importance, Leadership-meaning and importance – leadership styles – autocratic, democratic and free rein.

Unit 4: Controlling and Trends in management

8 Hours

Controlling- meaning-process-requirements for effective control-Modern management techniques. - TQM, Kaizen concept, Management by results, Bench-Marking (meaning only) Business process outsourcing (BPO), Responsibility Accounting-zero base budgeting.

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.

Websites:

<https://www.coursera.org/learn/principles-of-management>

<https://www.udemy.com/course/principles-of-management-j/>

<https://www.scribd.com/document/459211413/BUSINESS-STUDIES-PROJECT-ON-PRINCIPLE-OF-MANAGEMENT>

<https://www.shiksha.com/online-courses/articles/principles-of-management-every-manager-should-know/>

BA (HRD) I SEMESTER
BUSINESS AND SOCIETY

Objective: • To familiarize the students with the changing economic, legal, and social environment of the business

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

Learning outcome:

- To Analyse how external business environment factors such as market trends, regulatory changes, and environmental sustainability impact business strategies.
- To increase awareness of Social and Ethical Responsibilities

Total Number of Hours: 56

Course content

Unit 1: Business and environmental dynamics

14 hours

Business - features and principles; business objectives - economic, organic, social, human, and national objectives. Business and its environment; Factors influencing business: economic, political, legal, cultural, social, technological, physical, and demographic environment. Business Ethics: Concept, Features, Principles, and Importance

Unit 2: Social responsibility and consumerism

16 hours

Social responsibility – meaning, importance, the argument for and against the social responsibility of business. Business Obligation towards the stakeholders - the owner/shareholders, customers, employees, or suppliers, Government.

Consumerism: meaning, need, objectives, rights of consumers and consumer protection, consumer disputes Redressal agencies, Consumer Protection council.

Unit 3: Economic system and global trade:**16hours**

Economic system – meaning, objectives, Capitalism, Socialism, Mixed-Economy, Mixed-Economy in India, Public Sector, Private Sector, and Co-operative Sector -meaning and features. Liberalization, privatization, and globalization—meaning, benefits, and obstacles. International Organization GATT: WTO, FEMA, and FERA differences.

Unit 4: Technological environment and multinational corporations in India**10****hours**

Technological environment and business, need for technological development, Classification of technology—MNCs— definition, benefits and demerits, role of MNCs in India.

Reference Books:

1. Business environment text and cases-Francis chaerunilam Himalaya Publishing House, 2009.
2. Elements of Business Environment- K. Ashwathappa Himalaya Publishing House, 2009, 10 enlarged & Revised Edition
3. Business & Society- Dr. Shankaran Margham Publications 1996 4. Business & Society -T.K.Mohan United Publishers, 4th Edition
4. Business Environment- C.B.Gupta United Publishers, 4 Edition 2010

Websitelink

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

Personal Development and Interpersonal Skills

Total number of hours: 56 Objectives:

1. To foster the growth of the students that would lead to personal effectiveness
2. To recognize the importance of interpersonal skills
3. To understand the behavior need to be adopted while interacting with different categories of people.

Pedagogy: Classroom Lecture, Group Discussion, seminar, fieldwork, ICT teaching etc.

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

1. Plan for personal development
2. Develop interpersonal skill
3. Focus on self-management helping in overall development of the personality

Unit-1 Introduction to Personal Development and Interpersonal skills 12 hours

Personal development-meaning, importance, steps to manage personal development. Interpersonal Skills - meaning, importance.

Unit 2 Self-esteem, Values and Emotions 14 hours

Self esteem-meaning, types of self esteem, Developing self-esteem-ways to develop self-esteem. Values-meaning, importance, types. Emotions- meaning, self-regulation of emotions – methods.

Unit 3 Self-Management 16 hours

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. Communication– meaning, process, importance, grapevine and consensus – merits and demerits; Conflict resolution – Conflict – Meaning, types- simple, ego, false, values and beliefs. Phases of conflicts - taking sides, keeping scores, showdown, Steps to conflict resolution.

Unit 4 Stakeholder Management 14 hours

Stakeholder – Meaning and types. Internal stakeholder - Working with others- value added qualities- cheerfulness, sense of humour, 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.

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

I SEMESTER

Bachelor of Arts (Human Resource Development)

Employee Engagement-ELECTIVE

Total number of hours: 52

Course objectives:

- To enable the students, gain knowledge of the importance of employee engagement.
- To study the various models of employee engagement.
- To understand the measurement of employee engagement levels.
- To study the practices to manage employee engagement levels 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

- Identify the concepts and practices of employee engagement.
- Recognize and sustain the focus of employee engagement in the organization.
- Create the strategies for employee engagement.

Unit 1: Introduction to Employee Engagement

13 Hrs

Employee Engagement– Meaning, types of Employees, key components of Employee Engagement, importance, Challenges to Employee Engagement, strategies to improve Employee Engagement, Employee Engagement in HR.

Unit 2: Drivers of Employee Engagement

13 Hrs

Levels of Employee Engagement, Employee disengagement- Meaning, signs of disengagement, causes and Techniques to Re-engage Disengaged Employees. Main Drivers of Employee Engagement, the different stakeholders responsible for driving engagement, the Role of Leadership in Employee Engagement, 3 P's of employee engagement, 5 E's of engaged employees. Psychological contract: Meaning and features.

Unit 3: Models of Employee Engagement

13 Hrs

Elements of employee engagement model, Kahn's Model, Gallup's Model, Zinger model, AON-Hewitt model, The Deloitte model.

Unit 4: Employee Engagement Strategy

13 Hrs

Employee lifecycle- Meaning, stages of Employee lifecycle, steps in implementing Employee Engagement strategy, The Shift from Employee Engagement Initiatives to Employee Experience, Understanding the Key Performance Indicators (KPIs) of Employee Experience, Ways to Improve Employee Engagement, Ways to Measure Employee Engagement.

Books for Reference:

- Employee Empowerment-Susan Walker, Kogan Publications.
- Employee Empowerment- Antoni lacina, Lacina AB Publications.
- Employee Engagement Mind set-Timothy R. Clark, Mc.Graw Hill Education.
- Employee Empowerment- Pankaj Lochan, Evince Publication Series.
- Employee Empowerment-Dr.R.Kamaraj, Orange Book Publication.

I SEMESTER BA (HRD)
DYNAMICS OF HUMAN BEHAVIOR - Elective

Total Number of hours: 52

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 to develop learning skill.

Pedagogy—classroom lecture, group discussion, seminar, ICT teaching etc.

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

- Demonstrate the applicability of the concept of human behaviour 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

13 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. Aptitudes - meaning, 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 maladjustive

Unit 4

13 hours

Social cognition- 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 counseling, types and objectives of educational, vocational, social, personal and group guidance.

Books for Reference:

- General Psychology – Sterling Publishers Private Limited – S.K Mangal
- Introduction to Psychology – Tata Mc Grow-Hill Publishing Company Limited Clifford TMorgan Richard A King, John R Weisz, John Schopler
- Child Psychology – Surjeet Publications, George G Thompson

II Semester Human Resource Management

Total Number of Hours: 56

OBJECTIVES

- To enable students to understand key concepts in HRM.
- To give them an insight into the working of the HR department.
- To well acquaint with human resource management trends to create high level of performance

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching and fieldwork.

COURSE OUT COME

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

Unit I Human Resource Management and Human Resource Planning 14 hours

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 14 hours

Job analysis - Meaning, process; Job description, Job specification; Job designing – – job rotation, job enlargement, job enrichment, job simplification (meaning only).
Recruitment – Meaning and sources – internal and external. Selection – Meaning and process.
Placement – meaning. Training – Meaning and need, methods.

III Performance Appraisal and Employee Compensation 14 hours

Performance appraisal - Meaning, objectives and Methods. Performance Management – meaning. Employee compensation - meaning and methods.

UNIT IV Employee mobility and Emerging trends in HRM

14 hours

Employee mobility – Meaning. Promotion – Definition, Purpose and Basis. Transfer – Meaning, reasons and types. Demotion – meaning. Employee separation – meaning and types.
Emerging trends in HRM - Personnel Research and outsourcing. - LMS – Gig Economy – Remote learning – Virtual team building – Up skilling – Digital tracking – On boarding and off boarding.

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 BASICS OF MARKETING

Total number of hours: 56

Course Objectives:

- Understand the conceptual foundations in terms of core concepts.
- Understand the current role of marketing in the business and society.
- Comprehend the marketing issues in a growing business context through real marketing

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 working knowledge of the field of marketing in their respective businesses.
- Develop the cognitive and analytical ability with application of marketing knowledge required for marketing career prospects.
- Understand the concepts and functions of marketing.
- Analyse marketing environment impacting the business.

Unit-1: Introduction to Marketing

14hrs

Marketing - Meaning and Importance, Concepts of Marketing, Approaches to Marketing, Functions of Marketing.

Marketing environment - Micro Environment – The company, suppliers, marketing intermediaries', competitors, public and customers; Macro Environment- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.

Unit-2: Market segmentation and Consumer Behaviour:

14 hrs.

Meaning and importance of market segmentation-bases for segmentation- target marketing strategies. – Meaning and importance of consumer behaviour analysis- Buying motives –classification of buying motives- Rational, Inherent Learned, Emotional and patronage- Factors influencing consumer behaviour. - Buying decision process.

Module No. 3: Marketing Mix

14 hrs

Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion.

Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product. Branding, Packing and Packaging, Labelling (meaning only).

Pricing – Objectives, Factors influencing Pricing Policy, methods of pricing.

Physical Distribution–Meaning, Factors affecting Channel Selection

Promotion – Meaning and methods - Personal Selling, Advertising, publicity.

Unit -4: Service Marketing and New Horizons in Marketing:

14 hrs.

Service Marketing-Meaning and characteristics of services- Goods Vs services- Marketing mix of services.

Horizons in Marketing: Digital marketing - meaning, role of digital marketing in India.

Green-marketing - Meaning and importance.

E- business, Tele-marketing, M-Marketing, Relationship Marketing, Concept Marketing, social media marketing, Integrated marketing, performance marketing, Multi-level marketing. (Meaning only).

Books for reference:

1. Philip Kotler, Marketing Management, Prentice Hall.
2. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI
3. William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill Education.
4. Bose Biplab, Marketing Management, Himalaya Publishers.
5. J.C. Gandhi, Marketing Management, Tata McGraw Hill.
6. Ramesh and Jayanti Prasad: Marketing Management, I.K. International

7. Sontakki, Marketing Management, Kalyani Publishers.

8. P N Reddy and Appanniah, Marketing Management

Note: Latest edition of text books may be used.

II SEMESTER BUSINESS ECONOMICS

Course Objective

This course aims at inculcating basic understanding of fundamentals of Business Economics and its applications. It will enable students to apply Business Economics concepts to consumer and producer behaviour in real world.

Course Learning Outcomes

- Gain specialised knowledge of economic theories and methodologies in facing the diverse challenges of competitive business environment.
- Explain how the business organisation works by applying economic principles and thereby enhance entrepreneurial skills and acquire career opportunities.
- To know the applications of theory of production and cost structure
- To study various forms of market structure and how they work to allocate resources and the optimal decision making for efficient outcome.

Unit 1: Basic Concepts

12 Hrs

Definition and Scope of Economics; Scarcity and Choice. Meaning, Scope and Importance of Business Economics. Concepts: Production Possibility Frontier, Opportunity Cost, Incremental Principle and Principle of time Perspective (Meaning only). Features of Free Market Economy.

Unit 2: Consumer Behaviour and Demand Analysis

14 Hrs

Consumption-Law Diminishing Marginal Utility and the Law of Equi-Marginal Utility. Demand-Meaning, Demand Schedule, Individual Demand and Market Demand-Law of Demand and its Determinants-Elasticity of Demand-Types and Measurement of Elasticity Demand. Demand Forecasting-Meaning, Objectives and Techniques.

Unit 3: Production and Cost Analysis

14 Hrs

Supply- Law of Supply and Determinants- Elasticity of Supply. **Production:** Production Function-Law of Variable Proportions- Economies of Scales (Internal and External). **Cost-**Concepts of Costs, Short Run and Long Run Cost, Cost-Output relationship in the Short Run and Long Run. Relation between Average and Marginal Cost. Cost Control and Cost Reduction.

Unit 4: Forms of Market Structure and Business Cycle

16 Hrs

Forms of Market-Perfect and Imperfect Market. Revenue Concept: Total Revenue, Average Revenue and Marginal Revenue. Equilibrium of the Firm- Meaning, Objectives of the Firm, Total Revenue-Total Cost Approach, Marginal Revenue-Marginal Cost Approach. Perfect Competition-Meaning and Features. Monopoly-Meaning, Feature and Price-Output Determination. Price Discrimination-Meaning, Types and Degrees. Monopolistic Competition-Meaning, Features and Price-Output Determination. Oligopoly-Meaning and Features. Business Cycles-Meaning, Characteristics, Phases and Control of Business Cycles.

References

- 1 H.L. Ahuja, Business Economics, 1999.
- 2 H.L. Ahuja, Principles of Microeconomics.
3. S. Shankaran, Business Economics - Margham Publications - Ch -17.
4. C. M. Chaudhary, Business Economics - RBSA Publishers - Jaipur - 03.
5. Varshney, R.L. and Maheshwari K.L. – Managerial Economics.
6. D N Dwivedi, Managerial Economics, Vikas Publishing.
7. Seth M.L.: Micro Economics.
8. Samuelson P.A.: Economics.
9. Jhingan M.L., and Stephen J.K.: Managerial Economics.

II SEMESTER Talent Management – Elective

Total Hours: 52

Course Objectives:

- To Conceptualize Talent Management.
- To Develop Strategic Talent Management Skills.
- To Evaluate the effectiveness of Talent Management practices in building a sustainable competitive advantage.
- To Apply knowledge of current trends and emerging practices in Talent Management to address organizational challenges and opportunities.

Pedagogy: Interactive Lectures, Discussions, Real-World Applications, Group Projects, Presentations, Simulations, Role-Playing and Technology Integration

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

- To understand the core concepts and definitions of Talent Management and its strategic significance.
- To outline the Talent Management process,
- To evaluate Talent Retention Strategies
- To develop critical thinking
- To identify Talent Management challenges and propose strategic solutions.

Unit 1: Introduction to Talent Management

12 hours

Definition & Meaning, Objectives, Benefits, Role in Building Competitive Advantage, Consequences of Poor Talent Management, Responsibilities of Managers and HR Professionals. Performance management and Ethics – relevance to Talent management.

Unit 2: Talent Management Planning

12 hours

Steps in the talent management process. Succession Planning – Meaning and importance, Steps in developing succession plans, Identifying and nurturing high-potential - high-performance workforce- Process and benefits. Cultivating future leaders – programs

Unit 3: Talent Acquisition

14 hours

Definition and importance, Difference between talent acquisition and recruitment, Effective recruitment strategies, Current trends in talent Onboarding process and best practices, integrating new hires, Use of technology in recruitment - Applicant tracking systems (ATS), social media and digital recruitment tools

Unit 4: Talent Retention and Future Trends

14 hours

"SMR Model (Benefits) - Selection, Motivation, and Retention, Employee retention programs, Return on Investment (ROI) on talent management- Meaning, Benefits Challenges, Best practices in employee retention

Challenges and Future Trends: Talent management challenges and strategies to overcome them, Opportunities in talent management, Talent management in the digital era, Current trends in talent management

Books for reference

- Talent Management: Strategies for Success by T.V. Rao, Raju Rao, and Tarun Gupta
- Talent Management in Emerging Markets by Pawan Budhwar and Kamel Mellahi
- Strategic HR: Building the Capability to Deliver by Ashok Banerjee
- Strategic Workforce Planning: Developing Optimized Talent Strategies for Future Growth by Ross Sparkman

- Talent Management: Author(s): Shashank Tripathi Samar Abbas

II SEMESTER

Professional Skill Development -Elective

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 15 hours

HR Skills - Meaning, importance, means to improve HR Skills. Human relations – meaning, types, factors influencing, guidelines to achieve human relations. 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 -2: Problem Solving & Negotiation Skills

14hours

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 – 3: Team Building and Communication skill 14 hours

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

Unit –4: Work life Balance

13hours

Work life balance – Meaning and perspective. Importance, Causes and consequences of work-life imbalance. Steps to improve work life balance. New approaches to Work life balance.

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>

III SEMESTER
Organisational Behaviour

Total number of hours: 56

Course objectives

- To understand human behaviour in the workplace.
- To know the employee attitude in different situations in organisation.
- To develop personal qualities through studying the different theories of personality.
- To motivate the student in the classroom to analyze the case.

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

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

- To apply the conceptual foundation and theories of organisational behaviour at the 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.

Unit 1: Introduction

12 Hrs

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

Unit 2: Perception, Learning and Motivation

16 Hrs

Meaning, 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 and Leadership

14 Hrs

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

Leadership- Meaning 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

14 Hrs

Meaning 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.

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

III SEMESTER
Strategic Management

Total number of Hours: 56

Course objectives:

- To understand Fundamental Concepts of strategic management and corporate policies.
- To formulate, implement, and evaluate effective strategies across different organizational levels and contexts.
- To Integrate Corporate Policies with Strategy:
- To understand Change Management and HRM:
- To Emphasize CSR and Sustainability:
- To understand how to Apply Theoretical Knowledge Practically:

Pedagogy: Interactive Lectures, Case Study Analysis, Group Projects, Flipped Classroom Role-Playing and Simulations, Industry Visits and Guest Lectures

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

- Understand and Articulate Strategic Concepts and Analyze External and Internal Environments:
- Formulate Effective Strategies and Implement and execute Strategic Plans.
- Evaluate and Control Strategic Performance:
- Communicate Strategic Ideas Effectively; Develop and Implement Corporate Policies:
- Incorporate CSR and Sustainability into Strategy:
- Apply Strategic Management Theories to Real-world Scenarios:

Unit 1: Introduction to Strategic Management

14 hours

Definition and importance of strategic management; Levels of strategy -corporate, business, and functional. Strategic management process; Vision and mission statements; Setting organizational objectives.

Internal and External Environment Analysis: Resource-based view, Value chain analysis, SWOT analysis, PESTEL analysis.

Unit 2: Strategy Formulation

14 hours

Business-Level Strategy- Competitive advantage, Generic strategies - cost leadership, differentiation, focus.Blue Ocean Strategy. Corporate-Level Strategy - Diversification strategies, Vertical and horizontal

integration, Strategic alliances and joint ventures. Strategic Decision-Making Tools: BCG Model, Ansoff Matrix, 7S Framework

Unit 3: Strategy Implementation

14 hours

Organizational Structure: Types , Matching structure to strategy, Strategic control systems.

Strategic Human Resource Management and Organisational Culture: Aligning HR strategy with business strategy, Talent management and development, Performance management systems. Organizational culture and its impact on strategy, Cultural change, Managing cultural diversity

Unit 4: Strategy Evaluation and Corporate Policies

14 hours

Strategy Evaluation and Control: Criteria for evaluating strategies, Balanced Scorecard, Benchmarking and performance measurement. Corporate Policies and Strategy: Definition and types of corporate policies, Role of policies in strategic planning, Policy formulation and implementation. Corporate Social Responsibility and Sustainability: CSR concepts and strategies, Sustainable business practices, Impact of CSR on corporate strategy

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.
- Johnson, G., Scholes, K., & Whittington, R. (2020). Exploring corporate strategy: Text and cases (11th ed.). Pearson Education. ISBN: 9781292002546
- Kazmi, A. (2020). Strategic management and business policy (4th ed.). McGraw-Hill Education India. ISBN: 9789353166751
- 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

BASICS OF ACCOUNTING

Objectives:

- To familiarize the students with the basics of accounting and to create awareness among the students about the practical utility of accounting.
- To acquaint students with the concept of Human Resource Accounting.

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

Course Outcomes: On successful completion of the course, the Students will demonstrate

- Understand the framework of accounting as well as accounting principles.
- The Ability to pass journal entries and prepare ledger accounts
- The Ability to prepare subsidiaries books
- The Ability to prepare trial balance and final accounts of proprietary concern

. Total No. of hours: 56

Unit 1: Introduction

12 hours

Accounting – definition, meaning, objectives, advantages, limitations, Book Keeping- meaning features. GAAP (Generally Accepted Accounting Principles) Accounting Principles- definition meaning. Accounting concepts and Accounting conventions. Accounting standards- meaning. Accounting Systems Single entry and Double entry system- meaning, features, differences, advantages and disadvantages. Classification of accounts: Traditional classification and rules of accounting.

Unit 2: Journal and Ledger

16 hours

Journal- meaning and features, journalizing- Recording of transactions in the books of journal. Ledger- meaning and features, balancing of Accounts, Preparation of ledger accounts (personal accounts only)

Unit-3: Subsidiary Books

14 hours

Meaning, need and advantages. Purchases book, Sales book, Purchases Returns Book and Sales Returns Book- meaning and preparation. Cash Book - Meaning characteristics and kinds- preparation of three column cash book. Trade discount and cash discount.

Unit 4- Trial balance and Final Accounts of Sole Trader 14 hours

Trial Balance- Meaning, objectives and methods- preparation of trial balance. Meaning of final accounts

- Trading Account, Profit and Loss Account – meaning, Format and objectives. Balance Sheet- meaning, format and objectives. Preparation of final accounts.

BOOK FOR REFERENCE AND STUDY:

1. Introduction of Accountancy- T.S.Grewal and S.C.Gupta, S.Chand and Company, New Delhi, 8th Edition, 2009.
2. Principles and Practice of Accountancy- R.L.Gupta and P.K.Guptha, Sulthan Chand and Sons, New Delhi, 11th Edition, 2006.
3. Accounting – I- B.S.Raman, United Publishers, Mangalore, 2nd Edition, 2013
4. Advanced Accountancy- Dr.S.N.Maheshwari and Dr.S.K.Maheshwari, Vikas Publishing, New Delhi, 3th Edition, 2009.
5. An introduction to Accountancy- Dr.S.N.Maheshwari and Dr.S.K.Maheshwari, Vikas Publishing, New Delhi, Ninth Edition.

6. Advanced Accountancy Volume II- S.P.Jain and K.L.Narang, Kalyani Publishers, New Delhi, 19th Edition,2013. Email: kalyanibook@yahoo.co.in

7. Advanced Accounts Volume I: MS Shukla, TS Grewal, SC Gupta, S. Chand company limited, Ramnagar, New Delhi, 110055. EMAIL: schand@vsnl.com

https://sde.uoc.ac.in/sites/default/files/sde_videos/Basic_accounting.pdf

III SEMESTER

Compensation Management – Elective

Total Hours – 52 hours

Learning Objective

- To equip students with comprehensive knowledge in compensation management, its principles, designing compensation system in the organizations.
- To know the role of compensation practice in promoting a company's competitive advantage.

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

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

- To learn basic compensation concepts and to discuss the principles and importance of compensation management
- To relate the bases of compensation
- To identify the contemporary compensation practices
- To learn the concepts of Payment and employee benefits issues for contingent workers.

Unit 1 Introduction to Compensation Management

13 hours

Compensation Management –Definition, meaning, Nature, Objectives, Importance, Principles of Compensation Management , Factors affecting Compensation Policy

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

Unit 2 Performance Management and Evaluation

10 hours

Performance Management – Meaning, Objectives. Determinants of Performance -Diagnosing the causes of Poor Performance. Implementing Performance Management System.

Performance Evaluation- meaning, process, methods

Unit 3 Compensation Planning & Incentive Pay

16 hours

Compensation and its components - Compensation Planning: Level, Structure and Systems .Bases of Compensation- Traditional Bases for Pay-Seniority and Longevity Pay- Merit Pay.

Incentive Pay- Individual Incentives- Types of Individual Incentives- Advantages and Disadvantages.

Group Incentives- Types of Group Incentives- Advantages and Disadvantages. Companywide Incentives-

Types- Designing Incentive Pay Programmes. Person Focused Pay- Competency Based Pay, Pay for Knowledge and Skill Based Pay, team based pay.

Unit 4 Executive Compensation

13 hours

Executive compensation: Meaning, Managerial and Executive Compensation Management, Annual Incentive Plans for Executives, Indian Practices of Compensation Management - components of international compensation

BOOK REFERED

- Compensation Management- Dipak Kumar Bhattacharyya
- Tapomoy Deb, Compensation Management text & cases, Excel Publication , 2014

- Compensation – George T. Milkovich □
- Compensation Management in a knowledge-based world – Richard I. Henderson
- The Compensation Handbook, Sixth Edition : A State-Of-The-Art Guide to Compensation Strategy and Design – Lance A. Berger
- Compensation and Reward Management Paperback – 2017 - B. D. Singh □ Compensation Management - Mousumi Sengupta (Author)

• **III SEMESTER**

Stress Management - Elective

Total number of hours: 52

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 at work place.
- 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 counseling in detail.

Unit 1- Introduction

13 hours

Stress - Meaning, Definition and Characteristics .Importance of managing stress. Effects of stress on physical and mental health . Types of stress. Potential Sources of Stress - Environmental Factors - Organizational Factors - Individual Factors. Causes of Stress - Individual Stress. Group Stressor . Organizational Stress. Extra Organizational Stressors. Effects of Stress

Unit 2 Stress Management Mechanism

13 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 Counseling -

Stress Control workshop & Employee Assistance programmes. Stress Management Based on Indian Philosophy.

Unit 3 Stress and Work performance

14 hours

Impact of stress on work performance. Overview of relevant psychological theories related to stress and performance - Theory of emotion and the Emergency theory . Factors Contributing to Workplace Stress - Organizational Factors -Workload and job demands, Role ambiguity and conflict Lack of control and autonomy, Organizational culture and leadership styles. . Individual Factors - Coping mechanisms and resilience, Personal life stressors affecting work, Perception and appraisal of stressors.

Strategies for Managing Stress and Enhancing Performance - Organizational Strategies- Implementing stress management programs and policies, promoting a supportive work environment, providing resources for stress reduction (e.g., wellness programs, employee assistance programs). Individual Strategies - Stress management techniques, Time management and prioritization skills, seeking social support and maintaining work-life balance

Unit 4 - Counseling

12 hours

Meaning , Functions of Counseling - Advice - Reassurance - Communication - Release of Emotional Tension - Clarified Thinking - Reorientation . Types of Counseling - Directive Counseling - Participative Counseling - Non-directive Counseling .

Reference Books:

- 1 Clayton,M, (2011).Brilliant stress management 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 GrawHill

III SEMESTER

HUMAN RESOURCE DEVELOPMENT SKILLS - Compulsory

Total Hours: 56hours

Objectives: To familiarize the students about the human resource Development 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

- Develop individual and interpersonal skills.
- Acquire necessary skill set for application of various HR issues.
- Integrate the knowledge of HR Skills

Unit 1 Human resource Development skills

14 hours

Human resource Development 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. Time stealers. Calendar management- meaning.

Unit 2 Team building and Stress Management

15 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

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 3 Communication

15 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 4 HR Etiquettes

12 hours

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

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-ofconflict-management-skills>
- <https://empxtrack.com/blog/workplace-communication/>

IV Semester

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 familiarize the implication of power, politics and ethics on organisational development.
- To study the Concepts of change management and its impact on organisational 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

14 Hrs

Organizational Development (OD): Meaning, Characteristics, Process, benefits, limitations and techniques. Difference between Organizational Development and Management Development. Organizational Diagnosis Tool-SWOC Analysis

Unit 2: OD Interventions and Organisational effectiveness

14 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

14 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.

Role of Leadership in OD

Unit 4: Management of change and Organisational Culture

14 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 , methods of overcoming resistance to change.

Organisational Culture: Meaning and techniques of identifying organisational culture. Change of organisational culture - Need and issues, Challenges of designing new culture, Cultural attributes of change, process of carrying out change in organisation.

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

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. Design survey, collect, process and analyse the data.
5. Understand the Research Ethics
6. Write a research report

Unit: 1 Research and Research process

14 Hrs

Research-Meaning and Definition. Significance of Research; Types of Research; Motivation in Research. 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: 2 Methods of Data Collection and Analysis

14 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. Data Analytical process – Editing, Coding, Classification and Tabulation.

Unit:3 Methods of Statistical Measures

14 Hrs

Statistical Measures - Meaning; Measures of Central Tendency and its Merits and Demerits. Co-relation – Meaning and Types. Diagrammatical presentation of data-Graphs and Charts.

Unit: 4 Research Report Writing and Research Ethics

14 Hrs

Research Report Writing - Outline and Qualities of research Report.

Research Ethics - Meaning, Objective and purposes. Duties and responsibilities of researcher. – Ethical issues in research: Code of Ethics in Research – Ethics and Research Process – Importance of Ethics in Research

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, BL.,Comprehensive Research Methodology,New Age International (P) Ltd Publishers 2015
- 5 MishraShanti-Bhushan- handbook of research methodology., Publisher: Educreation ISBN: 978-1-5457-0340-3
6. Creswell, J.W. and Creswell, J.D., 2017. Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications.
- 7.Krishnaswamy, K.N., 2006. Management Research Methodology: Integration of Principles, Methods and Techniques. Pearson Education India.

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>.

IV Semester

Employee Relations

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

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

UNIT II - Industrial Disputes

14 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 - Trade Unions

13 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 IV- Industrial relations

13 Hours

Industrial relations: Meaning, characteristics, importance, approaches and principles. Wage and salary administration -Meaning, characteristics and objectives, types of wages, factors influencing wage and salary structure, Essentials of sound wage and salary structure,

Employee relation and its emerging trends – employee visibility , employee experience, psychological safety, human centric approach.

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.

IV Semester

Cultural Diversity at Workplace - Elective

Total number of hours: 52

Course objectives:

- To enable the students, gain knowledge of the importance of diversity.
- To study the various frameworks in Cross Cultural Management.
- To understand the skills and competencies for multicultural teams at workplace.
- To study the challenges and strategies for effective diversity management.

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

Course Outcomes:

On successful completion of the course, a student will demonstrate the ability to:

- Understand, interpret question, reflect upon and engage with the notion of “diversity”.
- Recall the cultural diversity at work place in an organization.
- Support the business case for workforce diversity and inclusion.
- Identify diversity and work respecting cross cultural environment.

Unit 1: Introduction to Diversity

13 Hrs

Diversity – Meaning and Definition, nature and scope of diversity. Dimensions and advantages of Diversity. Diversity Management- Meaning, Challenges and Issues of Diversity Management. Cultural Diversity- Meaning, Characteristics, Importance.

Unit 2: Visions of Diversity and Cross-Cultural Management

13 Hrs

Models of Diversity - Deficit Model, Discrimination and Fairness Model, Access and

Legitimacy Model, Learning and Effectiveness Model. Cross Cultural Management- Meaning, Frameworks in Cross Cultural Management- Kluckhohn and Strodtbeck framework, Hofstede’s Cultural Dimensions, Trompenaar’s Dimensions, Schwartz Value Survey, GLOBE study.

Unit 3: Organizational Diversity Strategies

13 Hrs

Organizational Diversity Strategies- Meaning, Importance, Implementation, Challenges. Creating multicultural organizations- Steps, Benefits and Challenges. Multi-cultural teams- Meaning, Issues and challenges faced by Multi cultural teams. Skills and competencies for multicultural teams at workplaces.

Unit 4: Emerging Trends in Diversity Management

13 Hrs

Emerging workforce trends in diversity management. Dual-career couples- Strategies for dual-career couples to manage their careers successfully. Work life balance- Meaning, Cultural issues in international work life balance. Diversity management in IT organizations- Strategies and challenges for effective diversity management in IT organizations.

Books for Reference:

- Bell, M.P. (2012). Diversity in organizations (2nd Ed.). Mason, OH: Cengage.
- Harvey, C.P. & Allard, M.J. (2015). Understanding and managing diversity: Readings, cases, and exercises (6th Ed.). Upper Saddle River, NJ: Pearson.
- Canas, Kathryn A_Sondak, Harris - Opportunities and challenges of workplace diversity theory, cases, and exercises-Prentice Hall.
- Marilyn Y. Byrd & Chaunda L. Scott, Diversity in the Workforce Current Issues and Emerging Trends, by Routledge.
- R. Roosevelt Thomas - World Class Diversity Management-A Strategic Approach-Berrett, Koehler Publishers (2010).
- Taylor Cox - Cultural Diversity in Organizations-Theory, Research and Practice-Berrett, Koehler Publishers (1994).
- Holvino Ferdman and Merrill-Sands 2004 (ARTICLE) Wijewantha, P. (2016). Creating multi-cultural organizations for diversity management. (Article)
- Richard Mead, Tim G. Andrews - International Management -Wiley-Blackwell (2009).
- Fred Luthans, Jonathan Doh - International Management - Culture, Strategy, and BehaviorMcGraw-Hill Education (2017).
- Fred L. Pincus, Understanding diversity: an introduction to class, race, gender, sexual orientation, and disability, Lynne Rienner Publishers.
- Bahaudin G. Mujtaba (2010). Workforce Diversity Management: Challenges, Competencies and Strategies (Second Edition).
- Marie-Joëlle Browaeys, Roger Price - Understanding Cross-Cultural Management-Prentice Hall _ Financial Times.

IV Semester

HUMAN RESOURCE ACCOUNTING – ELECTIVE

Total No of Teaching Hours: 52 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.
- Asses and evaluate the human capital investment.
- Measure Human resource cost and conduct HR audit.

Unit 1: Introduction to human resource accounting

13 hours

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

Unit 2: Human capital investment

13 Hours

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

Unit 3: Measuring human resource cost

13 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).

Unit 4: HR Audit and payroll Management

13 hours

HR Audit - meaning, features, objectives, scope, levels and steps in HR audit. 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.

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. Kulsheshtha, Human resource accounting, Anmol Publicaitons.
4. D. PrabhakaraRao, Human resource accounting, Inter India Publication.
5. M.K. Kolay, Accounting Applied to Human Resource Management, Allied PublishersPrivate 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 andFuture, Inst of management Accountants
9. Human Resource Accounting and auditing" by Nisamudheen. T, Mufliha. S

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

https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiv_hra.pdf

IV Semester

ENTREPRENEURSHIP DEVELOPMENT - Compulsory

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 the success of entrepreneurial ventures
- Interpret their business plan.

UNIT I - Entrepreneur and Entrepreneurship

12 Hours

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

UNIT II - Business Plan

15 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

15 Hours

Entrepreneurship Development Programme, Designing Entrepreneurship Training Programme- Financial and Technical Support Programmes for Entrepreneurship Development. Entrepreneurship skills – 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 - Exploring Social Entrepreneurship and Emerging Business Trends

14 hours

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

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.

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