

ಮಂಗಳೂರು
MANGALORE



ವಿಶ್ವವಿದ್ಯಾನಿಲಯ
UNIVERSITY

(Accredited by NAAC with 'A' Grade)

ಪಾಠ್ಯಕ್ರಮ/No: MU/ACC/CR.32/2018-19/A8

ಕುಲಕರ್ತವರ ಕಛೇರಿ

ಮಂಗಳಗಂಗೋತ್ರಿ - 574 199

Office of the Registrar
Mangalagangothri - 574 199

ದಿನಾಂಕ/Date: 11.04.2019

NOTIFICATION

Sub: Syllabus of B.A Degree programme in Human Resource Development
(BA(HRD)) under Choice Based Credit System -reg

Ref: Decision of the Academic Council at its meeting held on 01.02.2019 vide
Agenda No:3:22(2018-19)

Pursuant to the above, the Syllabus of B.A Degree programme in Human Resource Development (BA(HRD)) under Choice Based Credit System which was approved by the Academic Council at its meeting held on 01.02.2019 is hereby notified for implementation with effect from the academic year 2019-20.

Copy of the Syllabus shall be downloaded from the Mangalore University Website.
www.mangaloreuniversity.ac.in


REGISTRAR.

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To:

- 1) The Principals of the Colleges concerned.
- 2) The Registrar (Evaluation), Mangalore University.
- 3) Prof. Chandrashekhara Mayya, Chairman, U.G. BOS in Human Resource Development, Mangalore University and Professor, Alvas College, Moodabidri.
- 4) The Superintendent, Academic Section, 'O/o the Registrar, Mangalore University.
- 5) The Director, DUIMS, Mangalore University - with a request to publish in the Website.
- 6) Guard File.

MANGALORE UNIVERSITY - CHOICE BASED CREDIT SYSTEM

BA (HRD) Revised Syllabus 2019-20

	Course	Teaching hours/week	Marks			Credits
			IA	Semester Exam	Total	
I Year B.A(HRD) First Semester						
Group-I (Core Courses)	Principles and practice of Management	6	30	120	150	3
-	Computer Applications	4	20	80	100	2
-	Business and Society	4	20	80	100	2
-	Individual Development	6	30	120	150	3
Group II- (Elective Courses) or Group II- (Elective Courses)	Human Resource Accounting	2	10	40	50	1
	Human Resource Development Skills	2	10	40	50	1
I Year B.A(HRD) Second Semester						
Group-I (Core Courses)	Business Economics	4	20	80	100	2
	Basics of Marketing	4	20	80	100	2
-	Dynamics of Human Behaviour	6	30	120	150	3
-	Professional skills Development	6	30	120	150	3
Group-II (Elective Courses) or Group-II (Elective Courses)	Development of professional practice	2	10	40	50	1
	Training and Development	2	10	40	50	1
II Year B.A(HRD) Third Semester						
Group-I (Core Courses)	Basic Accounting	6	30	120	150	3
-	Organisational Behaviour	4	20	80	100	2
	Human Resource Research and Development Methodologies	6	30	120	150	3
-	Human Resource Management	4	20	80	100	2
Group-II (Elective Courses) or Group-II (Elective Courses)	Compensation Management	2	10	40	50	1
	Field Study Report	Total 20hrs	10	40	50	1

II Year B.A(HRD) Fourth Semester						
Group-I (Core Courses)	Financial Management	6	30	120	150	3
-	Employee Relations	4	20	80	100	2
-	Administration and Management of NGO'S	4	20	80	100	2
-	Strategic Management & Corporate Policies	6	30	120	150	3
Group-II (Elective Courses) or Group-II (Elective Courses)	Entrepreneurship	2	10	40	50	1
	Human Resource Development	2	10	40	50	1
III Year B.A(HRD) Fifth Semester						
Group-I (Core Courses)	Strategic Human Resource Management	6	30	120	150	3
-	Principles of Training and Development	6	30	120	150	3
-	Business Law	6	30	120	150	3
-	Corporate Communication and Public Relations	6	30	120	150	3
-	Business Ethics & Corporate Governance	6	30	120	150	3
-	Field study-HR Topics	56hrs	30	120	150	3
III Year B.A(HRD) Sixth Semester						
Group-I (Core Courses)	Management Information System	6	30	120	150	3
-	Trends in Human Resources Development	6	30	120	150	3
-	Organisational Development and Management of Change	6	30	120	150	3
-	Labour Legislation	6	30	120	150	3
-	Global Human Resource Management	6	30	120	150	3
-	Cost Accounting	6	30	120	150	3

MANGALORE UNIVERSITY
CHOICE BASED CREDIT SYSTEM 2019-20
BA (HRD)

Question Paper Pattern for FIRST Semester to FOURTH Semester

Time: 3Hrs

Maximum Marks: 120

Section-A

Answer any the following questions (**Internal choice**) (3x20=60)

Section-B

Answer any **Six (out of Eight)** of the following questions (6x6=36)

Section-C

Answer any **Four (out of Six)** of the following questions (4X3=12)

Section-D

Answer the **Twelve** questions (12x1=12)

MANGALORE UNIVERSITY
CHOICE BASED CREDIT SYSTEM 2019-20
BA (HRD)

Question Paper Pattern for FIRST Semester to FOURTH Semester

Time: 3Hrs

Maximum Marks: 80

Section-A

Answer the following questions **(Internal choice)** (3X15=45)

Section-B

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

Section-C

Answer all the **Ten** questions one mark each (10x1=10)

MANGALORE UNIVERSITY
CHOICE BASED CREDIT SYSTEM 2019-20
BA (HRD)

Question Pattern for Fifth Semester to Sixth Semester

Time: 3Hrs

Maxim Marks: 120

Section-A

Answer any the following questions (**Internal choice**) (3x20=60)

Section-B

Answer any **Six (out of Eight)** of the following questions (6x6=36)

Section-C

Answer any **Four (out of Six)** of the following questions (4X3=12)

Section -D

Answer the **Twelve** questions (12x1=12)

MANGALORE UNIVERSITY
BA (HRD) GROUP II ELECTIVE- 2019-20
QUESTON PATTERN
(FIRST Semester to Fourth Semester)

Time: 2Hrs

Maximum Marks: 40

SECTION-A

Answer any **One** of the following (1x10=10)

Section-B

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

Section-C

Answer any **Five** of the following (2X5=10)

BA (HRD)

I SEMESTER

PRINCIPLES AND PRACTICE OF MANAGEMENT – HRDHRC 131

Objectives:

- To familiarize the students with the basic concept, principles, methods and techniques of management.

Total Number of hours: 64

UNIT 1: Management Theory and Practices 8 Hrs.

Definitions of management – Nature and Purpose, Functions of management – systems approach to management – Management Vs Administration.

UNIT 2: Managerial Roles 7 Hrs.

Evolution of management thought – Scientific Management, Modern Management, Behavioural Sciences – Recent contributions after 1950

UNIT 3: Planning 6 Hrs.

The Nature of Planning, Types of Plans, Steps in Planning Process, MBO, Strategies and Policies.

UNIT 4: Decision Making 5 Hrs.

Process – Types of Decision – Programmed and Non-Programmed.

UNIT 5: Organizing 7 Hrs.

Meaning, Nature of Organizing Organizational structure and departmentation span of control, line /staff authority, decentralization, delegation of authority, effective organizing.

UNIT 6: Staffing 5 Hrs.

Staffing – Meaning – overview of the staffing function, selection process.

UNIT 7: Directing 4 Hrs.

Meaning – Motivation and Motivators – Basic theories of Motivation – X & Y theory, Need Hierarchy theory, Motivation – Hygiene approach.

UNIT 8: Leadership 6 Hrs.

Leadership – Definition, ingredients, Trait approach to leadership, Likert’s four systems, the managerial grid

UNIT 9: Controlling

8 Hrs.

Meaning: the basic process, Requirements for effective control, control techniques – the principles of preventive control.

UNIT 10: New concepts in Management

6 Hrs.

Best Practices – Business Process Reengineering – ISO 9000 series,

Reference:

1. Management – a Global perspective by Heinz Weithrich & Harald Koontz – Mc Graw Hill International Editions.
2. Management – Tasks, responsibilities, practices – Peter F Ducker, Prentice Hall.
3. Management theory and practice by Ernest Dale – Mc Graw Hill.
4. Principles & Practice of Management – Chabra – Himalaya, Mumbai.
5. Management Theory & Practice – Tripathi – Vikas, Mumbai.

BA (HRD)
I SEMESTER
COMPUTER APPLICATIONS – HRDHRC 132

Objectives:

- To provide computer literacy and skills
- To use computer in Human Resource Development Training
- To acquaint the use of Computers in Research

Total Number of Hours: 48

UNIT 1: Introduction to computers **- 6 Hrs.**

The computer defined, Computer for individual users. Computer for organizations. Why are computers so important?

The part of the computer system. The information processing cycle, essential computer hardware. Software brings the machine to life.

UNIT 2: Interacting with your computer **- 4 Hrs.**

The keyboard, Mouse, Track balls, Pens, Touch Screens, Game controllers. Bar code Reader, Image Scanners and OCR, Micro phones, Video Input, digital camera.

UNIT 3: Seeing Hearing and printing data **- 5 Hrs.**

Monitor, CRT Monitors, Flat Panel Monitors, Other types of Monitors. Comparing Monitor, Data Projectors, Sound Systems, Sound Cards, Head phone and Head Sets, commonly used printers- Dot Matrix Printers, Inkjet Printers, Laser Printers, Comparing Printers, Photo Printers, Printers.

UNIT 4: Processing Data **- 4 Hrs.**

Difference between data and information. How computers represent data. Number systems, Bits and Bytes

Text codes- EBCDIC, ASCII, Extended ASCII, Unicode

The CPU, The control unit, Arithmetic Logical Unit, Machine Cycle

Memory- Non Volatile Memory, Flash Memory, Volatile Memory

UNIT 5: Storing Data**- 5 Hrs.**

Categorizing Storing Devices, Magnetic Storage Device, How Data is Organised on a magnetic Disk, Tracks and Sectors. Diskettes (Floppy Disk), Hard Disk, Tape Drives, Optical Storage Devices – CD ROM, DVD ROM, Recordable Optical technologies, Flash Memory, Smart Cards.

UNIT 6: Using Operating Systems**- 6 Hrs**

Types of Operating systems, Real time Operating Systems, single user/ Single Tasking Operating Systems, Single User/ Multi-Tasking Operating systems, Multi User/ Multi-Tasking Operating Systems providing a User Interface, Graphical User Interfaces, Command Line Interfaces. Enhancing and OS with Utility Software, Backup Utilities – Antivirus, Firewall, Screen savers, PC Operating Systems- DOS, Windows NT workstation, Windows 9x. Windows 2000 professional, Windows XP, Unix for the Desktop, Linux for Desktop.

UNIT 7: Networks**- 4 Hrs**

Uses of a Network, Types of Networks, Hybrid Network, Network Topologies

UNIT 8: Database Management**- 5 Hrs.**

Databases and Database Management Systems- Database, Flat file and relational database structures. The DBMS, working with database.

UNIT 9: Programming Languages and the Programming Process**- 5 Hrs.**

Machine Language, Assembly Language, High Level Language, Translators, SDLC for Programming

UNIT 10: Application**- 4 Hrs.**

Introduction to Windows – WORD, EXCEL, POWERPOINT, ACCESS

Text Book:

Introduction to Computers – Peter Norton 6th Edition, TATA Mc Graw Hill Publications, New Delhi, 2009.

Reference Books:

1. Computers Today – Suresh k. Basandra, Galgotia Publications Pvt. Ltd. New Delhi, Revised Edition. 2008.
2. Fundamentals of computers – V Rajaraman, Prentice Hall of India Pvt. Ltd, New Delhi, 4th Edition, 2007.
3. Computer Aided Management – Sanjeev Gupta, Shameena Gupta, Excel Books, New Delhi, 2004
4. Computer Application in Management – AK Sania, Pradeep Kumar, Anmol Publications Pvt. Ltd. New Delhi, First Edition, 2003
5. Computer Studies Application in Business Management – Versha Mehta, N. Kumar, Anmol Publications Pvt. Ltd. New Delhi, First Edition, 2003
6. Foundation of IT – Dhiraj Sharma, Excel Books, New Delhi.

**BA (HRD)
I SEMESTER**

BUSINESS AND SOCIETY- HRDHRC 133

Objective:

- To familiarize the students with changing economic, legal and social environment of the business

Total Number of Hours: 48

Unit 1: 4hrs

Concept,-features, principles; Objectives of business; economic objectives, organic objectives, social objectives, Human objectives and national objectives.

UNIT 2: 5hrs

Business and its environment; Factors influencing business; economic, political, legal, cultural social technological, Physical,, Demographic environment Business Ethics- Concept, features, Principles and importance

Unit 3: 5hrs

Social responsibility of business concept, argument in favour social responsibility of business, argument against social responsibility of business Obligation towards owner or shareholders, customers employees, suppliers Government policy

Unit 4: 5hrs

Economic system- Objectives, Capitalism, Socialism, Mixed-economy, Mixed-economy in India, Public sector, Private sector and co-operative sector; Brief idea

Unit 5: 4hrs

Business and changing world-Ecology - Environment pollution- controlling Pollution. Sources of energy-Forest, Thermal, Nuclear, Solar, Biogas

Unit 6: 6hrs

Consumerism- Meaning, need and objectives, rights of consumers, consumer protection act- Consumer disputes Redressal agencies consumer protection council.

Unit 7: 5hrs

Business responsibility for technology change -Technological environment & business, Need for technological development, Classification of technology.

Unit 8: 6hrs

Multinational business and its impact on Indian society. Definitions of MNC's- benefits & demerits of MNC's - MNC's in India and its performance.

Unit 9:**4hrs**

International Environment: Liberalization, privatization and globalization-Meaning, benefits & obstacles.

Unit 10:**4hrs**

International Organization GATT- an evaluation, WTO, FEMA & FERA difference.

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 2010. Business Environment- C.B.Gupta United Publishers, 4 Edition 2010

BA(HRD)
I SEMESTER
INDIVIDUAL DEVELOPMENT- HRDHRC 134

Objectives:

1. To foster the growth of the students that would lead to personal effectiveness.
2. To give an opportunity to students to identify areas that have to be developed for becoming effective communicator

Total Number of Hours: 64

Unit 1: **7 hrs**

Self-esteem-Meaning- developing self esteem, accepting reality; accepting Self-esteem. Values-meaning and types-meaning of IQ, EQ, SQ and Q-emotion meaning and concepts, self regulation of emotions.

Unit 2: **6 hrs**

Self improvement- Planning-long term goals-short term objectives- Action Plans- Strategies to improve oneself-Mentoring & Coaching- counselling behaviour Modification- Aptitude & Interest testing -Try out experience.

Unit 3: **6 hrs**

Developing Positive attitude - Meaning, Learning attitude-steps for improvements. Avoiding Negative attitudes, creating positive atmosphere.

Unit 4: **5 hrs**

Self Motivation-Initiative, sources of Motivation- accepting responsibility-Social Motives, Achievement Motivation and Power Motivation(Meaning).

Unit 5: **6 hrs**

Self Management-Efficient work habits, orderliness. Time management-Resource Management-Stress Management Stress signals- controlling stress-Developing self control.

Unit 6: **7 hrs**

Communication-Meaning Process, Importance, barriers. Types of communication - Formal, written -oral, upward downward horizontal, Informal communication- Grapevine & consensus with Merits & demerits.

Unit 7: **8 hrs**

Communication to resolve conflicts- Conflict- types-simple ego, false values & beliefs conflicts. Faces of conflicts-taking sides, keeping scores showdown, Adjustments-Handling conflict adjustment - negative & positive conflict adjustment

Unit 8:**8 hrs**

Working with others- value added qualities -Cheerfulness to participate, sense understanding of humour, Tactfulness, Empathy & Sympathy, willingness to participate, Understanding work groups.

Unit 9:**5 hrs**

Getting along with superiors, understanding the superiors- communicating with-the superiors- Meeting superior expectations.

Unit 10:**6hrs**

Relating to clients & customers, Customer- communications - attentiveness, Knowledge, respect, helpful, professionalism- Educating 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.Omka, 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- 6t Edition, E.H.McGrath, S.J., Prentice:
5. Personality Development- Jain G.C., Tech Media, New Delhi, 2003.e superiors. Meeting superios expectations -eo mmunicating with superiors. Hall of India Pvt. Ltd., New Delhi, 2003.

BA(HRD)
I SEMESTER
Group-II (Elective Course)
HUMAN RESOURCE ACCOUNTING- HRDHRC 135

Objectives

Total number of hours: 24

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

Unit 1

8 Hours

Introduction to human resource accounting– Meaning and definition - Need for HRA – Objectives - Development of the concept - History of Score card - Approaches to HRA - Benefits of HRA - Problems of HRA - Position of HRA in India.

Unit 2

8 Hours

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

Unit 3

8 Hours

HR accounting- Design, preparation and implementation –responsibility accounting and management control – design of HR accounting process & procedures for each of the HR Sub-system including Recruitment, induction Performance appraisal and Training – Classification of costs in HR Accounting.

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, *AnmolPublicaitons*.
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*.

Website:

1. <http://www.yourarticlelibrary.com/human-resources/human-resource-accounting-meaning-definition-objectives-and-limitations/32403>
2. <http://www.pondiuni.edu.in/sites/default/files/Human-Resource-Accounting-260214.pdf>

BA(HRD)
I SEMESTER
Group-II (Elective Course)

HUMAN RESOURCE DEVELOPMENT SKILLS- HRDHRC 136

Objectives: To familiarize the students about the human resource development skills
Total number of hours: 24

Unit-1 **09 Hours**

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

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 **06 Hours**

Etiquette - meaning, importance of etiquettes, elements of etiquettes

References

□ Personality development- Dr. T. Bharath

□ Time management and personal development- John Adair □

<https://career.fsu.edu/sites/g/files/imported/storage/original/application/f155c3e0bc96670881e88a61cf1d151d.pdf>

BA(HRD)
II SEMESTER

BUSINESS ECONOMICS- HRDHRC 181

Objectives

- To provide basic knowledge of the concepts of Business Economics
- To understand the application of Economic Theory in decision making
- To familiarize the students with the distinction of different markets

Total number of Hours: 48

Unit - I

04 hrs

Nature and scope of Economics

Unit - II

04 hrs

Nature and scope of Business Economics

Unit – III

06 hrs

Demand- meaning -Law of demand-limitations-Determinants of demand, Elasticity of demand-degrees of Price elasticity of demand

Unit – IV

05 hrs

Demand Forecasting-meaning-Objectives-Importance-Techniques of demand forecasting

Unit – V

07 hrs

Cost Analysis-meaning-types, short-run and long-run cost output determination
Revenue-Total Revenue-Average revenue-Marginal revenue

Unit – VI

05 hrs

Optimum output of a firm-marginal cost and marginal revenue- principle of profit maximization

Unit – VII

06 hrs

Types of markets-Perfect Competition-meaning-features, Monopoly-meaning-features-types, Price discrimination, Monopolistic market -meaning-features

Unit – VIII

04 hrs

Profit-meaning, Net and Gross profit-Risk theory of profit, Uncertainty theory of profit

Unit – IX

03 hrs

Business Cycle-meaning-features-different phases of business cycle

Unit – X

04 hrs

National Income-meaning-GNP-NNP-GDP-NDP-NI Basic concepts

Books for references

1. Dean, Joel – Managerial Economics - New York, Prentice-Hall, 1951.
2. Varshini and Maheshwari, Managerial Economics - Sultan Chand & Sons.
3. Kulkarni –managerial economics - R Chand & Co
4. Habeeb –Business economics

Websites

www.ddegjust.ac.in/studymaterial/bba/bba-103.pdf

BA(HRD)
II SEMESTER

BASICS OF MARKETING- HRDHRC 182

Objectives:

1. To provide an insight into the concepts of marketing and its functions
2. To provide practical exposure to the basics of marketing
3. To promote creativity in student's approach to different market situations

Total number of hours :48

Unit 1:

6hrs

Introduction to marketing-Meaning and definition of market and marketing-Evolution of marketing-Traditional and Modern concept of marketing-Functions of marketing-Significance of marketing

Unit 2:

4 Hrs

Environmental factors that affect marketing- its impact on the marketing scenario in India

Unit 3:

4 Hrs

Market segmentation – meaning- basis for segmentation-Benefits of market segmentation.

Unit 4:

6 Hrs

Marketing research –meaning and scope-main steps involved in marketing research-techniques of marketing research- methods of data collection, analysis and interpretation.

Unit 5:

4 Hrs

Marketing mix - Meaning and elements of marketing mix, product concept-development of new product-Product lifecycle

Unit 6:

6 Hrs

Product pricing- factors influencing -pricing-pricing methods/pricing strategies.

Unit 7:

5 Hrs

Distribution channels- types-factors influencing the selection of distribution channels.

Unit 8:

5 Hrs

Promotion-promotion tools- advertising (role, advertising copy)-sales promotion techniques.

Unit 9:

4 Hrs

Personal selling-importance - effective salesmanship.

Unit 10:

4 Hrs

Introduction to services marketing-marketing strategies for service firms.

Books for Reference:

1 Philip kotler, Marketing management, Prentice Hall of India Pvt ltd.

2 V.S ramaswamy and Namakumari, Marketing management, Macx millan india ltd.

3 Standon, Fundamentals of marketing Prentice Hall of India Pvt ltd.

4 j G Gandhi, Marketing management

**BA(HRD)
II SEMESTER**

DYNAMICS OF HUMAN BEHAVIOR- HRDHRC 183

Objectives

- To help the student to indentify suitable forms of behaviour.
- To understand the different facets of human behaviour.
- To develop competence in the area of social relations.

Total number of hours -64

Unit1

PSYCHOLOGY

6 Hrs

Definition, scope of psychology -branches and fields of psychology, role of psychology in HRD

UNIT 2

BODY AND BEHAVIOR

6 Hrs

Reticular activating system ,automatic nervous system, limbic system ,body schema and body Image

UNIT 3

LEARNING

8 Hrs

Meaning and nature ,types of learning, factors influencing learning, theories of learning -trial and error theory of Learning, theory of classical conditioning, theory of operant conditioning, punishment and negative reinforcement .

UNIT 4

SENSES AND SENSITIVITY

5 Hrs

Meaning and types of senses, sensation and sensitivity, various senses and their functioning

UNIT 5

THOUGHT AND RELATED PROCESS

9 Hrs

Thinking - meaning and definition, nature of thinking, elements of thought, theories of development of thinking-Piaget's theory, Bruner's theory ,problem-solving –meaning and definition ,methods of problem solving , creative thinking ,convergent and divergent thinking

UNIT 6

ADJUSTMENT, MALADJUSTMENT AND READJUSTMENT

6 Hrs

Elements in adjustment, causes of non-adjustive and mal adjustive behaviour readjustment

UNIT 7

MEASUREMENT OF BEHAVIOR

6 Hrs

Meaning -, measurement of behaviour-relative vs. absolute scores, reliability and validity, stimulus measures and response measures.

UNIT 8

INTELLIGENCE AND APTITUDES

5 Hrs

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

UNIT -9

SOCIAL COGNITION

7 Hrs

Social cognition - basic components of social Cognition, schemas and prototypes-types schemas-person, roles, events and script-impact of schemas on social cognition.

UNIT-10

6 Hrs

PSYCHOLOGICAL INTERVENTION

Guidance and Counselling, Types and objectives of educational, vocational, social, personal and group guidance

BOOKS FOR REFERENCE

1. S.K MANGAL, An Introduction To Psychology , Sterling Publishers Pvt Ltd New Delhi, first edition 2003.
2. PROF .EG PARAMESWARAN and DR C. BEENA, An Invitation To Psychology, Neelkamal Publications Pvt Ltd Hyderabad first edition ,2014.
3. S.K MANGAL ,General Psychology , Sterling Publishers Pvt Ltd New Delhi ,Twenty Seco nd Reprint 2016.
4. S P CHAUBE, DevelopmentPsychology,Neel Kamal Publications Pvt Ltd Hyderabad first edition,2003.
5. PROF S DANDAPANI,General Psychology,Neel Kamal Publications Pvt Ltd Hyderabad first edition,2004.
6. CLIFFORD T MORGAN ,RICHARD A KING,JOHN R WEISZ,JOHN SCHOPLER,Introduction To Psychology, Tata McGraw – Hill Publishing Company Ltd, New Delhi, seventh edition ,1993.

Websites

<https://www.psychologyinaction.org>social-cognition>

<https://www.sciencedirect.com>topics>

BA(HRD)
II SEMESTER

PROFESSIONAL SKILLS DEVELOPMENT- HRDHRC 184

Objectives:

- To introduce the skills necessary for an effective Manager.
- To develop the skills of student to deal with various situations.

Total Number of Hours: 64

Unit 1: **6 Hrs**

Time Management- Goal setting-scheduling time-Delegation-guidelines to effective delegation-Time stealers- confusion about goals, unclear directions-pointless meetings-Mastering work life balance.

Unit 2: **5 Hrs**

Attention to details-meaning, importance, ways to improve/ develop attention to details, attention to details skills

Unit 3: **7 Hrs**

Crisis Management: Concept of crisis management (meaning of crisis and crisis management) types of crisis, Identifying crisis, contingency planning, crisis recognition, crisis resolution.

Unit 4: **6 Hrs**

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

Unit 5: **6 Hrs**

Negotiation skill- introduction, styles, outcomes, Phases of Negotiation, preparation for Negotiation, techniques and skills for effective negotiation.

Unit 6: **6 Hrs**

Human Relation- meaning, types, factors influencing Human Relation, guidelines to achieve human relation

Unit 7: **6 Hrs**

Problem Solving-Meaning, Analyzing problems-why-why diagram, Fish bone diagram-generating ideas-comparing solutions.

Unit 8: **7 Hrs**

Ethics and Integrity- Meaning of Ethics, Ethics and Self- righteousness, Integrity- Striving for integrity, Integrity of the employer, personal Integrity, fraud in workplace.

Unit 9:**5 Hrs****Team building:** meaning-importance – process- team meetings**Unit 10:****10 Hrs**

Study of life history of eminent personalities -Dr.A.P.J Abdul kalam ,Dr,S Radakrishnan, Ratan tata, Sudha Moorthy, Kiran Shah Mujumdar, kiran Bedi, Premji, Mukesh Ambani, Capt. Gopinath, Dr. TMA pai, Dr.Veerendra heggade,DR. Vinaya hedge, Dr.M.Mohan Alva, K.Suryanarayana Adiga,Mulky Sundarama Shetty, Sri Kurunji venkataramana Gowda,Dr Kurian, Sri .K.S Hegde, Sir. M Vishveshwarayya,

References:

1. Time Management- Michal Robert; Harward Business Press; 2005
2. Counseling and Guidance ; s. Narayana Rao; second Edition
3. Twelve Management Skills for Success;Ram Narain; Viva Books Pvt Ltd
4. Personal Development for Life and Work; Masters and Wallace; 10th edition
5. Laws of Business success – Brain Tracy; Magna Publishing companyLtd, Mubai;2001

E- References

- <https://www.businessphrases.net/attention-to-detail-skills/>
- <https://www.careeraddict.com/develop-your-attention-to-detail-skills>
- <https://www.scribd.com/document/251487292/Crisis-management-concept-and-its-features>
- https://www.tutorialspoint.com/management_concepts/crisis_management.htm

BA(HRD)
II SEMESTER
Group-II (Elective Course)

DEVELOPMENT OF PROFESSIONAL PRACTICES- HRDHRC 185

Learning objectives and outcome:

- To build self confidence and improve overall personality development
- To enhance holistic development of students and improve their professional skills.

Total: 24 Hours

1. SELF ANALYSIS SKILL -

07 Hrs

Meaning, tips for developing self esteem, meaning and tools for improving self-confidence, Developing motivation and concentration skill, personal skill audits and SWOT analysis.

2. INTERPERSONAL, COMMUNICATION AND LEADERSHIP SKILLS- 09 Hrs

- a) Assessing interpersonal skills, emotional intelligence, and Different types of body languages.
- b) Communication skill - different types of communication, communication process, presentation skill.
- c) Meaning of leader and leadership, types of leadership styles, Skills for a good leader and leader in a work environment.

3. STRESS, CONFLICT AND TIME MANAGEMENT SKILLS -

08 Hrs

- a) Meaning and Causes for stress, steps to manage stress,
- b) Conflicts in Human relations, Approaches to conflict resolution, managing conflict in workplace, crisis management
- c) Time management skill; prioritization, planning and focus.

Assessment:

A practical and activity oriented course which has continuous assessment for 50 marks based on classroom interactions, case study analysis, activities and tests.

References:

1. Covey Sean – Seven Habits of Highly Effective teens, New York, Fireside publishers, 1998
2. Thomas A Harris- I am OK , You are OK – New York- Harper and Row, 1972
3. Principles and practices of management- T.N.Chaabra
4. Wallace and Master- Personality Development.

Websites:

**BA (HRD)
II SEMESTER**

**Group-II (Elective Course)
TRAINING AND DEVELOPMENT- HRDHRC 186**

Objectives:

- To familiarize the students about basics of trainings and developments

Total hours: 24

Unit-1

10 Hrs

Employee training- meaning and definition of employee training, importance, types of Training-Orientation/ Induction, job training, promotional training, safety training, refresher training and remedial training- principles of an effective training program,

Unit-2

07 Hrs

Executive Development- Meaning-characteristics-Objectives-differences between training and education- Differences between training and development, principles of executive Development

Unit-3

07 Hrs

Training Evaluation- steps in training evaluation, Principles and Techniques

References

- Human resource management- C. B. Guptha
- Essentials of Human resource management and Industrial relations- P. Subba Rao
- Human resource management- V.S.P Rao
- Human Resource Management- S.K Gupta and R Joshi

**BA (HRD)
III SEMESTER**

BASIC ACCOUNTING- HRDHRC 231

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.

Total No. of hours: 64

Unit 1: Introduction 6 Hrs

Accounting – need, definition, meaning, characteristics, objectives, functions, users and advantages, limitations, Book Keeping- meaning features, branches of accounting.

Unit- 2: GAAP (Generally Accepted Accounting Principles) 4 Hrs

Accounting Principles - definition meaning. Accounting concepts and Accounting conventions. Accounting standards- meaning and objectives.

Unit-3: Accounting Systems 6 Hrs

Single entry and Double entry system- meaning, features, differences, advantages and disadvantages.

Basic accounting terminology- classification of accounts: Traditional classification and classification based on Accounting Equation.

Unit 4: Journal and Ledger: 8 Hrs

Journal- meaning and features, journalizing- Recording of transactions in the books of journal.

Ledger- meaning and features, balancing of Accounts, Preparation of ledger accounts.

Unit-5: Subsidiary Books 6 Hrs

Meaning, need and advantages. Purchases book, Sales book, Purchases Returns Book and Sales Returns Book- meaning and preparation

Unit 6- Cash Book 8 Hrs

Meaning characteristics, nature, and kinds- preparation of three column cash book. Trade discount and cash discount.

Unit 7- Depreciation **6 Hrs**

Meaning, definition, causes, methods of charging depreciation, original cost method and written down value method. (problems to be solved).

Unit 8- Trial Balance **4 Hrs**

Meaning, objectives and methods- preparation of trial balance

Unit 9- Final Accounts of Sole Trader **10 Hrs**

Meaning of final accounts - Trading Account, Profit and Loss Account – meaning, main items, Format and objectives. Balance Sheet- meaning, Marshalling of Assets and liabilities, format and objectives. Preparation of final accounts.

Unit 10- Human Resource Accounting **6 Hrs**

Reasons for Human Resource Accounting, development of HRA, meaning, objectives of HRA, Valuation of Human Resources, Recording and Disclosure in financial statements, benefits of HRA, problems and limitations of HRA,

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 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. Accounting Applied to Human Resource Management- M.K.Kolay, Allied Publishers, New Delhi, 1th Edition, 2005.
7. Accounting – I- B.S.Raman, United Publishers, Mangalore, 2nd Edition,2010
8. Advanced Accountancy Volume II- S.P.Jain and K.L.Narang, Kalyani Publishers, New Delhi, 19th Edition,2013. Email: kalyanibook@yahoo.co.in
9. Advanced Accounts Volume I: MS Shukla, TS Grewal, SC Gupta, S. Chand company limited, Ramnagar, New Delhi, 110055. EMAIL: schand@vsnl.com
10. Human Resource Accounting- N P Agarwal R. K Tailor Sheikha Agarwal, Sunitha Agarwal Prsteeksha Publications, Jaipur India. 2009 edition.

BA (HRD)
III SEMESTER

ORGANISATIONAL BEHAVIOUR- HRDHRC 232

Objectives

- To understand the behavior of human at work.
- To know the students attitude in different situations.
- To develop personal quality through studying the different theories of personality.
- To motivate the student in classroom and analyze the particular case in his own way.
- To reduce frustration among students.

Total number of Hours :48

Unit 1: **6 Hrs**

Introduction to Organizational Behaviour -challenges and opportunities-contributing discipline to be OB field-theoretical framework-nature and importance of OB- Developing an OB model.

Unit 2: **4 Hrs**

Personality and Attitudes-meaning of personality Development of personality- theories of personality- personality traits- nature and dimensions of attitudes.

Unit 3: **4 Hrs**

Perception nature and importance, influencing factors - - perceptual organization and social perception.

Unit 4: **4 Hrs**

Learning- Definition, meaning, objectives, principles- theories of learning reinforcement and punishment.

Unit 5: **5 Hrs**

Group dynamics and teams –nature of groups- dynamics of informal groups, dynamics of formal work groups, group decision-making teams in modern work place meaning and styles of leadership.

Unit 6: **6 Hrs**

Motivation definition - nature and importance, theories ERG Theory, Z-theory, reinforcement theory and Vroom theory.

Unit 7: **5 Hrs**

Interactive conflict negotiation skills - Intra individual conflict- interpersonal conflict inter group behavior and conflict- organizational conflict and negotiation skills - stress causes, effects and coping strategies.

Unit 8: **6 Hrs**

Power and politics definition and meaning of power -sources and bases of power - implications of power -power acquisition strategies - political implications of power.

Unit 9: **6 Hrs**

Organizational culture creating and maintaining culture organizational change and development managing change resistance to change - building support for change. Understanding organizational development characteristics of OD - OD process- benefits and limitations of OD.

Unit 10: **4 Hrs**

Organizational effectiveness- Nature and approaches to Organizational effectiveness- Criteria for effectiveness-Managerial implications.

References:

1. Davis, Keeth and John W, Human Behaviour At Work, McGraw Hill, New York.
2. Aswathappa K., Organisational Behaviour, Himalaya Publishing House.
3. Luthans Fred Organisational BehaviourMo McGrawHill New York.
4. LM. Prasad, Organizational Behaviour
5. VSP Rao and Narayan, Organisational Behaviour

BA(HRD)
III SEMESTER

HRDHRC 233

HUMAN RESOURCE RESEARCH AND DEVELOPMENT METHODOLOGIES

Objectives

- To understand objectives and research in HRD
- To learn Methodology of research
- To get acquainted with various tools employed HRD
- To get acquainted with research and development to identify areas of human development

Total number of hours: 64

Unit: 1 **06 Hrs**

Introduction to Research- Meaning, definition and Significance and motivation in research

Unit: 2 **06 Hrs**

Types of research activity:

Academic, scientific Social science research, Types of research: descriptive, explanatory and evaluatory research, -Research frame work, Research reporting

Unit: 3 **06 Hrs**

Action Research

Research problem, Logicality and rationality in research, research planning, relevance of previous, knowledge and its sources, Data analytical frame work, systems of analysis,

Unit: 4 **08 Hrs**

Research Methodologies-Sampling, error of sampling, scales, administration, compilation, Statistics, charts, histograms, pie charts, bar graphs, correlation, regression, statistical tools, six sigma, hypothesis testing

Unit: 5 **06 Hrs**

Organizations-Features, Types- academic and corporate, consultancy forms, social organizations, Indian Institutions

Unit: 6 **06Hrs**

Research syntheses-Research designs- related concept, steps and Types of research designs

Unit: 7 **07 Hrs**

HR Tools-Personality tests, type A,B TEST Tests-Myers Briggs Type Indicator, FIRO-B, Games, Instruments, Case studies, Role play/ Simulations, in Basket exercises. Paper-centered discussions

Unit: 8 **06 Hrs**

Experiential learning- Designs, method of administration, Learning relevance, field testing, impact studies, entry-exit studies, ratings and scales

Unit: 9**06 Hrs**

Developmental Methodologies-Bench Marking, Surveys – customer satisfaction, employee satisfaction, industry analysis, employee capacity studies

Unit: 10**07 Hrs**

Research ethics and philosophies-Purposes, objectivity, value influences, principle-centeredness, human-centeredness, being-centeredness.

References:

1. Ford, Scientific method for Ecological Research, Cambridge University press, Cambridge ED 2000.
2. Ticehurst, GW and Veal, business Research Methods: A Managerial Approach Longman, Sydney AJ 1999.
3. Cleveland, Visualizing Data, Hobar Press, New Jersey, WS 1993.
4. Holland, PW 1986, Statistics and Casual inference, Journal of the American Statistical Association, 81:945-970
5. Bouma GD 2000, the Research Process, Oxford University Press, Melbourne.
6. Creswell, a Quantitative Method in Research Design: Qualitative and Quantitative Approaches, California, JW 2000.

**BA (HRD)
III SEMESTER**

HUMAN RESOURCE MANAGEMENT - HRDHRC 234

OBJECTIVES

- To provide an introductory overview of human resource management
- To well acquaint with human resource management method to create high performance work system.

Total number of Hours: 48

Unit: I

4 Hrs

HRM-meaning- Significance of HRM-Evolution of HRM- Objectives and functions of HRM- Role of HR manager in the organization.

Unit II: HUMAN RESOURCE PLANNING

4 Hrs

Meaning-definition-importance of HRP-Factors affecting HRP-Requisites for successful HRP-Barriers to HRP.

Unit III: JOB ANALYSIS AND JOB DESIGN

5 Hrs

Meaning-definition-process of job analysis-job designing-factors affecting job designing-techniques of job designing-recent trends in job designing.

Unit IV: RECRUITMENT SLECTION INDUCTION AND PLACEMENT

6 Hrs

Meaning, definition of recruitment-recruitment process- sources of recruitment-selection process placement meaning-induction-meaning-steps in induction programmes-- importance of induction-

UNIT V: CAREER PLANNING AND DEVELOPMENT

4 Hrs

Introduction, significance of career planning-advantages of career development-steps in career planning process.

UNIT VI: TRAINING AND DEVELOPMENT

6 Hrs

Meaning and definition- need for training-training process- methods of training.

UNIT VII: PERFORMANCE APPRAISAL

4 Hrs

Meaning, definition- objectives-techniques of performance appraisal.

UNIT VIII: EMPLOYEE MOBILITY

6 Hrs

Meaning of employee mobility- Definition of Promotion - Purpose of promotion, basis of promotion, Forms, Meaning of transfer, reasons for transfer, types of transfer-limitations

UNIT IX: HUMAN RESOURCE INFORMATION SYSTEM

4 Hrs

Meaning objectives of HRIS- Stages in development of HRIS

UNIT X: HUMAN RESOURCE AUDIT

5 Hrs

Meaning -objectives-advantages of HR audit- areas of HR audit-current trends in HR audit.

References:

Human resource management K.Ashwathappa, TATAMcGrawHill, New Delhi-2008

Human resource management Deepak KumarBhattacharya, Excel Books, New Delhi-2006

Essentials of HRM P.Subbarao, 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

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

BA(HRD)
III SEMESTER
Group-II (Elective Course)
COMPENSATION MANAGEMENT- HRDHRC 235

Learning Objective

The art and science of compensation practice and its role in promoting a company's competitive advantage.

Outcome

- To learn basic compensation concepts and the context of compensation practice
- To learn the concepts of Payment and employee benefits issues for contingent workers.

Total number of:

24 Hrs

Unit 1

9 Hrs

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

Unit 2

8 Hrs

PERFORMANCE EVALUATION: Meaning, Objectives, Process, Various method of Performance Evaluation.

Unit 3

7 Hrs

EXECUTIVE COMPENSATION: Meaning, Managerial and Executive Compensation Management, Annual Incentive Plans for Executives, Indian Practices of Compensation Management.

BOOK REFERED

- Compensation Management- [Dipak Kumar Bhattacharyya](#)
- 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 S. Bhattacharya (Author), Nilanjan Sengupta (Author)

Website

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

<http://newhorizonindia.edu/nhc-marathahalli/wp-content/uploads/2017/04/Compensation-Management.pdf>

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

BA (HRD)

III SEMESTER

Group-II (Elective Course)

FIELD STUDY – TRAINING AND DEVELOPMENT- HRDHRC 236

Total number of Hours: 24

Objectives:

To get the practical knowledge about the trainings and development

Training to be conducted in school/college/ NGO with entry and Exit Survey and Field Study

Report of 40 pages need to be prepared and submitted.

BA(HRD)
IV SEMESTER

FINANCIAL MANAGEMENT- HRDHRC 281

Objectives:

- To make the students understand relevance of finance for an organisation
- To teach basic concepts of financial management
- To prepare the students to apply cost benefit analysis for different projects
- To prepare the students to analyse financial viability of a project/proposal

Total number of hours: 64

Unit-1 **07 Hrs**

Nature and scope of financial management-meaning, importance of financial management— financial decisions-objectives of financial management-organisational structure for finance function-financial management and human resource management-their relative importance and complementarity

Unit-2 **03 Hrs**

Sources of finance-short term ,and long term sources

Unit-3 **08 Hrs**

Time value of money-present value and future value-present value of rupee-present value of annuity-concept of cost of capital, methods of calculation of specific cost of capital and determination of weighted average cost of capital (**problems**)

Unit-4 **08 Hrs**

Nature and scope of capital budgeting-meaning-importance of capital budgeting-capital budgeting process-investment criteria-pay-back period-accounting rate of return-net present value method-profitability index methods (**problems on single project only**)internal rate of return(**no problems only theory**)

Unit-5 **07 Hrs**

Leverage analysis-meaning-importance and determination of financial leverage-operating leverage-combined leverage(**problems**)

Unit -6 **04 Hrs**

Capital structure-meaning-importance-determinants of capital structure-features of appropriate capital structure

Unit-7 **04 Hrs**

Dividend-meaning-dividend policy-determinants of dividend policy-types of dividend (**no problems**)

Unit-8 **07 Hrs**

The concept of working capital-importance of business and industry-concept of operating cycle-stages of operating cycle-determination of working capital needs.

Unit-9

08 Hrs

Management of cash and receivables-motives for holding cash-cash planning-managing cash flows-optimum level of cash-reasons for extending credit-optimum credit policy-cost and benefits of extending credit-credit terms-collection policy (**no problems**)

Unit-10

08 Hrs

Management of inventory-objectives of holding inventory-inventory control techniques-stock level, maximum level ,minimum level, re-order level ,safety stock and economic order quantity(**problems**)

Books for references

M Pandey,FinancialManagement,Vikas Publishing House

M.Y Khan And P.K Jain,FinancialManagement,TataMcgraw Hill Publishing Company

Rathnam P.V Principles Of Financial Management

R.K.Sharma And Shashi K Gupta,Elements Of Financial Management,Kalyani Publishing House

Horne Vau,Financial Management And Policy,Prertice Hall of India

Horne Vau And Wachowier Fundamentals Of Financial Management

Websites

<https://wikifinancepedia.com/fin>

<https://efinancemanagement.com>

www.yourarticlrlibrary.com/a

**BA (HRD)
IV SEMESTER**

EMPLOYEE RELATIONS - HRDHRC 282

Objectives:

- To create awareness among students on new HR initiatives
- To familiarise students with industrial regulation and dispute settlements
- To acquire the students with the basic concepts of the discipline

Total number of Hours: 48

Unit 1	4 Hrs
Employee Relation: Meaning, definition, objectives, emerging trends	
Unit 2	4 Hrs
Discipline: Meaning, Types, objectives of Discipline, essentials of good disciplinary systems, Disciplinary Procedure, Causes of indiscipline.	
Unit 3	5 Hrs
Industrial disputes: meaning, causes, prevention and settlement of industrial disputes, voluntary and legal methods, conciliation, arbitration and adjudication Industrial dispute act of 1947.	
Unit 4	6 Hrs
Employee Grievance Handling: Meaning, characteristics, Needs for Grievance Redressal, Essential Pre-requisites of Grievance Procedure, Steps in Grievance Redressal Procedure	
Unit 5	5 Hrs
Wage and salary administration: objectives, factors influencing wage and salary structure, essentials of sound wage and salary structure, minimum wage act 1947	
Unit 6	6 Hrs
Industrial relations: Meaning, characteristics of Industrial Relations, approaches to Industrial Relations, Importance of Industrial Relations, Principles of Industrial Relations	
Unit 7	5 Hrs
Trade Unions: Meaning, objectives, structure of trade union, functions, Types of trade unions, Problems of trade union in India Essentials for success of trade union.	
Unit 8	4 Hrs

Collective Bargaining: Meaning, importance, functions, process and conditions for the success of collective bargaining

Unit 9

5 Hrs

Employee Participation in management: Meaning, Objectives, Essential conditions for successful working EPM, forms of Employee Participation in India, Employee empowerment, elements of Employee Empowerment

Unit 10

4 Hrs

Contemporary Issues in Employee Relations: Employee engagement, employer as a brand, talent management, Career planning and management, succession planning, work life balance.

Books for reference

1. Memoria C.B. Personnel management , Himalaya Publishing house , Mumbai , 30th edition
2. Flip Edwin B. ,Personnel Management ,McGraw Hill Book Company ,New York , 1984 , 6th edition
3. SubbaRao P. Essentials of HRM And IR –Text ,Cases and games , Himalaya Publishing house , Mumbai , 5rd Revised edition
4. Tripathi , Personnel Management and Industrial Relation , Sulthan Chand and Sons New Delahi 20th Revised edition n, 2009
5. Dale Yoder , Personnel management and Industrail relations , Prentice –Hall of India Pvt Ltd , New Delhi , 6th edition ,1979
6. C.B.Gupta ,HRM Text and Cases , Sulthan Chand and Sons New Delahi 16th Revised edition n, 2015

WEBSITES

<https://www.humanresourcesmba.net>

<https://hr.umbc.edu>employee-relations>

BA(HRD)
IV SEMESTER

ADMINISTRATION AND MANAGEMENT OF NGO'S- HRDHRC 283

Objectives:

- To acquaint the students with managing of an NGO
- To explain the procedures for starting & managing an NGO

Total number of hours 48

UNIT: 1

5 Hrs

Introduction

Meaning, Definition of NGO'S

Characteristics, Type- role of NGO'S-Advantages &Disadvantages of NGO'S

Unit: 2

5 Hrs

Features & Essentials of NGO's

Important features of NGO's-skills required to run an NGO's Integrating NGO & governmental action.NGO Networking

Unit: 3

6 Hrs

Genesis, Growth & Development of NGO's-Creation of an NGO trust-creation of an NGO under society Registration Act

Unit: 4

3 Hrs

Evolution of NGO, Role of working NGO in India

Unit: 5

6 Hrs

Financial Administration of NGO's

Sources of funds, Eligibility for seeking grants from the Government -seeking grants from foreign sources

Unit: 6

6 Hrs

Financial Management of NGO'S:

Procedural guidelines of submission of Application-Guidelines for selection-Fund release & Monitoring, Maintenance of Accounts & Audit

Unit: 7

5 Hrs

Administration of NGO's:

Policy Making in NGO's membership, Composition of general body & its members, Disqualification of a Member, classification of Member, founder Members, life members, ordinary Members

Unit: 8

5 Hrs

Implementation of NGO program & Projects: Evaluation of Projects under centrally sponsored schemes.

Unit: 9**4 Hrs**

Manpower Planning:

Insufficient utilization of project personnel-smooth progress of, NGO Project-C

Unit: 10 Challenges of NGO's in the New Millennium**3 Hrs****References:**

1. NGO Management-B.R Nanda, Surendra Kuamr & Sons, 2011
2. An introduction to NGO Accountability- Aswal-Cyber Tech publication, 2011
3. Globalisation of NGO- R.K. Gupta, Mahaveer & Sons 2009.
4. Administration & Management of NGO's-S.L.Goel R.Kumar, Deep& Deep Publication, New Delhi, 2005.
5. Social Welfare & Administration-Paul Chaudhar, Atmaram and Sons, 1992, New Delhi.
6. Social Welfare & Administration in India- D.RSachdev, Kitab Mahal Publications, Alahabad, 2006

BA(HRD)
IV SEMESTER

HRDHRC 284

STRATEGIC MANAGEMENT AND CORPORATE POLICIES-

Objectives:

- To facilitate students to understand present management strategies and policies.
- To teach the basic concepts and policies.
- To make student understand and apply these techniques in day-to-day management policies and practices
- To prepare students to use these concepts efficiently and effectively for the success of the organization.
- To facilitate the users to apply policies and strategies in their business problems.

Total number of Hours: 64

Unit:1

7 Hrs

Introduction to corporate policy - meaning, definition, importance, merits and demerits – conceptual framework of corporate policy and its importance in organizational effectiveness.

Unit: 2

7Hrs

Dimensions of strategic decisions - Levels of strategy general strategic management process-components of strategic decision making.

Unit:3

6 Hrs

Strategic planning definition, purpose, Merits and De-merits of strategic planning.-distinction between different types of planning- role of strategic planning in organization

Unit: 4

6 Hrs

Formal strategic planning process-drawing up of vision, mission, goals and objectives - purpose of vision mission, goals and objectives, types of goals.

Unit: 5

8 Hrs

Internal and external environmental analysis-need for environmental analysis Dynamics of environment- characteristics of environment- SWOT analysis, PEST analysis corporate capability analysis and core competence.

Unit 6:

6 Hrs

Strategic formulation - strategic decision framework, SBU's- Concept, application, Merits and De-merits of SBU's

Unit 7:

8 Hrs

Strategic alternatives (choices) developing strategic alternatives choices like stability, growth, retrenchment and combination strategy -forward and backward integration choices – diversification strategies.

Unit 8: **5 Hrs**
Choice of Strategy, Introduction to BCG Model, Importance and Application

Unit 9: **7 Hrs**
Strategy Implementation, Implementation Requisites, Organization Structure and design, Importance of Human Elements In Strategic Implementation, Role of Leadership and Resource allocation.

Unit 10: **4hrs**
Criteria for Evaluation and Feedback System

Books For Reference

1. Ghosh P.K **Strategic Planning and Management** ,Sulthan Chand
2. Kaam AZIM Business Policy
3. Ghosh P.K ,Business Policy, Sulthan Chand
4. Cherunilam Fraancis Business and government,Himalaya Publishing House
5. Peasee and Robinson, **Strategic management Business Week** edition
6. Cherunilam Francis , Business Environment

BA (HRD)
IV SEMESTER
Group-II (Elective Course)

ENTREPRENEURSHIP- HRDHRC 285

Objective:

- To Impart the entrepreneur skill
- Understanding basic concepts in the area of entrepreneurship
- Developing personal creativity and entrepreneurial initiative

Total number of 24 Hours

8 Hours

UNIT -1

An overview of entrepreneur and entrepreneurship

Meaning and Concept, Definition of Entrepreneur, Entrepreneurial Traits, Characteristics and Skills, Difference between Entrepreneur and Entrepreneurship, Types of Entrepreneur, The Scope of Entrepreneurship in India.

9 Hours

UNIT – 2

Entrepreneurship Training and Development

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

7 Hours

UNIT – 3

Entrepreneurship as innovation and problem solving

Entrepreneurs as problem solvers, Risk of entrepreneur, Barrier to Entrepreneurship, Support Structure for Promoting Entrepreneurship (Various government schemes)

Books for References:

- Entrepreneurship – Madhurima Lall And Skiksha Saha
- Entrepreneurship – Rajeev Roy
- The Dynamics of Entrepreneurial Development and Management – Vasant Desai
- Entrepreneurship - David H Holt

Website for References

<http://www.entrepreneur.com>

<http://www.yourarticlelibrary.com/entrepreneur>

BA(HRD)
IV SEMESTER
Group-II (Elective Course)

HUMAN RESOURCE DEVELOPMENTS- HRDHRC 286

Objectives:

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

Total number of Hours: 24

Unit-1

08 Hrs

Introduction to Human Resource Development-Concept of HRD, Objectives of HRD, Essentials of HRD

Unit-2

08 Hrs

Techniques of HRD- Performance appraisal, Potential appraisal, Career planning and Development, Training and executive Development, Organizational change, Organizational Development, Workers Participation, Role analysis, Quality circle

Unit-3

08 Hrs

Recent Trends in HRD- Total Quality Management, Kaizen, Just IN Production, Employee Empowerment, Benchmark, Learning organization

References

- Human resource management- C.B.Guptha
- Essentials of Human resource management and Industrial relations- P.Subba Rao
- Human resource management- V.S.P Rao
- Human Resource Management- S.K Gupta and R Jos

BA(HRD)
V SEMESTER

STRATEGIC HUMAN RESOURCE MANAGEMENT- HRDHRC 331

Objectives:

- To cater to the needs of management student who wish to move from, general HR approach to strategic approach.
- 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.

Total Number of Hours: 64

Unit 1:

6 Hrs

HR- A strategic perspective

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

Unit 2:

6 Hrs

Challenges in Impact of technology - Telecommuting e-HR, Employee surveillance and Monitoring, Ethical Behavior, Generational Diversity.

Unit 3:

6 Hrs

Strategic Human Resource Planning: Overview, Strategic role of Human Resource Planning.

Unit 4:

7 Hrs

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

Unit 5:

8 Hrs

Strategic Recruitment, selection and Retention. HR strategy and Recruitment & selection. Online Recruitment - Growth and Advantages, Outsourcing Recruitment, Head hunting, Retention-Methods of Retention, challenges in employee Retention.

Unit 6:**8 Hrs**

Strategizing Training:

Introduction, linkage between business strategy and training, Cross cultural training New development in Training & Development, Technology & Training, Computer based training, Distance training and Video conference.

Unit 7:**6 Hrs**

Reward and compensation strategies

Introduction- Skill based pay, Broad banding- Benefits, Uses and limitations Profit and gain sharing, ESOPs.

Unit 8:**8 Hrs**

Performance management strategies: Meaning need, 360* Performance appraisal-Benefits and Limitations, Performance management system, Technology and performance management- Strategic linkage of performance management.

Unit 9:**5 Hrs**

Developing HR as strategic value addition function- gaining competitive advantage through HR, Changing role of HR, Future of HR.

Unit 10:**5 Hrs**

Strategic Human Resource Development

Introduction, needs, Characteristics, Steps for designing SHRD

References:

1. Strategic Human Resource Mgt"- Jeffrey A. Mello, Thomson- South-western Australia
2. Strategic Human Resource Management Minakshi Kishore, Wisdom Publication New Delhi 2007.
3. Strategic Human Resource Mgt"-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 Western-Australia-2007
7. HRD-Theory and Practice, Tapomoy Deb, Ane Books, NewDelhi, 2006Delhi.

8. Strategic Human Resource Management A General Managerial Approach Charles R Greer, Pearson Education, New Delhi, Second edition.

**BA (HRD)
V SEMESTER**

PRINCIPLES OF TRAINING AND DEVELOPMENT- HRDHRC 332

Objectives-

Total number of Hours: 64

- To provides in depth knowledge into the issues related to training and learning process
- To provide an overview of the role of Training and Development in Human Resource Management.

Unit 1: Overview of training and development 8 Hours
 Training- meaning, principles, process
 Management Development – Meaning, objectives and principles
 Training v/s development

Unit 2: Learning 6 Hours
 Meaning, principles, process and factors influencing learning

Units 3: Training need analysis 7 Hours
 Concept, objectives, methods, benefits, components and process

Unit 4: Designing training and development programme 6 Hours
 Basic elements, importance and process

Unit 5: Training aids 6 Hours
 Meaning, significance factors, and types

Unit 6: Training methods 6 Hours
 On the job, classroom and interaction methods

Unit 7: Training and developmental strategies 6 Hours
 Concepts, cross cultural training, multi skilling, competency mapping

Unit 8: Evaluation of training and development 6 Hours
 Concepts , types, principles and process

Unit 9: Mentoring 6 Hours
 Concepts, significance, characteristics, mentor’s role, process

Unit 10: Innovations in training 7 Hours

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

WEBSITES

www.ted.com

www.trainingzone.co.uk

www.trainingworld.com

**BA (HRD)
V SEMESTER**

BUSINESS LAW- HRDHRC 333

Objectives:

- To make the students understand the basic rule of business.
- To make students to observe a code of conduct or set of rules in managing a business or a company.
- To prepare the students to float a company on their own.
- To make students understand the rules and principals which regulate our relation with the state and other individuals.

Total number of hours:64

Unit 1: **6 Hrs**

Offer – meaning and essentials of offer, Acceptance – meaning and essentials of acceptance, Consideration – meaning, essentials and exceptions.

Unit 2: **6 Hrs**

Law of contract, condition contract act 1872 – definition, nature and essential elements of contract – performance of contract – breach of contract – remedies for breach of contract – capacity to contract.

Unit 3: **6 Hrs**

The negotiation instrument act – definition – types of negotiable instruments – promissory note, bills of exchange – crossing and endorsement.

Unit 4: **7 Hrs**

Law of indemnity and guarantee – indemnity – definition and essentials – rights of indemnity holder – right of indemnifier – definition and essentials of guarantee – rights and liability of sureties.

Unit 5: **7 Hrs**

Bailment and pledge – bailment – definition and essentials – rights, duties and liabilities of a Bailee and Bailor – lieu of goods – pledge – definition – rights and liabilities of Pawnor and Pawnee.

Unit 6: **6 Hrs**

Law of agency – appointment of agents – classification of agents – rights of agents – termination of agency – rectification by the principal.

Unit 7: **6 Hrs**

Corporate law – introduction – types and features of different types of companies – incorporation of a company – statutory documents – memorandum of association – article of association – prospectus – registrar of member.

Unit 8:

8 Hrs

Membership, management and meetings – acquisition of membership – rights and liabilities of members – directors – meaning –different kinds of directors and their rights and duties – different kinds of meetings – motions and resolutions.

Unit 9:

6 Hrs

Issue of capital – kinds of shares and debentures - share certificates and share warranty – calls on shares and forfeiture of shares – transfer – transmission of shares - buy back by the company.

Unit 10:

6 Hrs

Company law board and stock exchange – company law board – constitution and powers – stock exchange – functions – role of SEBI in regulating stock market.

Suggested practicals:

Conduct any three practical given below or any other practical on similar lines.

1. Studying the contractual obligation in different situations
2. Drafting the notices and minutes of a company meeting.
3. Visit to a stock exchange
4. Visit to trial court and observe the proceedings and recording the evidence.
5. Crossing of cheque and bill of exchange

Books for reference:

1. Bulchandani K A , Business Law, Himalaya publishing house, Bangalore
2. Kapoor ND , Mercantile Law
3. Ramaiah , Companies Act

Website for reference

1. www.lawteacher.net
2. www.wikipedia.org

**BA(HRD)
V SEMESTER**

HRDHRC 334

CORPORATE COMMUNICATION AND PUBLIC RELATIONS

Objective:

- To acquaint the students with the recent techniques of corporate communication.
- To familiarize the students with the business correspondence to meet the challenges of the global market.

Total Number of Hours:64

UNIT 1: **7 Hrs.**

Communication and Mass Communication-meaning, definition and scope, choice of communication channels, communication strategy.

UNIT 2: **6 Hrs**

Introduction to Communication Theory

UNIT 3. **8 Hrs**

Definition and importance of Business Communication, Interpersonal/intrapersonal Business Communication, Business correspondence: Business letters/reports.

UNIT 4: **7 Hrs**

Channels of communication, Means or media of communication, Verbal & Non verbal, body language, sign language.

UNIT 5: **5 Hrs**

Definition, scope and functions of Corporate Communication

UNIT 6: **7 Hrs**

Corporate identity, philosophy, Image Corporate Culture, Philanthropy, public accountability.

UNIT 7 **5 Hrs**

Theory and practice of Public Relations, definition, role and functions

UNIT8 **5 Hrs**

Public Relations in changing social and political environment.

UNIT 9: **6 Hrs**

Art of persuasion, feedback, campaign planning and strategies

UNIT10: **8 Hrs**

Types and Tools of PR, Counselling, Crisis/Disaster Management in the corporate world.

References :

1. Business Communication Today-Boveen and Thill (1995), Prentice Hall, New York, 2009
2. Business'Communication Asha Kaul (2000), New Delhi, Prentice Hall
3. Effective Business Communication-Murphy and Hildebrandt (1991), New York: McGraw Hill
4. Communication Theory Eastern and Western perspective Lawrence D. Kincaid, Academic Press, 1999
5. Public Relations: Cases and Problems B. Canfield and Moore Homewood III, Irwin Publications
6. Corporate Communication: Principles, Techniques and Strategies, Sandra Oliver, Kogan Page, 1997.
7. Public Relations -a Scientific Approach Baldev Sahai, New Delhi: Standing Conference of Public Enterprises, 1980
8. Handbook of Public Relations in India D. S. Mehta, Allied Publishers Limited (1998).
9. Public Relations-Frank Jefkiiis, Financial Times/ Prentice Hall 1998).
10. Effective Public Relations Scott M Culti and Allen H Center, Prentice Hall 2008.

BA(HRD)
V SEMESTER

BUSINESS ETHICS AND CORPORATE GOVERNANCE- HRDHRC 335

Objectives:

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

Total Number of Hours:64

UNIT 1

6 Hours

Meaning and Nature of Business Ethics, Business Ethics 'for' Managers/organizations- Importance.

UNIT 2:

6 Hours

Managing Ethical Dilemmas-Myths about business ethics, Ethical Decision -Making Ethical Reasoning Ethical issues and Dilemmas in organizations

Unit-3

6 Hours

Professionals & Ethics-Ethical Rule of Professionals Principles of Professional Ethics-Focus in Professional Ethics work culture

UNIT4:

5 Hours

Code of Conduct of Ethics for Professional association-Ethical use of power.

UNIT 5:

9 Hours

Ethics in HRM - cash and incentive plans- Discrimination-Race and Disability- Employment Issues -Privacy issues-Restructuring and Layoffs- wages, Empowerment –Empowerment of the weakest –Unique and Balance of Power.

Unit 6: Ethics in governance

7 Hours

BPO, BT, Health care and Parma, Business Introduction to E commerce, Ethical concerns in E-Commerce and BPO sector , Bio-Technology Industries, BT & IT.

UNIT 7:

5 Hours

Ethical Leadership - need and Importance-Dimensions of Ethical Leadership.

UNIT 8:**8 Hours**

Corporate Governance and Professional Ethics- Corporate Governance- Basic Ingredients- Factors for Organization Success, Better Corporate Governance- Some Critical areas.

UNIT 9:**6 Hours**

Corporate Excellence - features of good corporate Governance Evaluation for Improved Corporate Governance.

Unit 10**6 Hours**

Protection of Stake holders Business & Environmental - Ethics consumer. Protection Building corporate Image-Business Ethics in knowledge, economy.

References :

1. Business Ethics and Corporate Governance –S. K Bhatia, Deep &. Deep Publications Pvt. Ltd., New Delhi-2005
2. Business Ethics: Managing Corporate; citizenship and sustainability in the age of globalization-Andrew Crane, Dirk Matten Second edition, Oxford .University Press, New Delhi; 2007.
3. Business Ethics concepts and cases Manuel G .Velasquez -Sixth Edition Prentice-Hall of India Pvt. .,Ltd New Delhi. 2008
4. Business Ethics -Ethical Decision making and. cases, O C. Ferrel John Paul Fraedrich, Linda Ferrell Sixth edition-Biztamra, An imprint of Dreamtech Press-New Delhi2006
5. Business Ethics -A, stake holder and Issues Management Approach-Joseph .W. Weiss 3rd Edition-Thomson South-Western, Australia 2006

**BA (HRD)
V SEMESTER**

FIELD STUDY (HR Topics) - HRDHRC 336

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 possible work areas in the field of Human Resource field.

Total number of Hours: 64

Scope

This is a project paper. The student is guided by one of the lecturers who is nominated by the principal. The lecturer works as a consultant and guide for the student for this field study. The following tasks are to be completed by the student

1. The student prepares a project proposal for a field study in the HR sector. The prepared proposal should be of at least Sixty 60 pages.
2. The student gets the proposal approved after consultations.
3. The student prepares an action plan for execution of the project.
4. The student conducts the field study.
5. The student conducts evaluations.
6. The student prepares a project completion report.

Note: Project work can be taken up on any theme within the framework of the syllabus. It is desirable if the project work is in tune with the intended professional pursuits of the concerned Student. The selection of the project is done in consultation with the guide and the institution of study.

BA(HRD)
VI SEMESTER

MANAGEMENT INFORMATION SYSTEM- HRDHRC 381

Objectives:

- To improve the students to apply computer information system for the benefit of management and organization.
- To prepare the students to use information concepts effectively and efficiently and to overcome bottlenecks.
- To prepare end users to know about the latest developments in the present information revolution.

Total Number Hours 64.

Unit 1: **6 Hours.**

Management Information Systems

Evolution of MIS -Growth of MIS -Theories of Evolution of MIS " Characteristics of MIS-subsystems of MIS Executive Information system Information Resource Management - Role of MIS -Enterprise information Systems.

Unit 2: **6 Hours.**

Concepts of Information Data and Information - Business Data Processing- Features of Information Types of Information Data Reduction -Quality of Information -value of Information -Management Information.

Unit 3: **8 Hours.**

System concepts

Characteristics of system -Types of system control in systems-system concepts applied to MIS - Multiple Approaches to structure of MIS -Organizational function & Information Requirement - levels of Management activity & information requirement - synthesis of MIS structure-Extent of Integration of Information system -man machine interaction Information Network.

Unit 4: **5 Hours.**

Transaction Processing System

Transaction Processing cycle -Features of TPS,- Transaction Documents - Transaction Processing Modes functional TPS.

Unit 5: **8 Hours.**

Types of DSS -Characteristics of DSS Components of DSS -DSS Tools for different level of Management DSS capabilities -Group Decision Support systems Expert system -components of ES -Advantages of ES -limitation of ES Examples of ES.

Unit 6: **8 Hours.**

Enterprise Resource Planning & Role of computers in MIS

Evolution of ERP MRP II Activities popular ERP Packages -Functionalities of SAP R/3-Baar ERP modules -Information Integration through ERP-ERP implementation -ERP configuration & customization Role of computer in functional information systems - production Information system -Marketing Information system -Finance Information system -Personnel Information system.

Unit 7: **8 Hours**

Planning for MIS

Strategic Information System Planning, Tactical Information system planning Operational Information system planning -Approaches to Information system Planning- challenges in Information system Planning - Principles of IS planning.

Unit 8: **6 Hours**

Social & legal aspects of computerization

Moral dimensions of Information Technology use social Issues Computer crimes, Impact of computer on Individuals, Organizations & Society Security Issues Security Measures Viruses & Worms.

Unit 9: **5 Hours**

The internet

History of the Internet, WWW -Navigation Tools Portals & Vortals -core features of the Internet -The Internet & the Business - security on Internet.

Unit 10: **4 Hours**

E-Commerce

Types of Electronic commerce – EDI - Business opportunities on the Internet Threats from the Internet - Based e-commerce Mobile commerce.

References:

1. MIS Dr. P. Mohan, Himalaya Publishing House, Mumbai, 11th edition 2009
2. MIS Gordon B.Davis, Margrethe H.Olson, 2nd edition, Tata Mc. GrawHill Publishing Company Ltd., New Delhi, 2008
3. NHS-Aman Jindal, Kalyani Publishers, Ludhiana, 2007
4. MIS-C.S.V. Murthy, Himalaya Publishing House, Mumbai, 3rd edition 2009
5. MIS-James A O Brien, George M Marakas, Tata Mc.Grew.HiU Publishing Company ltd New Delhi-2007 7th edition)

6. MIS S Sadagopan Prentis Hall of India New Delhi 2007
7. MIS A K Guptha, S chand and Co Ltd New Delhi 3rd Edition

**BA (HRD)
VI SEMESTER**

TRENDS IN HUMAN RESOURCES DEVELOPMENT - HRDHRC 382

Objectives:

- To understand and analyze 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 programs.

Total Number Hours 64

Unit -1: **6 Hours**

Human Resource development

Concepts, Scope, Role and importance- Organization of personnel development and its functions

Unit -2: **7 Hours**

HRD and HRM

Human resource - Concept, Nature, Its importance, Management of Human resource, Role of HRD Manager, HRM verses HRD.

Unit -3: **6 Hours**

HRD in India

Traditional Vs Modern, Need for HRD, Problems of HRD in India

Unit -4: **5 Hours**

HRD and Quality of work life (QWL)

Concept, Approaches, Conditions for success of QWL

Unit -5: **8 Hours**

HRD and TQM

Concept, Components and implementation of TQM, TQM in India, KAIZEN approach. JIT, Benchmarking - Concepts

Unit -6: **6 Hours**

HRD and Knowledge Management

Introduction, Forms, Knowledge organization, framing knowledge Strategies

Unit -7: 6 Hours

Executive development

Meaning, methods, responsibility for executive development, Organization of executive development.

Unit -8: 7 Hours

Personnel problems and Employee Counselling

Labour turnover, Absenteeism, Alcoholism and drug abuse- concept. Employee counselling - importance.

Unit -9: 7 Hours

Employee Discipline and grievance Procedure

Concepts Principles of Employee Discipline, Grievance in Industry, Grievance Procedure- Essentials of Good Grievance Procedure.

Unit -10: 6 Hours

Traits Approach

Stogdills Theory- Social, Un-social and Anti Social Traits, Defects of Traits approach.

References:

1. Human Resource Management (Concepts and issues) – T N Chabra Dhanpatrai and Co. 6th 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 Resource Development – G. D. Mathashweri, Sulthan Chand and Sons 1998
8. Human Resource Management Uday Kumar Haldar Oxford University New Delhi 2009

ORGANISATIONAL DEVELOPMENT AND MANAGEMENT OF CHANGE

Objectives:

- To understand the nature of organizational development as a means for bringing change in the organization.
- To understand the process of the organization development in order to make it effective
- To understand the reasons for resistance to change and method to overcome such problems.
- To understand the role of change agents in managing organizational change effectively.

Total Number of Hours :64

Unit – 1

7 Hrs

Organization: An Overview: Introduction, meaning, concept of an organization, nature, principles of organization, components, significance/ importance of organization, types of organization.

Unit – 2

7 Hrs

Organization Development: Meaning & definition, Characteristics of O.D, reasons for the study of O.D, differences between O.D & M.D ,benefits of O.D, limitation of O.D, steps in O.D, techniques of O.D.

Unit – 3

7 Hrs

Organization Development Intervention: Meaning & definition, characteristics, classifications/types of O.D intervention, implementing the intervention, effectiveness of O.D intervention.

Unit – 4

5 Hrs

Process of Development Intervention: Process of O.D intervention, structural O.D intervention BO- Meaning, features, advantages, steps/process of MBO.

Unit – 5

6 Hrs

Organization Effectiveness: Introduction, meaning & definition, factors affecting organizational effectiveness, models of organizational effectiveness, perspectives of effectiveness.

Unit – 6

8 Hrs

Organization Structure & Design: Introduction, meaning, necessity of organizational structure, characteristic features of organization structure, factors affecting organization

structure, benefits of organization structure. Organization design – meaning, factors in organization design.

Unit – 7 **6 Hrs**

Management of change: Introduction, concept of change, nature of change, forces of change, planned change, process of planned change.

Unit – 8 **6 Hrs**

Managing resistance to change: Meaning, reasons of resistance to change, strategies for introduction of change/overcoming resistance to change, use of group dynamics in bringing change, implementing a change.

Unit – 9 **7 Hrs**

Organization Culture: Introduction, characteristics of organization culture, guidelines for change culture, dimensions of culture, types of organization culture, organization culture & its effectiveness. Cross cultural training.

Unit – 10 **5 Hrs**

Change Agent: Meaning, guidelines, principles, qualities of a change agent, role of a change agents. SHAMROCK organization, strategic reward management-Model.

Reference:

1. Principles & practice of management – L.M Prasad, Sultan Chand & Publishers, Reprint – 2008.
2. Principles & practice of management – T. N Chhabra, Dhanpat Rai & CO. (Pvt.) Ltd. Tenth Revised Edition : 2017.
3. Modern Organisation Development And Change – Principles and practices J.N.Jain P.P. Singh Foreword by S.K .Bhatia, Regal Publications, New Delhi.
4. Organization Development and Transformation(managing effective change)Wendell L.French,Cecil H. Bell,Jr,Robert A.Zawacki, TATA McGraw- Hill Publishing Company Limited, New Delhi, Fifth Reprint 2008.
5. Organisation Development and Transformation (Innovative Approaches & Strategies)- S.K Bhatia foreword by Dr, Abad Ahmed, Deep & Deep Publications Pvt. Ltd.New delhi.
6. Organisation Design & Development – Concept & Application – Bhupen Srivatsava, Biztantra Publishers, 2007.

**BA (HRD)
VI SEMESTER**

LABOUR LEGISLATION- HRDHRC 384

Objectives:

To well acquaint the students with the aspects of welfare legislation.

Total Number of Hours 64

Unit 1:

8 Hrs.

Introduction to Labour welfare - Social security measures -Social assistance. Social Insurance

International Labour organization - Objectives & function.

Unit 2:

7 Hrs.

Factories Act 1948

Unit 3:

6 Hrs.

Employee State Insurance Act 1948

Unit 4:

6 Hrs.

Workmen's Compensation Act 1923

Unit 5:

7 Hrs.

Employees Provident fund & Miscellaneous Provisions Act -1952

Unit 6:

6 Hrs.

The Industrial Employment (Standing Orders) Act -1946

Unit 7:

6 Hrs.

Maternity Benefit Act 1961

Unit 8:

6 Hrs.

Payment of Bonus Act -1965

Unit 9:

6 Hrs.

Payment of Gratuity Act 1972

Unit 10:

6 Hrs.

Equal Remuneration Act 1956

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.

**BA(HRD)
VI SEMESTER**

GLOBAL HUMAN RESOURCE MANAGEMENT- HRDHRC 385

Objectives:

- To ensure an international look with respect to local sensitivities.
- Spread cross cultural sensitivities and awareness amongst managers and employees across the globe.

Total Number of Hours:64

Unit-1: **6 Hrs**

International HRM

Meaning, Concepts, Factors affecting IHRM , Differences between domestic and International Business, Advantages and problems in IHRM.

Unit-2: **8 Hrs**

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

Unit-3: **7 Hrs**

Recruitment and selection in international context

Sources of recruitment at Macro level, Parent Country national, IIIrd Country nationals, Host Country nationals, Expatriate system in selection process by MNC's

Unit-4: **6 Hrs**

International Staffing

Meaning, Approaches to multinational staffing Ethnocentric, polycentric, geocentric and regiocentric.

Unit-5: **6 Hrs**

Training and development Global Scenario

Introduction, meaning, Reasons for training, Areas of global training and development.

Unit-6: **5 Hrs**

Performance Management: Global Perspective

Introduction, meaning, Components and. challenges of international Performance management.

Unit-7: **7 Hrs**

International Compensation

Introduction, Objectives, Factors, Components or structure international compensation package.

Unit-8: **6 Hrs**

International Industrial relations

Introduction, Factors of international industrial relations, Concern of trade unions in MNC's.

Unit-9: **6 Hrs**

Globalization

Meaning, Process, Components - globalization of markets, production, investments and technology.

Unit-10: **6 Hrs**

Ethics and Social Responsibilities: Global Perspective

Meaning and sources of ethics, Social responsibility, Meaning, Reasons for corporate social responsibility (CSR).

References :

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

**BA (HRD)
VI SEMESTER**

COST ACCOUNTING - HRDHRC 386

Objectives:	Total Hours: 64
<ul style="list-style-type: none">• To impart conceptual knowledge of costing and management accounting,• To train the students in finding the cost of products using different methods of costing,• To equip basic skills of analysis of financial information to be useful to the management.	
Unit-I: Cost Accounting: Definitions, features, objectives, functions, scope, advantages and limitations.	06 Hrs
Unit-II: Cost concepts - Cost classification - Elements of Costs	05 Hrs
Unit-III: Methods of costing- Job, Contract, batch, Process, Operation, Unit, Operating and Multiple costing (Theory only)	06 Hrs
Unit-IV: Preparation of cost sheet (Simple problems)	08 Hrs
Unit-V: Materials: Purchase procedure, Stock levels, EOQ, Methods of Pricing materials (Theory only)	07 Hrs
Unit-VI: Labour cost: Time keeping, Time booking and payroll, Labour Turnover, Overtime and idle time. (Theory only)	06 Hrs
Unit-VII: Principles and methods of remuneration and incentive schemes	06 Hrs
Unit- VIII: Employee cost reporting and measurement of efficiency	06 Hrs
Unit- IX: Methods of payment of wages – Time rate system, Tailors Piece Rate method, Halsey and Rowan plans. (Simple problems)	8 Hrs
Unit – X: Overheads: Features, methods of allocation and apportionment of overheads. (Theory only).	06 Hrs

Books for Reference:

1. AdigaK S, Cost and Management Accounting I, ShubhaPrakashana, Udupi
2. AroraM N, Cost and Management Accounting(Theory and Problems), Himalaya publishing House, Mumbai
3. ColinDrury, Management and cost accounting, International Thomson Business Press , London
4. JainS P and K L Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi
5. P C Tulsian ,Tulsian's Cost accounting, S Chand & Company Ltd, New Delhi.

Websites:

- <https://icmai.in/icmai/index.php>

- www.icwai.org