

**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**

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

SlNo.	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	Optional	4	80	20	100	3
7		Constitutional Values	Compulsory	3				2
Total				30				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	Optional	4	80	20	100	3
7		Environmental studies	Compulsory	3				2
Total				30				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. I	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

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

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BA (HRD) I SEMESTER

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-Optional

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 BEHAVIOUR -Optional

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

Unit1

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.

Unit2

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.

Unit3

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 Planning14hours

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 Resources14hours

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 Compensation14 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 teambuilding – 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 Gupta, 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 – Optional

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 -Optional

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>

<https://www.managementstudyguide.com/importance-of-effective-communication-in-building-highperformance-teams.html>