

BA(HRD)-Scheme of examinations for 3rd,4th,5thand 6thSemester.

SEMESTER III

SlNo.	CourseCode	TitleoftheCourse	Categoryof Course	Teaching Hours perWeek	Sem. EndE xam	IA	Total Marks	Credit
1	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	40	10	50	2
7	BA(HRD)-3.5	Human Resource Development Skills	Compulsory*	2	40	10	50	2
Total				28				25

• **Compulsory Course (Skillbased) from BA(HRD) SEMESTER IV**

SlNo.	CourseCode	TitleoftheCourse	Categoryof Course	Teaching HoursperWeek	Sem. EndE xam	IA	Total Marks	Credit
1		Language-I	Lang	4	80	20	100	3
2		Language-II	Lang	4	80	20	100	3
3	BA(HRD)-4.1	Organizational Development and Management of Change	Core	5	80	20	100	5
4	BA(HRD)-4.2	Human Resource Research Methodology	Core	5	80	20	100	5
5	BA(HRD)-4.3	Employee Relations	Core	5	80	20	100	5
6	BA(HRD)-4.4	Cultural Diversity at Workplace/Human Resource Accounting	Elective-I	3	40	10	50	2
7	BA(HRD)-4.5	Case Based Learning (CBL)	Compulsory*	2	40	10	50	2
Total				28				25

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	5	80	20	100	5
2	BA(HRD)-5.2	Financial Analysis for HR Managers	Core	5	80	20	100	5
3	BA(HRD)- 5.3	Corporate Communication and Public Relations	Core	5	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	2	40	10	50	2
Total				25				23

- **Compulsory Course(Skill based) from BA(HRD) SEMESTER V**

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	5	80	20	100	5
2	BA(HRD)-6.2	Business Ethics and Corporate Governance	Core	5	80	20	100	5
3	BA(HRD)-6.3	Human Resource Information System	Core	5	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	2	40	10	50	2
Total				25				23

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

III SEMESTER
BA(HRD)-3.1:Organisational Behaviour

Total number of hours:56

Course objectives

- To understand human behavior in the workplace.
- To know the employee attitude in different situations in organization.
- To develop personal qualities through studying the different theories of personality.
- To motivate the student in the class room to analyze the case.

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

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

- To apply the conceptual foundation and theories of organizational behavior at the workplace.
- To analyze inefficiency and weakness in an individual and apply various measures to improve it in the organization.
- To analyze how to develop coordination and team work in the organization.

Unit1: Introduction

12Hrs

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

Unit2:Perception, Learning and Motivation

16Hrs

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

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

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

Unit3:Personality and Leadership

14Hrs

Meaning, Types and Traits; Determinants; Major Personality Attributes Influencing Organizational Behaviour; Locus of Control; Machiavellianism; Leadership-Meaning and Functions;Theories of Leadership:Traits,Behavioural and Situational Theories;Inspirational Approaches to Leadership:Charismatic Leadership,Transformational

Leadership, and Transactional Leadership (meaning only), Role and Challenges to the Leadership construct.

Unit 4: Group Behaviour and Interpersonal Relationships

14Hrs

Meaning and Classification of groups; Stages of Group Development; Group Structure; Roles and Norms of groups. Group Decision-Making: Group v/s Individual; Group think and Group Shift; Group Decision-Making Techniques and Process.

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

Books for reference

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

III SEMESTER

BA(HRD)-3.2Strategic Management

Total number of Hours:56

Course objectives

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

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

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

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

Unit1:Introduction to Strategic Management

14hours

Definition and importance of strategic management;Level of strategy-corporate,business,and functional. Strategic management process; Vision and mission statements; Setting organizational objectives. Internal and External Environment Analysis: Resource-based view, Value chain analysis, SWOT analysis, PESTEL analysis.

Unit2:Strategy Formulation

14hours

Business- Level Strategy- Competitive advantage, Generic strategies - cost leadership, differentiation, and focus. Blue Ocean Strategy, Corporate-Level Strategy-Diversification strategies, Vertical and horizontal Integration, Strategic alliances and joint ventures. Strategic Decision-Making Tools: BCG Model, Ansoff Matrix, 7S Framework

Unit3:Strategy Implementation

14hours

Organizational Structure:Types,Matching structure to strategy,Strategic control systems. Strategic Human Resource Management and Organisational Culture: Aligning HR strategy with business strategy, Talent management and development, Performance management systems. Organizational culture and its impact on strategy, Cultural change, managing cultural diversity

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

Books for reference

- Business Policy and Strategic Management (Text and Cases) by P. Subba Rao, Himalaya Publishing House. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw Hill Education Pvt. Ltd.
- Johnson, G., Scholes, K., & Whittington, R. (2020). Exploring corporate strategy: Text and cases (11th ed.). Pearson Education. ISBN: 9781292002546
- Kazmi, A. (2020). Strategic management and business policy (4th ed.). McGraw-Hill Education India. ISBN: 9789353166751
- Strategic Management and Business Policy by C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna, Excel Books.
- Strategic Management by LM Prasad, Sultan Chand & Sons.

III SEMESTER
BA(HRD)-3.3 BASICS OF ACCOUNTING

Total No. of hours: 56

Objectives:

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

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

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

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

Unit 1: Introduction

12 hours

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

Unit 2: Journal and Ledger

16 hours

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

Unit-3: Subsidiary Books

14 hours

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

Unit 4- Trial Balance and Final Accounts of Sole Trade

14 hours

Trial Balance - Meaning, objectives and methods- preparation of trial balance. Meaning of final accounts - Trading Account, Profit and Loss Account- meaning, Format and objectives. Balance Sheet- meaning, format and objectives. Preparation of final accounts.

BOOK FOR REFERENCE:

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. Gupta, Sulthan Chand and Sons, New Delhi, 11th Edition, 2006.
3. Accounting- I- B.S. Raman, United Publishers, Mangalore, 2nd Edition, 2013
4. Advanced Accountancy- Dr. S.N. Maheshwari and Dr. S.K. Maheshwari, Vikas Publishing, New Delhi, 3rd Edition, 2009.
5. An introduction to Accountancy- Dr. S.N. Maheshwari and Dr. S.K. Maheshwari, Vikas Publishing, New Delhi, Ninth Edition.
6. Advanced Accountancy Volume II- S.P. Jain and K.L. Narang, Kalyani Publishers, New Delhi, 19th Edition, 2013.
Email: kalyanibook@yahoo.co.in
7. Advanced Accounts Volume I: M S Shukla, T.S. Grewal, S.C. Gupta, S. Chand Company Limited, Ramnagar, New Delhi, 110055.
EMAIL: schand@vsnl.com https://sde.uoc.ac.in/sites/default/files/sde_videos/Basic_accounting.pdf

III SEMESTER
BA(HRD)–3.4 Compensation Management–Elective

Total Hours–45 hours

Learning Objective

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

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

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

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

Unit 1: Introduction to Compensation Management.

13 hours

Compensation Management–Definition, meaning, Nature, Objectives, Importance, Principles of Compensation Management, Factors affecting Compensation Policy Wage and salary administration- Meaning, Types, Objectives, Principles. Factors influencing employee remuneration, consequences of pay dissatisfaction, Importance of Ideal Remuneration System.

Unit 2: Performance Management and Evaluation

10 hours

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

Unit 3: Compensation Planning & Incentive Pay

12 hours

Compensation and its components-Compensation Planning: Level, Structure and Systems. Bases of Compensation-Traditional Bases for Pay-Seniority and Longevity Pay-Merit Pay. Incentive Pay-Individual Incentives-Types of Individual Incentives-Advantages and Disadvantages. Group Incentives-Types of Group Incentives-Advantages and Disadvantages. Company wide Incentives-Types-Designing Incentive Pay Programmes. Person Focused Pay-Competency Based Pay, Pay for Knowledge and Skill Based Pay, team based pay.

Unit 4: Executive Compensation

10 hours

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

BOOK FOR REFERENCE

- Compensation Management-Dipak Kumar Bhattacharyya
- Tapomoy Deb, Compensation Management text & cases, Excel Publication, 2014
- Compensation Management in a knowledge-based world-Richard I. Henderson
- The Compensation Handbook, Sixth Edition: A State-Of-The-Art Guide to Compensation Strategy and Design – Lance A. Berger
- Compensation and Reward Management Paperback–2017-B.D. Singh
- Compensation Management-Mousumi Sengupta (Author)

III SEMESTER
BA(HRD)–3.4 Stress Management-Elective
Total number of hours: 45

Objectives:

- To understand how stress affects productivity and the sources and causes of stress.
- To get equipped with the various strategies of stress management and different methods of relieving stress to increase overall productivity at workplace.
- To know the concept of counseling and its functions.
- To understand the nature and consequences of stress

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

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

- Identify the types of stress
- Discuss issues relating to their daily lives that cause stress.
- Explain how healthy habits i.e., regular exercise, better sleep, hygiene and proper nutrition can defend against stress and prevent
- Understand the concepts of counseling in detail.

Unit1-Introduction

10hours

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

Unit2-Stress Management Mechanism

10hours

Stress and Coping Mechanism. Individual Coping Strategies - Physical Exercise - Relaxation - WorkHome Transition - Cognitive Therapy - Net Working. Organizational Coping Strategies. Supportive Organizational Climate. Job Enrichment-Organizational Role Clarity-Career Planning and Counseling-Stress Control workshop & Employee Assistance programmes. Stress Management Based on Indian Philosophy.

Unit3-Stress and Work performance

15hours

Impact of stress on work performance, Overview of relevant psychological theories related to stress and performance -Theory of emotion and the Emergency theory. Factors Contributing to Workplace Stress-Organizational Factors -Workload and job demands, Role ambiguity and conflict Lack of control and autonomy, Organizational culture and leadership styles. Individual Factors - Coping mechanisms and resilience, Personal life stressors affecting work, Perception and appraisal of stressors. Strategies for managing stress and Enhancing Performance-Organizational Strategies-Implementing stress management programs and policies, promoting a supportive work environment, providing resources for stress reduction (e.g., wellness programs, employee assistance programs). Individual Strategies-Stress management techniques, Time management and prioritization skills, seeking social support and maintaining work-life balance

Unit4-Counseling

10hours

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

Reference Books:

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

1. Cooper, C., & Palmer, S., (2000) Conquer Your Stress, London: Institute of personal development Universities Press
2. Dutta, P., K., (2010) Stress management Himalaya Publishing House
3. Lee, K., (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
4. Ogden, J. (2000) Health Psychology 2nd edition Philadelphia, Open university press
5. Olpin, M., & Hesson, M., (2015). Stress Management for Life: A Research-Based Experiential Approach. 4th edition. Wadsworth Publishing.
6. Rice, P. L., (1992) Stress and Health, 2nd edition, California, Brooks/Cole 10.

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

III SEMESTER

BA(HRD)-3.5 HUMAN RESOURCE DEVELOPMENT SKILLS-Compulsory

Total Hours: 45 hours

Objectives: To familiarize the students about the human resource Development skills

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

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

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

Unit 1-Human resource Development skills

12 hours

Human resource Development skills-Meaning, importance and means to improve HR skills. Time Management-Meaning, principles of time management-developing personal Sense of time, identifying goals, daily planning, making the best use of the best time, and making use of committed time. Time stealers. Calendar management- meaning.

Unit 2-Team building and Stress Management

12 hours

Team building: Meaning, types of teams, team building process, factors influencing the effective team. Creativity: meaning, importance, Process, Components of creativity, characteristics of Creative person. Brainstorming

Stress Management-Meaning and Causes for stress, Eustress, Distress, and Stress management techniques. Counselling-Meaning significance and principles of counselling, counseling process, employee counselling- functions.

Unit 3-Communication

12 hours

Communication-Meaning, Process, Importance, barriers, measures to overcome. Types of communication- Formal - written-oral, upward downward horizontal; Informal communication- Grapevine and consensus with Merits and demerits. Role of communication in HR. Conflict Management: Definition, Conflict Management Skills, Types-Communication, Emotional Intelligence, Empathy, Problem Solving skills. Case Study.

Unit 4-HR Etiquettes

9 hours

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

References

Personality development-Dr.T.Bharath

- Time management and personal development-john Adair
- Basic Managerial Skills for all-6th Edition, E.H. McGrath, S.J., Prentice:
- Essentials of Business Communication-Rajendra Pal & J.S. Korlahalli, Sulthan & Sons, New Delhi. 2005
- Time Management-Michal Robert; Harvard Business Press; 2005
- Human resource management K. Ashwathappa, TATA McGraw Hill, New Delhi-2008
- <https://career.fsu.edu/sites/g/files/imported/storage/original/application/f155c3e0bc96670881e88a61cf1d151d.pdf>
- <https://www.bookafy.com/calendar-management-skills/>
- <https://www.thebalancecareers.com/conflict-management-skills-2059687#types-of-conflict-management-skills>

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

IV Semester

BA(HRD)-4.I Organisational Development and Management of Change

Total number of hours:56

Course objectives:

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

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

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

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

Unit 1: Organizational Development

14Hrs

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

Unit 2: OD Interventions and Organisational effectiveness

14Hrs

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

Unit 3: Power, Politics and Ethics in OD

14Hrs

Power and Politics: Meaning, sources of power, conditions for the use of power, implication of power and politics for the practice of OD. Ethics in OD: Meaning, relevance and major categories of ethical dilemma in OD. Role of Leadership in OD

Unit 4: Management of change and Organisational Culture

14Hrs

Change- Meaning, types, factors, importance and effects- Operational, Psychological and social. Role and qualities of a change agent. Resistance to change- Meaning, reasons for individual and organizational resistance to change, methods of overcoming resistance to change.

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

Book for reference

- Kavitha Singh, Organisation change and Development, Excel Books, New Delhi, 2005
- Joseph W Weiss, Organisational Behaviour and Change, Vikas publishing house, 2015

- Wendell L French, Organisation Development, Prentice-Hall of India, New Delhi, 2004
- T. Ralphs, Organisation Development, Viva Books Private Ltd,
- Thomas G Cummings, Organisation development and change, South Western publishers, 2005

IV Semester
BA(HRD)-4.2 Human Resource Research Methodology

Total Number of Hours: 56 Hours

Course Objectives:

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

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

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

1. Understand the philosophy of Research
2. Learn various research techniques and methods
3. Use statistical values in Human research
4. Design survey, collect, process and analyze the data.
5. Understand the Research Ethics
6. Write a research report

Unit: 1 Research and Research process

14 Hrs

Research-Meaning and Definition. Significance of Research; Types of Research; Motivation in Research. Research process. Research Problem-Meaning, Identification and Formulation, Challenge in Selecting Research problem. Research Design-Steps in Formulating research Design, Types of research designs.

Unit: 2 Methods of Data Collection and Analysis

14 Hrs

Meaning and Types of Data; Primary Data-Meaning and Sources-Observation, Interview and Questionnaire; Secondary Data-Meaning and Sources; Survey, Case study. Hypothesis-meaning and Characteristics. Sampling-meaning and types. Scales-Types of scales. Data Analytical process-Editing, Coding, Classification and Tabulation.

Unit: 3 Methods of Statistical Measures

14 Hrs

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

Unit: 4 Research Report Writing and Research Ethics

14 Hrs

Research Report Writing-Outline and Qualities of research Report.

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

References

1. Ahuja Ram-Research Methodology: Methods and Techniques. Jaipur Rawat Publication 2003
2. Kothari C.R. Research Methodology. Methods and Techniques. New Delhi New Age International Publishers 2004.
3. Young Pauline V., Scientific Social Surveys and Research. New Delhi: Prentice Hall of India. Tin May., Social Research: Issues Methods and Process, Rawat, Jaipur. 2001
4. Agarwal, B.L., Comprehensive Research Methodology, New Age International (P) Ltd Publishers 2015
5. Mishra Shanti-Bhushan-handbook of research methodology., Publisher: Educreation ISBN: 978-1- 5457-0340-3
6. Creswell, J.W. and Creswell, J.D., 2017. Research design: Qualitative, quantitative, and mixed methods

approaches. Sage publications.

7. Krishnaswamy, K.N., 2006. Management Research Methodology: Integration of Principles, Methods and Techniques. Pearson Education India.

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

Semester BA(HRD)-4.3 Employee Relations

Course objectives:

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

Total number of Hours: 56

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

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

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

UNIT I-Introduction

15Hours

Employee Relation- Meaning, definition, objectives and importance .Role of an Employee Relations Manager.Discipline-Meaning, Types, objectives, essentials of good disciplinary systems, Disciplinary Procedure,Causes of indiscipline.Employee Participation in management-Meaning, Objectives, Essential conditions for successful working of EPM, forms of Employee Participation in India. Employee empowerment – meaning, elements.

UNIT II-Industrial Disputes

14Hours

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

UNIT III-Trade Unions

13Hours

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

UNIT IV-Industrial relations

13Hours

Industrial relations: Meaning, characteristics, importance, approaches and principles. Wage and salary administration-Meaning, characteristics and objectives, types of wages, factors influencing wage and salary structure, Essentials of sound wage and salary structure, Employee relation and its merging trends-employee visibility, employee experience, psychological safety, human centric approach.

Books for reference

1. Employee Relations Management-PN Singh and Neeraj Kumar, Pearson Publication.
2. Memoria C.B. Personnel management, Himalaya Publishing house, Mumbai, 30th edition
3. Flip Edwin B., Personnel Management, McGraw Hill Book Company, New York, 1984, 6th edition
4. Subba Rao P. Essentials of HRM And IR –Text , Cases and games , Himalaya Publishing house ,

Mumbai, 5th Revised edition 5. Tripathi, Personnel Management and Industrial
Relation, Sulthan Chand and Sons New Delhi 20th Revised edition n, 2009
6. C.B. Gupta, HRM Text and Cases, Sulthan Chand and Sons New Delhi 16th Revised edition, 2015.

IV Semester

BA(HRD)–4.4 Cultural Diversity at Workplace-Elective

Course objectives:

Total number of hours:45

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

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

Course Outcomes:

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

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

Unit1: Introduction to Diversity

12Hrs

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

Unit2: Visions of Diversity and Cross-Cultural Management

12Hrs

Models of Diversity - Deficit Model, Discrimination and Fairness Model, Access and Legitimacy Model, Learning and Effectiveness Model. Cross Cultural Management-Meaning, Frameworks in Cross Cultural Management- Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaars' Dimensions, Schwartz Value Survey, GLOBE study.

Unit3: Organizational Diversity Strategies

10Hrs

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

Unit4: Emerging Trends in Diversity Management

11Hrs

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

Books for Reference:

- Bell, M.P. (2012). Diversity in organizations (2nd Ed.). Mason, OH: Cengage.
- Harvey, C.P. & Allard, M.J. (2015). Understanding and managing diversity: Readings, cases, and exercises (6th Ed.). Upper Saddle River, NJ: Pearson.
- Canas, Kathryn A., Sondak, Harris- Opportunities and challenges of workplace diversity theory, cases, and exercises- Prentice Hall.
- Marilyn Y. Byrd & Chaunda L. Scott, Diversity in the Work force Current Issues and Emerging Trends, by Routledge.
- R. Roosevelt Thomas- World Class Diversity Management- A Strategic Approach- Berrett, Koehler Publishers (2010).
- Taylor Cox- Cultural Diversity in Organizations- Theory, Research and Practice- Berrett, Koehler Publishers (1994).

- Holvino Ferdman andMerrill-Sands2004(ARTICLE)Wijewantha,P.(2016).Creatingmulti-cultural organizations for diversity management. (Article)
- Richard Mead,TimG.Andrews-International Management-Wiley-Blackwell(2009).
- Fred Luthans, JonathanDoh-International Management-Culture, Strategy, and BehaviorMcGraw-Hill Education (2017).
- FredL.Pincus,Understanding diversity:an introduction toclass,race,gender,sexual orientation,and disability, Lynne Rienner Publishers.
- Bahaud inG.Mujtaba(2010).Workforce DiversityManagement:Challenges,Competencies and Strategies (Second Edition).
- Marie-JoëlleBrowaeys,RogerPrice-Understanding Cross-CulturalManagement-PrenticeHall_Financial Times.

IV Semester

BA(HRD)-4.4 HUMAN RESOURCE ACCOUNTING-ELECTIVE

Total No of Teaching Hours: 45 hours

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

Objectives

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

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

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

Unit1: Introduction to human resource accounting

12 hours

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

Unit2: Human capital investment

10 Hours

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

Unit3: Measuring human resource cost

10 Hours

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

Unit4: HR Audit and payroll Management

13 hours

HR Audit-meaning, features, objectives, scope, levels and steps in HR audit. Key factors of HR audit, Methods, HR Score Card, Concept of payroll, Payroll system, Components of payroll, process and stages of payroll system, Payroll accounting- ERP.

Reference

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

Website:

- <http://www.yourarticlelibrary.com/human-resources/human-resource-accounting-meaning-definition-objectives-and-limitations/32403>
- https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiv_hra.pdf

IV Semester

BA(HRD) – 4.5: Case Based Learning (CBL

Skill Enhancement Course (SEC) - I

Case Based Learning (CBL)

2 Hours per week with 2 credits

Case-based learning (CBL) is an active, learner-centered pedagogy where students analyze real-world scenarios or "cases," applying theoretical knowledge to develop solutions. This used in management and business education, CBL bridges the gap between theory and practice, enhancing critical thinking, collaboration, and decision-making skill. This encourages students to explore multiple perspectives, evaluate alternatives, and justify their decisions.

The CBL syllabus is designed to bridge the gap between theoretical knowledge and practical application. Students work individually, analyze situations, gather and evaluate information, propose feasible solutions, and reflect on outcomes. Through this process, learners develop analytical abilities, creativity, communication skills, and ethical reasoning.

Cases are often based on actual events or realistic scenarios, making them engaging and relevant. Students take an active role in examining, discussing, and solving the case, rather than just receiving information. Cases must be related to recent issues related to HRD

The course aims to: a) Develop analytical, problem-solving skills b) Provide practical exposure to applying theoretical concepts c) Encourage independent learning, creativity and innovation d) Introduce basic idea of inquiry and documentation

Learning Outcomes : Upon completion of the course, students will be able to: a) Identify and analyze real-world problems b) Interpret the results and draw meaningful conclusions c) Prepare structured reports d) Present and defend their work confidently

Guidelines for the course: a) The course report has to be prepared by individual student after deciding on the topic in consultation with the supervisor b) Business cases may be theoretical, empirical, analytical, realistic, or application-oriented. c) Topics/cases should be approved by the supervisor

Components of the report: The report shall be prepared in printed or soft copy as prescribed by the supervisor. The report shall be of minimum 10 pages (excluding cover page, certificate, declaration & annexures) and shall include: a) Title page b) Certificate and declaration c) Table of contents d) Introduction – minimum one page e) Content of the study -Data/information collection and analysis (if applicable) f) Conclusion – minimum one page g) Annexures and References (if applicable)

**BA(HRD)-5.1BA(HRD) V
SEMESTER
GLOBAL HUMAN RESOURCE MANAGEMENT**

Total Number of Hours: 60

Course Objectives:

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

Pedagogy: Classrooms lecture, Case analysis, Group discussions, Assignment, ICT teaching etc.

Courseoutcome:On successful ompletion of the course the student will be abl e to

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

Unit-1: International Business and IHRM

12hrs

International Business- Meaning, Stages of internationalisation, Differences between domestic and International Business, Advantages and problems of international business.

IHRM- Meaning, Terms used in IHRM – MNC, TNC, PCNs, HCNs and TCNs,Factors affecting IHRM, Advantages and problems in IHRM.

Unit-2:InternationalHumanResourcePlanning,

RecruitmentandSelection14hrs

International Human Resource Planning- Meaning, types of International Human Resources-Permanent, Medium and Long term, Short term, Indirect.

Recruitment and Selection in International context- Sources of recruitment at Macro level- Ethnocentric, Polycentric, Geocentric and Regiocentric- Advantages and disadvantages,Selection techniques for Expatriate, reasons for Expatriate's failure.

Unit-3:Training and development Global Scenario

12hrs

Meaning, Need for training, Areas of global training and development, Cross cultural training- process and benefits, Pre-departure training.

Unit 4:InternationalPerformance Management and Compensation

12hrs

International Performance Management- Meaning, Challenges of international Performance management.

International Compensation-Meaning, Objectives, Factors, Components or structure of international compensation package.

Unit-5:Recenttrends inGHRM

10hrs

Hybrid Culture-Employee Monitoring-Enhanced HiringGlobal Expansion-Employee Analytics-Automation-Working in the Meta Verse-Role of generative AI.

References:

- International HRM-P.Subbarao,Himalaya Publishing House.
- International HRM-PeterJ.Dowling,MarionFesting,AllenD.Engle,CengageIndiaPvt.Ltd.
- International HRM-K.Aswathappa,SadhnaDash,McGrawHillEducation(India)Pvt. Ltd.
- International Human Resource Management:Text and Cases-P.L.Rao,Excel Books India.
- Textbook of International HRM-S.C.Gupta.By:S.C.Gupta,MacmillanPublishersIndiaLtd.
- International HRM-Nilanjana Sengupta,Excel Books India.

BA(HRD)-5.2
V Semester BA (HRD) Financial Analysis for HR Managers
Total number of hours: 60

Course Objectives:

- To understand the basics of finance and accounting needed for HR.
- To learn how HR activities affect company finances.
- To read and understand financial statements.
- To apply financial tools like ratios and cashflow for HR use.
- To make better HR decisions using financial data.

Pedagogy: Classroom lectures, Solving practical problems, Case studies and group discussions, Assignments and classroom activities

Course outcomes:

- Understand basic finance and accounting terms used in HR.
- Prepare simple HR budgets and cost sheets.
- Read and explain key financial statements.
- Calculate and interpret financial ratios and cash flow related to HR.
- Use financial analysis for better HR planning and decisions.

Unit 1: Financial Management (10 Hours)

Financial Management: Meaning, Scope, and Objectives (Profit vs. Wealth Maximisation). Financial Decisions: Investment, Financing, Dividend – HR's role. Impact of HR functions on company financial performance

Unit 2: Strategic Role of Finance in HRM (10 Hours)

Importance of financial knowledge for HR professionals. HR's role in financial planning and budgeting alignment. Key financial terms relevant to HR: CTC, Human Capital, ROI on Training, Working Capital, Revenue per Employee. HR Costing: Cost of Attrition, Recruitment and Retention.

Unit 3: Financial Statement Analysis (13 Hours)

Financial statement - Meaning, HR-Specific Items in Financial Reports: Salary expenses, PF/ESI, provisions, gratuity, bonuses. Financial Statement Analysis: Meaning and Types. Problems on Changes in working capital, and trend percentage (Employee cost and productivity trends).

Unit 4: Cash Flow Analysis (13 Hours)

Difference Between Profit and Cash Flow, Payroll Cycle's Impact on Cash Flow, Structure and Purpose of the Cash Flow Statement (Indirect Method), Operating, Investing, and Financing Cash Flows. Problems on Cash Flow Statement.

Unit 5: Ratio Analysis and HR Metrics (14 Hours)

Meaning, purpose, and importance of financial ratios for HR decisions. Financial Ratios: Current, Quick, Gross Profit, Net Profit, Debt-Equity – meaning, calculation, HR relevance. HR Metrics: Labour Turnover Ratio, Cost per Hire, Revenue per Employee, Absenteeism

Ratio– meaning, calculation, HR relevance.

Books for Reference:

- Chandra,P.(2022).*FinancialManagement:TheoryandPractice*(10thed.).McGraw-Hill.
- Pandey,I.M.(2021).*Financial Management*(12thed.).VikasPublishingHouse.
- Dessler,G.(2023).*Human Resource Management*(17thed.).Pearson.
- Director,S.M.(2012). *Financial Analysis for HRManagers:Tools for Linking HRStrategy to Business Strategy*
- Palepu,K.G.,&Healy,P.M.(2012).*Business Analysis and Valuation Using Financial Statements* (5th ed.).Cengage

BA(HRD)–5.3 V
SEMESTER
CORPORATE COMMUNICATION AND PUBLIC RELATION

Course Objectives:

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

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

COURSE OUTCOME

- Able to use and draft a business correspondence needed
- Develops skills and techniques for Public Relation

Total number of hours:60

Unit 1 Communication

12 hours

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

Unit 2 Corporate communication and its areas
hours

12

Corporate communication – meaning, definition, objectives and types. Strategy for corporate communication – process and contents. Corporate identity – meaning, identity mix, developing a corporate identity. Corporate image – meaning, image makers and benefits. Corporate culture – meaning and components. Corporate Philosophy – meaning, purpose and benefits. Corporate Philanthropy and Corporate Accountability (concepts).

Unit 3 Public Relations
hours

12

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

Unit 4 Stakeholder's PR
hours

12

Media relations – definition and scope, strategies, role and challenges of media relation. Customer relations – meaning, objectives and importance. Customer relation programme. Employee relations – meaning, objectives, challenges and characteristics of employee communication. Community relations – meaning, objectives, activities of community engagement. Measuring impact.

Unit 5 Crisis communication and PR Campaign

12 hours

Crisis – meaning and kinds. PR and crisis management. PR – meaning, objectives, steps in campaign planning and scope of PR campaign. Role of Public Relations in modern business. The Evolution of Public Relations in the Age of Social Media – social media PR strategies, challenges in social media PR and emerging trends in PR.

References:

- Corporate Communication: A Guide to Theory and Practice by Joep Cornelissen, SAGE Publication Ltd.
- Corporate Communication: Trends and Features by Dr. Sapna M.S, Notion Press.
- Fundamentals of Corporate Communications by Richard Dolphin, David Reed
- Business communication by TN Chhabra

- Public Relations Principles and Practices by Iqbal S. Sachdev, Oxford University Press, 2011
- Public Relations-a Scientific Approach Baldev Sahai, New Delhi: Standing Conference of Public Enterprises, 1980
- Handbook of Public Relations in India D.S. Mehta, Allied Publishers Limited (1998).
- Public Relations-Frank Jefkiiis, Financial Times/Prentice Hall (1998).
- Effective Public Relations Scott

McGraw-Hill Center, Prentice Hall 2008. Websites:

- <https://sprigghr.com/blog/board-management/building-an-effective-corporate-communication-strategy/>
- <https://everyonesocial.com/blog/corporate-communications-plan/>
- <https://prlab.co/blog/what-is-media-relations/>
- <https://www.keka.com/glossary/employee-relations>
- <https://ca.indeed.com/career-advice/career-development/community-relations>
- <https://scoreindia.org/blog/role-of-a-pr-professional/>
- <https://prlab.co/blog/what-is-a-pr-campaign-and-famous-examples/>
- <https://www.sac.ac.in/blogdetail/the-role-of-public-relations-in-modern-business/>
- <https://karnavatiuniversity.edu.in/the-evolution-of-public-relations-in-the-age-of-social-media/>

BA(HRD)-5.4

VSEMESTER

PRINCIPLES OF TRAINING AND DEVELOPMENT

Total hours:60

Objectives:

To equip students

within-depth knowledge of the concepts and importance of training and development in organizations.

- To understand the methods to analyze training needs and design effective training programs.
- To familiarize the students with knowledge of various training aids and methods used in training.
- To familiarize with evaluation design to assess training programme effectiveness.
- To understand the impact and use of technology on the field of training.

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

Course Outcomes:

- Demonstrate a comprehensive understanding of training and development concepts and their strategic importance in organizational success.
- Analyze the role of methods, aids and technology in training
- Analyse the training needs of an organization.
- Evaluate the training methods

Unit I: Overview of training and development-15Hrs

Definition and scope of training and development, Importance of training in organizations,

Training- objectives, principles, process. Role of training in human resource management

Management Development-Meaning, objectives. Differences between training and

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

Units II: Training need analysis & training design

15

Hours

Concept and importance of TNA, objectives, Levels of needs analysis: organizational, task, and individual, Data collection method for Training Needs Analysis, Needs Assessment Process, Barriers to effective TNA

Designing training and development programme-meaning, importance, Considerations for

Designing Effective Training Programs, Principles of Training Design, Training Design Process.

Unit III: Training aids & methods

15hrs

Meaning, significance of training aids. Use of training Aids- Audio- Visual Aids, Computer based instructions. Training methods - On the job and off the job training methods., Technology based Training- **Computer-Based Training (CBT), Web-Based Training (WBT) / eLearning , Virtual Classrooms Mobile Learning (mLearning), Learning Management Systems (LMS)** Training and developmental strategies - Concepts, cross cultural training - Cross-cultural and diversity considerations. Multi skilling, competency mapping.

Unit IV: Trainer as a Change Agent

10hrs

Roles and responsibilities of trainers. Trainer competencies and facilitation skills Meaning and definition of mentoring, significance, characteristics, qualities of a good mentor, mentoring process. Counselling – Meaning, objectives and types

UnitV-Evaluation of training and

development 5Hours

Meaning,types,principles and Stages of
Evaluation

Books for Reference

1. Training and Development-TapomoyDeb,AneBooks
2. Training and Development-GPanduNaik,Excel
3. Training and Development-PLRao,Excel
4. Fundamentals of Training and Development-DineshKumar&MansoorAli
5. Training for Development-RKSahu
6. Advanced techniques for Training and Development-ALandale,InfinityBooks
7. Training and Development-S.K.Bhatia
8. Employee Training & Development-Noe,R.A.(2008).McGraw-Hill
9. Training and Development-DipakKumarBhattacgaryya
10. <https://in.indeed.com/career-advice/career-development/types-of-technology-based-training>
11. <https://theintactone.com/2022/12/02/use-of-new-technologies-for-training-delivery-and-instruction-learning-and-performance-support/>

**BA(HRD)- 5.5
V Semester
Business Law**

Total number of hours: 60

Course Objectives:

- To provide students with foundational
- Understanding of the legal frame work governing business operations in India.
- To develop the ability to identify legal issues in business scenarios and apply relevant statutory provisions and case laws.
- To foster ethical decision-making by understanding the legal responsibilities of businesses, entrepreneurs, and professionals.

Pedagogy: classroom lectures, role play and case study methods

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

1. Explain the basic principles and sources of Indian business law.
2. Analyse and interpret legal agreements and contracts, identifying valid, void, and voidable contracts.
3. Evaluate the legal structure and functioning of various forms of business organizations.
4. Apply legal knowledge to resolve common business disputes related to contracts, consumer rights, and company affairs.
5. Demonstrate awareness of ethical and legal responsibilities in business decision-making and compliance with statutory requirements.

Unit 1: Indian Contract Act, 1872 & The Sale of Goods Act, 1930

15hrs

Introduction – Definition of Contract, Essentials of Valid Contract, Offer and acceptance, consideration, contractual capacity, free consent. Classification of Contract, Discharge of a contract, Breach of Contract and Remedies to Breach of Contract. Sale of Goods Act 1930: Introduction-Definition of Contract of Sale, Essentials of Contract of Sale, Conditions and Warranties, Transfer of ownership in goods including sale by a non-owner and exceptions.

Unit 2: Negotiable Instruments Act, 1881

10hrs

Introduction – Meaning and Definition of Negotiable Instruments – Characteristics of Negotiable Instruments – Kinds of Negotiable Instruments – Promissory Note, Bills of Exchange and Cheques (Meaning, Characteristics and types) – Parties to Negotiable Instruments – Dishonour of Negotiable Instruments – Notice of dishonour

Unit 3: Consumer Protection Act, 1986

10hrs

Definitions of the terms – Consumer, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices, and Services, Rights of Consumer under the Act, Consumer Redressal Agencies – District Forum, State Commission and National Commission.

Unit 4: Environment Protection Act, 1986

10hrs

Introduction - Objectives of the Act, Definitions of Important Terms – Environment, Environment Pollutant, Environment Pollution, Hazardous Substance and Occupier, Types of Pollution, Powers of Central Government to protect Environment in India.

Unit 5: Intellectual Property Rights (IPR)

10hrs

Introduction to IPR, Definition and meaning of Intellectual Property (IP), Importance of IPR in business and innovation, Types of Intellectual Property - copyright act, trademark act, patent act, design act. Overview of IPR laws in India, Registration process and legal protection, Emerging Trends in IPR.

Cases:

The relevant legal point, facts and the judicial decision relating to the following case laws are to be specifically dealt with – 1. Balfour Vs Balfour, 2. Carlill Vs Carbolic Smoke Ball Company, 3. Felthouse Vs Bindley, 4. Lalman Shukla Vs. Gauridutt, 5. Durgaprasad Vs Baldeo, 6. Chinnayya Vs Ramayya, 7. Mohiribibi Vs. Dharmodas Ghosh 8. Ranganayakamma Vs AlvarChetty, 9. Hadley Vs Baxendale

Books for Reference:

1. M.C.Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi.
2. Avtar Singh, Business Law, Eastern Book Company, Lucknow.
3. Ravinder Kumar, Legal Aspects of Business, Cengage Learning
4. SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi.
5. Aggarwal SK, Business Law, Galgotia Publishers Company, New Delhi
6. Bhushan Kumar Goyal and Jain Kinneri, Business Laws, International Book House
7. Sushma Arora, Business Laws, Taxmann Publications.
8. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education, 6th Ed.
9. PCTulsian and Bharat Tulsian, Business Law, McGraw Hill Education
10. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi
11. K. Rama Rao and Ravi S.P., Business Regulatory Framework, HPH
12. N.D. Kapoor, Business Laws, Sultan Chand Publications
13. K. Aswathappa, Business Laws, HPH,
14. Information Technology Act/Rules 2000, Taxmann Publications Pvt. Ltd.
15. Chanda. P.R, Business Laws, Galgotia Publishing Company
16. Intellectual Property Rights: Text and Cases" – R. Radha Krishna
17. Intellectual Property Rights" – Deborah E. Bouchoux, Indian Edition

Note: Latest edition of Reference Books may be used

BA(HRD)–6.1

BA(BA(HRD)–VI Semester **Subject:Trends in Human Resource Development** **Total Hours: 60**

Course Objectives

1. To understand contemporary and emerging trends in human resource development in both Indian and global contexts.
2. To develop analytical skills to evaluate HRD practices and their impact on organizational effectiveness.
3. To empower students to implement HRD strategies like QWL, TQM, and knowledge management in real-life scenarios.

Pedagogy

Case Study Analysis and Role Plays, Group Presentations and Workshops, Industry Expert Talks and Simulations

Course Outcomes

1. Understand and interpret key trends influencing HRD and HRM practices.
2. Apply HRD concepts to improve the quality of work life and organizational development.
3. Demonstrate skills in handling employee-related challenges through counseling and grievance procedures.
4. Critically evaluate leadership theories and their practical applications in human resource development.

Unit1:Introduction to HRD(12Hours)

Human Resource Development: Concepts, Scope, Role and Importance, Organization of Personnel Development and its Functions, HRD and HRM: Concepts, Nature, Role of HRD Manager, HRM vs. HRD, HRD in India: Traditional vs. Modern Need and Problems of HRD in India

Unit2:HRD for Organizational Effectiveness(12Hours)

HRD and Quality of Work Life (QWL): Concepts, Approaches, Conditions for Success

HRD and Total Quality Management (TQM): Concepts, Components, Implementation in India, KAIZEN, JIT, and Benchmarking: Concepts

Unit3:Strategic HRD Practices(12Hours)

Knowledge Management and HRD: Introduction, Forms, Strategies, Executive Development: Meaning, Methods, Organizational Responsibility, Personnel Problems: Labor Turnover, Absenteeism, Alcoholism, and Drug Abuse

Unit4:HRD Interventions and Counselling(12Hours)

Employee Counselling: Concepts and Importance, Employee Discipline: Concepts and Principles, Grievance Redressal: Nature, Procedures, Essentials of a Good Grievance System

Unit 5: Leadership in HRD (12 Hours)

Traits Approach in Leadership, Stogdill's Theory: Social, Unsocial, and Anti-Social Traits
Limitations of Trait Theory in HRD Context

Books for Reference

1. Chhabra, T.N. – *Human Resource Management (Concepts and Issues)*, Dhanpat Rai & Co., 6th Revised Ed. 2010
2. Bassava, K.D.—*Human Resource Management*, Vidhya Vahini Prakashan, Hubli, 2005
3. Michael, V.P.—*Human Resource Management and Human Relations*, Himalaya Publishing
4. Prasad, L.M.—*Human Resource Management*, Sultan Chand & Sons, 2010
5. Mamoria, C.B. & Gankar, S.V.—*Human Resource Management*, Himalaya Publishing House, 2005
6. Snell, Scott & Bohlander, George—*Human Resource Management*, Thomson, 2007
7. Mathashweri, G.D.—*Human Resource Development*, Sultan Chand & Sons, 1998
8. Haldar, Uday Kumar—*Human Resource Management*, Oxford University Press, 2009

BA(HRD)–6.2

VI SEMESTER BA(HRD)
BUSINESS ETHICS AND CORPORATE GOVERNANCE

TOTAL NO OF HOURS 60

COURSE OBJECTIVE

- To Provide students with an understanding of ethical issues in business and the importance of corporate governance in achieving organizational sustainability.
- Enable students to recognize ethical dilemmas and apply ethical reasoning frame works in decision- making.
- To Introduce concepts of corporate governance,including the roles of the board, stakeholders, and regulations.

PEDAGOGY:class room lecture,case analysis,group discussions,assignments,Guest lectures,ICTteaching, field work etc.

COURSE OUTCOME

Upon completion of the course, students will be able to:

- Understand and analyze ethical issues in business decision-making.
- Apply ethical theories and frame work to real-life scenarios.
- Demonstrate knowledge of corporate governance principles and practices.
- Evaluate the role of boards, management, and stakeholders in governance.

Unit1: Introduction to Business Ethics

(8

Hours)

Business Ethics-Definition, nature, and importance of business ethics ,Values, morals, and ethics in a business context ,Ethical decision-making frameworks Ethical decision-making frameworks ,Corporate social responsibility (CSR) and ethical sourcing

Unit-2 Ethical Dilemmas and Ethical Decision

14

hours

Managing Ethical Dilemmas-Meaning Myths about business ethics, ethical issues and dilemma in organization. Ethical Decision- Introduction, applying moral philosophy to ethical decision making, ethical issues that arises for managers, Kohlberg's Model and Carrol Gilligan's model. Whistle Blowing-Introduction, whistle blower-meaning, types, and guidelines for whistle blowing.

Unit3: Ethical Practices in Business Management

14 hours

Marketing Ethics- Meaning, areas in marketing ethics-product development, pricing, placing (distribution), and promotion(advertising). Ethical issues in HRM-Introduction, HR related ethical issues, role of HRM in creating an ethical organization. Ethical issues in Finance-Ethical issues in financial markets, ethical issues in financial service industry, frauds in banks.

Unit-4: Introduction to Corporate Governance 10 hours

Corporate Governance-Meaning, features, principles, importance, elements of good corporate governance, theories and models of corporate governance. Green Governance.

Unit-5:Emerging Trends and Legal Framework of Corporate Governance

14hours

Emerging Trends -ESG (Environmental, Social, and Governance),Integrated reporting and sustainability disclosures ,Role of technology in governance (AI, data ethics, cyber governance), Global corporate governance practices

LegalFrameworkofCorporateGovernance-CII(CofederationofIndianindustry)-

Introduction, guidelines of CII on corporate governance.

VariouscorporateGovernanceForums-NFCG,ICSI,OECD,ICGN.SEBI-Introduction, structure, function

Booksfor Reference:

1. BusinessEthics-An Indian Perspective-A.CFernando,PearsonIndiaEducationServicesPvtLtd-New Delhi2015
2. BusinessEthics and Corporat eGovernance-S.KBhatia,Deep&DeepPublications PrivateLtd.,NewDelhi-2005.
3. Businessethics:Managing corporate;citizenshipandsustainabilityintheageofglobalization-Andrew crane, DirkMatten Second edition, Oxford University press, New Delhi -2007.
4. BusinessEthics-Ethical decision making andcase,C.FeralJohnPaulFraedrich,LindaFerrellSixthedition-Biztamra , An imprint of Dream techPress- New Delhi -2006:
5. BusinessEthics concepts aridcases Manue lG.VelasQuez-SixthEditionPrentice-HallofIndiaPvt.,LtdNew Delhi.
6. Business Ethics-A, stakeholder and Issues Management Approach-Joseph._W.Weiss 3rd Edition-Thomson South-Western, Australia 2006

BA(HRD)–6.3

Human Resource Information Systems(HRIS)

BA(HRD) 6.3

Course Learning Objectives:

- **To understand the concept of Information system and human resource information system**
- **To analyze the role database in human resource information system**
- **To evaluate Legal, Ethical, and Security Aspects of HRIS**

Course Learning Outcomes:

- To discuss issues related to HRIS.
- To develop and Implement HRIS Projects

Pedagogy: Classroom Lectures, Tutorials, Seminar, Case Studies and Group Discussion etc.

Total Duration: 60 Hours

Unit I: Introduction to HRIS (12 hours)

Definition, objectives, and scope of HRIS; data and information needs for HR managers; sources of data; the role of IT in human resource management (HRM); steps in implementing an HRIS; benefits and challenges of HRIS; overview of HR functions supported by HRIS; HRIS vs. traditional HR systems; software packages for human resource information systems including ERP software such as SAP; cloud-based vs. on-premises solutions.

Unit II: Data, Information, and Database Management Systems (14 hours)

Definition of data and information; data processing and information processing; management of information; nature of information; managers and their information needs; use of data and information in organizations; information needs at different management levels; sources of information; management information support for decision-making; role of information systems in decision-making; use of information inside and outside the organization.

Database management: meaning and objectives of the database approach; database management system (DBMS); characteristics and objectives of DBMS; components of a DBMS package; major uses of DBMS; three types of data description; major types of databases used by organizations and users.

Unit III: HRIS Development and Implementation (10 hours)

Planning and designing HRIS; systems development life cycle (SDLC) in HRIS; software selection: evaluation and vendor comparison; implementation process: pilot testing, training, data migration, change management, and user acceptance.

Unit IV: Personnel Information Data Systems (14 hours)

Types of Personnel Administrative Data Systems (PADS); personnel status report system; personnel action systems; compensation system; insurance plans; health insurance claim processing system; pension plans; retirement benefits; employee stock ownership plan (ESOP); data system for fringe benefits administration; accident and claim data system.

Unit V: Legal, Ethical, and Security Issues in HRIS (10 hours)

Privacy and confidentiality in HRIS; compliance with labor laws and HR regulations; risk management in HRIS; issues in employee monitoring, data use, and data accuracy; computer crimes: specific threats and crime prevention; common problems during IT adoption and strategies to overcome them; recent trends in HRIS.

References:

1. Dr.MichaelKavanagh,Dr.MohanThite:Human Resource InformationS ystems-Basics,application, future and directions
2. P.K.Gupta and Sushil Chaabra:HumanResource Information Systems
3. C.S.V.Murthy,Management Information System-
4. P.Mohan Management Information System
5. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr.Michael Hammer, Hammer and Company,One Cambridge Center, Cambridge, MA, 02142.
6. A Handbook of Human Resource Management Practice,"Michael Armstrong",Koganpage.
7. Managing and Measuring Employee Performance-Understanding Practice "ElizabethHOULDSWORTH,Dilum JIRASINGHE", Kogan Page.
- 8Accountability in Human Resource Management,"JackJPhillips",Gul fProfessional Publishing.

BA(HRD)–6.4
VI Semester BA(HRD)
Labour Legislation

Total number of hours:56

Objectives:

- To impart the basic knowledge about labour laws system in India.
- To know the development and the judicial setup of Labour Laws
- To acquaint the students with the aspects of welfare legislation.

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

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

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

Unit 1: Introduction to Labour Law 06 hours

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

Unit 2: Factories Act & Employees State Insurance Act 1948 18 hours

Factories Act 1948 – Definition of Health, Safety and welfare of workers, labour codes, meaning, 4 codes

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

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

Unit 3: Industrial Employment (Standing order) Act – 1946 06 hours

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

Unit 4: Maternity benefit & Bonus Act 14 hours

Maternity benefit Act 1961- Introduction, objectives, duties of employees for maternity benefit, provisions under maternity benefit Act, penalties for contravention for maternity benefit, Amended 2017- Provisions

Payment of Bonus Act 1965- Introduction, conditions under bonus Act, eligibility for bonus, provisions under bonus Act, Accounting year under payment of bonus Act, 2015 amendments

Unit 5: Gratuity Act 12 hours

Payment of Gratuity Act 1972 – Introduction, Definition of gratuity, Provisions under gratuity act, payment of gratuity & methods of calculating gratuity, measures determining the amount of gratuity, duty of employer to pay the gratuity, amendment 2018 .

Skill Development Activities/Practical-

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

References:

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

,

BA(HRD)-6.5
VI SEMESTER BA(HRD)
WAGE AND SALARY ADMINISTRATION
B.A(HRD) 6.5

Total number of Hours:56

Course Objectives

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

Pedagogy:Classrooms lecture,case analysis,group discussions,assignment,ICTteaching, Field work etc.

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

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

UnitI:Introduction

12Hours

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

UnitII:LegalFrameWork

10Hours

Formulation of WagePolicy in India,Payment of wages act1936,Minimum wages act1948, Payment of Bonus act 1965, Equal remuneration act 1976

UnitIII:Wageincentives

12Hours

WageIncentive Plans,Objectives,Advantages,Limitations,Types and Recent Trends in Incentive Systems

Unit IV: Methods of Payment of Wages

12 Hours

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

Unit V: Emerging Trends and ethical considerations

10 Hours

Remote work compensation, flexible benefits, Expatriate compensation, challenges Gig economy and its implications for wage and salary administration, Ethical dilemmas in wage and salary administration

Books for Reference

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

