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

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 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 (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 Workplace/Human Resource Accounting	**Elective–I**	3	40	10	50	2
7	BA(HRD)– 4.5	Entrepreneurship Development	**Compulsory***	2	40	10	50	2
		Total		28				25

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**
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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)

BA (HRD) - 3.1: **Organisational Behaviour**

Total number of hours: 56

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

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

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

- To apply the conceptual foundation and theories of organizational behaviour 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.

Unit4: 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, SP Stephen P, Timothy Judge and NehasikaVohra, OrganisationalBehaviour, 12thor16th edition, Pearson Education, 2011.
2. Fred Luthans, OrganisationalBehaviour, 11th edition, McGrawHill, 2009.
3. Paul Heresy, Kenneth H.Blanchard, and Dewey E.Johnson, Management of Organisational Behaviour: Leading Human Resources, 2008.
4. Dr SS Khanka,Organisational Behaviour,S.Chand&Co,NewDelhi,2008.
5. Aswathappa, Organizational Behaviour, HPH.
6. Appanniah Management and Behavioural Process, HPH
7. SharmaR. KandGuptaS.K, Management and Behaviour Process, Kalyani Publishers.
8. P.G.Aquinas Organizational Behaviour, Excel Books.
9. M.Gangadhar. V.S.P.RaoandP.S.Narayan, Organizational Behaviour

BA (HRD) - 3.2 Strategic Management

Total number of Hours: 56

Course objectives:

- TounderstandFundamentalConceptsofstrategicmanagementandcorporatepolicies.
- 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 Class room 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 in to Strategy:
- Apply Strategic Management Theories to Real-world Scenarios

Unit1: Introduction to Strategic Management   14hours

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

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

Unit4:Strategy Evaluation and Corporate Policies   14hours

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 PublishingHouse.StrategicManagementandBusinessPolicybyAzharKazmi,TataMcGrawHill Education Pvt. Ltd.
- Johnson, G., Scholes, K., & Whittington, R. (2020). Exploring corporate strategy: Text and cases (11thed.).PearsonEducation.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, SultanChand&Sons.

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 accounting principles.
- The Ability to pass journal entries and prepare ledger accounts
- The Ability to prepare subsidiaries books
- TheAbilitytopreparetrialbalanceandfinalaccountsofproprietaryconcern

Unit1: 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.

Unit2: 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   14hours
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. IntroductionofAccountancy-T.S.GrewalandS.C.Gupta,S.ChandandCompany,NewDelhi,8th Edition,2009.
2. PrinciplesandPracticeofAccountancy-R.L.GuptaandP.K.Guptha,SulthanChandandSons,New New Delhi, 11th Edition,2006.
3. Accounting–I-B.S.Raman,UnitedPublishers,Mangalore,2ndEdition,2013
4. Advanced Accountancy-Dr.S.N.MaheshwariandDr.S.K.Maheshwari,VikasPublishing,NewDelhi, 3th Edition, 2009.
5. An introduction to Accountancy- Dr.S.N.Maheshwari and Dr.S.K.Maheshwari, Vikas Publishing, New Delhi, Ninth Edition.
6. AdvancedAccountancyVolumeII-S.P.JainandK.L.Narang,KalyaniPublishers,NewDelhi,19th Edition,2013. Email: kalyanibook@yahoo.co.in
7. Advanced Accounts VolumeI: M S Shukla,TS Grewal, SC Gupta, S.Chandcompanylimited, Ramnagar, New Delhi, 110055.
EMAIL: schand@vsnl.comhttps://sde.uoc.ac.in/sites/default/files/sde_videos/Basic_accounting.pdf

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,Principlesof 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.

Unit4: Executive Compensation *10hours*

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,ExcelPublication,2014
- Compensation Management in aknowledge-basedworld–RichardI. Henderson
- The Compensation Handbook,SixthEdition: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)

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: Classrooms 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   *10 hours*
Stress - Meaning, Definition and Characteristics .Importance of managing stress. Effects of stress on physical and mental health . Types of stress. Potential Sources of Stress - Environmental Factors - Organizational Factors - Individual Factors. Causes of Stress - Individual Stress. Group Stressor . Organizational Stress. Extra Organizational Stressors. Effects of Stress

Unit2-Stress Management Mechanism   *10 hours*
 Stress and Coping Mechanism. Individual Coping Strategies - Physical Exercise - Relaxation - Work Home Transition - Cognitive Therapy - Net Working. Organizational Coping Strategies. Supportive Organizational Climate. Job Enrichment-Organizational Role Clarity-Career Planning and Counseling-Stress Control workshop & Employee Assistance programmes. Stress Management Based on Indian Philosophy.

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:
 1Clayton,M,(2011).BrilliantstressmanagementHowtomanagestressinanysituation's1stedition,   Greart   Britain Pearson Education

1. Cooper,C,&Palmer,S,(2000)ConquerYourStress,London:Instituteofpersonaldevelopment Universities Press
2. Dutta, P,K,(2010)Stress management Himalaya Publishing House
3. Lee,K.(2014).Reset:MaketheMostofYourStress:Your24-7PlanforWell-being.Universe Publishing.
4. Ogden.J(2000)HealthPsychology2ndeditionPhiladelphia,Openuniversitypress
5. Olpin,M.&Hesson,M.(2015).StressManagementforLife:AResearch-BasedExperiential 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 GrawHill

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 HRS kills

Unit1- 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.

Unit2-Team building and Stress Management   12hours

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.

Unit3-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.

Unit4-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-6tEdition,E.H.McGrath,S.J.,Prentice:
- Essentials of Business Communication-Rajendra Pal&J.S.Korlahalli, SulthanChand& Sons, New Delhi.2005
- TimeManagement-MichalRobert;HarwardBusinessPress;2005
- HumanresourcemanagementK.Ashwathappa,TATAMcGrawHill,NewDelhi-2008
https://career.fsu.edu/sites/g/files/imported/storage/original/application/f155c3e0bc9667 0881e88a61cf1d151d.pdf
- https://www.bookafy.com/calendar-management-skills/
- https://www.thebalancecareers.com/conflict-management-skills-2059687#types-ofconflict-management-skills
- https://empxtrack.com/blog/workplace-communication/

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 organisational development.
- To study the Concepts of change management and its impact on organisational culture.

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

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

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

Unit1: OrganizationalDevelopment   14Hrs

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

Unit2: 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

Unit3: 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

Unit4: 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.

Books for reference
- Kavitha Singh,OrganisationchangeandDevelopment,ExcelBooks,NewDelhi,2005
- JosephWWeiss, OrganisationalBehaviourandChange,Vikaspublishinghouse, 2015
- WendellLFrench,OrganisationDevelopment,Prentic-HallofIndia,NewDelhi,2004
- T Ralphs,Organisation Development, VivaBooksPrivateLtd,
- ThomasGCummings,Organisationdevelopmentandchange,SouthWesternpublishers,2005

BA (HRD)- 4.2 Human Resource Research Methodology
Total Number of Hours: 56Hours

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

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

Course outcome: on successful completion of the course, the students will be able to,
1. Understand the philosophy of Research
2. Learn various research techniques and methods
3. Use statistical values in Human research
4. Design survey, collect, process and analyze the data.
5. Understand the Research Ethics
6. Write a research report

Unit: 1 Research and Research process   14Hrs
Research-Meaning and Definition. Significance of Research; Types of Research; Motivation in Research. Research process. Research Problem-Meaning, Identification and Formulation, Challenges in Selecting Research problem. Research Design-Steps in Formulating research Design, Types of research designs.

Unit: 2 Methods of Data Collection and Analysis   14Hrs
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   14Hrs
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   14Hrs
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. AhujaRam–ResearchMethodology:MethodsandTechniques.JaipurRawatPublication2003
2. KothariC.R. Research Methodology .Methods and Techniques. NewDelhi NewAgeInternational Publishers 2004.
3. YoungPaulineV., Scientific Social Surveys and Research.NewDelhi:Prentice Hall of India. Tin May., Social Research: Issues Methods and Process, Rawat, Jaipur. 2001
4. Agarwal,BL.,Comprehensive Research Methodology,New Age International(P) Ltd Publishers 2015
5MishraShanti-Bhushan-handbookofresearchmethodology.,Publisher:EducreationISBN:978-1- 5457-0340-3
6. Creswell,J.W.andCreswell,J.D.,2017.Researchdesign:Qualitative,quantitative,andmixed methods approaches. Sage publications.
7.Krishnaswamy,K.N.,2006.ManagementResearchMethodology:IntegrationofPrinciples,Methods andTechniques. Pearson EducationIndia.
   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.

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: Classroomlecture, caseanalysis, groupdiscussions, assignment, ICTteaching, fieldvisitetc.

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

UNITI–Introduction   15 Hours

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

UNITII-Industrial Disputes   14 Hours

Meaning, causes and effects, prevention, Settlement of industrial disputes -Voluntary and legal methods - conciliation, arbitration and adjudication. Industrial dispute Act of1948-objectives.EmployeeGrievance Handling: Meaning, characteristics, Need for Grievance Redressal, Pre-requisites of Grievance Procedure, Steps in Grievance Redressal Procedure.

UNITIII-Trade Unions   13 Hours

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

UNITIV-Industrial relations   13 Hours

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

Books for reference

1. Employee Relations Management–PN Singh and Neeraj Kumar, Pearson Publication.
2. Memoria C.B.Personnelmanagement,HimalayaPublishinghouse,Mumbai,30thedition
3. FlipEdwinB.,PersonnelManagement,McGrawHillBookCompany,NewYork,1984,6thedition
4. Subba Rao P. Essentials of HRMAnd IR –Text , Cases and games , Himalaya Publishing house , Mumbai,5rdRevisededition5.Tripati,PersonnelManagementandIndustrialRelation,SulthanChand and Sons New Delhi 20th Revised edition n, 2009
6.C.B.Gupta,HRMText andCases,SulthanChandand SonsNewDelhi16thRevised edition,2015.

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

Total number of hours: 45

Course objectives:
• To enable the students, gain knowledge of the importance of diversity.
• To study the various frameworks in Cross Cultural Management.
• To understand the skills and competencies 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, field work etc.

Course Outcomes:
On successful completion of the course, a student will demonstrate the ability to:
• Understand, interpret question, reflect upon and engage with the notion of "diversity".
• Recall the cultural diversity at workplace in an organization.
• Support the business case for work force diversity and inclusion.
• Identify diversity and work 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 Strodt beck framework,Hofstede's Cultural Dimensions, Trompenaar's 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 work force trends in diversity management. Dual-career couples-Strategies for dual-career couples to manage their careers successfully. Work life balance- Meaning, Cultural issues in international work life balance. Diversity management in IT organizations-Strategies and challenges for effective diversity management in IT organizations.

Books for Reference:

• Bell,M.P.(2012).Diversityinorganizations(2ndEd.).Mason,OH:Cengage.
•Harvey,C.P.&Allard,M.J.(2015).Understandingandmanagingdiversity:Readings,cases,andexercises (6th Ed.). Upper Saddle River, NJ: Pearson.
•Canas,KathrynA_Sondak,Harris-Opportunitiesandchallengesofworkplacediversitytheory,cases,and exercises-Prentice Hall.
•MarilynY.Byrd & ChaundaL.Scott, Diversity in the Workforce Current Issues and Emerging Trends, by Rout ledge.
•R. Roosevelt Thomas -World Class Diversity Management-A Strategic Approach-Berrett, Koehler Publishers (2010).
•TaylorCox-CulturalDiversityinOrganizations-Theory,ResearchandPractice-Berrett,Koehler Publishers (1994).
•Holvino Ferdman and Merrill-Sands 2004 (ARTICLE)Wijewantha, P. (2016). Creating multi-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,Understandingdiversity:anintroductiontoclass,race,gender,sexualorientation,and disability, Lynne Rienner Publishers.
•BahaudinG.Mujtaba(2010).WorkforceDiversityManagement:Challenges,Competenciesand Strategies (Second Edition).
•Marie-Joëlle Browaeys, Roger Price -Understanding Cross-Cultural Management-Prentice Hall _ Financial Times.

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.
- Asses 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 capital 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,HumanResourceAccounting,Springer
2. RakeshCahandraKatiyar,AccountingForHumanResources,UKpublishing
3. M.Seed,D.K.Kulsheshtha,Humanresourceaccounting,AnmolPublicaitons.
4. D.PrabhakaraRao,Humanresourceaccounting,InterIndiaPublication.
5. M.K.Kolay,AccountingAppliedtoHumanResourceManagement,AlliedPublishersPrivateLimited.
6. S.P.Jain,K.L.Narang,AdvanceAccountancyVolumeII,KalyaniPublishers.
7. Schultz,T.W.InvestmentinHumancapital,TheAmericaneconomicreview.
8. Caplan,E.HandLandekich.S,HumanResourceAccounting:Past,PresentandFuture,Instof managementAccountants
9. HumanResourceAccountingandauditing"byNisamudheen.T,Mufliha.S

Website:
• http://www.yourarticlelibrary.com/human-resources/human-resource-accountingmeaningdefinition-objectives-and-limitations/32403https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiv_hra.pdf

BA (HRD)– 4.5 ENTREPRENEURSHIP DEVELOPMENT-Compulsory
Total Number of Hours: 45Hours

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

Pedagogy:

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

Course outcomes: on successful completion of the course, the students will be able to,
- Equip the knowledge of defining basic terms of entrepreneurship
- Identify the elements for the success of entrepreneurial ventures
- Interpret their business plan.

UNIT I - Entrepreneur and Entrepreneurship   10 Hours

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

UNITII-Business Plan   *12 Hours*

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

UNIT III - Entrepreneurship Training and Development   12Hours

Entrepreneurship Development Programme, Designing Entrepreneurship Training Programme- Financial and Technical Support Programmes for Entrepreneurship Development. Entrepreneurship skills–Meaning and Types-Business management skills, Teamwork and leadership skills, Communication and listening, Customer service skills, financial skills, Analytical and problem-solving skills, Critical thinking skills, Time management and organizational skills, Branding, Marketing, and Networking skills.

UNIT IV - Exploring Social Entrepreneurship and Emerging Business Trends 11 hours

Social entrepreneurship–Meaning, definition, Characteristics, Benefits, and Process. Social entrepreneur-Meaning. Differences between Business and Social. Emerging Business Trends-no-code Web apps, Micro-Influencers, Content focused Apps, Climate Tech Apps, Pitch in influencers, Join the subscription, Hybrid work style, Virtual Business, Big Data, Resilient operations, Mobile optimization, Gig economy, Social Commerce, Mobile commerce, and IoT.

References:
1. VasantDesai,DynamicsofEntrepreneurshipDevelopment,HimalayaPublicationhouse
2. DavidholtEntrepreneurship,NewVentureCreation,PrenticeHallIndia.
3. S.S.Khanka,EntrepreneurialDevelopmentS.Chand&CompanyLtd.NewDelhi
4. PeterF.Drucker,InnovationandEntrepreneurship
5. Khanna,S.S.,EntrepreneurialDevelopment,S.Chand,NewDelhi.
6. HisrichD.Robert,MichaelP.Peters,DeanA.Sheperd,Entrepreneurship,McGraw-Hill
7. ZimmererW.Thomas,NormanM.Scarborough,EssentialsofEntrepreneurshipandSmallBusiness Management, PHI,4 ed.
8. HoltH.David,Entrepreneurship:NewVentureCreation,Prentice-HallofIndia,NewDelhi,Latest edition.
9. Kuratko,F.Donald,RichardM.Hodgetts,Entrepreneurship:Theory,Process,Practice,Thomson,7ed.
10. Desai,Vasant,DynamicsofEntrepreneurship:NewVentureCreation,Prentice-HallofIndia,New Delhi, Latest edition.
11. Patel,V.G.,TheSeven Business Crisesand HowtoBeatThem,TataMcGraw-Hill,New Delhi,1995.
12. Roberts, EdwardB.(ed.), Innovation: Driving Product, Process,andMarket Change, SanFrancisco: Jossey Bass, 2002.
Websites: https://neilpatel.com/blog/entrepreneurship-trends/https://leverageedu.com/blog/entrepreneurship- development/
https://timesofindia.indiatimes.com/readersblog/raihanchowdhury/entrepreneurship- development-process-37335/

BA (HRD) – 5.1 BA (HRD)
V SEMESTER
GLOBAL HUMAN RESOURCE MANAGEMENT

Total Number of Hours: 60

Course Objectives:
• To ensure an international look with respect to local sensitivities.
• Spread cross cultural sensitivities and awareness amongst managers and employees across the globe.
Pedagogy: Classrooms lecture, Case analysis, Group discussions, Assignment, ICT teaching etc.
Course outcome: On successful completion of the course the student will be able to
• Effectively manage key global human resource functions.
• Examine current trends and practices in HRM.
• Contribute to global employee performance management

Unit-1: International Business and IHRM   **12 hrs**
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: International Human Resource Planning, Recruitment and Selection   **14 hrs**
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   **12 hrs**
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   **12 hrs**
International Performance Management- Meaning, Challenges of international Performance management.
International Compensation-Meaning, Objectives, Factors, Components or structure of international compensation package.

Unit- 5: Recent trends in GHRM   **10 hrs**
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-Peter J. Dowling, Marion Festing, Allen D. Engle, Cengage IndiaPvt. Ltd.
- International HRM-K. Aswathappa, Sadhna Dash, McGraw Hill Education (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, Macmillan Publishers India Ltd.
- International HRM- NilanjanSengupta, Excel Books India.

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 cash flow 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). *Financial Management: Theory and Practice* (10th ed.). McGraw-Hill.

- Pandey, I. M. (2021). *Financial Management* (12th ed.). Vikas Publishing House.
- Dessler, G. (2023). *Human Resource Management* (17th ed.). Pearson.
- Director, S. M. (2012). *Financial Analysis for HR Managers: Tools for Linking HR Strategy 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 REALTION

Total number of hours: 60

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

Unit 1 Communication   12hours

Communication – Meaning, definition and importance.Communication process. Models of communication – Aristotle model, Shannon-Weaver model, Lasswell model, Osgood- Schramm Model, Berlo modeland 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   12 hours

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   12 hours

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

Unit 4 Stakeholder's PR   12 hours

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 JoepCornelissen, SAGE Publication Ltd.
- Corporate Communication: Trends and Features by Dr.Sapna.M.S, Notion Press.
- Fundamentals of Corporate Communications by Richard Dolphin, David Reed
- Business communication by T N Chabbra

- Public Realations Principles and Practices by Iqbal S. Sachdev, Oxford University Press, 2011
- Public Relations -a ScientifieApproaciBaldevSahai, New Delhi: Standing Conference of Public Enterprises, 1980
- Handbook of Public Relations in IndiaD. S. Mehta, Allied Publishers Limited (1998).
- Public Relations-Frank Jefkiiis, Financial Times/ Prentice Hall 1998).
- Effective Public Relations Scott M Culti and Allen H Center, Prentice Hall 2008.

Websites :
- https://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/

V SEMESTER
PRINCIPLES OF TRAINING AND DEVELOPMENT

Total hours: 60

Objectives:

- To equip students with in-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 asses training program effectiveness.
- To understand the impact and use of technology on the field of training.

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

Course Outcomes:

- 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   15Hours

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   15 Hours

Meaning, significance of training aids. Use of training Aids- Audio- Visual Aids, Computer based instructions. Training methods - On the job andoff the job training methods., Technology bases Training - **Computer-Based Training (CBT), Web-Based Training (WBT) / eLearning , Virtual ClassroomsMobile 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   10 Hours

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

Unit V - Evaluation of training and development
        5Hours
Meaning, types, principles and Stages of Evaluation

Books for Reference
1. Training and Development - Tapomoy Deb, Ane Books
2. Training and Development – G PanduNaik, Excel
3. Training and Development – P L Rao, Excel
4. Fundamentals of Training and Development – Dinesh Kumar &Mansoor Ali
5. Training for Development – R K Sahu
6. Advanced techniques for Training and Development – A Landale, Infinity Books
7. Training and Development- S.K. Bhatia
8. Employee Training & Development- Noe, R.A. (2008). McGraw-Hill
9. Training and Development – Dipak Kumar Bhattacgaryya
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 a foundational understanding of the legal framework 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: class room 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, trade mark 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 VivekKuchhal, 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 S K, Business Law, Galgotia Publishers Company, New Delhi
6. Bhushan Kumar Goyal and Jain Kinneri, Business Laws,InternationalBookHouse
7. Sushma Arora, Business Laws, Taxmann Publications.
8. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education, 6th Ed.
9. P C Tulsian and Bharat Tulsian, Business Law, McGraw Hill Education
10. Sharma,J.P. and SunainaKanojia, 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 (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.

Unit 1: Introduction to HRD (12 Hours)
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

Unit 2: HRD for Organizational Effectiveness (12 Hours)
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

Unit 3: Strategic HRD Practices (12 Hours)
Knowledge Management and HRD: Introduction, Forms, Strategies, Executive Development: Meaning, Methods, Organizational Responsibility, Personnel Problems: Labor Turnover, Absenteeism, Alcoholism, and Drug Abuse

Unit 4: HRD Interventions and Counselling (12 Hours)
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

VI SEMESTER BA (HRD)
BUSINESS ETHICS AND CORPORATE GOVERNANACE

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 frameworks in decision-making.
- To Introduce concepts of corporate governance, including the roles of the board, stakeholders, and regulations.

PEDAGOGY :classroom lecture, case analysis, group discussions ,assignments, Guest lectures,ICT teaching, 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 frameworks to real-life scenarios.
- Demonstrate knowledge of corporate governance principles and practices.
- Evaluate the role of boards, management, and stakeholders in governance.

Unit 1: 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 inorganization. Ethical Decision- Introduction, applying moral philosophy to ethical decision making, ethical issues that arises for managers, Kohlenberg's Model and Carrol Gilligan's model. Whistle Blowing- Introduction, whistle Blower- meaning, types, and guidelines for visual blowing.

Unit 3 :Ethical Practices in Business Management   14hours
Marketing Ethics- Meaning, areas in marketing ethics-product development, pricing, placing (distribution), and promotion(advertising). 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

Legal Framework of Corporate Governance -CII (Co federation of Indian industry)- Introduction, guidelines of CII on corporate governance.

Various corporate Governance Forums- NFCG, ICSI, OECD, ICGN. SEBI-Introduction, structure, function

Books for Reference:

1. Business Ethics- An Indian Perspective- A.C Fernando,Pearson India Education Services Pvt Ltd-New Delhi2015

2. Business Ethics and Corporate Governance- S.K Bhatia, Deep & Deep Publications Private Ltd., New Delhi - 2005.

3. Business ethics: Managing corporate; citizenship and sustainability in the age of globalization- Andrew crane, DirkgMatten Second edition, Oxford University press, New Delhi -2007.

4. Business Ethics-Ethical decision making and case,C. Feral John Paul Fraedrich, Linda FerrellSixth edition - Biztamra , An imprint of DreamtechPress- New Delhi -2006:

5. Business Ethics concepts arid cases Manuel G .VelasQuez -Sixth Edition Prentice-Hallof India Pvt. .,Ltd New Delhi.

6. Business Ethics -A, stake holder and Issues Management Approach-Joseph ._W. Weiss
3rd Edition-Thomson South-Western, Australia 2006

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 data base 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. Michael Kavanagh, Dr. Mohan Thite: Human Resource Information Systems- Basics, application, future and directions
2. P.K.Gupta and Sushil Chaabra: Human Resource Information Systems
3. 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", Kogan page.
7. Managing and Measuring Employee Performance - Understanding Practice   "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
8 Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

Total number of hours: 56
Objectives:
- To impart the basic knowledge about labour law system in India.
- To know the development and the judicial setup of Labour Laws
- To acquaint the students with the aspects of welfare legislation.

Pedagogy: Classrooms lecture, case analysis, group discussions, assignment, ICT teaching, field worketc.
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 Law06 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 underworkmen compensation, employers liability for compensation, occupational diseases
Unit 3: Industrial Employment (Standing order) Act – 194606 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 Act14 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, DhanpathRai& Co. Pvt. Ltd, New Delhi, 2004
2. Labour & Industrial Laws, Dr.V.G.Goswami, Central Law Agency, Alahabad, 2008
3. Labour & Industrial Laws S.N.Mishra, Central Law Publication, Alahabad-2009
4. Labour Welfare, Trade Unionism & Industrial Relations by Punekar, Deodhar, Sankaran, Himalaya
Publishing House, Mumbai-2008

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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, ICT teaching, Field work etc.

Course outcomes: On successful completion of the course, the students will be able,
- To Analyse the wage structure in an organisation
- To Understand and calculate incentive packages offered in an organisation.
- Recognize legal and ethical considerations in compensation management.

Unit I: Introduction   **12 Hours**
Definition and Concept of Wages -objectives and factors influencing wage structure, Theories of Wages, Types of Wages

Unit II: Legal Frame Work   **10 Hours**
Formulation of Wage Policy in India, Payment of wages act 1936, Minimum wages act 1948, Payment of Bonus act 1965, Equal remuneration act 1976

Unit III: Wage incentives   **12 Hours**
Wage Incentive Plans, Objectives, Advantages, Limitations, Types and Recent Trends in Incentive Systems

Unit IV: Methods of Payment of Wages   **12 Hours**
Methods of payment of wages – Time rate system, Tailors Piece Rate method, Halsey and Rowan plans. (Simple problems)

Unit V: Emerging Trends and ethical considerations   **10 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. VenkataRatnam, Mc Grow Hill International Publications.
- Compensation Management- ER. SoniShyam Singh, Excel books publication