



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

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

AS PER

National Education Policy-2020 (NEP2020)

Programme structure B.A (HRD)

Proposed Scheme of Teaching & Evaluation for B.A (HRD) as Core subject

SEMESTER V								
Sl .	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SE E	CI E	Total Mark	Credit
1	HRDHRCN501	Global Human Resource Management	DSC	04	60	40	100	4
2	HRDHRCN502	Financial Analysis for HR Managers	DSC	04	60	40	100	4
3	HRDHRCN503	Corporate communication and Public Relations	DSC	04	60	40	100	4
	HRDHREN501	Elective 1 Any one course chosen from elective group. *	DSE	04	60	40	100	3
4	HRDHREN501	Elective 2 Any one course chosen from elective group. *	DSE	04	60	40	100	3
5	HRDHRVN501	Principles of Training and Development/Digital Marketing	Vocational	04	60	40	100	3
6	BA(HRD) 5.7	Employability Skill	SEC-SB	03	60	40	100	3
	Total			30			650	24

Elective groups and courses*

Discipline Specific Electives – V Semester		
Sl. No	Labour law theory and practice	Industrial psychology

Paper 1	Labour Laws	Dynamics of Human Behaviour
	Strategic Human Resource Management	

Semester VI

Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
1	HRDHRCN601	Trends in Human Resources Development	DSC	04	60	40	100	4
2	HRDHRCN602	Business Ethics and Corporate Governance	DSC	04	60	40	100	4
3	HRDHRCN603	Human Resource Information System	DSC	04	60	40	100	4
	HRDHREN601	Elective 1* Any one course chosen from elective group. *	DSE	04	60	40	100	3
4	HRDHREN601	Elective 2* Any one course chosen from elective group. *	DSE	04	60	40	100	3
5	HRDHRVN601	Human Resource Accounting	Vocational	04	60	40	100	3
6	BA(HRD) 6.6	Internship/field study Report			30	20	50	2
	Total			30			650	24

EXIT OPTION WITH BACHELOR DEGREE

Discipline Specific Electives – VI Semester*		
	Labour law theory and practice	Industrial Psychology
Paper 2	Wage and Salary Administration	Social and Workforce Psychology
	Stress Management	

V SEMESTER BA (HRD)
GLOBAL HUMAN RESOURCE MANAGEMENT
HRDHRCN 501

Total Number of Hours: 56

Objectives:

- To ensure an international look with respect to local sensitivities.
- Spread cross cultural sensitivities and awareness amongst global employees

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

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

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

10hrs

Unit-1: International HRM: Meaning, Concepts, Factors affecting IHRM, Differences between domestic and International Business, Advantages and problems in IHRM .

12hrs

Unit-2: International human resource planning Meaning, types of International Human Resources-permanent, medium and long term, short term, indirect, International division of labour- Necessity of different categories of employees in MNC's

12hrs

Unit-3: International Staffing Meaning, Approaches to multinational staffing Ethnocentric, polycentric, geocentric and regio centric. Recruitment and selection in international context, Sources of recruitment at Macro level, Parent Country national, Third Country nationals, Host Country nationals, and Expatriate system in selection process by MNC's

12hrs

Unit-4: Training and development Global Scenario Introduction, meaning, Need for training, Areas of global training and development. Performance Management: Global Perspective Introduction, meaning, Components and. challenges of international Performance management. International Compensation Introduction, Objectives, Factors, Components or structure international compensation package.

10hrs

Unit- 5 Recent trends in GHRM – Hybrid Culture-Employee Monitoring-Enhanced Hiring-Global Expansion-Employee Analytics-Automation-Working in the Meta verse-Role of generative AI.

Skill Development Activities/Practical-

- Analysis of Global level skills followed by any organization.
- Case study on performance management system in the organisations
- Identify the areas of international division of labour.

References

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

MODEL QUESTION PAPER
V SEMESTER BA (HRD) DEGREE EXAMINATION
GLOBAL HUMAN RESOURCE MANAGEMENT
HRDHRCN 501

Time: 2hours

Marks: 60

Section A

Answer any **FIVE** of the following

2x5=10

1. What is meant by International HRM?
2. Write the meaning of Expatriates.
3. What is MNC? Write an example.
4. What is meant by performance management?
5. What is multinational staffing?
6. Write the meaning of employee monitoring?
7. What is the meaning of hybrid culture?

Section B

Answer any **FIVE** of the following

4x5=20

6. Differentiate between domestic and international business
7. What is the necessity of having different categories of employees in MNC 'S'?
8. Explain the expatriate system in selection process by MNC's
9. Explain the concept of recruitment and selection at the international level.
10. Write a note on global expansion.
11. Explain the need for training at the international level.
12. What are the objectives of international compensation?

Section C

Answer any **THREE** of the following

10x3=30

1. Evaluate the advantages and disadvantages of IHRM.
2. Identify the types of international human resources.
3. Analyse various approaches to international staffing.
4. Elucidate the factors affecting international compensation package.
5. Explain the sources of recruitment at the macro level.

V SEMESTER BA(HRD)

Financial Analysis for Human Resource Manager

HRDHRCN502

Total number of hours: 56

Course objectives:

- a) To enable the students to understand the concepts of Accounting and Finance.
- b) To study the importance of financial concepts to HR manager.
- c) To learn the application of financial analysis.
- d) To study the calculation of Ratios.

Pedagogy: Classrooms lecture, solving problems, case analysis, group discussions, assignment, ICT teaching, analysis of financial statements

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

- a) Understand the basic concepts of accounting and financial management.
- b) Understand the different types of financial statements and financial analysis
- c) Plan, prepare and execute the right decisions.

Unit 1: Financial Accounting.

10 hours

Meaning, Objectives, Importance, Generally Accepted Accounting Principles, Accounting equation – simple problems, Basic Accounting terms HR should know – Debit-credit, Transaction, Account, Assets, Liabilities, Owner's equity, Revenue, Expenses, Cash flow, liquidity, Working capital, Human capital. Importance of accounting background for HR manager

Unit 2: Financial Management for HR

10 hours

Financial Management – Meaning, Objectives – Profit maximization & wealth maximization and financial decisions. Ways HR can use financial information to make better decisions, Financial HR matrices.

Unit 3: Financial Statement Analysis

12 hours

Financial statements - Meaning, types, Understanding and interpreting. Financial Statement analysis - Meaning, Methods, Interpretation, Problems on calculation of fund from operation, Statement showing changes in working capital and Trend percentages.

Unit 4: Cash flow analysis**12 hours**

Meaning of cash, Difference between Fund from operation and cash from operation, difference between cash flow and profit, Cash cycle, Problems on calculation of cash flow from operating activity, investing activity and financing activity

Unit 5: Ratio Analysis:**12 hours**

Meaning, Importance and limitations, Types of ratios, Interpretation of ratios. Problems on calculation Ratios – Current Ratio, Quick Ratio, Turnover ratios (Stock, Debtors, Fixed assets, Working capital), Gross and Net profit ratio, Debt-equity ratio, Labour turnover ratio.

Skill developmental activities/Practical

- a) Collect financial statement of a company for five years and analyse the same using trend percentage.
- b) Refer annual reports of two companies and list out the components. Considering any organization students should prepare analysis of financial statements
- c) List out the accounting policies in annual report of the company
- d) Any other activities which are relevant to the course.

Books for Reference:

- I.M Pandey- Financial Management, Vikas Publishing House, (2015)
- Khan M.Y & Jain P.K - Financial Management, Text and Problems, McGraw-Hill Education
- Prasanna Chandra, Fundamentals of Financial Management - McGraw Hill Education; 6 edition (2017)
- S.N Maheshwari, Problems & Solutions in Management Accounting & Financial Accounting- sixth edition, Vikas Publishing House, 2016
- Van Horne J.C- Fundamentals of Financial Management 13th edition Financial Times/ Prentice Hall; 13 edition (4 November 2008)
- V. K. Bhalla, Financial Management and Policy - Anmol Publication Pvt Ltd. (2008)
- <https://work.chron.com/accounting-make-better-human-resource-manager-2836.html>
- <https://www.aihr.com/blog/hr-finance/>
- <https://www.investopedia.com/terms/f/financial-statements.asp>

MODEL QUESTION PAPER

V SEMESTER BA(HRD)

Financial Analysis for Human Resource Manager - HRDHRCN502

Section A

Answer any 5

1. What is Human capital?
2. If Capital = 50,000, Assets = 70,000 calculate Liability
3. What is Financial Management?
4. What are financial statements? Give examples
5. What is cash from operation?
6. What is Labour turnover ratio?
7. What is cash cycle?

Section B Answer any 5

1. Explain importance of accounting background for HR manager
2. Explain ways HR can use financial information to make better decisions
3. Write a note on Financial HR matrices
4. Difference between Fund from operation and cash from operation
5. For the following calculate trend percentage

Particulars	Amount (Rs)		
	2021	2022	2023
Share capital	75,000	65,000	90,000
Reserves	25,000	30,000	45,000
Surplus	30,000	25,000	10,000
Creditors	15,000	18,000	15,000
Bills Payable	5,000	3,000	6,000

6. From the following calculate Fund from operation

- Profit for the year 25,000

- Profit on sale of assets 15,000
- Loss on sale of investment 8,000
- Depreciation on building 2,000
- Good will written off 4,000
- Transfer to reserves 10,000

7. From the following calculate cash from investing activity

- Purchase of Building 25,000
- Sale of furniture 12,500
- Investment worth 15,000 sold for 18,000
- Machinery worth 16,000 sold for 14,000
- Issue of shares 50,000
- Bank loan Repaid 15,000
- Furniture Purchased 20,000

Section C Answer any 3

1. Explain Generally accepted accounting Principles
2. Explain 4 major financial decisions
3. From the following prepare Statement showing changes in working capital

Current Liabilities	Amount	Current Assets	Amount
Creditors	15,000	Cash	23,000
Bills Payable	12,000	Bank	16,000
Outstanding expenses	35,000	Debtors	20,000
Short term loans	10,000	Bills Receivable	5,000
Accrued expenses	8,000	Prepaid expenses	3,000

4. From the following calculate of cash from operations

- Profit for the year 15,000
- Depreciation on furniture 12,000
- Transfer to reserves 5,000
- Provision for tax 7,000
- Tax paid 8,000
- Profit on sale of plant 7,000
- Increases in stock 6,000

- Decrease in creditors 4,000
- Decrease in debtors 8,000
- Loss on sale of furniture 2,000
- Good will written off 4,000

5. Following details are available

- Current Assets = 20,000
- Current Liabilities = 5,000
- Stock = 8,000
- Cost of goods sold = 30,000
- Sales = 40,000
- Debtors = 25,000

Calculate

- Current Ratio
- Quick Ratio
- Stock turnover Ratio

V SEMESTER BA (HRD)
CORPORATE COMMUNICATION AND PUBLIC REALTION
HRDHRCN503

Total number of hours: 56

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

12 hours

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/intrapersonal Business Communication. Business correspondence: Business letters – structure and types. Business reports – types and importance. Body language, sign language.

Unit 2 Introduction to corporate communication

09 hours

Corporate communication – meaning, definition, objectives and types. Strategy for corporate communication – process and contents.

Unit 3 Areas of corporate communication

09 hours

Corporate identity – meaning, identity mix components. Corporate image – meaning, image makers and benefits. Corporate culture – meaning and components. Corporate Philosophy, Corporate Philanthropy and Corporate Accountability (concepts).

Unit 4 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.

Unit 5 Areas of Public relation

14 hours

Media relations. Customer relations. Employee relations. Community relations Crisis/Disaster Management in the corporate world. Campaign planning and strategies. Public Relations in changing social and political environment – PR in the age of social media.

Practical / Skill development

- Drafting a business correspondence for various purposes
- Analysis of corporate identity mix of 5 companies.
- Case study on crisis management of corporates
- Study on role of PR in different in areas like Politics, Entertainment and Sports.

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 T N Chabbra
- 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 M Culti and Allen H Center, Prentice Hall 2008.

Websites :

- <https://www.easyleadz.com/blog/corporate-communication/>
- <https://sprigghr.com/blog/board-management/building-an-effective-corporate-communication-strategy/>
- <https://everyonesocial.com/blog/corporate-communications-plan/>

V SEMESTER BA (HRD)
CORPORATE COMMUNICATION AND PUBLIC REALTION
HRDHRCN 503
Model question paper

Time: 2 hours

Max.Marks: 60

Section A

Answer any five of the following

(2X5=10)

1. Define corporate communication.
2. What is intrapersonal communication?
3. What is corporate accountability?
4. What is sign language?
5. What is propaganda?
6. Define Public relation.
7. What is social media?

Section B

Answer any five of the following

(4X5=20)

1. Explain the process of communication.
2. State the different types of business reports.
3. Explain the process of corporate communication strategy.
4. Explain the components of corporate identity.
5. What are the elements of body language?
6. Explain the features of public relations.
7. Write a note on media relation.

Section C

Answer any three of the following

(10X3=30)

1. Explain the aspects of crisis management plan.
2. Explain the role of PR professionals in the changing political and social environment.
3. Explain various theories of communication.
4. Explain the functions of public relation
5. Explain various tools used by public relations.

V SEMESTER BA (HRD)

HRDHRCN 504

Total number of hours: 56

Objectives:

- **To discuss the human resource management from a strategic perspective.**
- **To focus on issues on how HR function can create an alignment with- A Strategic Perspective**
- **To provide linkages of business strategies to HR strategies.**
- **To equip the students with the tools & techniques essential as strategic contribution of HRM.**
- **To focus on issues how HR function can create business strategy & contribution to business performance**

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

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

- **Understand the human resource management from a strategic perspective**
- **Get information about linking the HRM functions to corporate strategies in order to understand HR as a strategic resource.**
- **Identify the reward and compensation strategies followed in organizations.**

Unit 1: HR- A strategic perspective

12Hrs

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

Unit 2: Challenges in Impact of technology

12 Hrs.

Telecommuting e-HR, Employee surveillance and Monitoring, Ethical Behavior, Generational Diversity. Strategic Human Resource Planning - Overview, Strategic role of Human Resource Planning.

Unit 3: Job designing and Re designing

08 Hrs.

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

Unit 4: Strategic Recruitment, selection and Retention

14 Hrs.

Developing HR as strategic value addition function- gaining competitive advantage through HR, changing role of HR, Future of HR. Strategic Human Resource Development - Introduction, needs, Characteristics, Steps for designing SHRD

Unit 5: Reward and compensation strategies

10 Hrs.

Introduction: Skill based pay, Broad banding- Benefits, Uses and limitations Profit and gain sharing, ESOPs. Gaining competitive advantage through HR, Changing role of HR, Future of HR.

Skill Development Activities/Practical-

- Analysis recruitment, selection and Retention process in any organisation
- Case study on Job designing and re designing
- Any other activities, which are relevant to the course.

References:

1. Strategic Human Resource Management"- Jeffrey A. Mello, Thomson- South-western Australia
2. Strategic Human Resource Management Minakshi Kishore, Wisdom Publication New Delhi 2007.
3. Strategic Human Resource Management"-Tanuja Agarwal Oxford University Press New Delhi 2007.
4. Strategic Human Resource Mgt"-Rajib Lochan Dhar-E Excel Books New Delhi.
5. Strategic Human Resource Development – Srinivas R khandula Trentice hall Of India Pvt ltd New Delhi 2006Management- A General Managerial.
6. Strategic Human Resource Management Jeffrey Mello, Thomsan- South WesternAustralia- 2007
7. HRD-Theory and Practice, Tapomoy Deb, Ane Books, NewDelhi, 2006 Delhi.
8. Strategic Human Resource Management A General Managerial Approac Charles R Greer, Pearson Education, New Delhi, Second edition.

V SEMESTER BA (HRD)
DYNAMICS OF HUMAN BEHAVIOR
HRDHREN504

Total Number of hours: 56

Course Objectives:

- To help the student to identify suitable forms of behaviour.
- To develop competence in the area of social relations.
- To help the student in develop learning skill.

Pedagogy—class room lecture, group discussion, seminar, ICT teaching etc.

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

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

Unit 1

12 hours

Psychology: Definition, Scope of psychology, branches and fields of psychology Role of psychology in HRD, learning - meaning and nature, types of learning, factors influencing learning.

Unit 2

12 hours

Body and Behaviour - Body schema and Body Image

Senses and sensitivity - Meaning and types of senses, sensation and sensitivity, various senses and their functioning.

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

Unit 3

14 hours

Thought and related process - Thinking - meaning and definition, nature of thinking, theories- Piaget's theory Bruner's theory, problem-solving, creative thinking, convergent and divergent thinking .Adjustment, Maladjustment ,Re-adjustment ,Elements in adjustment ,causes of non-adjustive and mal adjustive

Unit 4

6 hours

Measurement of behaviour - meaning - relative v/s absolute scores, reliability and validity stimulus measures and response measures.

Unit 5

12 hours

Social cognition- thinking about others, definition, basic components of social cognition, schemas and prototypes-types schemas-person, roles, events and script-impact of schemas on social cognition, psychological intervention-guidance and counselling, types and objectives of educational, vocational, social, personal and group guidance.

Skill Development Activities/Practical-

- Interview counsellor and develop in depth knowledge on practical applications of counselling concepts
- Case studies on psychology
- Brainstorming and group discussion on body and behaviour

Books for Reference:

General Psychology –Sterling Publishers Private Limited –S.K Mangal

Introduction to Psychology –Tata Mc Grow-Hill Publishing Company Limited Clifford T Morgan

Richard A King, John R Weisz .John Schopler

Child Psychology –Surjeet Publications, George G Thompson

Fifth (NEP	semester 2020)	BA (2021	HRD 2022	degree batch	examination onwards)
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DYNAMICS OF HUMAN BEHAVIOR

HRDHREN504

Time :2 Hours

Max.marks:60

Section-A (2 marks each)

Answer any five questions from the following **5X2=10**

1. What is a role conflict?
2. What is a behaviour?
3. What is motor ability?
4. What is psychology?
5. What is adjustment?
6. What is intelligence?
7. What is stereotype?

Section-B (5 marks each)

Answer any four questions from the following **4X5=20**

1. Describe types of intelligence test.
2. Explain the process of learning?
3. What is the scope of psychology in HRD?
4. Explain the steps involved in problem solving?
5. Note on creativity thinking.
6. State the basic components of social cognition.

7. Write note on nature of thinking

Section-C (10marks each)

Answer any three questions from the following 3X10=30

1. Explain the various strategies of measuring behaviour?
2. Explain the different types of counselling?
3. Explain the classification of sensation?
4. Explain the branches of psychology?
5. Explain the theories of development thinking?

v Semester BA (HRD)

Labour Law

HRDHREN 504

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 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 – Annual leave with wages, Rules regarding employment of adults, Restrictions on employment of women, young person & Child labour. Holiday and leave provisions, wages and salary obligation of workers, Provisions under factory Act.

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, method of calculation of wages.

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:**12 hours**

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

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

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.

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, Alahabad, 2008
3. Labour & Industrial Laws S.N.Mishra, Central Law Publication, Alahabad-2009
4. Labour Welfare, Trade Unionism & Industrial Relations by Punekar, Deodhar, Sankaran, Himalaya Publishing House, Mumbai-2008
5. S M Chaturvedi, Labour and Industrial Law, Central Law Agency, Allahabad. Second Edition.

MODEL QUESTION PAPER
V SEMESTER BA (HRD) DEGREE EXAMINATION
LABOUR LAW
HRDHREN 504

Time: 2hours

Marks: 60

Section A

Answer any FIVE of the following

2x5=10

1. Define Labour.
2. What do you mean by social assistance?
3. What is welfare of workers?
4. State the methods of calculating gratuity.
5. Who are eligible for Bonus?
6. What is an international labour organization?
7. What do you mean by ESI?

Section B

Answer any FIVE of the following

4x5=20

8. What is social security measures?
9. Explain the measures determining the amount of gratuity.
10. What are the conditions under bonus act of 1965?
11. What are the restrictions on employment of a women?
12. Write a note on occupational diseases.
13. What are the special features of Industrial employment act of 1946?
14. What are the duties of employees for maternity benefit?

Section C

Answer any THREE of the following

10x3=30

15. Explain the functions of International Labour organization.
16. Explain the Role & objectives of ESI Act 1948.
17. Explain the Provisions under industrial employment standing order.
18. Describe the duty of employer to pay the gratuity.
19. Explain the provisions and penalties for contravention for maternity benefit.

BA (HRD V SEMESTER)
PRINCIPLES OF TRAINING AND DEVELOPMENT
HRDHRVN 505

Total hours: 56

Objectives:

- To provide in depth knowledge into the issues related to training and to provide an overview of the role of Training and Development in Human Resource Management.
- To familiarize the students with knowledge of various training and development tools and techniques.
- To familiarize with evaluation design to assess 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:

- Understand the importance of training and development in human resources management.
- Analyse the training needs of an organization.
- Evaluate the training methods

Unit I: Overview of training and development

14 Hours

Training- meaning, objectives, principles, process. Management Development – Meaning, objectives and principles. Training v/s development.

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

Units II: Training need analysis & training design

14 Hours

Meaning, objectives, components, Data collection method for Training Needs Analysis, Needs Assessment Process.

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

14 Hours

Meaning, significance of training aids. Use of training Aids- Audio- Visual Aids, Computer based instructions.

Training methods - Traditional Training Methods- On the job and off the job training methods, Technology Based Training Methods.

Training and developmental strategies - Concepts, cross cultural training, multi skilling, competency mapping.

Unit IV- Trainer as a Change Agent

8 Hours

Meaning and definition of mentoring, significance, characteristics, qualities of a good mentor, mentoring process.

Counselling – Meaning and importance

Unit V - Evaluation of training and development

6 Hours

Meaning, types, principles and Stages of Evaluation

Future of training and development- Use of new Technologies for Training Delivery.

Skill Development Activities/Practical-

- Analysis of Training and Development practices followed by any organization.
- Case study – develop a training module for a given situation.
- Identify challenges in Training and Development

Books for Reference

1. Training and Development - Tapomoy Deb, Ane Books
2. Training and Development – G Pandu Naik, Excel
3. Training and Development – P L Rao, Excel
4. Fundamentals of Training and Development – Dinesh Kumar & Mansoor Ali
5. Advanced techniques for Training and Development – A Landale, Infinity Books
6. Training and Development- S.K. Bhatia
7. Employee Training & Development- Noe, R.A. (2008). McGraw-Hill
8. <https://in.indeed.com/career-advice/career-development/types-of-technology-based-training>
9. <https://theintactone.com/2022/12/02/use-of-new-technologies-for-training-delivery-and-instruction-learning-and-performance-support/>

MODEL QUESTION PAPER
V SEMESTER BA (HRD) DEGREE EXAMINATION
PRINCIPLES OF TRAINING AND DEVELOPMENT
HRDHRVN 505

Time: 2hours

Marks: 60

Section A

Answer any **FIVE** of the following

2x5=10

1. What is management development?
2. Write the meaning of training aid.
3. State the objectives of training?
4. What is formative evaluation?
5. What is multiskilling?
6. Define learning?
7. What is counselling?

Section B

Answer any **FIVE** of the following

4x5=20

6. Differentiate between training and development
7. Explain the principles of learning?
8. Explain the data collection method for Training Needs Analysis
9. Explain the principles of training evaluation
10. Write a note on cross cultural training.
11. Explain the technology-based training methods
12. What are the qualities of a good mentor?

Section C

Answer any **THREE** of the following

10x3=30

6. Elucidate the factors influencing learning?
7. Explain the stages in training evaluation?
8. Evaluate the need analysis process.
9. Explain the training methods.
10. Explain the mentoring process?

VI SEMESTER BA (HRD)
TRENDS IN HUMAN RESOURCES DEVELOPMENT
HRDHRCN 601

Total Number Hours 56

Objectives:

- To understand and analyse different trends in HRD that have influenced both human resource development and human development
- To help the student differentiate between trends in HRD and select and adopt them for resource development programmes.

Pedagogy: classroom lecture, case analysis, group discussions assignments, ICT teaching, field work etc.

Course Outcomes:

- Understanding of key terms, concepts and practices within the field of HRM and HRD.
- Understanding competence in development and problem-solving in the area of HRD
- Understanding innovative solutions to problems in the fields of HRD

Unit -1: Introduction to Human Resource development **8 hours**

Introduction to human resource development: definition, meaning, objectives, scope, role, and importance; organisation of personnel development and its functions

Unit -2: HRD and HRM **10 hours**

Human resources: meaning, nature, importance, Management of human resources, Role of HRD manager, HRM vs. HRD Traditional vs. Modern Need for HRD, Problems with HRD in India

Unit -3: Quality of work life (QWL) and TQM **12hours**

Concept, Approaches, Conditions for Success of QWL, TQM-Components, and Implementation of TQM, TQM in India, KAIZEN Approach JIT, Benchmarking.

Unit -4: Knowledge Management and Executive Development **12 hours**

Introduction, Forms, Knowledge organisation, framing knowledge strategies. Executive development: meaning, methods, responsibility for executive development, and organisation of executive development

Unit -5: Human Resources issues **14 hours**

Labour turnover, absenteeism, alcoholism, and drug abuse—concept Employee counselling: meaning and need Employee Discipline—Meaning, Principles, Grievance in Industry, Grievance Procedure: Essentials of Good Grievance Procedure.

Skill Development Activities/Practical-

- Brainstorming activity on Human resource management issues
- Debate on Traditional vs. Modern Need for HRD
- Analysis of trends in HRD followed by any organization.

References:

1. Human Resource Management (Concepts and issues) – T N Chabra Dhanpatrai and Co. 6 th Revised edition 2010
2. Human Resource Management K D Bassava VidhyaVahini prakashan Hubli 2005
3. Human Resource Management and Human Relation – Dr V P Michael, Himalaya Publishing house, Mumbai (Reprint)
4. Human Resource Management L M Prasad, Sulthan Chand and Sons 2010 (Revised)
5. Human Resource Management C B Mamori, S V Gankar Himalaya Publishing house, Mumbai 2005
6. Human Resource Management Scoll Snell, George Bohlander, Thomson Publication 2007
7. Human ResourceDevelopment – G. D. Mathashweri, Sulthan Chand and Sons 1998
8. Human Resource Management Uday Kumar Haldar Oxford University New Delhi 2009

MODEL QUESTION PAPER

VI SEMESTER BA (HRD) DEGREE EXAMINATION

TRENDS IN HUMAN RESOURCES DEVELOPMENT

HRDHRCN 601

Time: 2hours

Marks: 60

Section A

Answer any FIVE of the following

2x5=10

1. What is meant by Human resource development?
2. Write the meaning of TQM.
3. What is Executive development?
4. What is meant by Labour turnover?
5. What is Employee counselling?
6. Write the meaning of KAIZEN Approach?
7. What is the meaning of Benchmarking?

Section B

Answer any FIVE of the following

4x5=20

6. Differentiate between Traditional and Modern approaches to HRD.
7. Explain employee grievance procedure
8. State the principles of Quality of work life.
9. Explain the reasons for absenteeism
10. Write a note on bench marking.
11. Explain the principles of employee discipline.
12. Explain the need for HRD.

Section C

Answer any THREE of the following

10x3=30

1. Identify the problems of HRD.
2. Evaluate the role and functions of HRD manager.
3. Explain the various methods of executive development.
4. Explain the need and importance of employee counselling.
5. Write a note on knowledge management

VI SEMESTER BA (HRD)
Business Ethics and Corporate Governance
HRDHRC 602

Total Number of Hours: 56

Objectives:

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

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

Course outcome - On successful completion of the course the students will be able to

- Evaluate the range of ethical issues that arises in business and the theories that are used to model these issues
- Will be able to identify various issues that may arise in the domain of Marketing, HRM and Finance in a given organization/situation
- Will be able to analyse various ethical codes in corporate governance

Unit 1- Introduction to Business Ethics **8** **hours**

Ethics-Meaning, types sources, importance.

Business Ethics-Meaning, objectives, importance.

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 Carol Gilligan's model.

Whistle Blowing- Introduction, whistle Blower- meaning, types, and guidelines for whistle blowing.

Unit -3 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: Conceptual Framework of 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: Legal Framework of Corporate Governance 10hours

CII (Co federation of Indian industry)-Introduction, guidelines of CII on corporate governance. Various corporate Governance Forums- NFCG, ICSI, OECD, ICGN.

SEBI-Introduction, structure, functions.

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, DirkMatten 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.

VI SEMESTER BA (HRD)

Business Ethics and Corporate Governance

Model Question Paper

HRDHRCN 602

SECTION-A

Answer any FIVE of the following

5X2=10

1. What do you mean by business ethics?
2. What is ethical dilemma?
3. What is ethics?
4. What is corporate governance?

5. What are the types of Bank fraud?
6. What is CII?
7. What is whistle blowing?

SECTION-B

Answer any FIVE of the following

5X4=20

1. Explain sources of ethics.
2. Explain the guidelines for a visit blower.
3. Explain areas in marketing ethics.
4. What are the elements of good corporate governance?
5. What is green governance?
6. Explain the models of corporate governance.

SECTION-C

Answer any THREE of the following

3X10=30

1. What are the objectives and importance of business ethics?
2. Kohlenberg's Model and Carrol Gilligan's models IN Busines Ethics.
3. Explain the functions of SEBI.
4. Explain the guidelines of CII on corporate governance.
5. Explain ethical issues in HRM.

VI Semester BA (HRD)
Human Resource Information System
HRDHRCN 603

Total Number of Hours: 56

Objectives:

- To provide an introduction to the use of technology in the HRM
- Basic knowledge of different HRIS software in the organisation

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

Course Outcomes:

- To discuss issues related to HRIS.
- To develop an understanding about application of HRIS.

Unit – I

12 Hours

Introduction to Human Resource Information System (HRIS) , Data and Information needs for HR Manager , Sources of Data, Need of HRIS, Objectives, Functions of HRIS, Steps in implementing an HRIS, Pros and Cons of HRIS, Software Packages for Human Resource Information System including ERP Software such as SAP.

UNIT-II

10 Hours

Data Management for HRIS –Data Elements, Data Formats, Entry Procedure and Process; Data Storage and Retrieval; Transaction Processing, Office Automation and information Processing and Control Functions; Design of HRIS.

Unit – III

12 Hours

HR Management Process & HRIS – Modules on HR Planning, Recruitment, Selection, Placement – Module on Performance Appraisal System – Training & Development Module – Module on Pay & other Related Dimensions

UNIT-IV

12 Hours

HR Management Process II and HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring and Review.

UNIT-V

10 Hours

Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome, Current Trends in HRIS.

Skill Development Activities/Practical-

- Provide real-world HRIS-related case studies and problem-solving scenarios
- Visits to companies that have implemented HRIS and write a report on that Software
- Group discussion on Man and Machine Interaction in organisation

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. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr.Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
4. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
5. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
6. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

MODEL QUESTION PAPER
VI SEMESTER BA (HRD) DEGREE EXAMINATION
Human Resource Information System

HRDHRCN 603

Time: 2hours

Marks: 60

Section AAnswer any **FIVE** of the following

2x5=10

1. What is the meaning of HRIS?
2. Define Data and Information.
3. What is Data Format?
4. What is Office Automation?
5. What is meant by Communication Process?
6. What is meant by Security of Data?
7. What is Information Processing?

Section BAnswer any **FIVE** of the following

4x5=20

8. What is the Basic Need of HRIS?
9. Explain the procedure of communication process?
10. What are the uses of Performance Appraisal?
11. Explain the elements of Data Management.
12. Explain the stages of Data Warehouse.
13. What are the advantages of Human Resource Information System?
14. Write a note on the current trends in HRIS

Section CAnswer any **THREE** of the following

10x3=30

1. Explain the challenges faced by the recruiter under recruitment process.
2. What are the Common Problems during IT adoption and how to overcome them?
3. What are the steps in implementing the HRIS?
4. Explain different methods of Performance Appraisal system
5. Explain the Design of HRIS.

VI SEMESTER BA (HRD)

STRESS MANAGEMENT

HRDHRCN 604

Total number of hours: 56

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

To know the concept of counseling and its functions.

To understand the nature and consequences of stress

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

work etc.

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

Identify the types of stress

Discuss issues relating to their daily lives that cause stress.

Explain how healthy habits i.e., regular exercise, better sleep, hygiene and proper nutrition can defend against stress and prevent

understand the concepts of counselling in detail.

Unit 1- Introduction

10 hours

Stress - Meaning, Definition and Characteristics. Difference between eustress and distress;

Types of stress. Common stressors at work place. Potential Sources of Stress - Environmental Factors - Organizational Factors - Individual Factors

Unit 2 -Causes of Stress

8 hours

Individual Stress. Group Stressor. Organizational Stress. Extra Organizational Stressors. Effects of Stress

Unt 3 Stress Management

14 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 Counselling - Stress Control workshop & Employee Assistance programmes

Unit: 4 Stress and Work performance

12 hours

Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.

Unit 5 - Counselling

12 hours

Meaning, Functions of Counselling - Advice - Reassurance - Communication - Release of Emotional Tension - Clarified Thinking - Reorientation • Types of counselling - Directive counselling - Participative Counselling - Non-directive counselling - Stress Management Based On Indian Philosophy

Skill Development Activities/Practical-

- Case study on stress management
- Prepare the questionnaire to assess the stress level of an individual.
- Identify the stressors of college / school students
- Design stress coping mechanism to selected group.
- Any other activity relevant to the course

Reference Books:

Principles and Practice of Management: S. Sachdeva, Laxmi Narain Agrawal , Agra. □

Organizational Behavior: L. M. Prasad Sultan Chand □ & Sins.

1. Baron .L & Feist.J (2000) Health Psychology 4th edition, USA Brooks/Cole 2. Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA

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

4. Cooper,C,& Palmer,S, (2000)Conquer Your Stress, London: Institute of personal development Universities Press

5. Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House

6. Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.

7. Ogden.J (2000) Health Psychology 2nd edition Philadelphia, Open university press

8. Olpin, M. & Hesson, M. (2015). Stress Management for Life: A Research-Based Experiential Approach. 4th edition. Wadsworth Publishing.

9. Rice, P.L. (1992) Stress and Health, 2nd edition, California, Brooks/Cole

10. Roy, S. (2012) Managing stress, Sterling Publication

11. Taylor, S.E. (1998) Health Psychology 3rd edition, New York. McGraw-Hill

VI SEMESTER BA (HRD)

Wage and Salary administration

HRDHREN601

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 and Types

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 Hrs

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

Skill developmental activities/Practical

- Group projects on comprehensive compensation packages
- Framing wage structure for fictional company
- Conducting research on industry salary trends and labour market conditions.
- Role play on salary negotiation simulation

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, McGraw Hill International Publications.
- Compensation Management- ER. Soni Shyam Singh, Excel books publication.

VI SEMESTER BA (HRD)
NEP Scheme
Wage and Salary administration
Course code: HRDHREN601

Model Question Paper

Time: 2 hours

Max. Marks: 60

Section A

Answer any Five of the following

(2x5=10)

1. Define Wage
2. What do you mean time wage
3. Give the meaning of remote work compensation
4. If a worker is assigned a task with a standard time of 5 hours and completes it in 4 hours, and the hourly rate is Rs. 20, calculate the wages using the Rowan plan.
5. Name any two types of wage incentive plan
6. Give the meaning of Expatriate compensation
7. A tailor is paid using the piece rate method. If he completes 10 shirts in a day and the piece rate is Rs. 2 per shirt, calculate his total earnings for the day.

Section B

Answer any Five of the following

(4x5=20)

1. Analyse the factors influencing wage structure.
2. Explain the objectives of wage incentive plans
3. Analyse the Ethical dilemmas in wage and salary administration
4. Explain the types of wages
5. Describe the Halsey plan for wage payment. Calculate the wages for a worker who is supposed to complete a task in 8 hours but completes it in 6 hours. The hourly rate is Rs15
6. Explain Minimum Wage Act 1948.
7. Mr.Ahuja Completed 40 units during a day. The rate per unit is 4. Calculate Mr Ahujas earning under piece rate system

Section C

Answer any Three of the following

(10x3=30)

1. Calculate the earnings of a worker from the following information:
a) Time Rate Method, b) Piece Rate Method c) Halsey Plan and d) Rowan Plan
Information given: Standard Time – 30 hours' Time taken - 20 hours Hourly rate of wages is Re.1 per hour plus a dearness allowance @ 50 paise per hour worked
2. Elucidate theories of wages
3. Explain in detail challenges of Gig economy and its implications for wage and salary administration
4. Explain the process of formulation of wage policy in India
5. Give the advantages and disadvantages of wage incentive plans

VI SEMESTER B.A (HRD)
SOCIAL AND WORKFORCE PSYCHOLOGY
HRDHREN601

Total Number of Hours: 56

Objectives:

- ☐ To understand the basics of social psychology and to understand the individual in the social world.
- ☐ Inculcate in the students, prosocial behaviour which helps in understanding the steps in developing prosocial behaviour and emphasizes on the determinants of prosocial behaviour.
- ☐ Facilitates techniques to prevent and control aggression in contemporary society.
- ☐ To understand the application of psychology in the workplace
- ☐ To understand the need for counselling and effect of counselling at workplace.

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

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

- learn the basic concepts of the field of psychology with an emphasis on application of social psychology in everyday life.
- learn how they can make adjustments and manage to cope with stress more effectively.
- develop an understanding of the individual in relation to the social world, the core course also introduces students to the realm of social influence as to how individuals think feel and behave in social situations.

Unit 1: Social Psychology

10 Hours

Introduction, Meaning, Definition, Nature and scope of social psychology, Social Psychology and related disciplines, importance of social psychology, factors influencing Social Psychology. Theoretical Perspectives - Role Theory, Reinforcement Theory, Cognitive Theory, Symbolic Interaction Theory, Evolutionary Theory.

Unit 2: Social Attribution

12 Hours

Social Attribution: Attribution; Nature, Components and Characteristics of Attitude, Formation of Attitudes, Influence of Attitudes on Behaviour. Attitude Change –Cognitive Consistency, Cognitive Dissonance, Self – Perception and Self – Reactance Theories. Measurement of Attitudes – Bogardus Scale, Likert scale, Thurstone's Method of Equal Appearing Intervals, Semantic Differential Scale and Congruity Technique.

Unit 3: Pro Social behaviour and Aggression

12 Hours

Pro Social behaviour: meaning and Concept of Pro-social Behaviour; Bystander Effect Essential Steps in the Process of Providing Help; Determinants of Pro-social Behaviour Causes of Prosocial Behaviour.

Aggression: Meaning, Aggression model: Social, Personal and Situational Determinants of Aggression; Aggression in Society – Sexual Assault, Pornography and Violence, Media violence and Aggression; Prevention and Control of Aggression

Unit 4: Organisational Psychology and stress at workplace

12 Hours

organizational psychology: meaning and Definition, fields relating to psychology in the workplace, The importance of I/O psychology in the workplace

Stress: Introduction, Nature of stress, symptoms of stress; Various sources of stress: environmental, social, physiological and psychological Unit; Stress and health: effects of stress on health, eustress; managing stress: Methods - yoga, meditation, relaxation techniques, Problem focused and emotion focused approaches.

Unit 5: employee Counselling:

10 hours

Employee Counselling: Meaning, Concept, need, Types, counselling functions, skills and techniques. Benefits and Challenges

Skill Development Activities/Practical-

- Analysis of various psychological factors in any organization.
- Case study on stress in the organisations
- Identify the causes for aggression at workplace.

References

1. Baron, R.A., Branscombe, N.R., Byrne, D., and Bhardwaj, G. (2009). Social Psychology (12th Edition). Pearson Publications.
2. David G. Myers (2007). Social Psychology (8th edition). New Delhi: Tata-McGraw Hill
3. John W. Berry., Mishra R.C. and Tripathi, R.C. (2003). Psychology in Human and Social development, Sage Publications
4. Oskamp, S. & Schultz, P.W. (1998). Applied Social Psychology. Prentice.
5. Sandra K. Ciccarelli and Glen E. Meyer. (2008). Psychology, Sage Publications
6. Worcel, S., Cooper, J., Goethals, G.R. & Olson, J.M. (2000). Social Psychology. CA Wadsworth.
7. Carroll, M. & Walton, M. (eds.) (2003). Handbook of counselling in organizations. London: Sage Publications

MODEL QUESTION PAPER

VI SEMESTER BA (HRD) DEGREE EXAMINATION

SOCIAL AND WORKFORCE PSYCHOLOGY

HRDHREN601

Time: 2 hours

Marks: 60

Section A

Answer any FIVE of the following

2x5=10

1. What is meant by Social Psychology?
2. Write the meaning of Aggression.

3. What is organisational Psychology?
4. What is meant by Attribution?
5. What is pro social behaviour?
6. Write the meaning of employee counselling?
7. What is the meaning of Self Perception?

Section B

Answer any FIVE of the following

4x5=20

6. Explain the importance of Social Psychology?
7. Explain the characteristics of attitude?
8. What are the symptoms of stress?
9. Explain the importance of psychology at workplace.
10. Explain the determinants of aggression.
11. Explain the need for employee counselling at workplace.
12. Write a note on reinforcement theory of social psychology?

Section C

Answer any THREE of the following

10x3=30

1. Explain the prevention and Control of Aggression?
2. Explain the determinants of Pro-social Behaviour Causes of Prosocial Behaviour.
3. Explain the various sources of stress.
4. Elucidate the factors affecting social psychology.
5. Explain the benefits and challenges of Employee counselling.

BA (HRD) VI Semester

HRDHRVN 605

HUMAN RESOURCE ACCOUNTING

Course credits: 4 credits

No. of hours per week: 4 Hours

Total No of Teaching Hours: 56 hours

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

Objectives

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

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

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

Module 1: Introduction to human resource accounting **10 hours**

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

Module 2: Human Resource Planning **12 hours**

Meaning and Significance, Macro and Micro level of HRP, Process of HRP, Demand forecasting, Supply Forecasting, determining human resource requirement, monitoring and control.

Module 3: Human capital investment **12 Hours**

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

Module 4: 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).

Module 5: HRD Audit and payroll Management **12 hours**

Need, Concept, 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.

Skill Development Activities/Practical-

- Visit an Organisation and analyse how they maintain Human resource Accounting.
- Visit an organisation and learn of payroll System.
- Identify latest innovations and developments in the field of Human Resource accounting.
- Any other activities, which are relevant to the course.

Reference

1. Eric. G. Flamholtz, Human Resource Accounting, Springer
2. Rakesh Cahandra Katiyar, Accounting For Human Resources, U K publishing
3. M. Seed, D.K. Kulshreshtha, Human resource accounting, 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. H and Landekich. S, Human Resource Accounting : Past, Present and Future, Inst of management Accountants

Website:

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

- <https://www.wallstreetmojo.com/human-resource-accounting/#:~:text=Human%20resource%20accounting%20has%20two,formulate%20policies%20and%20workforce%20resources.>

MODEL QUESTION PAPER
VI SEMESTER BA (HRD) DEGREE EXAMINATION
HUMAN RESOURCE ACCOUNTING
HRDHRVN 605

Time: 2hours

Marks: 60

Section A

Answer any **FIVE** of the following

2x5=10

1. What is human resource accounting?
2. What is Payroll accounting?
3. What is Human Capital Investment?
4. What do you mean by Replacement Cost?
5. What is demand forecasting ?
6. What is Human Resource Information System?
7. What is Economic Valuation Method?

Section B

Answer any **FIVE** of the following

4x5=20

8. What are the objectives of Human Resource Accounting?
9. Write a note on Human Resource Information System (HRIS).
10. Explain the Process of Human Resource Planning?
11. What are the parameters for calculating return on investment in HR?
12. What are the Factors of HR Audit?
13. Differentiate Expenditure vs Productivity
14. What are the components of Payroll?

Section C

Answer any **THREE** of the following

10x3=30

15. Explain the need for Human Resource Accounting and its Limitations.
16. Explain the classification of Human Resource Cost?
17. Explain the elements of Human Capital?
18. What are the methods of measuring human resource cost?
19. Explain the process and stages of payroll system.

V SEMESTER BA (HRD)

FIELD STUDY (HR Topics)

Objectives:

- To introduce the student to an area of operation of a human resource developer.
- To help the student understand different areas in which she or he may work as a resource developer.
- To equip the student with skills in studying the realities that exist in the field of Human Resource.
- To learn to assess the research studies and findings.
- To develop the skills for library work and documentation for research.
- To develop logical thinking and critical analysis.

Total number of Hours: 56 Hours

Scope

This is a field study paper. The student is guided by one of the faculty members who is nominated by the principal.

The following tasks are to be completed by the student

1. Topic of field study report shall be relevant to HR subjects, shall be finalized only after the Department/College approval.
2. The final field study report should be of at least 45 pages.
3. The student prepares an action plan for execution of the field study.
4. The student conducts the field study and prepares the report on the same during the semester.

5. The student has to submit two copies of field study to the Head of the Department/College Principal on or before the last working day of the V Semester **in a prescribed format**.

10. Periodic evaluation related to field study of each student, shall be conducted by the faculty member.

11. On time submission of the project is mandatory.

FIELD STUDY Report shall consist of the following sections.

Section A : Preliminaries

Section B : Body of the Report

Section C : Annexure / Appendix

Section A is a formal general section and shall include:

1. Title page - having details as the title of the study, name of the student, register number, name of the guide, department/institution through which the study has been undertaken under University, and the year.
2. Certification from the College/Guide.
3. Certification from the agency if the study has been carried out in a particular institution.
4. Certificate from the candidate stating the originality of the field study report content.
5. Acknowledgement.
6. Table of contents with Page Numbers.
7. List of Tables, Charts, Graphs.

Section B is a formal technical section and shall include the following

1. Executive summary in the form of abstract.
2. Introduction
3. Objectives/Hypothesis
4. Review of literature/ Theoretical framework
5. Methodology
6. Data presentation and analysis
7. Major Findings and conclusions
8. Suggestions and recommendations.

Section C shall include

1. Reference
2. A copy of the tool of data collection.
3. Additional statistical tables; Photographs, figures, maps, etc.

