

MANGALORE UNIVERSITY

B. A (HRD)

SYLLABUS

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

For III RD and IV Semester

As Per

**National Education Policy-2020
(NEP2020)**

AUGUST 2022

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SEMESTER III								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
1	HRDENLN301	Language I*	AECC	04	60	40	100	3*
2	HRDKALN301	Language II*	AECC	04	60	40	100	3*
3	HRDHDLN301	Language II*	AECC	04	60	40	100	3*
4	HRDHRCN301	Organisational Behaviour	DSC	04	60	40	100	4
5	HRDHRCN302	Strategic Management	DSC	04	60	40	100	4
6	HRDHRCN303	Employee Relations	DSC	04	60	40	100	4
7	COMAISN301	Artificial intelligence	SEC- SB	03	30	20	50	2
8	COMNSSN301	NSS	SEC-VB	02	-	25	25	1
9	COMNCSN301	NCC/R&R(S&G)/Cultural	SEC-VB	02	-	25	25	1
10	HRDHREN301	Compensation Management	OEC	03	60	40	100	3
	Total			30				25
*Any Two Languages will be Selected SEMESTER IV								
Sl.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
28	HRDENLN401	Language I*	AECC	04	60	40	100	3*
29	HRDKALN301	Language II*	AECC	04	60	40	100	3*
	HRDHDLN301	Language II*	AECC	04	60	40	100	3 *
30	HRDHRCN401	Organisational Development and Management of Change	DSC	04	60	40	100	4
31	HRDHRCN402	Human Resource Research Methodology	DSC	04	60	40	100	4
32	HRDHRCN403	Entrepreneurship Development	DSC	04	60	40	100	4
33	COMCISN401	Constitution of India	AECC	03	30	20	50	2
34	COMSRSN401	Sports	SEC-VB	02	-	25	25	1
35	COMNCSN401	NCC/NSS/R&R(S&G)/Cultural	SEC-VB	02	-	25	25	1
36	HRDHREN401	Human Resource Development	OEC	03	60	40	100	3
	Total			30				25

EXIT OPTION WITH DIPLOMA

***Any Two Languages will be Selected**

III SEMESTER BA (HRD)

NEP Scheme

Course code: HRDHRCN301

Organisational Behaviour

Total number of hours: 56

Course objectives

- To understand the human behaviour at workplace.
- To know the employee attitude in different situations in organisation.
- To develop personal quality through studying the different theories of personality.
- To motivate the student in classroom to analyze the particular case on his own way.

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

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

- To apply the conceptual foundation and theories of organizational behaviour at workplace.
- To analyse inefficiency and weakness in an individual and apply various measures to improve it in the organisation.
- To analyse how to develop coordination and teamwork in the organisation.
- To understand how to use organisation power and politics in an effective manner.

Unit 1: Introduction

10 Hrs

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

Unit 2: Perception, Learning and Motivation

14 Hrs

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.

Unit 3: Personality, Self-Esteem and Leadership

12 Hrs

Concept, Types and Traits; Determinants; Major Personality Attributes Influencing Organizational Behaviour; Locus of Control; Machiavellianism;

Self-Esteem -Self-Monitoring; Risk-Taking Personality and Proactive Personality.

Leadership- Concept and Functions; Theories of Leadership: Traits, Behavioural and Situational Theories; Inspirational approaches to Leadership: Charismatic Leadership, Transformational Leadership, and Transactional Leadership (meaning only), Role and Challenges to the Leadership construct.

Unit 4: Group Behaviour and Interpersonal Relationships

12 Hrs

Concept and Classification of groups; Stages of Group Development; Group Structure; Roles and Norms of groups.

Group Decision-Making: Group v/s Individual; Groupthink and Group Shift; Group Decision Making Techniques and Process.

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

Unit 5: Organisation Power and Politics

08 Hrs

Power: Meaning, Sources, Classification- Coalitions and Organisational

Politics: Meaning, Employees Response to Organisational Politics, and the Concept of Impression Management (Meaning only).

Books for reference

1. Robbins, SP Stephen P, Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12th or 16th edition, Pearson Education, 2011.
2. Fred Luthans, Organisational Behaviour, 11th edition, Mc Graw Hill, 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, New Delhi, 2008.
5. Aswathappa, Organizational Behaviour, HPH.
6. Appanniah and, Management and Behavioural Process, HPH
7. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
8. P.G. Aquinas Organizational Behaviour, Excel Books.
9. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour

Skill Developments Activities/ Practical:

- Two cases on the above syllabus should be analyzed and record in the skill development.
- Draw Blake and Mouton managerial grid.
- List the Personality Traits of Successful Business Leaders.
- Role play on personality traits, conflict management.
- Mock interview of famous personalities.

III SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN301

Organisational Behaviour
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any five of the following **(2x5=10)**

1. What do you mean by emotional intelligence?
2. What is locus of control?
3. What is selective perception?
4. What is proactive personality?
5. Who is a Charismatic Leader?
6. What is Impression Management?
7. What is Organisational politics?

Section-B

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

1. Why do people join group?
2. Explain the Johari Window.
3. Explain the key elements of O.B.
4. Explain the factors effecting perception.
5. What are the challenges to leadership construct?
6. What are the theories of leadership?
7. What are the sources of power?

Section-C

Answer any Three of the following **(10X3=30)**

1. Define personality. Explain the determinants of personality.
2. Describe the process of perception.
3. Explain the challenges and opportunities of organisational Behaviour.
4. Explain the theories of learning.
5. Define motivation. Explain Maslow's need hierarchy theory and V rooms theory of motivation

III SEMESTER BA (HRD)
NEP Scheme
Strategic Management
Course code: HRDHRCN302

Total number of Hours: 56

Course objectives:

- a) To facilitate students to understand present management strategies and policies.
- b) To make student understand and apply techniques of strategic management.
- c) To acquaint the students with SWOC Analysis
- d) To enable the students to solve business problems by applying strategies.

Pedagogy: Classroom 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,

- a) Critically analyse the internal and external environments in which business operates and assess their significance for strategic planning.
- b) Apply the theories, concepts and tools that support strategic management in organizations.
- c) Build dynamics of strategy formulation and implementation processes at corporate and business level.
- d) Enhance the ability to identify strategic issues and design appropriate solution.

Unit 1: Introduction

10 Hours

Strategy - Meaning, definition, nature and criteria for effective strategy. Strategic management – meaning, definition, features, importance and limitations. Strategic planning (meaning); Strategic decision making (meaning). Strategic management process. Levels of strategy.

Unit 2: Strategic intent and Environment analysis

12 Hours

Strategic intent: Vision - meaning, features and importance. Mission – meaning, features, importance and contents. Difference between vision and mission. Business definition (meaning). Goals and objectives – meaning of goal; role and characteristic of objectives.

Environment analysis – meaning, features and importance. Components – External and Internal. External environment – PESTEL analysis. Internal – resources, organisational behaviour, strengths and weaknesses, competencies, capabilities and competitive advantage. SWOC analysis.

Unit 3: Strategic formulation.

12 Hours

Meaning. Strategic alternatives (choices) - developing strategic alternatives choices - stability, growth, retrenchment and combination strategy. Stability – meaning, reasons and types. Growth – meaning, reasons, types-intensive, integration and diversification. Retrenchments – meaning, reasons and types. Combination – meaning.

Unit 4: Strategic Implementation.

12 Hours

Choice of Strategy - Introduction to BCG Model, Importance and Application
Strategy Implementation – Meaning, Implementation requisites - Organization Structure and design, Importance of Human Elements in Strategic Implementation, Role of Leadership and Resource allocation.

Unit 5: Strategic Evaluation and Control

10 Hours

Meaning; process, criteria, techniques of strategic control; limitations and guidelines for evaluation and control.

Skill development activities/Practical

- a) Students should analyse the vision and mission statement of any 5 companies
- b) Students should prepare an PESTEL analysis of 5 companies
- c) Students should prepare an SWOC analysis of 5 companies
- d) Case study on Strategic alternatives
- e) Case study on BCG model

Books for reference

- Business Policy and Strategic Management (Text and Cases) by P. Subba Rao, Himalaya Publishing House.
- Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw Hill Education Pvt. Ltd.
- Strategic Management and Business Policy by C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna, Excel Books.
- Strategic Management by L M Prasad, Sultan Chand & Sons.

III SEMESTER BA (HRD)
NEP Scheme
Course code: : HRDHRCN302
Strategic Management
Model Question Paper

Time: 2 hours

Max. Marks: 60

Section A

Answer any Five of the following **(2x5=10)**

1. Define Strategy.
2. What is resource allocation?
3. What is strategic intent?
4. What is Strategic planning?
5. What is Strategic decision making?
6. What is Business definition?
7. What is Strategic control?

Section B

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

1. Explain the features of strategic management.
2. What are the characteristics of objectives?
3. What are the features of vision statement?
4. Explain SWOC analysis.
5. What factors affect the decision for resource allocation?
6. Explain BCG model.
7. Explain the process of Strategic control.

Section C

Answer any Three of the following **(10x3=30)**

1. Explain the process of strategic management.
2. Analyse the internal environment of business.
3. Explain the features and importance of mission statement.
4. Explain various strategic alternatives available to an organization.
5. Enumerate the various issues in strategic implementation.

III SEMESTER BA (HRD)

NEP Scheme

Employee Relations

Course code: HRDHRCN303

Total number of Hours: 56

Course objectives:

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

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

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

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

UNIT I – Introduction

10 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.

UNIT II - Industrial disputes

12 Hours

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

UNIT III - Wage and salary administration

12 Hours

Meaning, objectives, factors influencing wage and salary structure, Essentials of sound wage and salary structure, Minimum wage act 1948 – Provisions. Industrial relations: Meaning, characteristics, importance, approaches and principles.

UNIT IV - Trade Unions

12 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.

UNIT V – Employee Participation in management

10 Hours

Meaning, Objectives, Essential conditions for successful working of EPM, forms of Employee Participation in India. Employee empowerment – meaning, elements.

Employee engagement, employer as a brand, talent management.

Skill Development Activities:

- Interaction with employees to identify their problems.
- Case analysis on role of trade unions and Industrial Disputes
- List out trade unions in different sector.
- Role play on employee participation in management.
- Conducting wage survey for any selected sector and prepare a report for the same.

Books for reference

1. Employee Relations Management – P N Singh and Neeraj Kumar, Pearson Publication.
2. Memoria C.B. Personnel management , Himalaya Publishing house , Mumbai , 30th edition
3. Flip Edwin B. ,Personnel Management ,McGraw Hill Book Company ,New York , 1984 , 6th edition
4. Subba Rao P. Essentials of HRM And IR –Text , Cases and games , Himalaya Publishing house , Mumbai , 5rd Revised edition
5. Tripathi, Personnel Management and Industrial Relation, Sulthan Chand and Sons New Delhi 20th Revised edition n, 2009
6. C.B. Gupta ,HRM Text and Cases , Sulthan Chand and Sons New Delhi 16th Revised edition, 2015.

III SEMESTER BA (HRD)
NEP Scheme
Employee Relations
Course code: HRDHRCN303
Model Question Paper

Time: 2 hours

Max. Marks: 60

Section A

Answer any Five of the following **(2x5=10)**

1. What is Collective Bargaining?
2. Write the meaning Self-imposed discipline.
3. State any two objectives of trade union?
4. What is Employee engagement?
5. Give two examples of employee grievance
6. What is employee empowerment?
7. What is Arbitration?

Section B

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

1. What are the essential Pre-requisites of Grievance Procedure?
2. Explain the Gandhian Approach to Industrial relation.
3. Write a note on Talent management.
4. Explain the objectives of Employee relations.
5. Explain the types of trade unions.
6. Explain Minimum Wage Act 1948.
7. Explain the role of an employee relations Manager.

Section C

Answer any Three of the following **(10x3=30)**

1. Explain the factors influencing wage and salary structure
2. Elucidate the causes and effects of Industrial Dispute
3. Analyse various types of workers participation in Management
4. Describe the process and conditions for success of collective Bargaining
5. Explain the functions and problems of trade union in India.

III SEMESTER
BA(HRD)
Compensation Management
Course code: HRDHREN301

Total number of Hours: 42

Course objectives:

- a) To equip the students with comprehensive knowledge in compensation management.
- b) To understand the role of compensation management in promoting company's competitive advantage.
- c) To learn the principles of compensation management.
- d) To study the various methods of Performance evaluation .

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

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

- a) To discuss the principles and importance of compensation management
- b) To relate the bases of compensation on performance.
- c) To develop and design compensation system.
- d) To identify the contemporary compensation practices.

Unit 1: Introduction **12 Hrs**

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

Unit 2: Performance Evaluation **8 Hrs**

Performance Evaluation-Meaning, Objectives, Process, Various method of Performance Evaluation.

Unit 3: Employee Benefits **10 Hrs**

Employee Benefits- Meaning, Features, Objectives, Types, Principles, advantages and disadvantages. Guidelines for effective employee benefit programme.

Unit 4: Executive Compensation **6 Hrs**

Executive Compensation- Meaning, Components of Executive Compensation. Annual Incentive Plans for Executives, Indian Practices of Compensation Management.

Unit 5: International Compensation

6

Hrs

International Compensation- Meaning, objectives, elements, factors influencing compensation in MNCs, Approaches – Going rate and Balance sheet.

Skill developmental activities/Practical

- a) Report on the pay structure of at least 3 companies from different sectors.
- b) Review the payroll system of company.
- c) Analyse the legal provisions related to compensation with respect to company.
- d) Conducting wage survey for any selected sector and prepare a report for the same.

Books for Reference:

- Compensation Management- Dipak Kumar Bhattacharyya, Oxford University Press.
- Compensation – George T. Milkovich, Jerry M. Newman, C.S. Venkata Ratnam, Mc Grow Hill International Publications.
- Compensation Management- ER. SoniShyam Singh, Excel books publication.
- Compensation and Reward Management - B. D. Singh, Excel books publication.
- Compensation Management – Dr. Mousumi S. Bhattacharya, Dr. Nilanjan Sengupta, Excel books publication.
- Understanding Wage and Compensation System- A.M. Sarma, Himalaya Publishing House.

Website

<https://examupdates.in/compensation-management/#Compensation-Management-Notes-forMBA-Pdf>
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<https://www.vskills.in/certification/tutorial/approaches-to-international-compensation/#:~:text=The%20Balance%20Sheet%20Approach%20to,qualitative%20differences%20between%20assignment%20locations.>

III SEMESTER
BA(HRD)
Compensation Management
Course code: HRDHREN301
Model Question paper

Time : 2 Hrs

Max. Marks: 60

Section A

Answer any five of the following **(2x5=10)**

1. What is short term pay?
2. What is executive compensation?
3. Expand ESOP.
4. What is long term policy?
5. What is 360-degree rating?
6. What is paired comparison?
7. What is direct compensation?

Section B

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

1. Explain the principles of wage and salary administration
2. Explain the different types of compensation.
3. What are the consequences of pay dissatisfaction?
4. Describe the problems of international compensation.
5. Explain the principles of employee benefits?
6. Write a note on employee reward system in India.
7. What are the objectives of performance evaluation?

Section C

Answer any three of the following **(10x3=30)**

1. Explain the components of executive compensation.
2. Describe the methods of performance evaluation.
3. Explain the importance and pre-requisites of employee compensation.
4. What are the advantages and disadvantages of employee benefits?
5. Explain the factors influencing compensation in MNCs.

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN401
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 familiarise the implication of power, politics and ethics on organisational development.
- To study the Concepts of change management and its impact on organisation 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.

Unit 1: Organizational Development 12 Hrs

Organizational Development (OD): Meaning, Characteristics, Process, benefits, limitations and techniques. Difference between Organizational Development and Management Development.

Unit 2: OD Interventions and Organisational effectiveness 12 Hrs

OD Interventions - Meaning, Types, Process and Importance.

Organisational Effectiveness - Meaning, Approaches - Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

Unit 3: Power, Politics and Ethics in OD

10 Hrs

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.

Unit 4: Management of change

12 Hrs

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 organisational resistance to change and methods of overcoming resistance to change.

Unit 5: Organisation Culture and change

10 Hrs

Organisation Culture: Meaning and techniques of identifying organisation culture.

Change of organisation culture - Need and issues, Challenges of designing new culture, Cultural attributes of change, process of carrying out change in organisation.

Skill Enhancement Activities

- Visit to an organisation and list out the OD Interventions
- Study and prepare a report on organisation culture of a company.
- List out changes taking place in an organisation. Identify resistance to change and propose specific techniques to overcome resistance to change.

Books for reference

- Kavitha Singh, Organisation change and Development, Excel Books, New Delhi, 2005
- Joseph W Weiss, Organisational Behaviour and Change, Vikas publishing house, 2015
- Wendell L French, Organisation Development, Prentice-Hall of India, New Delhi, 2004
- T Ralphy, Organisation Development, Viva Books Private Ltd,
- Thomas G Cummings, Organisation development and change, South Western publishers, 2005

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN401
Organisational Development and Management of Change
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any five of the following **(5x2=10)**

1. Write the meaning of Organisational Development.
2. What is OD interventions?
3. What is Power and Politics in OD?
4. Write any two qualities of change agent.
5. What is Organisation Culture?
6. Write any two techniques of identifying organisation culture.
7. What is Ethics in OD?

Section-B

Answer any Five of the following questions **(5x4=20)**

1. Explain the characteristics of Organizational Development?
2. Explain the approaches of Organisational Effectiveness.
3. What are the sources of power?
4. Explain the process of OD interventions.
5. Explain the effects of change.
6. What are the Cultural attributes of change?
7. Differentiate between OD and MD

Section-C

Answer any Three of the following **(10X3=30)**

1. Explain the process of organisational development.
2. Explain the types of OD Intervention.
3. Explain the reasons for resistance to change. How to overcome resistance to change?
4. Explain the process of carrying out change in organisation.
5. Explain the categories of ethical dilemma in OD.

IV SEMESTER BA (HRD)

NEP Scheme

Course code: HRDHRCN402

Human Resource Research Methodology

Total Number of Hours: 56 Hours

Course Objectives:

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

Unit: 1 Introduction

08 Hrs

Research-Meaning and Definition. Significance of Research; Types of Research; Motivation in Research.

Unit: 2 Research Process

12 Hrs

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: 3 Methods of Data Collection

12 Hrs

Meaning and Types of Data; Primary Data- Meaning and Sources - Observation, Interview and Questionnaire; Secondary Data – Meaning and Sources; Survey, Case study. Hypothesis – meaning and characteristics. Sampling – meaning and types. Scales-Types of scales.

Unit: 4 Data Analysis and Statistical Methods**12 Hrs**

Data Analytical process – Editing, Coding, Classification and Tabulation.

Statistical Measures - Meaning; Measures of Central Tendency. Measures of dispersion. Co-relation – Meaning and Types. Diagrammatical presentation of data-Graphs and Charts.

Unit: 5 Report Writing and Research Ethics**12 Hrs**

Report Writing - Outline and Qualities of research Report.

Research Ethics - Meaning, Objective and purposes. Duties and responsibilities of researcher. Value influences- principle- centeredness, human-centeredness and being-centeredness.

Practical/Skill development

- Conduct mini research project and submit report to the college.

References

1. Ahuja Ram – Research Methodology: Methods and Techniques. Jaipur Rawat Publication 2003

2. Kothari C.R. Research Methodology. Methods and Techniques. New Delhi New Age International Publishers 2004.

3. Young Pauline V., Scientific Social Surveys and Research. New Delhi: Prentice Hall of India.

Tin May., Social Research: Issues Methods and Process, Rawat, Jaipur. 2001

4. Agarwal, B.L., Comprehensive Research Methodology, New Age International (P) Ltd Publishers 2015

5. Mishra Shanti-Bhushan- handbook of research methodology., Publisher: Educreation ISBN: 978-1-5457-0340-3

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>.
7. <https://www.stir.ac.uk/research/research-ethics-and-integrity/understanding-ethics/>

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN402
Human Resource Research Methodology
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any Five questions in 2-3 sentence each (2x5=10)

1. Define research
2. What is hypothesis?
3. What is research problem?
4. State two types of data.
5. What is coding?
6. What is Mean?
7. What is research Ethics?

Section-B

Answer any Five questions in 10-12 sentences each (4x5=20)

1. Explain types of research.
2. Analyse problems in Selecting Research problem.
3. Explain sources of secondary data.
4. Explain qualities of research Report
5. Explain types of co-relations.
6. Analyse objectives research ethics.
7. Explain the characteristics of hypothesis.

Section-C

Answer any Three questions in 20-25 sentences each (10x3=30)

1. Explain significance of research
2. Analyse types of research designs
3. Explain observation and questionnaire as an important sources of data collection.
4. Explain scaling techniques.
5. Explain outline of research report.

IV SEMESTER BA (HRD)

NEP Scheme

Course code: HRDHRCN403

ENTREPRENEURSHIP DEVELOPMENT

Total Number of Hours: 56 Hours

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, 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 success of entrepreneurial ventures
- Interpret their own business plan.

UNIT I - Entrepreneur and Entrepreneurship 10 Hours

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

UNIT II - 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 12 Hours

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

Entrepreneurship skill – 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 - Social entrepreneurship 10 Hours

Social entrepreneurship – Meaning, definition, Characteristics, Benefits and Process. Social entrepreneur- Meaning. Differences between Business and Social

UNIT V – Recent Trends in Entrepreneurship

12 Hours

No code web apps, Micro Influencers, Content focussed 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.

Skill Development Activities:

- Presentation on interaction with entrepreneurs
- Identify innovative business ideas
- Prepare a detailed business plan as per the requirement of financial institutions.
- Identify the challenges of social entrepreneurship.
- List out the government schemes to promote entrepreneurship.

Suggested Readings

1. Vasant Desai, Dynamics of Entrepreneurship Development, Himalaya Publication house
2. David holt Entrepreneurship, New Venture Creation , Prentice Hall India.
3. S.S. Khanka, Entrepreneurial Development S.Chand& Company Ltd. New Delhi
4. Peter F. Drucker , Innovation and Entrepreneurship
5. Khanna, S. S., Entrepreneurial Development, S. Chand, New Delhi.
6. Hisrich D. Robert, Michael P. Peters, Dean A. Sheperd, Entrepreneurship, McGraw-Hill
7. Zimmerer W. Thomas, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI, 4 ed.
8. Holt H. David, Entrepreneurship: New Venture Creation, Prentice- Hall of India, New Delhi, Latest edition.
9. Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7ed.
10. Desai, Vasant, Dynamics of Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.
11. Patel, V. G., The Seven Business Crises and How to Beat Them, Tata McGraw-Hill, New Delhi, 1995.
12. Roberts, Edward B.(ed.), Innovation: Driving Product, Process, and Market Change, San Francisco: Jossey Bass, 2002.

Websites:

<https://neilpatel.com/blog/entrepreneurship-trends/>
<https://leverageedu.com/blog/entrepreneurship-development/>
<https://timesofindia.indiatimes.com/readersblog/raihan-chowdhury/entrepreneurship-development-process-37335/>

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHRCN403
ENTREPRENEURSHIP DEVELOPMENT
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any FIVE of the following. (5x2=10)

1. What is entrepreneurship?
2. Write the meaning of Branding skill.
3. Write any 2 examples of social entrepreneur?
4. What is Gig economy?
5. What do you mean by leadership skill?
6. Write the meaning of project appraisal.
7. Expand IOT.

Section B

Answer any Five of the following questions (4x5=20)

8. What are the contents of a business plan?
9. Differentiate between business and social entrepreneur.
10. Explain the process of business planning.
11. Write a note on Social commerce.
12. What are the functions of entrepreneurs?
13. Write the characteristics of social entrepreneurship.
14. Write a note on designing of entrepreneurial training programme.

Section C

Answer any THREE of the following (3x10=30)

15. Evaluate the stages in entrepreneurial process
16. Elucidate the benefits of social entrepreneurship
17. Analyse various types of entrepreneurial skills.
15. Identify the feasibility Analysis in project planning
16. Explain various types of entrepreneurs.

IV SEMESTER BA (HRD)

NEP Scheme

Course code: HRDHREN401

Human Resource Development

Total number of teaching Hour: 42

Objectives:

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

Pedagogy: Classroom lecture, group discussion, case analysis, ICT teaching

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

- Understand relevance of HRD techniques in all fields of work.
- Apply new practices of HRD to keep pace with changes.

Unit 1: Introduction

08 Hrs

Human Resource Development- Meaning, objectives, essentials and techniques- Performance appraisal, Potential Appraisal , Career Planning and Development, Training and Development, Organizational Change , Organizational Development Workers Participation, Role Analysis and Quality Circle (only meaning)

Unit 2: Training and Development, Performance Appraisal 12 Hrs

Training- Meaning, principles, need, importance and difference between training and development. Executive Development- meaning, objectives and importance.

Performance appraisal- Meaning, objectives, process and importance. Potential Appraisal- meaning and benefits.

Unit 3: Career Planning and Development

06 Hrs

Career Planning- Meaning, objectives and advantages. Career Development- meaning and process. Difference between career planning and career development.

Unit 4: Organizational Change and Development 10 Hrs

Organizational Change- Meaning and reasons. Organizational Development- Meaning and characteristics. Workers Participation- Meaning and importance. Quality Circle – Meaning and benefits.

Unit 5: Recent trends in HRD 06 Hrs

Total Quality Management- Meaning and benefits. Kaizen- meaning, 5S frame work. Employee Empowerment- Meaning and elements. Just- In –Production, Bench mark and Learning Organization (meaning only).

Practical/ skill Development

- Case analysis on workers participation in change management.
- Analyze the performance appraisal format of any company.
- Understand the importance given to training and development with reference to a specific company.

References:

- Human Resource Management K.Aswathappa, TATA Mc Graw Hill, New Delhi -2008
- Human resource Management Deepak Kumar Bhattacharya, Excel Book, New Delhi -2006
- Essentials of HRM P.Subba Rao, Himalaya Publishing House, Mumbai – 2007
- Human resource Management C B Guptha, Sulthan Chand & Sons , New Delhi -2009
- Human resource Management SS Khanka, S. Chand & Co, New Delhi -2009

IV SEMESTER BA (HRD)
NEP Scheme
Course code: HRDHREN401
Human Resource Development
Model question paper

Time: 2 Hrs

Max. Marks: 60

Section-A

Answer any five of the following **(5x2=10)**

1. What do you mean by HRD?
2. Explain the concept of executive development.
3. What is Potential Appraisal?
4. What are the elements of Employee Empowerment?
5. What is Benchmarking?
6. What is organizational development?
7. What is Role Analysis?

Section-B

Answer any five of the following **(5x4=20)**

1. Write any four objectives of HRD.
2. What are the benefits of potential appraisal?
3. Differentiate between training and development.
4. Write the benefits of Total Quality Management.
5. What are the benefits of Quality Circle?
6. What are the advantages of career planning?
7. What are the importance of workers participation?

Section-C

Answer any Three of the following **(3X10=30)**

1. Explain the process of performance appraisal.
2. Explain the essentials of HRD.
3. What is organizational change? Explain the reasons.
4. What is Kaizen? Explain 5S framework of Kaizen.
5. Explain the principles of training.

Programme structure B.A (HRD)

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

SEMESTER I								
Sl .	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
1	LANG 1.1	Language I	AECC	04	60	40	100	3
2	LANG 1.2	Language II	AECC	04	60	40	100	3
3	BA(HRD) 1.1	Principles of Management	DSC	04	60	40	100	4
4	BA(HRD) 1.2	Business Environment	DSC	04	60	40	100	4
5	BA(HRD) 1.3	Personal Development and Interpersonal Skills	DSC	04	60	40	100	4
6	BA(HRD) 1.4	Digital Fluency	SEC- SB	03	30	20	50	2
7		Yoga	SEC- VB	02	-	25	25	1
8		Health Wellness/Social & Emotional Learning	SEC- VB	02	-	25	25	1
9	BA(HRD) 1.5	Human Resource Skills.	OEC	03	60	40	100	3
	Total			30				25
SEMESTER II								
Sl .	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week	SEE	CIE	Total Mark	Credit
10	LANG 2.1	Language I	AECC	04	60	40	100	3
11	LANG 2.2	Language II	AECC	04	60	40	100	3
12	BA(HRD) 2.1	Human Resource Management	DSC	04	60	40	100	4
13	BA(HRD) 2.2	Professional Skill Development	DSC	04	60	40	100	4
14	BA(HRD) 2.3	Business Economics	DSC	04	60	40	100	4
15	BA(HRD) 2.4	Environmental studies	AECC	03	30	20	50	2
16		Sports	SEC-VB	02	-	25	25	1
17		NCC/NSS/R&R(S&G) /Cultural	SEC-VB	02	-	25	25	1
18	BA(HRD) 2.5	Training and Development	OEC	03	60	40	100	3
	Total			30				25