

B.A. (Vocational Studies) Human Resource Management Three-Year (6-Semester) CBCS Programme:			
Basic Structure: Distribution of Courses			
1	Ability Enhancement Compulsory course	2 Papers of 2 Credit Hrs. each (Total Credit Hrs. 2X2)	04
2	Skill Enhancement Course	4 Papers of 4 Credit Hrs. each (Total Credit Hrs. 4X4) (4 Lectures and 1 Tutorial)	16
3	Core Discipline	12 Papers of 6 Credit Hrs. each (Total Credit Hrs. 12X6) (5 Lectures and 1 Tutorial)	72
4	Elective Courses (Core Discipline)	3 Papers of 6 Credit Hrs. each (Total Credit Hrs. 3X6) (5 Lectures and 1 Tutorial)	18
5	Elective Courses (Inter Disciplinary)	3 Papers of 6 Credit Hrs. each (Total Credit Hrs. 3X6) (5 Lectures and 1 Tutorial)	18
	Total Credit Hrs		128

B.A. (Vocational Studies) <u>Human Resource Management</u>: Three-Year (6-Semester)		
<u>CBCS Programme</u>		
<u>Course Structure</u>		
<u>B.A. (VS) Human Resource Management</u>		
<u>Semester – I</u>		
1.1	Environmental Studies/ Language: English/Hindi/Modern Indian Language	Ability Enhancement Compulsory Course (AECC)
1.2	English/ MIL I	Core Discipline
1.3	Business Organization and Environment – I	Core Discipline
1.4	Principles of Microeconomics	Core Discipline
<u>Semester – II</u>		
2.1	Language: English/Hindi/Modern Indian Language/ Environmental Studies	Ability Enhancement Compulsory Course (AECC)
2.2	MIL / English I	Core Discipline
2.3	Business Organization and Environment – II	Core Discipline
2.4	Macroeconomics	Core Discipline
<u>Semester – III</u>		
3.1	English/ MIL II	Core Discipline
3.2	Organizational Behaviour-I	Core Discipline
3.3	Indian Economy – Sectoral Issues	Core Discipline
3.4	Computer Concepts and Software Packages	Skill Enhancement Course (SEC)
<u>Semester – IV</u>		
4.1	MIL / English II	Core Discipline

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4.2	Organizational Behaviour-II	Core Discipline
4.3	Labour and Development in India	Core Discipline
4.4	Business Communications	Skill Enhancement Course (SEC)
<u>Semester – V</u>		
5.1	Management of Human Resource-I	Elective Core – Discipline Based
5.2	Internship Project / Project	Core Discipline
5.3	Financial Accounting Corporate Laws	Elective Core – Generic
5.4	Labour Welfare and Legislative Framework	Skill Enhancement Course (SEC)
<u>Semester – VI</u>		
6.1	Industrial Relations	Elective Core – Discipline Based
6.2	Globalization Management of Human Resource-II	Elective Core – Discipline Based
6.3	Business Law Financial management	Elective Core – Generic
6.4	Human Resource Information System	Skill Enhancement Course (SEC)

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Semester I

Paper 1.3 Business Organization and Environment I

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The objective of the course is to give a general orientation to the student about the different forms of organizations (business and non business) and business environment, which will enable better appreciation and understanding of the human resource function.

Unit I: 15

Definition of business (quantitative, qualitative, economic, organizational, human, social, relevance of profit) concept of mission statements and vision. Business system and its environment (systems approach-characteristics of a business system, interaction between sub systems and integration) interface between business and environment (economic systems, ecological, sociological, technological, cultural, international, government) response of business (exchange of info, influence, competition).

Unit II 10

Corporate social responsibility of business (growing concern, arguments for and against, stakeholders and reconciliation of interests, degree of social responsibility and enforcement, examples from the Indian context).

Unit III 15

Business ethics (concept, need, benefits, sources of ethical behavior, problems and dilemmas in following, responses of customers, corporations, legislation). Corporate Governance: Concept, Codes & Standards, Initiative in India, Reforms. Values in Business and their role in decision making

Unit IV : Organization and ownership patterns 15

Entrepreneurship : Concept and nature. Organization : definition, need, an overview of organization theories (classical, human relations, systems, contingency). Forms of organization : sole proprietorship, joint Hindu family, partnership firm, Limited partnership firm, company : types, public v/s private, and formation, co-operative society, non-government organization. Public enterprises : meaning, forms, role of government in business, problems of public sector, issues in disinvestments.

Unit - V : Emerging trends in business 10

Virtual organization, Business Process Outsourcing (BPO), e-commerce, Learning organization. KPO, LPO, LLP

Suggested Readings

1. Ahuja, K.K. (1947) Industrial Management, Production Management & Operations research, Kelyeni Publishers, India.
2. Kaul, Vijay Kumar (2011) Business Organisation and Management, Text and Cases, Pearson Education.
3. Armstrong G. and Kotter, P. (2001) Marketing an Introduction, Pearson Education Asia, India.
4. Buffa, E.S. and Sarin, R.K. (1987) Modern Production Management, John Wiley & Sons Inc., India.
5. Compbell J. David (1999) Organizations and the Business Environment, Butterworth-Heinemann, Oxford.
6. Gupta, C.B. (2004) Business Organization and Management, Mayur Paperbacks, India.
7. Nair, N.G. and Nair, L.N. (1999) Personnel Management & Industrial Relations, S.Chand & Company India.
8. Pandey, I.M. (1979) Financial Management, Vikas Publishing House, India.
9. Swedberg, R. (2004) Entrepreneurship - the Social Science View, Oxford, India.
10. Gupta, C.B., and Srinivasan, N.P. (2009) Entrepreneurial Development Sultan Chand & Sons, India.
11. Singh, B.P. and Chhabra, T.N. (2002) Business Organization and Management, Dhanpat Rai and Company, India.
12. Gupta, C.B. (2010) Business Organization and Management, Mayur Paperbacks, India.

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Semester I

Paper 1.4 Principles of Microeconomics

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: This course intends to expose the student to the basic concepts in Microeconomics, Which is the study of the economic behaviour of small economic groups such as families and firms. The broad subject matter of Microeconomics is making decisions on the allocation of limited resources available with individuals, firms and organizations. Typically, it applies to the markets where goods and services are bought and sold with a goal of maximizing benefits.

Unit- I

15

Introduction: Scarcity, choice, opportunity cost and production possibility frontier;
Demand and supply: law of demand, determinants of demand, shifts of demand curve versus movements along a demand curve, market demand; law of supply, determinants of supply, shifts of supply versus movements along a supply curve, market supply, market equilibrium.

Unit- II

10

Demand and Supply: Applications of demand and supply: price rationing, price floors, consumer surplus, producer surplus.

Elasticity: price elasticity of demand, calculating elasticity, determinants of price elasticity, cross and income elasticity.

Unit- III

10

Consumer Theory: Budget constraint, concept of utility, diminishing marginal utility, indifference curves, Price, income and substitution effects.

Unit- IV

15

Production and Costs: Production: production functions, law of variable proportions, returns to scale, isoquant and isocost lines, producer equilibrium

Costs: costs in the short run, costs in the long run, revenue and profit maximizations, economies and diseconomies of scale,

Market Structures

Perfect Competition: theory of a firm under perfect competition, equilibrium of the firm in the short run and long run

Imperfect Competition: Monopoly: short run and long run equilibrium; comparison of perfect competition and monopoly, price discrimination;

Suggested Readings:

- Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, Twelfth Edition, 2011
- Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., 8th edition, 2007.

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Semester II

Paper 2.3 Business Organization and Environment II

Duration: 3 hours

Marks: 100

lectures: 65

Objectives

The objective of the course is to give a general orientation to the student about the functions in organizations and business growth strategies, which will enable better appreciation and understanding of the human resource function.

Unit I

10

An overview of the finance function: nature, scope, significance of financial management, financial planning and management decisions – sources of funds, investments of funds, disposal of profits.

Unit II

15

Introduction to the concept of capital and money market. Capital and money market instruments, Major participants in Money market and capital market. Role and Functions of RBI, SEBI, NSE, BSE,

Unit III

10

An overview of the marketing function : concept, difference between marketing and selling, marketing mix, functions of marketing.

Unit IV

15

An overview of the human resources function : nature, objectives, significance and functions. The production function : Production, planning and control(objectives, importance, limitations, steps, various production processes). Location of a business : factors affecting location, decision making and government policy.

Unit V

15

Concepts, types of growth strategies-Internal : vertical and horizontal, modernization, diversification. External – joint venture, M & A, divestment.

Suggested Readings

1. Ahuja, K.K. (1947) Industrial Management, Production Management & Operations research, Kelyeni Publishers, India.
2. Kaul, Vijay Kumar (2011) Business Organisation and Management, Text and Cases, Pearson Education.

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3. Armstrong G. and Kotter, P. (2001) Marketing an Introduction, Pearson Education Asia, India.
4. Buffa, E.S. and Sarin, R.K. (1987) Modern Production Management, John Wiley & Sons Inc., India.
5. Compbell J. David (1999) Organizations and the Business Environment, Butterworth-Heinemann, Oxford.
6. Gupta, C.B. (2004) Business Organization and Management, Mayur Paperbacks, India.
7. Nair, N.G. and Nair, L.N. (1999) Personnel Management & Industrial Relations, S.Chand & Company India.
8. Gupta, C.B., and Srinivasan, N.P. (2009) Entrepreneurial Development Sultan Chand & Sons, India.
9. Singh, B.P. and Chhabra, T.N. (2002) Business Organization and Management, Dhanpat Rai and Company, India.
10. Gupta, C.B. (2010) Business Organization and Management, Mayur Paperbacks, India.

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Semester II

Paper 2.4 Macroeconomics

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: This course introduces students to the basic concepts in Macroeconomics. In this course the students are introduced to the definition, measurement of the macroeconomic variables. It explains how and why the economy grows and fluctuates over time based on the decisions made, in the aggregate, by consumers, businesses, and governments. As the world is shifting toward a global economy, the study of Macroeconomics helps the student to understand the overall macroeconomic environment under which one has to take economic decisions.

Unit-I **10**

Introduction: Basic concepts and issues of Macroeconomics.

Unit-II **15**

National Income Accounting: Concepts of GDP and National Income; measurement of national income and related aggregates; nominal and real income; limitations of the GDP concept.

Unit-III **15**

Determination of GDP: consumption and saving functions, investment function, equilibrium GDP; concepts of MPS, APS, MPC, APC; Concept of multiplier, fiscal and monetary policies.

Unit-IV **10**

IS-LM Analysis: Derivations of the IS and LM functions; effects of fiscal and monetary policies on equilibrium income

Unit-V **15**

Balance of Payments and Exchange Rate: Meaning, Factors, current account and capital account, determination of exchange rate.

Suggested Readings:

1. Case, Karl E. & Ray C. Fair, Principles of Economics, Pearson Education, Inc., 8th edition, 2007.

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2. Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, Twelfth Edition, 2011

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Semester III

Paper 3.2 Organizational Behaviour-I

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The objective of the course is to provide a foundation for understanding individual, group and organizational behaviour, which is essential for better management of human resources in an organization.

Unit -I : **10**

Overview of the concept and relevance of organizational behaviour : meaning, features, approaches, model, challenges and opportunities.

Unit -II **10**

Foundation of individual behaviour :Biography, ability, personality (determinants and models), perception (definition, components, factors affecting, perception in decision making).

Unit III : Individual behaviour **15**

Attitude : types - Job satisfaction, involvement, commitment, effects of employee attitude, changing attitudes.

Learning : Nature, theories classical conditioning, operant conditioning, cognitive learning, social learning.

Unit IV **15**

Motivation : Concept and theories (Maslow, Mc-Gregor, Herzberg, ERG).

Group dynamics: Nature, theories, types of group.

Team work: Nature, effectiveness, potential problems.

Unit V **10**

Communication: Definition, interpersonal communication, process of communication, networks, formal & informal communication, rumour& grapevine, barriers to effective communication, building effective communication, recent trends in communication.

Suggested Readings :

1. Luthans, Fred (2002) OrganizationBehaviour (9thed), McGraw Hill, India.

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2. Mishra M.N. (2001) Organizational Behaviour, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Newstrom W. John, Davis Keith (1996) Organization Behaviour, McGraw Hill, India.
4. Robbins S.P. (1999) Organizational Behaviour, concepts, controversies and applications, Prentice-Hall, New Delhi.
5. Sharma R.A. (1982) Organization Theory and Behaviour, Tata McGraw-Hill, India.
6. Andre, R. (2009) Organizational Behaviour, Pearson, India.
7. Chadha, N.K. (2010) Perspectives in Organizational Behaviour.
8. Rao, V.S.P. (2009) Organizational Behaviour, Excel Books, India.

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Semester III

Paper 3.3 Indian Economy – Sectoral Issues

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: This paper provides an overview of the development of the different sectors and their interrelations of the Indian economy. The study of the three broad sectors namely agriculture, industry and services would help the students understand the developments in different policy environment.

Unit-I

15

Agriculture: Trends in production and productivity, land reforms, land tenure system, land distribution. Agricultural labour, wages and employment and issue of under-employment. Capital investment, credit, Irrigation and supply of other inputs.

Unit-II

10

Agricultural Policies- Green revolution, pricing and procurement policies, PDS and support price.

Unit – III

15

Industry: Growth and Structure of industry. Industrial and licensing policies, large, small and cottage industries.

Unit-IV

10

Industrial finance, capital and multinationals. Cost of each source of finance

Unit –V

15

Service Sector: Growth and Structure of service sector – major components, linkages with other sectors, and importance in the national economy, informal sector.

Suggested Readings

- Uma Kapila Indian Economy: Performance and Policy: Performance and Policy
- Dutt&Sundaram - Indian Economy

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Semester III

Paper 3.4 Computer Concepts and Software Packages

Duration: 3 hours

Marks: 75

lectures: 50

Unit I

5

Basic Concepts: Meaning, characteristics and applications of a Computer, Advantages and limitations of a computer, Meaning of Data, Information and Knowledge, Data types, data storage, data representation such as ASCII.

Unit II

5

Components of Computers: Hardware components: input devices, output devices, system unit. Software components: Application software: general purpose packaged software and tailor – made software, System software: operating system, interpreter, compiler, linker, loader.

Unit III

15

Operating System: Need and functions of an Operating System, Graphic user interface and character user interface. Windows environment: application and document, Windows interface such as icons, lists, menus, dialog box, etc. Desktop, control panel, system tools, utilities such as calculator, calendar, etc. Explorer: file types, attributes, names, folders, drives, devices. File functions: create, open, close, delete, rename, move, cut, copy, paste, etc.

Unit IV

10

Introduction to Networks and Internet: Meaning and types of networks - LAN, MAN and WAN, Internet, difference between internet and intranet. Basics: functions, growth, anatomy, Uses, Wireless and wifi, Internet services: ISP, types of accounts, World Wide Web: websites file transfer, browsing, searching.

Unit V

15

Office Applications: Meaning and applications of word processing,

MS-Word – formatting text, writing basic document using Word, Header and Footer, Page formatting, paragraph formatting, saving a document, printing a document. Meaning and applications of spreadsheets.

MS-Excel – creating a workbook, saving a workbook, editing a workbook, creating a series, use of basic formulae in Excel, use of functions in Excel, sorting data, creating simple charts. Meaning and applications of presentation.

MS-PowerPoint – creating simple presentation including slide transitions, bullets, etc.

The Theory paper will be based on Units 1-4 only and the practical component will be based on Unit 5 only.

Suggested Readings

- Absolute Beginner's Guide to Computer Basics by Michael Miller
- Fundamental of Computers by AkashSaxena, Kratika Gupta
- Fundamentals of Information Technology, Alexis and Mathew
- Computers Today, Donald H. Sanders.
- Basic Financial Accounting, J.R. Monga
- Computer Fundamentals, P.K. Sinha
- Double Entry Book-Keeping, T.S. Grewal and Grewal.

GUIDELINES FOR THE CONDUCT OF PRACTICAL EXAMINATION

Computer Concepts, Software Packages and Computerized Accounting

Time: 60 Minutes

Practical 20

Maximum

Marks: 25

Ques. No.	Description of Question	Marks	Time Allowed
1	Lab testing of various concepts MS word, PPT and Excel as mentioned in Unit V.	25	60 minutes

- Note
1. There will be no internal assessment in Practical component of this Paper.
 2. 10 minutes time may be given to the examinees for adjustment of computers before the practical.
 3. Hard Copy of evaluation sheet and question paper will be given to examinees
And they will produce soft copy as answer sheet for evaluation.

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Semester IV

Paper 4.2 Organizational Behaviour-II

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The objective of the course is to provide a foundation for understanding individual, group and organizational behaviour, which is essential for better management of human resources in an organization.

Unit I : Working with others **25**

Leadership : Meaning, skills needed, basic leadership styles, theories of leadership - Trait theory, behavioural, contingency, select recent theories.

Power and politics : Concepts, bases of power, power and leadership, causes and consequences of politics.

Conflict : Meaning, process, types.

Negotiation : Concept, process, approaches - traditional, modern.

Unit II : Life in organizations **20**

Change : Forces stimulating change, resistance to change, managing change.

Stress management : Nature, potential sources, consequences.

Unit III : Organizational System **20**

Organizational culture : Definition, types, maintaining and changing cultures, organizational climate - features, dimensions, significance.

Organizational Development : Concept, importance, techniques.

Suggested Readings

1. Luthans, Fred (2002) Organization Behaviour (9thed), McGraw Hill, India.
2. Mishra M.N. (2001) Organizational Behaviour, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Newstrom W. John, Davis Keith (1996) Organization Behaviour, McGraw Hill, India.
4. Robbins S.P. (1999) Organizational Behaviour, concepts, controversies and applications, Prentice-Hall, New Delhi.
5. Sharma R.A. (1982) Organization Theory and Behaviour, Tata McGraw-Hill, India.
6. Andre, R. (2009) Organizational Behaviour, Pearson, India.
7. Chadha, N.K. (2010) Perspectives in Organizational Behaviour.
8. Rao, V.S.P. (2009) Organizational Behaviour, Excel Books, India.

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Semester IV

Paper 4.3 Labour and Development in India

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The course is intended to equip the students with conceptual, legal, and empirical issues pertaining to labour in India. The focus of the course would be on the changing profile and position of labour in modern India. The role of the state, nation and International labour organisations will be emphasized.

Unit-I **10**

Patterns of development and changing forms of labour in india, Labour, employment and work – Meanings and changing forms .

Unit-II **15**

Pre and post-colonial pattern of development –industrialization, planned development-pre and post reforms, Regulation of labour. Workers in unorganized sector-agricultural, Rural, Migrant, Bonded, Child and Women etc. Workers in Organized sectors- Industrial - Blue and White collar workers. Workers in Tertiary sector.

Unit-III **10**

Labour protest and Trade Union Movement: Evolution of Trade Union Movement, Trade Union Movement in India. Labour protest and Industrial action

Unit-IV **15**

State and Labour: Labour administration- union Govt. and State Govt., Mechanism of wage settlement, National commission on labour

Unit-V **15**

International labour Organisation in India: Role and structure of ILO, India and ILO

Suggested Readings:

- Report of second National commission on Labour (2002)
- SukomalSen, Working Class movement in India
- Empowering Rural labour in India (ed), 1998, New delhi, R. RadhaKrishna and A.N Sharma
- Rehabilitation of Child labour in India V.V Giri National Labour Institute, NOIDA.

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Semester IV

Paper 4.4 Business Communications

Duration: 3 hours

Marks: 100

lectures: 50

Objectives: To equip students of the B.A(VS) course to effectively acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

Unit I

10

Nature of Communication Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication, Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

Unit II

10

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

Unit III

10

Report Writing Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

Unit IV

10

Vocabulary Words often confused, Words often mis-spelt, Common errors in English.

Unit V

10

Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

Suggested Readings

- Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Bovee, and Thill, *Business Communication Today*, Pearson Education
- Shirley Taylor, *Communication for Business*, Pearson Education
- Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH

Note: Latest edition of text books may be used.

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Semester V

Paper 5.1 Management of Human Resource-I

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The objective of the course is to acquaint the student with the growth and operations of human resource management and its functions within an organization.

Unit - I

15

Evolution and growth of human resource management (with special reference to Scientific management and Human relations approaches). Role of HR in strategic management. Nature, objectives, scope, and functions of HR management.

Unit - II

15

Challenges of HR (the changing profile of the workforce - knowledge workers, employment opportunities in BPOs, IT and service industries, Flexi options), Workforce diversity (causes, paradox, resolution of diversity by management).

Unit III

10

HRD; Human resource management as a profession. Concepts of line-staff in the structure of human resource department and the role of human resource manager.

Unit - IV

10

Manpower planning -objectives, elements, advantages, process. Job design - (simplification, rotation, enlargement, enrichment and approaches}. Job analysis. Job evaluation.

Unit - V

15

Recruitment (factors affecting, sources, policy, evaluation). Selection(procedure, tests, interviews). Placement and Induction.

Suggested Readings

1. Aswathappa K. (2002) Human Resource and Personnel Management, Tata McGraw-Hill, New Delhi.
2. Bhattacharyya Kumar Deepak (2006) Human Resource Managing, Excel Books, New Delhi.
3. Cascio F.W. (2003) Managing Human Resources, Productivity, Quality of Life, Profits, Tata Mc-Graw-Hill, New York.
4. Chadha, N.K. Human Resource Management-issues, case studies, experiential exercises, Sri SaiPrintographers, New Delhi.
5. Chadha, N.K. (2004) Recruitment and Selection-A Practical Approach, Galgotia, New Delhi.
6. Chhabra T.N. (2002) Human Resource Management, Dhanpat Rai and Co. Delhi.
7. Dessler Gary (1997) Human Resources Management, Prentice Hall, USA.
8. Dessler Gary and VarkkeyBiju (2011) Fundamentals of Human Resource Management, Content, Competencies and Applications, Dorling Kindersley (India) Pvt Ltd., India.
9. Flippo, E. (2000) Personnel Management, Tata McGraw-Hill, New Delhi.
10. Gupta, C.B. (2007) Personnel Management, Sultan Chand & Sons, New Delhi.
11. Monappa A. Saiyadain M. (1996) Personnel Management, Tata McGraw-Hill, India.
12. Rao V.P.S. (2004) Human Resource Management, Excel Books, India.
13. Saiyadain S. Mirza (2003) Human Resource Management, Tata Mc-Graw-Hill, India.
14. Tripathi, P.C., (2006) Human Resource Development, Sultan Chand & Sons, New Delhi.

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Semester V

Paper 5.2 Internship Project/ Project

Marks: 100

lectures: 20

Objectives: to provide basic and hand on understanding of the industry.

Each student of Vocational Courses shall undergo Practical Internship of four weeks during the vacations after fourth semester in an approved Business/Industrial/Govt./Service organization. The objective of this training is to make the student acquainted with the industrial / business working environment. After completion of the training they will have to submit a training report. The internship/project reports will carry 100 marks. It will be evaluated by two examiners (one internal and one external). The training report is part of the fifth semester. It is to be submitted by the date fixed by the College.

The students will also have to submit a performance certificate from the company where he/she undertook the training. This report will also be considered while evaluating the training report by examiners.

Alternatively, if it is not possible to do industrial internship the students will prepare a project report on a topic assigned to him/ her by the college. The project report will be evaluated as above.

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Semester V

Paper 5.3 Financial Accounting

Duration: 3 hours

Marks: 100

lectures: 65

Objectives:

To make the student familiar with generally accepted accounting principles of financial accounting and their applications in business organizations excluding corporate entities.

Unit- I

15

Financial Accounting: Nature and scope, Limitations of Financial Accounting. Basic Concepts and Conventions, Accounting Standards: Meaning, Significance, Generally Accepted Accounting Principles (GAAP). Accounting Process: From recording of transactions to preparation of final accounts. Rectification of errors and Bank Reconciliation statement.

Unit- II

15

(i) Consignments: Features, Accounts treatment in the books of the consignor and consignee.

(ii) Joint Ventures: Accounting procedures: Joint Bank Account, Records Maintained by co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).

(iii) Inland Branches: Dependent branches only and Ascertainment of Profit by Debtors method and Stock and Debtors method.

Unit- III

10

Depreciation Accounting: Meaning of depreciation, causes, objects of providing depreciation, factors affecting depreciation, accounting treatment including provision for depreciation accounting. Methods of depreciation: straight line method and diminishing balance method. Accounting for Hire Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire Purchaser for large value items including Default and repossession.

Unit- IV

10

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Partnership: Admission, Retirement, Dissolution of Partnership Firms: Legal Position, Accounting for simple dissolution.

Unit- V

15

Analysis of financial statements, Common size balance sheet, Ratio analysis, Cash Flow statement.

List of Reading

1. J.R. Monga, Basic Financial Accounting, Mayur Paper backs, Darya Gang, New Delhi
2. S.N. Maheshwari, Financial Accounting, Vikas Publication, New Delhi
3. P.C. Tulsian, Financial Accounting, Tata McGraw Hill, New Delhi
4. Ashok Sehgal and Deepak Sehgal, Fundamentals of Financial Accounting, Taxmann, New Delhi
5. R. NarayanaSwamy, "Financial Accounting" PHI Pvt., New Delhi
6. S.P. Jain and K.L. Narang, Advanced Accounting, Kalyani Publishers New Delhi
7. Ashok Sehgal and Deepak Sehgal, Fundamentals of Financial Accounting, Taxmann, New Delhi
8. Naseem Ahmed, Nawab Ali Khan, M.L. Gupta, Financial Accounting, Ane Books Pvt. Ltd. New Delhi

Note: Latest edition of text book may be used.

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Semester V

Paper 5. 3 Corporate Laws

Duration: 3 hours

Marks: 100

lectures: 65

Objectives

The objective of the course is to impart basic knowledge of the provisions of the Companies Laws and the Depository Laws along with relevant case law.

Unit I

15

Introduction: Characteristics of a company, concept of lifting of corporate veil, Types of companies, association not for profit, illegal association, Formation of company – Promoters, their legal position, pre-incorporation contract and provisional contracts. Documents – Memorandum of Association, Articles of Association, Doctrine of Constructive Notice and Indoor Management, Prospectus and Book Building process.

Unit II

15

Share Capital – issue, allotment and forfeiture of share, demat of share, transmission of shares, buyback, share certificate and share warrant, Members and shareholder – their rights and duties. shareholders meetings, kinds, convening and conduct of meetings, AGM, EGM, Class meetings.

Unit III

10

Management – Directors, classification of directors, dis-qualifications, appointment, legal position, powers and duties, disclosures of interest, removal of directors, board meetings, Key managerial personnel and remuneration, Dividend Provisions and issue of bonus shares. Investigations. Audit and accounts

Unit IV

15

Winding up – concept and modes of winding up, **Emerging issues in company law:** One Person Company (OPC), Small Company, Postal Ballot, Small Shareholders on Board, Director Identity Number (DIN), Corporate Identity Number (CIN), MCA-21, Online Filing of Documents, Online Registration of Company, National Company Law Tribunal (NCLT), Limited Liability Partnership (LLP), Insider Trading, Rating Agencies, Producer Company – concept and formation.

Depositories Act 1996: Definitions, Rights and Obligations of Depositories, Participants Issuers and Beneficial Owners, Inquiry and Inspections, Penalty.

Suggested Readings:

- Kuchhal MC "Company law " Mahavir Publications
- DagarInderjeet and AgnihotriAnurag "Corporate laws" Galgotia publishing company, New Delhi
- Sharma J. P, "*An Easy Approach to Corporate Laws*", Ane Books Pvt Ltd, New Delhi.
- Singh Avtar "Company Law" Allahabad Law House
- Bharat Law House, New Delhi, "*Manual of Companies Act, Corporate Laws and SEBI Guidelines*".
- Kannal, S., & V.S. Sowrirajan, "*Company Law Procedure*", Taxman"s Allied Services (P) Ltd., New Delhi (Latest Edn)
- Charlesworth& Morse, "*Company Law*", Sweet & Maxwell", London, U.K.
- Gowar, LCB, "*Principles of Modern Company Law*", Stevens & Sons, London.

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Semester V

Paper 5.4 Labour Welfare and Legislative Framework

Duration: 3 hours

Marks: 100

lectures: 50

Objectives:

The objective of the course is to enable the student to understand the significance of labour welfare and labour legislation in maintaining industrial relations.

Unit I

10

Labour Welfare: Concept of Labour Welfare, Importance, Types of Welfare services, Labour Welfare in India.

Unit II

10

Wages and Bonus: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965.

Unit III

10

Social Security of Employees : The Employees Provident Funds and Miscellaneous Provisions Act, 1952. The Employees State Insurance Act, 1948. The Payment of Gratuity Act, 1972.

Unit IV

10

IR and Working Conditions of Employees : The Industrial Employment (Standing Orders) Act, 1946., The Factories Act, 1948., The Employees Compensation Act, 1923.

Unit V

10

IR and Working Conditions of Employees: The Trade Unions Act, 1926, The Industrial Disputes Act, 1947.

Suggested Readings :

1. Ac Kers,P. &Whilkinson, A. (2003) Understanding Work and Employment : Industrial Relations In Transition Oxford : OVP.
2. Sharma, J.P. (2011), Simplified Approached to Labour Laws, Bharat law House (P) Ltd., New Delhi.
3. Barya J.K. (2000) Industrial Law,Galgotia Publishing House, New Delhi.
4. Beaumont PB (1995) The Future of Employment Relations, Sage,London.
5. Bhargav A. (ed) (2003) Labour Laws, Taxman Publications, New Delhi.
6. Blytan P. L.,TurnbillP. (2004) The Dynamics of Employee Relations, Palgrane, Macmillan.
7. Chhabra T.N. (2002) Human Resource Management, DhanpatRai and Co. Delhi.
8. Malik P.L. (1991) Industrial Law, Eastern, Lucknow.
9. Memoria C.B. (1995) Dynamics of Industrial Relations in India, Himalaya Publishing House, Mumbai.
- 10.Monappa A. (1995) Industrial Relations, Tata McGraw-Hill, India.
- 11.Punekar, S.D., Deodhar, S.B. Sankaran, S.LabourWelfare Trade Unionism and Industrial Relations (5thed 1995) Himalaya Publishing House, New Delhi.
- 12.Ramaswami E. A. (1988) Workers Consciousness and Trade Union Responsibility, OxfordUniversity, Press New Delhi.
- 13.Ramaswami E.A. and Ramaswami V. (1981) Industry and Labour, Oxford publications, New Delhi.
- 14.Taxmann's Industrial Laws (1996) Taxmann Allied Service, New Delhi.
- 15.VermaPramod (1987) Labour Economics and Industrial Relations, Tata McGraw-Hill, New Delhi.

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Semester VI

Paper 6.1 Industrial Relations

Duration: 3 hours

Marks: 100

lectures: 65

Objectives:

The objective of the course is to enable the student to become familiar with the concept of industrial relations and its approaches as well as key institutions.

Unit I **10**

Nature, concept, scope and environment. Evolution of IR and models(confrontation, collaboration).

Unit I **15**

Contemporary issues: quality circles, labour and ILO, WTO. Reports of the National Labour Commission.

Unit III **15**

Causes and effects.Methods of settling disputes(conciliation, mediation, arbitration, adjudication).

Collective bargaining: concepts, necessity and significance, process, limitations, productivity types of bargaining, negotiation.

Unit IV **15**

Nature(structure and leadership) role, emergence, functions, problems, relevance and evolution of trade union movement(including in management in India, contemporary role of trade union in service sector organizations).

Unit V **10**

Empowerment and worker participation(including reference to India).

Future direction of IR(implications of contractual labour).

Suggested Readings

1. Ac Kens,P. &Whilkinson, A. (2003) Understanding Work and Employment : Industrial Relations In Transition Oxford : OVP.
2. Sharma, J.P. (2011), Simplified Approached to Labour Laws, Bharat law House (P) Ltd., New Delhi.
3. Barya J.K. (2000) Industrial Law,Galgotia Publishing House, New Delhi.
4. Beaumont PB (1995) The Future of Employment Relations, Sage,London.
5. Bhargav A. (ed) (2003) Labour Laws, Taxman Publications, New Delhi.
6. Blytan P. L.,TurnbillP. (2004) The Dynamics of Employee Relations, Palgrane, Macmillan.
7. Chhabra T.N. (2002) Human Resource Management, DhanpatRai and Co. Delhi.
8. Malik P.L. (1991) Industrial Law, Eastern, Lucknow.
9. Memoria C.B. (1995) Dynamics of Industrial Relations in India, Himalaya Publishing House, Mumbai.
10. Monappa A. (1995) Industrial Relations, Tata McGraw-Hill, India.
11. Punekar, S.D., Deodhar, S.B. Sankaran, S.LabourWelfare Trade Unionism and Industrial Relations (5thed 1995) Himalaya Publishing House, New Delhi.
12. Ramaswasmi E. A. (1988) Workers Consciousness and Trade Union Responsibility, OxfordUniversity, Press New Delhi.
13. Ramaswami E.A. and Ramaswami V. (1981) Industry and Labour, Oxford publications, New Delhi.
14. Taxmann's Industrial Laws (1996) Taxmann Allied Service, New Delhi.
15. VermaPramod (1987) Labour Economics and Industrial Relations, Tata McGraw-Hill, New Delhi.
16. Government of India : Relevant Bare Acts on Specified Labour Acts.

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Semester VI

Paper 6.2 Globalization

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The Paper is designed to familiarise the students with the concept of globalisation and integration of developing countries with the world economy. The aim of the paper is to provide a critique of globalisation and stress on local/national policies than follow the one-size-fits-all approach. Globalisation

Unit I

15

Meaning and contents of globalization- First and second phases of modern economic globalization. Benefits of globalization, expansion of markets, freer movement of goods, services and factors (labour and capital).

Unit II

10

Role of globalisation in reducing inequality and poverty. Distribution of benefits of globalisation shared by developed and developing countries

Unit III

10

Globalisation and the world economy - production, global value chains - a case of simultaneous integration and segmented production.

Unit IV

15

Critique of globalisation – To what extent globalisation implies a rise of neo-liberalism. To understand the decline in the authority of the Nation-state and reduction of policy space. Major brunt borne by social spending and decline of safety nets.

Unit V

15

- Global governance - IMF, World Bank and the WTO. Role of the WTO in governing the world trading systems.
- The way forward - stress on local/regional/national (context-specific) than global economy`

Suggested Readings

- Deepak Nayyar, Globalisation
- Joseph Stiglitz, Globalisation and its discontents

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Semester VI

Paper 6.2 Management of Human Resource-II

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The objective of the course is to acquaint the student with the role of human resource management in the development and compensation of human resources in an organization and contemporary developments in HR.

Unit I **10**

Development, Retention: Training of operatives and executives. Emotional Quotient and mentoring. Career planning and development. Absenteeism, turnover, grievances, counseling.

Unit II **15**

Quality of work life: concept, significance / benefits of QWL (to employees, organization, and society) Issues in QWL (job content, job context and relational factors). Mobility (transfer, promotion). Separation.

Unit III **10**

Performance Appraisal: concept, nature, methods – traditional, MBO, 360 degrees, potential appraisal, necessity.

Unit IV **15**

Compensation: elements –base and supplementary, factors affecting, principles and problems in wage administration, sound wage policy, package, financial and non financial incentives, incentive plans for executives-ESOPs and variable pay).

Maintenance (employee safety, health and welfare- type of working environment - safety in industry, types of welfare services, agencies, concept and scope of social security). Morale and productivity.

Unit V **10**

Contemporary developments: HR information systems, HR research and audit.

Globalisation and HR.

Suggested Readings:

1. Aswathappa K. (2002) Human Resource and Personnel Management, Tata McGraw-Hill, New Delhi.
2. Bhattacharyya Kumar Deepak (2006) Human Resource Managing, Excel Books, New Delhi.
3. Cascio F.W. (2003) Managing Human Resources, Productivity, Quality of Life, Profits, Tata Mc-Graw-Hill, New York.
4. Chadha, N.K. Human Resource Management-issues, case studies, experiential exercises, Sri SaiPrintographers, New Delhi.
5. Chadha, N.K. (2004) Recruitment and Selection-A Practical Approach, Galgotia, New Delhi.
6. Chhabra T.N. (2002) Human Resource Management, Dhanpat Rai and Co. Delhi.
7. Dessler Gary (1997) Human Resources Management, Prentice Hall, USA.
8. Dessler Gary and VarkkeyBiju (2011) Fundamentals of Human Resource Management, Content, Competencies and Applications, Dorling Kindersley (India) Pvt Ltd., India.
9. Flippo, E. (2000) Personnel Management, Tata McGraw-Hill, New Delhi.
10. Gupta, C.B. (2007) Personnel Management, Sultan Chand & Sons, New Delhi.

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Semester VI

Paper 6. 3 Business Law

Duration: 3 hours

Marks: 100

lectures: 65

Objectives: The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Unit I: The Indian Contract Act, 1872 **20**

Contract – meaning, characteristics and kinds, Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects, Void agreements, Discharge of contract – modes of discharge including breach and its remedies, Contingent contracts, Quasi contracts

Unit II: The Indian Contract Act, 1872: Specific Contracts **10**

Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency

Unit III: The Sale of Goods Act, 1930 **10**

Contract of sale, meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

Unit IV: Partnership Law **15**

The Partnership Act, 1932: Nature and Characteristics of Partnership, Registration of Firms, Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners, Mode of Dissolution of Partnership

The Limited Liability Partnership Act, 2008: Salient Features of LLP, Difference between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners, Incorporation Document, Incorporation by Registration, Partners and their Relations, winding up

Unit V: The Negotiable Instruments Act, 1881

10

Meaning and Characteristics of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque, Holder and Holder in due Course, Privileges of Holder in Due Course, Negotiation: Types of Endorsements, Crossing of Cheque, Bouncing of Cheques

Suggested Readings

1. Kuchhal, M.C. and VivekKuchhal, *Business Law*, Vikas Publishing House, New Delhi.
2. DagarInderjeet&AgnihotriAnurag "Business Law" Galgotia Publishing Company, New Delhi
3. Singh, Avtar, *Business Law*, Eastern Book Company, Lucknow.
4. Sharma JP, KannojiSunayana, *An easy approach to business Law*, Ane books pvt. Ltd.
5. Maheshwari&Maheshwari, *Business Law*, National Publishing House, New Delhi.
6. GoyalBhushan Kumar and Jain Kinneri, *Business Laws*, International Book House

Note: Latest edition of text books may be used.

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Semester VI

Paper 6. 3 Financial Management

Duration: 3 hours

Marks: 100

lectures: 65

Objective: To familiarize the students with the principles and practices of financial management.

Unit I

15

Scope and objective, Time value of money, Risk and return, Valuation of securities – Bonds and Equities.

Long Term Investment Decisions: The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index.

Unit II

15

Financing Decisions: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital.

Unit III

10

Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure.

Unit IV

10

Dividend Decisions – Theories for Relevance and irrelevance of dividend decision for corporate valuation. Cash and stock dividends. Dividend policies in practice.

Unit V

15

Working Capital Decisions: Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

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Suggested Readings

1. Horne, J.C. Van and Wackowich. *Fundamentals of Financial Management*. 9th ed. New Delhi Prentice Hall of India.
2. Johnson, R.W. *Financial Management*. Boston Allyn and Bacon.
3. Joy, O.M. *Introduction to Financial Management*. Homewood: Irwin.
4. Khan and Jain. *Financial Management text and problems*. 2nd ed. Tata McGraw Hill New Delhi.
5. Pandey, I.M. *Financial Management*. Vikas Publications.
6. Chandra, P. *Financial Management- Theory and Practice*. (Tata McGraw Hill).
7. Rustagi, R.P. *Fundamentals of Financial Management*. Taxmann Publication Pvt. Ltd.
8. Singh, J.K. *Financial Management- text and Problems*. 2nd Ed. Dhanpat Rai and Company, Delhi.
9. Singh, Surender and Kaur, Rajeev. *Fundamentals of Financial Management*. Book Bank International.
10. Brigham and Houston, *Fundamentals of Financial Management*, 13th Ed., Cengage Learning

Note: Spreadsheet is the recommended software for doing basic calculations in finance and hence can be used for giving students subject related assignments for their internal assessment purposes.

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Paper 6. 4 Human Resource Information System

Duration: 3 hours

Marks: 100

lectures: 50

Objectives

The Human Resource Information Systems elective is designed to improve student's understanding of this technology, the people who work with it, and its role in organizational performance. With the advent of this technology, comes a need for its use in the human resources function, which this course particularly focuses on.

Unit I

10

Computers and Computer Based Information Systems / Introduction to Computer Based Information Systems –TPS/MIS/EIS/ES/DSS/OA

Unit II

10

Management Concepts and CBIS / Case Study, Management Information Systems Functional Applications / Exercise

Unit III

10

HRIS Life Cycle/HR responsibility in each phase of HRIS development, Pre implementation stage of HRIS:

- HRIS Planning
- HRIS Expectation
- Productivity Through HRIS
- HRIS Cost-benefit Value Analysis
- Getting Management Support for HRIS
- Limitations of Computerisation of HRIS

Unit IV

10

Implementation of HRIS:

- Tools in HRIS Development
- Cases and Exercises

Human Resources Information Systems in large and small organizations: Cases & Exercises, Packaged Human Resources Information Systems / Business Process, Re-engineering, Enterprise Resource Planning Systems Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.

Suggested Readings

- Ceriello, Vincent, with C. Freeman. *Human Resource Management Systems: Strategies, Tactics, and Techniques*. Lexington, MA: Lexington Books, 1991.
- Frantzreb, R. B. *The Personnel Software Census*. Roseville, CA: Advanced Personnel Systems, 1993.
- Greengard, Samuel. "Extranets: Linking Employees with Your Vendors." *Workforce* 76, no. 11 (November 1997): 28-34.
- Holtz, Shel. "Strategizing a Human Resources Presence on the [Intranet](#)." *Compensation and Benefits Management* 13, no. 4 (autumn 1997): 31-37.
- Lawler, John J. "Computer-Mediated Information Processing and Decision Making in Human Resource Management." In *Research in Personnel and Human Resources Management*, vol. 10, edited by G. R. Ferris and K. M. Rowland. Greenwich, CT: JAI Press, 1992, 301-45.
- Walker, Alfred. *Handbook of Human Resource Information Systems: Reshaping the Human Resource Function with Technology*. New York: McGraw-Hill, 1993.