

# **An Apprenticeship Embedded Degree Program (AEDP)**

## **Course Curriculum**

For

### **Bachelor of Commerce (B. Com) in Human Resource Operations (Faculty of Commerce)**

**Semester I, II (2025-26)**

**Semester III, IV (2026-27)**

**Semester V, VI (2027-28)**



**MAHARAJA GANGA SINGH UNIVERSITY  
BIKANER, RAJASTHAN**

# Scheme & Syllabus

For

## Bachelor of Commerce (Human Resource Operations)

(Semester System)

The three-year, full-time bachelor's in human resource operations aims to impart information and offer a comprehensive approach to human resource operations. This program aims to increase students' understanding of and proficiency in the human resource sector through a synthesis of strategic viewpoints and practical expertise.

Since it offers specializations in several areas of the hospitality industry together with apprenticeship training in the third year.

### Objectives

The program seeks to provide students with a foundational understanding of numerous courses in hospitality, tourism, and related industries with an emphasis on shaping them as per market demands. The goals of this study program are:

- To provide students with a basic theoretical knowledge and understanding of organizations, their management, and the environment in which they operate.
- To provide students with first-hand experience of a managerial and/or management-related role and of how organizations operate in practice.
- To provide students with an integrated understanding of the important functions within management and how they interact and acquire new skills.
- To develop students' critical analysis of and reflection upon management issues and their ability to undertake serious, deep, and well-rounded research in selected areas.
- To prepare students for a career in management or management-related fields and develop their capability to contribute to society at large.
- To enhance students' lifelong learning, communication, and personal development skills.

**B. Com in Human Resource Operations**  
**Curriculum Structure (Academic Year 2025-26)**

I Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BCH4.5AECT11	Environment Studies	AEC	2	0	0	2	-	50	50	36
BCH4.5DCCT12	Organisational Behaviour & Principles of Management	DCC	6	0	0	6	30	120	150	36
BCH4.5DCCT13	Introduction to Business Economics	DCC	6	0	0	6	30	120	150	36
BCH4.5DCCT14	Statistics for Business Decisions	DCC	6	0	0	6	30	120	150	36
										<b>Total Credits: 20</b>
										<b>Total Marks: 500</b>

II Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BCH4.5AECT21	General English or Hindi	AEC	2	0	0	2	-	50	50	36
BCH4.5DCCT22	Recruitment Selection & Compensation Management	DCC	6	0	0	6	30	120	150	36
BCH4.5DCCT23	Industrial Relations	DCC	6	0	0	6	30	120	150	36
BCH4.5DCCT24	Employee Training and Development	DCC	6	0	0	6	30	120	150	36
										<b>Total Credits: 20</b>
										<b>Total Marks: 500</b>

III Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BCH5AECT31	Elementary Computer	SDC	2	0	0	2	-	50	50	36
BCH5DCCT32	Human Resource Development and Organisation Culture	DCC	6	0	0	6	30	120	150	36
BCH5DCCT33	Labour Laws	DCC	6	0	0	6	30	120	150	36
BCH5DCCT34	Performance Management	DCC	6	0	0	6	30	120	150	36
										<b>Total Credits: 20</b>
										<b>Total Marks: 500</b>

IV Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BCH5AECT41	Indian Knowledge System	VAC	2	0	0	2	50	0	50	36
BCH5DCCT42	HR Analytics	DCC	6	0	0	6	30	120	150	36
BCH5DCCT43	HR Auditing and Accounting	DCC	6	0	0	6	30	120	150	36
BCH5DCCT44	Corporate Laws	DCC	6	0	0	6	30	120	150	36
Total Credits: 20										Total Marks: 500

V Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BCH5.5AECT51	Communication Skills	SDC	2	0	0	2	50	0	50	36
BCH5.5DCCT52	Apprenticeship	OJT	0	2	32	18	30*	120**	150	36
Total Credits: 20										Total Marks: 500

\*Skill test to be conducted by the College

\*\*Apprenticeship Assessment conducted by Industry and college.

VI Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BCH5.5AECT61	Dissertation Project Report	SDC	0	2	0	2	50	0	50	36
BCH5.5DCCT62	Apprenticeship	OJT	0	2	32	18	30*	120**	150	36
Total Credits: 20										Total Marks: 500

\*Skill test to be conducted by the College

\*\*Apprenticeship Assessment conducted by Industry and college.

**SEMESTER-I**  
**BCH4.5AECT11 Environment studies**  
Common Curriculum for all Under Graduate Students

**BCH4.5DCCT12 ORGANISATIONAL BEHAVIOUR AND PRINCIPLES OF MANAGEMENT**

**Course Objectives**

1.	To understand and analyse individual and group behaviour within organizations — including motivation, leadership, communication, and team dynamics.
2.	To apply behavioural concepts to improve organizational effectiveness — by enhancing productivity, collaboration, and workplace culture.
3.	To understand the fundamental functions of management — including planning, organizing, leading, and controlling within organizational settings.
4.	To develop managerial skills for effective decision-making and problem-solving — aimed at improving organizational performance and leadership effectiveness.

**Course Outcomes**

1.	To understand and analyse individual and group behaviour within organizations — including motivation, leadership, communication, and team dynamics.
2.	Students will apply OB theories and models to solve real-world organizational challenges and improve overall effectiveness.
3.	To understand the fundamental functions of management — including planning, organizing, leading, and controlling within organizational settings.
4.	Students will apply management principles and strategies to make effective decisions and solve organizational problems.

Unit	Module Name	Outcomes
<b>Unit-I</b>	<b>Introduction of Organizational Behaviour (OB) Perception, Learning and Motivation</b>	<ul style="list-style-type: none"> <li>• Definition- nature and scope- need for studying OB- Contributing disciplines to OB- Modes of OB- Challenges and opportunities of OB</li> <li>• Perception: meaning- process- improving perception, Factors influencing perception, Errors- Halo Effect, Stereotype, Projection</li> <li>• Attitudes- components, functions, and job-related attitude</li> <li>• Personality development- determinants of personality- personality traits</li> <li>• Learning- Theories and Principles of Learning</li> <li>• Meaning- nature, Theories of motivation- Maslow's need hierarchy theory Herzberg's two-factor theory- Vroom's Expectancy theory- Theory X- Theory Y- Financial and non-financial incentives.</li> </ul>
<b>Unit-II</b>	<b>Organizational Development (OD) Leadership and Organizational Change</b>	<ul style="list-style-type: none"> <li>• Meaning, nature, objectives of OD interventions. OE: meaning, approaches and factors</li> <li>• Leadership Theories- Trait theory, behavioral theory and difference between leader and manager</li> <li>• Organizational Culture and Organizational Change: Model, resistance to change, overcoming resistance to change</li> </ul>
<b>Unit-III</b>	<b>Introduction to Management Planning and Decision making</b>	<ul style="list-style-type: none"> <li>• Definition- nature- scope- levels of management- Scientific management- principles of management- basic functions of management- Roles of a manager</li> <li>• Schools of management thought, Managerial roles – Levels of Management - Recent trends and contemporary perspectives in management.</li> <li>• Planning: meaning- nature and purpose- types of planning, planning process &amp; limitations- Planning Tools and Techniques</li> <li>• Decision-making meaning- importance- techniques of decision-making, Management by Objectives- features- steps Objectives and Policies - Decision-making process.</li> </ul>
<b>Unit-IV</b>	<b>Organizing and directing</b>	<ul style="list-style-type: none"> <li>• Meaning, nature and purpose. Dimension of structure- horizontal and vertical- dimensions- formal and informal dimensions</li> <li>• Organization chart and manual</li> <li>• Delegation of authority- Centralization and Decentralization- Departmentation- Span of management</li> <li>• Common organizational Designs- Traditional Designs (Simple, Functional, divisional), Contemporary Designs (Team structures, Matrix/project structures, boundary-less organization)</li> <li>• Directing – need, importance, principles and techniques</li> </ul>
<b>Unit-V</b>	<b>Controlling, Emerging Trends in Management</b>	<ul style="list-style-type: none"> <li>• Concept and process of control in the organization</li> <li>• Control and performance – Direct and preventive control - Reporting.</li> <li>• Types of control - Feedback, Feedforward, Concurrent</li> <li>• Challenges before future Managers</li> <li>• Modern theories of management (Systems management school, Situational approach)</li> </ul>

### Suggestive Readings

- Luthans, F. (2011). *Organizational Behaviour* (12th ed.). McGraw-Hill.
- Schermerhorn, J.R., Hunt, J.G., & Osborn, R.N. (2008). *Organizational Behaviour* (10th ed.). Wiley.
- Greenberg, J. (2011). *Behaviour in Organizations* (10th ed.). Pearson.
- Mishra, M.N. (2005). *Organisational Behaviour Through Indian Philosophy*. Himalaya Publishing House.
- Prasad, L.M. (2021). *Organizational Behaviour*. Sultan Chand & Sons.
- Prakash, A. (2011). *Organizational Behaviour in India: An Indigenous Perspective*. In G. Misra (Ed.), *Handbook of Psychology in India*. Oxford University Press.
- Koontz, H., & Weirich, H. (2007). *Essentials of Management* (7th ed.). McGraw-Hill Education.
- Drucker, P.F. (2006). *The Practice of Management*. Harper Business.

**BCH4.5DCCT13 INTRODUCTION TO BUSINESS ECONOMICS****Course Objectives**

1.	To understand basic economic principles and their relevance to business decision-making — including concepts like demand, supply, cost, and market structures.
2.	To develop analytical skills for evaluating economic environments and applying economic reasoning to solve business problems.

**Course Outcomes**

1.	Students will be able to explain core economic concepts such as scarcity, opportunity cost, demand and supply, and market equilibrium.
2.	Students will analyse how economic factors influence business decisions related to pricing, production, and resource allocation.
3.	Students will apply economic reasoning to evaluate market structures and business strategies in various economic environments.

S. No	Modules	Outcomes
<b>Unit-I</b>	<b>Business Economics</b>	<ul style="list-style-type: none"> <li>• Introduction to business, Relevance of economics in business</li> <li>• Definition of economics, Scarcity &amp; efficiency: The twin themes of economics Microeconomics vs. Macroeconomics</li> <li>• The Three problems of economic organization</li> </ul>
<b>Unit-II</b>	<b>Demand and Supply</b>	<ul style="list-style-type: none"> <li>• Demand determinants – Law of demand and demand curves – Types of demand – Elasticity of Demand – Measuring price elasticity of demand – Relationship between price elasticity and sales revenue.</li> <li>• Demand forecasting and its methods.</li> <li>• Supply Schedule, determinants of supply, supply curve, shifts in supply.</li> <li>• Equilibrium of Supply and Demand</li> </ul>

<b>Unit-III</b>	<b>Production Analysis</b>	<ul style="list-style-type: none"> <li>Factors of production– Production possibility curves – Concepts of total product, Average Product, and Marginal Product – Fixed and variable factors – Consumption goods, capital goods, final goods, intermediate goods; stocks and flows; gross investment and depreciation.</li> <li>Introduction to Inputs and Production Functions, Total, Average &amp; marginal product</li> <li>Economic analysis of Costs, Fixed Cost and variable cost, marginal cost</li> <li>Opportunity costs</li> </ul>
<b>Unit-IV</b>	<b>Market</b>	<ul style="list-style-type: none"> <li>Revenue Concept, Perfect Competition: Features, Price and Output Determination</li> <li>Monopoly, Monopolistic Competition: Features, Price and Output Determination</li> <li>Oligopoly: concept of cartel</li> </ul>
<b>Unit-V</b>	<b>Distribution</b>	<ul style="list-style-type: none"> <li>National Income and Theories of Interest</li> <li>Theory of Rent, Quasi Rent and Economic Rent</li> <li>Theory of Profit and Marginal Productivity Theory of Distribution.</li> </ul>

### Suggestive Readings

1. Dhingra, I.C. (2022). *Business Economics*. Sultan Chand & Sons.
2. Mishra, S.K., & Puri, V.K. (2021). *Economic Environment of Business*. Himalaya Publishing House.
3. Reddy, P.N., & Appanaiah, H.R. (2020). *Principles of Business Economics*. Kalyani Publishers.
4. Sankaran, S. (2019). *Business Economics*. Margham Publications.
5. Jhingan, M.L. (2020). *Microeconomic Theory*. Vrinda Publications.

**BCH.5DCCT14 STATISTICS BUSINESS DECISIONS****Course Objectives**

<b>1.</b>	To introduce fundamental statistical concepts and techniques relevant to business analysis, including descriptive statistics, probability, and inferential methods.
<b>2.</b>	To develop the ability to collect, analyse, and interpret data for informed decision-making in business contexts.
<b>3.</b>	To apply statistical tools and software to solve real-world business problems and support strategic planning.

**Course Outcomes**

<b>1.</b>	Students will demonstrate proficiency in using statistical methods to summarize and interpret business data effectively.
<b>2.</b>	Students will apply probability and inferential techniques to support decision-making under uncertainty.
<b>3.</b>	Students will utilize statistical tools and software to analyse real-world business scenarios and recommend data-driven solutions.

<b>S. No</b>	<b>Modules</b>	<b>Outcomes</b>
<b>Unit-I</b>	<b>Introduction to Statistics</b>	<ul style="list-style-type: none"> <li>• Definition and functions</li> <li>• Scope and limitations of statistics</li> <li>• Collection of data and formulation of frequency distribution.</li> <li>• Diagrammatic presentation of data-bar graphs and pie charts.</li> <li>• Graphical presentation of frequency distribution, Histograms, ogive curves</li> </ul>
<b>Unit-II</b>	<b>Sampling and Probability</b>	<ul style="list-style-type: none"> <li>• Introduction, concept of population, Sampling, Probability sampling, and non-probability Sampling</li> <li>• Basic Probability, Conditional Probability</li> <li>• Applications of Probability</li> </ul>

<b>Unit-III</b>	<b>Measures of Central Tendency</b>	<ul style="list-style-type: none"> <li>Arithmetic Mean and its properties. Methods of calculating Mean- the Weighted Arithmetic Mean, Correcting incorrect mean</li> <li>Median and Mode, Significance of median and mode, Relation among Mean, median, and Mode.</li> <li>Partition values: quartiles, deciles and percentiles</li> </ul>
<b>Unit-IV</b>	<b>Measures of Dispersion</b>	<ul style="list-style-type: none"> <li>Introduction to Dispersion, range, IQR, and quartile deviation.</li> <li>Methods of calculating Mean deviation</li> <li>Methods of calculating standard deviation and coefficient of variance</li> </ul>
<b>Unit-V</b>	<b>Relationship Between Variables</b>	<ul style="list-style-type: none"> <li>Basic Linear correlation (Two variables), Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient</li> <li>Simple and Multiple Linear regression</li> <li>Problems based on correlation and regression</li> </ul>

### Suggestive Readings

1. **Chandan, J.S.** (2020). *Statistics for Business and Economics*. Vikas Publishing House.  
Combines theory with practical applications tailored for Indian business scenarios.
2. **Sharma, J.K.** (2018). *Business Statistics*. Pearson India.  
Known for its clarity and structured approach, with case studies and exercises relevant to Indian students.
3. **Naval Bajpai** (2011). *Business Statistics*. Pearson Education India.  
Focuses on decision-making applications with a strong emphasis on data interpretation
4. **Ken Black** (2025). *Business Statistics: For Contemporary Decision Making* (11th ed., Indian Adaptation).

**SEMESTER-II****BCH4.5AECT21 General English or General Hindi**

Common Curriculum for all Under Graduate Students

**BCH4.5DCCT22 RECRUITMENT, SELECTION AND COMPENSATION****Course Objectives**

<b>1.</b>	Understand the strategic role of recruitment and selection in building a competitive workforce.
<b>2.</b>	Develop skills to design and implement effective hiring processes, including job analysis, sourcing, and interviewing.
<b>3.</b>	Analyse compensation structures and reward systems to align with organizational goals and employee motivation.
<b>4.</b>	Evaluate legal and ethical considerations in recruitment, selection, and compensation practices.

**Course Outcomes**

<b>1.</b>	Students will be able to design and execute effective recruitment strategies aligned with organizational need.
<b>2.</b>	Students will demonstrate the ability to assess and select candidates using structured evaluation methods.
<b>3.</b>	Students will analyse and develop compensation plans that support employee performance and retention.
<b>4.</b>	Students will apply legal and ethical principles in managing recruitment, selection, and compensation processes.

S. No	Modules	Outcomes	ations)
Unit-I	<b>Human Resources Planning Job Analysis, Recruitment and Selection</b>	<ul style="list-style-type: none"> <li>• HRP definition, Issues, and challenges, HRP Process, Demand &amp; Supply Forecasting Methods</li> <li>• Job analysis- steps in job analysis, methods, job description, and job specification, application of job analysis</li> <li>• Recruitment Concept – Factors affecting recruitment. Methods and Sources of recruitment-Internal &amp; External.</li> <li>• E-Recruitment, Inclusive Recruitment. Recruitment Strategies at worker, Middle &amp; Senior Level, Exit Interview.</li> <li>• Process of Selection, Selection Tests- Personality &amp; technical, Selection test design, Reliability and Validity of tests</li> <li>• Employment Interviews, Definition of Induction, Need for Induction, Problems Faced during Induction. Induction Program Planning. Concept and Significance of Training, Needs and Methods- Types of Training</li> </ul>	
Unit-II	<b>Performance Appraisal, Legal &amp; Contemporary Issues.</b>	<ul style="list-style-type: none"> <li>• Performance Appraisal, Purpose, Process and Methods of Performance Appraisal</li> <li>• Major Issues in Performance Appraisal, Concept of Employee Relations, Managing Discipline, Managing Grievance</li> <li>• Employee Counseling and Concept of Employee Empowerment</li> <li>• Legal issues: Apprenticeship Act, Employment Act, Contract Labor Regulation &amp; Abolition Act, Child Labor Abolition Act</li> <li>• Contemporary Issues: Job sculpting, Employer branding, Alternatives to recruitment</li> <li>• Meaning, objectives, and Factors affecting compensation. Types of compensation- Direct compensation &amp; indirect compensation. Major components of wage, Methods of payment-Time rate method, piece rate method, and monthly</li> <li>• Compensation Planning, compensation for Workers and Managers. Compensation System Design Issues</li> </ul>	
Unit-III	<b>Compensation Theories &amp; Workers Compensation- Legal framework</b>	<ul style="list-style-type: none"> <li>• Two Factor theory of compensation. ERG Theory of compensation. Compensation as a Retention Strategy</li> <li>• Minimum Wages Act (concept of Fixation of wage, Administration of Act)</li> <li>• Equal Remuneration Act</li> <li>• The Employee's Provident Fund &amp; Misc. Provisions Act, 1952(Definitions, Administration of Act, Employees' pension Scheme, Employees Deposit – Linked Insurance Scheme)</li> </ul>	
Unit-IV	<b>Pay Systems and Incentive Plans</b>	<ul style="list-style-type: none"> <li>• Various types of pay systems- Performance-based pay system, Knowledge / skill-based pay</li> </ul> <p>Wage Policy at Organizational Level</p> <ul style="list-style-type: none"> <li>• Concept, objective, and limitations</li> <li>• Types of Incentives –Individual and Group based incentives.</li> <li>• Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options</li> </ul> <p>Group Incentive Plans- Taylor differential piece rate system, Priests Man's plan</p>	

<b>Unit-V</b>	<b>Employee Benefits</b>	<ul style="list-style-type: none"> <li>• Benefits Need Analysis</li> <li>• Funding Benefits</li> <li>• Employee Benefit Programs</li> <li>• Security Benefits</li> </ul>	Bachelor of Commerce (Human Resource Operations)
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### Suggestive Readings

- **Mamoria, C.B., & Gankar, S.V.** (2020). *Personnel Management*. Himalaya Publishing House.
- **Aswathappa, K.** (2019). *Human Resource Management: Text and Cases*. McGraw-Hill India.
- **Pattanayak, B.** (2018). *Human Resource Management*. PHI Learning.
- **Dessler, G.** (2020). *Human Resource Management* (15th ed.). Pearson Education.
- **Mathis, R.L., & Jackson, J.H.** (2011). *Human Resource Management*. Cengage Learning.

**Course Objectives**

1.	Understand the foundations and evolution of industrial relations systems, including key stakeholders and institutions.
2.	Analyse the dynamics between employers, employees, and trade unions in shaping workplace policies and conflict resolution.
3.	Evaluate labour laws and collective bargaining processes to promote harmonious and productive work environments.

**Course Outcomes**

1.	Students will demonstrate knowledge of industrial relations frameworks and their impact on organizational practices.
2.	Students will critically assess labor-management relationships and apply strategies for conflict resolution and negotiation.
3.	Students will interpret and apply relevant labor laws and regulations in real-world workplace scenarios. Let me know if you'd like these aligned with a specific curriculum or accreditation standard!

S. No	Modules	Outcomes
Unit-I	<b>Introduction to the Concept of Industrial Relations and Approaches</b>	<ul style="list-style-type: none"> <li>Industrial Relations: Concept, Objectives, Significance.</li> <li>Psychological Approach, Sociological Approach, Ethical Approach, Gandhian Approach</li> <li>Industrial relations system (Actors and Parties involved)</li> <li>Factors affecting Industrial Relations</li> </ul>
Unit-II	<b>Industrial Disputes, Trade Unions, and Workers Participation in Management</b>	<ul style="list-style-type: none"> <li>Industrial Disputes: Causes and effects</li> <li>Industrial Dispute measures- Preventive measures to industrial disputes</li> <li>Trade Union: objective, functions, and classification. Trade Union Act 1926- Trade Union Act 1926: objective and overview, recognition and registration of trade union, immunity from criminal conspiracy, civil suit and tortuous act.</li> <li>WPM: Meaning, Concept, Forms Benefit and Level of Participation</li> </ul>
Unit-III	<b>Employee Discipline</b>	<ul style="list-style-type: none"> <li>Concept of Discipline, Aspects &amp; Objectives of Discipline</li> <li>Causes of Indiscipline</li> </ul>

		<ul style="list-style-type: none"> <li>• Essential of Good Disciplinary System – Disciplinary Action</li> <li>• Employee Grievance: Concept and Causes of Grievances – Sources of Grievance – Grievance Redressal Procedure</li> </ul>
<b>Unit-IV</b>	<b>Labor Legislation in India</b>	<ul style="list-style-type: none"> <li>• Industrial Dispute Act 1947- Objective; Definitions: Appropriate government, Industry, workmen, protected workmen, strike, lockout, layoff, and retrenchment;</li> <li>• Authorities under the Act, reference of dispute to various authorities and procedure of various authorities</li> <li>• Collective Bargaining –Concept, Principles, Forms of Collective Bargaining, Collective bargaining in practice.</li> </ul>
<b>Unit-V</b>	<b>Wage Legislations in India: Objective and overview</b>	<ul style="list-style-type: none"> <li>• Introduction to Equal Remuneration Act 1976, Payment of Wages Act 1936- Equal Remuneration Act 1976, Payment of Wages Act 1936</li> <li>• Introduction to EPF Act, 1952- The Employees Provident Fund (and miscellaneous provisions) Act 1952</li> <li>• Introduction to Bonus and Gratuity Act- Payment of Bonus Act 1965, Payment of Gratuity Act 1972</li> </ul>

### Suggestive Readings

- **Sarma, A.M.** – *Industrial Relations: Conceptual and Legal Framework*. Himalaya Publishing House
- **Singh, B.D.** – *Industrial Relations and Labour Laws*. Excel Books
- **Mamoria, C.B., Mamoria, S., & Gankar, S.V.** – *Dynamics of Industrial Relations in India*. Himalaya Publishing House
- **Srivastava, S.C.** – *Industrial Relations and Labour Laws*. Vikas Publishing House.
- **Venkata Ratnam, C.S.** – *Industrial Relations*. Oxford University Press
- **Piyali Ghosh & Shefali Nandan** – *Industrial Relations and Labour Laws*. McGraw-Hill India

**Course Objectives**

1.	Understand the strategic importance of employee training and development in enhancing organizational performance.
2.	Learn to conduct training needs assessments and design effective learning programs.
3.	Explore various training methods and delivery techniques suited to diverse workplace settings.
4.	Evaluate the effectiveness of training initiatives using appropriate metrics and feedback mechanisms.

**Course Outcomes**

1.	Students will identify and assess training needs within organizational contexts.
2.	Students will design and implement effective training programs tailored to employee development goals.
3.	Students will apply appropriate training methods and technologies to enhance learning outcomes.
4.	Students will evaluate training effectiveness using performance metrics and feedback tools.

S. No	Modules	Outcomes
Unit-I	Introduction to Training & Development	<ul style="list-style-type: none"><li>• Definition, Need for and Importance of Training</li><li>• Principle of Training and Development</li><li>• Skills required for Trainer</li><li>• Difference between Training, Development, and Education; Steps of Training</li><li>• Types of Learning-KSA</li></ul>
Unit-II	Training Needs Assessment	<ul style="list-style-type: none"><li>• Training &amp; Non-Training Needs, Types of Training Needs</li><li>• Determination of Training Needs</li><li>• Role of External agencies in Training and Development</li><li>• TNA Model- A systematic view of TNA</li></ul>

<b>Unit-III</b>	<b>Designing &amp; Development of Training Program</b>	<ul style="list-style-type: none"> <li>Assessing curriculum needs</li> <li>Training Curriculum</li> <li>Organizational training needs</li> <li>Key consideration in designing a training program, Constraints in designing a training Program</li> <li>Developing training materials</li> <li>Developing Objectives, Identifying Trainees and Trainer</li> <li>Training Methods- On the Job and Off the Job</li> </ul>
<b>Unit-IV</b>	<b>Implementing and Evaluation of Training Program</b>	<ul style="list-style-type: none"> <li>Implementing ideas for Training, Dry run and Pilot program, transfer of training</li> <li>Evaluation of Training and Development, Evaluation Process. Analysis and costing of Training</li> <li>Resistance to training evaluation, Types of evaluation data- Process Data, and Outcome Data</li> <li>Methods of evaluating effectiveness of Training</li> <li>Learning outcomes of training programs</li> <li>Kirkpatrick Four Level Approach to evaluation</li> </ul>
<b>Unit-V</b>	<b>Management Development</b>	<ul style="list-style-type: none"> <li>Concept, Objectives of Management Development</li> <li>Techniques of Management Development</li> <li>Challenges in management development</li> <li>Online Training and Development</li> <li>Flexible training modules</li> </ul>

#### Suggestive Readings

- **Noe, R.A. (2020).** *Employee Training and Development*. McGraw-Hill Education.
- **Blanchard, P.N., & Thacker, J.W. (2013).** *Effective Training: Systems, Strategies, and Practices*. Pearson.
- **Goldstein, I.L., & Ford, J.K. (2002).** *Training in Organizations: Needs Assessment, Development, and Evaluation*. Wadsworth.
- **Raymond, A. Noe, & Amitabh Deo Kodwani (2018).** *Employee Training and Development*. McGraw-Hill India.

**SEMESTER-III****BCH5AECT31 Elementary Computer**

Common Curriculum for all Under Graduate Students

**BCH5DCCT32 HUMAN RESOURCE DEVELOPMENT AND ORGANISATION CULTURE****Course Objectives**

1.	Understand the role of HRD in enhancing employee capabilities and supporting organizational growth.
2.	Explore key HRD functions such as training, career development, and performance improvement.
3.	Analyse the influence of organizational culture on employee behaviour, motivation, and development.
4.	Develop strategies to align HRD initiatives with cultural values and organizational goals.

**Course Outcomes**

1.	Apply HRD tools and techniques to improve individual and organizational performance.
2.	Evaluate the impact of organizational culture on HR practices and employee engagement.
3.	Design HRD programs that align with cultural values and strategic objectives.
4.	Demonstrate critical thinking in addressing HRD challenges within diverse cultural settings.

S. No	Modules	Outcomes
Unit-I	Introduction to Human Resource Development	<ul style="list-style-type: none"> <li>• Concept, Relationship between human resource management and human resource development mechanisms, processes, and outcomes.</li> <li>• HRD matrix, HRD interventions, Roles and competencies of HRD professionals and Challenges in HRD.</li> <li>• Designing and developing effective HRD programs, Implementing HRD programs</li> <li>• Evaluating the effectiveness of HRD Programs, HRD audit, HRD culture and climate</li> </ul>
Unit-II	HRD Activities	<ul style="list-style-type: none"> <li>• Employee development activities- Approaches to employee development, leadership development, action learning, assessment, and development centers</li> <li>• Intellectual capital and HRD, HRD mechanisms for workers</li> <li>• Role of trade unions, Industrial relations and HRD</li> <li>• Influence of motivation on development activities</li> </ul>
Unit-III	HRD Applications and Trends	<ul style="list-style-type: none"> <li>• Coaching and mentoring</li> <li>• Career management and development</li> <li>• Employee counseling</li> <li>• Competency mapping</li> <li>• PCMM, Balanced Score Card, Appreciative Inquiry</li> <li>• Integrating HRD with technology, Employer branding, and other emerging trends</li> </ul>
Unit-IV	HRD in Organizations	<ul style="list-style-type: none"> <li>• Selected cases covering HRD practices in government organizations, manufacturing and service industries, and MNCs</li> <li>• International experience of human resource development.</li> <li>• Career Advancement, Career planning</li> <li>• Succession planning and counseling, Feedback</li> <li>• HRD in India- recent scenario, HRD in different sectors</li> </ul>
Unit-V	Organization and Development	<ul style="list-style-type: none"> <li>• OD interventions, MBO, Transactional analysis</li> <li>• Grid training process, Group training</li> <li>• Objects and importance of training, Methods of training</li> <li>• Training budget, Infrastructure and facilities</li> <li>• Evaluation and appraisal of training, Executive development</li> </ul>

### Suggestive Reading

- **Werner, J.M., & DeSimone, R.L.** (2012). *Human Resource Development*. Cengage Learning.
- **McLean, G.N.** (2006). *Organizational Development: Principles, Processes, Performance*. Berrett-Koehler.
- **Schein, E.H.** (2010). *Organizational Culture and Leadership*. Jossey-Bass.
- **Rao, T.V.** (2002). *HRD Audit: Evaluating the Human Resource Development Function for Business Improvement*. Sage Publications India.
- **Pareek, U., & Rao, T.V.** (2003). *Designing and Managing Human Resource Systems*. Oxford IBH.

**Course Objectives**

1.	Understand the legal framework governing labour relations in India, including key acts and regulations.
2.	Analyse employee rights and employer obligations under various labour legislations.
3.	Explore the role of labour laws in promoting fair employment practices and resolving industrial disputes.

**Course Outcomes**

1.	Interpret and apply major labour legislations in real-world employment scenarios.
2.	Assess legal compliance and ethical considerations in workplace practices.
3.	Resolve labour-related issues using statutory provisions and dispute resolution mechanisms.

S. No	Modules	Outcomes
Unit-I	<b>Factories Act, 1948</b>	<ul style="list-style-type: none"> <li>Licensing and registration of factories – Manager and occupier – Powers of the authorities under the Act – Penalty provisions. Provisions of factories act 1948.</li> </ul>
Unit-II	<b>Employee's State Insurance Act, 1948</b>	<ul style="list-style-type: none"> <li>Registration of Factories and Establishments - Employees</li> <li>State Insurance Corporation – Functions of Inspectors – Miscellaneous provisions.</li> </ul>
Unit-III	<b>Minimum Wages Act, 1948</b>	<ul style="list-style-type: none"> <li>Appointment of Advisory Board – Payment of minimum wages – maintenance of registers and records – Powers of appropriate government offenses and penalties.</li> </ul>
Unit-IV	<b>Employees Provident Fund and Miscellaneous Provisions Act, 1952</b>	<ul style="list-style-type: none"> <li>Employees Provident Fund and other Schemes – Provisions relating to transfer of account and liability in case of transfer of establishment – Exemption under the Act – Court's power under the Act</li> </ul>
Unit-V	<b>Payment of Bonus Act, 1965</b>	<ul style="list-style-type: none"> <li>Eligibility for bonus and payment of bonus – Deduction from bonus payable — Set on and set of allocable Surplus - Presumption about accuracy of balance sheet and profit and loss account</li> </ul>

**Suggestive Readings**

- **T.N. Chhabra** – *Labour Laws*. Dhanpat Rai & Co.
- **Piyali Ghosh & Shefali Nandan** – *Industrial Relations and Labour Laws*. McGraw-Hill India
- **S.N. Mishra** – *Labour and Industrial Laws*. Central Law Publications
- **Bob Hepple & Bruno Veneziani** – *The Transformation of Labour Law in Europe: A Comparative Study*.
- **Davidov, Guy & Langille, Brian** – *The Idea of Labour Law*. Oxford University Press

**BCH5DCCT34 PERFORMANCE MANAGEMENT****Course Objectives**

1.	Understand the principles and processes of performance management in organizational settings.
2.	Develop strategies for continuous performance improvement and employee development.
3.	Examine the link between individual performance, team effectiveness, and organizational success.
4.	Explore tools and techniques for setting goals, measuring performance, and providing feedback.

**Course Outcomes**

1.	Design and implement effective performance appraisal systems aligned with organizational goals.
2.	Apply performance management strategies to enhance productivity and employee engagement.
3.	Evaluate employee performance data to support decision-making and development plans.

S. No	Modules	Outcomes
<b>Unit-I</b>	<b>Introduction and Performance Planning</b>	<ul style="list-style-type: none"> <li>• Performance management meaning, scope, objective, importance &amp; principles</li> <li>• Difference between Performance Management and Performance Appraisal. Trends related to performance management in Industry. Meaning, Goal Setting &amp; Principles of setting Performance criteria)</li> <li>• Process &amp; Methodology of Performance planning</li> <li>• Barriers to Performance planning</li> </ul>
<b>Unit-II</b>	<b>Performance Management Analysis and Application</b>	<ul style="list-style-type: none"> <li>• Reward System: Types of Rewards, Designing a Reward System, Total Reward Strategies and Characteristics of an Effective Performance Reward Plan</li> <li>• Performance Analysis, Performance Review Discussion, Using Performance Management Systems</li> <li>• Data for HR Decisions and Performance Improvements, Performance Management Skills</li> <li>• Performance Management Systems and Appraisal Practices</li> </ul>
<b>Unit-III</b>	<b>Performance Appraisal &amp; its Methods and its issues</b>	<ul style="list-style-type: none"> <li>• Meaning, Characteristics, Objectives, Importance, Principles, Process</li> <li>• Traditional Methods of Performance Appraisal- Ranking (forced ranking Method) and Rating, Forced Bell curve Method</li> <li>• Modern Methods of Performance Appraisal- 360-degree appraisal, Assessment Centers</li> <li>• Team Performance, Performance of Learning Organizations and Virtual Teams: Team Performance Management,</li> <li>• Performance Management and Learning Organizations, Performance Management and Virtual Teams</li> </ul>

<b>Unit-IV</b>	<b>Ethics in Performance Appraisal &amp; Performance Consulting</b>	<ul style="list-style-type: none"> <li>• Ethics – An Overview, Ethics in Organizations, Ethics in Performance Management and Realities of Ethics in Performance Management. Ensuring Ethics in Performance Management.</li> <li>• Concept, Need role of Performance Consulting. Designing and Using Performance Relationship Maps</li> <li>• Contracting for Performance Consulting Service and Operationalizing Performance Management</li> </ul>
<b>Unit-V</b>	<b>Introduction to Competency Management and Talent Management</b>	<ul style="list-style-type: none"> <li>• Competency management - Definition, Importance and Scope, Model – Iceberg, Lancaster (Burgoyne)</li> <li>• Designing the Competency Model/Framework, Concept and approaches of Talent Management</li> <li>• Framework of talent management; Talent identification, integration, and retention</li> <li>• Talent Management Practices and Process, Managing employee engagement</li> <li>• Key factors and different aspects of talent management, Talent management in India</li> </ul>

### Suggestive Readings

- **Aguinis, H. (2013).** *Performance Management* (3rd ed.). Pearson/Prentice Hall.
- **Pulakos, E.D. (2009).** *Performance Management: A New Approach for Driving Business Results*. Wiley.
- **Armstrong, M., & Baron, A. (2004).** *Managing Performance: Performance Management in Action*. CIPD Publishing.
- **Cadwell, C.M. (2002).** *Performance Management: How to Get Top Performance and Value from Employees*. Oxford University Press.
- **T.V. Rao (2004).** *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Response Books (India).
- **Bacal, R. (1999).** *Performance Management*. McGraw-Hill.

**SEMESTER-IV**  
**BCH5AECT41 Indian Knowledge System**  
Common Curriculum for all Under Graduate Students

Bachelor of Commerce (Human Resource Operations)

**BCH5DCCT42 HR ANALYTICS**

**Course Objectives**

1.	Understand the fundamentals of HR analytics and its role in strategic human resource management.
2.	Explore analytical tools and techniques to solve workforce-related challenges and improve HR outcomes.
3.	Learn to collect, interpret, and analyze HR data for informed decision-making.

**Course Outcomes**

1.	Apply data-driven insights to optimize HR functions like recruitment, retention, and performance.
2.	Use analytical tools and techniques to interpret workforce trends and behaviours.
3.	Make strategic HR decisions based on evidence and predictive analytics.

S. No	Modules	Outcomes
Unit-I	Introduction to HR analytics	<ul style="list-style-type: none"><li>Introduction, Traditional HRM, Changing trends in HRM and the emergence of strategic HRM, HR analytics phase (2010 onward), Importance of HR Analytics, Challenges of HR Analytics,</li></ul>
Unit-II	Understanding HR analytics	<ul style="list-style-type: none"><li>The Analytics Process Model (APM) and Its Phases, Understanding HR indicators, metrics, and data, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework, Approaches for Designing HR Metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR Metrics with Business Strategy, Goals, and Objectives--Link HR to the Strategy Map</li></ul>
Unit-III	HR analytics tools and techniques	<ul style="list-style-type: none"><li>Importance of data, Types of data, Data capturing methods, Data examination and purification, Data analyzing techniques.</li></ul>
Unit-IV	Using Excel for HR Analytics	<ul style="list-style-type: none"><li>Statistics for HRM, Statistical analysis for HR (regression analysis, measures of central tendency), Graphs, tables, spreadsheets</li></ul>
Unit-V	How to conduct a purposeful workforce analytics	<ul style="list-style-type: none"><li>Key Influencers in the HR Analytics Process, Model for adoption of HR Analytics, Application and status of HR analytics.</li></ul>

- **Fitz-enz, J.** (2010). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*. AMACOM..
- **Ramesh Soundararajan & Kuldeep Singh** (2017). *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. Sage India.
- **Lawler, E.E., Levenson, A., & Boudreau, J.W.** (2004). *HR Metrics and Analytics: Driving Value from HR Strategy*. Stanford University Press.
- **Pease, G., Byerly, B., & Fitz-enz, J.** (2012). *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*. Wiley.

**BCH5DCCT43 HR AUDITING & ACCOUNTING****Course Objectives**

1.	Understand the principles and practices of HR auditing to evaluate HR policies, procedures, and compliance.
2.	Develop skills to assess HR effectiveness and align HR metrics with organizational performance.
3.	Explore HR accounting techniques for measuring the value and cost of human capital.

**Course Outcomes**

1.	Students will conduct HR audits to assess compliance, efficiency, and strategic alignment of HR practices.
2.	Students will apply HR accounting methods to quantify human capital and evaluate HR investments.
3.	Students will interpret HR metrics and reports to support data-driven decision-making in HR management.

S. No	Modules	Outcomes
<b>Unit-I</b>	<b>Human Resource Accounting</b>	<ul style="list-style-type: none"> <li>An Overview of Human Resource Accounting – Meaning, need and Objectives of HR Accounting, Historical Development of Human Resource Accounting, Cost of Human Resource – Acquisition Cost, Training and Development Cost and Additional Cost, Benefits and Limitations of Human Resource Accounting, Reporting of Human Resource Accounting at National Levels, Disclosures at International Level</li> </ul>
<b>Unit-II</b>	<b>Methods and Human Resource Accounting Practices in India</b>	<ul style="list-style-type: none"> <li>Methods of Human Resource Accounting: Cost of Production Approach – Concept Historical Cost Model – Meaning, Advantages and Limitations. Replacement Cost Model – Meaning, Advantages and Limitations. Opportunity Cost – Meaning, Advantages and Limitations Capitalized Earnings Approach – Concept Economic Value Model – Meaning, Advantages and Limitations. Capitalization of Salary – Meaning, Advantages and Limitations</li> </ul>
<b>Unit-III</b>	<b>Human Resource Audit: An Overview</b>	<ul style="list-style-type: none"> <li>Human Resource Audit – Meaning, Features, Objectives -HR Audit, Benefits and Limitations of HR Audit, Need and Significance of HR Audit, Process of HR Audit, Approaches of HR Audit, Principles of Effective HR Auditing, Role of HR Auditor, Methods of Conducting HR Audit – Interview, Workshop, Observation, Questionnaire, Components of HR Audit, HR Audit and Workforce Issues: Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System.</li> </ul>
<b>Unit-IV</b>	<b>HR Audit for Legal Compliance and Safe Business Practices</b>	<ul style="list-style-type: none"> <li>Areas Covered by HR Audit – Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices</li> </ul>

Unit-V	HR Audit as Intervention	<ul style="list-style-type: none"> <li>• Introduction, Effectiveness of Human Resource Development Audit as an Intervention</li> <li>• Human Resource Audit and Business Linkages</li> <li>• Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting</li> </ul>
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### Suggestive Readings

- **Rao, T.V. (2002).** *HRD Audit: Evaluating the Human Resource Development Function for Business Improvement*. Sage Publications India.
- **Katiyar, R.C. (2008).** *Accounting for Human Resources*. UK Publishing.
- **Saeed, M., & Kulshreshtha, D.K. (2009).** *Human Resource Accounting*. Anmol Publications.

**BCH5DCCT44 CORPORATE LAWS**

Bachelor of Commerce (Human Resource Operations)

**Course Objectives**

1.	To understand the legal framework governing the formation, management, and dissolution of companies.
2.	To analyse key provisions of the Companies Act, including roles of directors, shareholders, and auditors.
3.	To examine corporate governance principles and their impact on ethical business conduct.
4.	To develop practical skills in interpreting legal documents, compliance procedures, and regulatory filings.

**Course Outcomes**

1.	Students will interpret and apply company law provisions in real-world business scenario
2.	Students will assess the legal responsibilities of directors, promoters, and other stakeholders in corporate operations.
3.	Students will prepare and analyse legal documents such as MOA, AOA, and board resolutions.

S. No	Module Name	Outcomes
Unit-I	Company and its Incorporation	<ul style="list-style-type: none"> <li>• Meaning, Definition, Characteristics, Types</li> <li>• Corporate Veil - Lifting of Corporate Veil</li> <li>• Promotion - Promoter - Position</li> <li>• Incorporation Procedure, Effects of Registration</li> <li>• Pre-Incorporation Contract. - Table-A - Prospectus - Definition -Importance - Contents - Statement in Lieu of Prospectus - Deemed Prospectus - Shelf Prospectus – Red Herring Prospectus - Abridged Prospectus- Liability for Misstatement in Prospectus</li> </ul>
Unit-II	Memorandum & Articles of Association	<ul style="list-style-type: none"> <li>• Definition, Importance and Clauses of Memorandum</li> <li>• Procedure of Alteration of Memorandum of Association</li> <li>• Doctrine of Ultra Vires</li> <li>• Articles of Association -Definition - Contents - Procedure of Alteration of Articles of Association</li> <li>• Distinction Between Memorandum and Articles Doctrine of Constructive Notice</li> <li>• Doctrine of Indoor Management</li> <li>• Certificate On Commencement of Business</li> </ul>

<b>Unit-III</b>	<b>Company Management and administration</b>	<ul style="list-style-type: none"> <li>• Directors - Appointment - Qualification and Disqualification - Qualification Shares</li> <li>• Position of Directors - Powers - Retirement - Vacation of Office</li> <li>• Liabilities of Directors - Removal of Directors</li> <li>• Kinds of Meetings - Essentials of Valid Meeting - Chairman - Agenda - Minutes -Quorum - Motion - Types of Motions - Proxy - Poll - Modes of Poll - Resolution - Motion Vs Resolution</li> </ul>
<b>Unit-IV</b>	<b>Winding up of companies</b>	<ul style="list-style-type: none"> <li>• Modes of Winding Up - By the Tribunal - Voluntary Winding Up - Grounds and Procedures – Liquidator - Duties and Functions</li> <li>• National Company Law Tribunal and Appellate Tribunal</li> </ul>
<b>Unit-V</b>	<b>Intellectual Property Rights</b>	<ul style="list-style-type: none"> <li>• -Meanings, Classifications, Patent Rights, Trademarks, Copy Rights – Geographical Indications-Trade Secret-WIPO-TRIPS-features-IPR for (MSME)</li> <li>• Emerging trends in IPR-Plagiarism</li> </ul>

#### Suggestive Readings

- **Avtar Singh** – *Company Law*
- **Maheshwari & Maheshwari** – *Corporate Laws* (Himalaya Publishing House)
- **Roy & Das** – *Company Law* (Oxford University Press)
- **S.K. Matta & Geetika Matta** – *Corporate Law* (Vrinda Publications)
- **P.P.S. Gogna** – *Company Law* (S. Chand)

**SEMESTER-V**

**BCH5.5AECT51 Indian Knowledge System**

Common Curriculum for all Under Graduate Students

**BCH5.5DCCT52 Apprenticeship**

**SEMESTER-VI**

**BCH5.5AECT61 Dissertation Project Report**

Common Curriculum for all Under Graduate Students

**BCH5.5DCCT62 Apprenticeship**