

Scheme & Syllabus

For

Bachelor of Commerce (Human Resource Operations)

(Semester System)

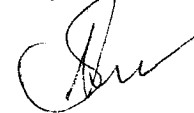
The three-year, full-time bachelor's in human resource operations aims to impart information and offer a comprehensive approach to human resource operations. This program aims to increase students' understanding of and proficiency in the human resource sector through a synthesis of strategic viewpoints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



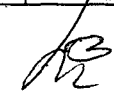
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Program Structure

The program structure and cumulative credits awarded are as follows:

FIRST SEMESTER

Course Code	Course Title	L	T	P	Total Credit	Internal Assessment	External Assessment	Total
DSE- Discipline Specific Core (Theory)								
B.HR- 101	Organizational Behavior	4	0	0	4	40	60	100
B.HR-103	Principles of Management	4	0	0	4	40	60	100
B.HR-105	Introduction to Business Economics	3	0	0	3	40	60	100
B.HR-107	Statistics for Business Decisions	3	0	0	3	40	60	100
DSE- Discipline Specific Elective ANYONE								
B.HR-109	Environment of Business	1	0	0	1	40	60	100
B.HR-111	Professional Ethics	1	0	0	1	40	60	100
VAC – Value Added Courses								
B.HR-113	Fundamentals of Environmental Studies	2	0	0	2	40	60	100
AEC- Ability Enhancement Course								
B.HR-115	Business Communication Skills-I	1	0	0	1	40	60	100
SEC- Skill Enhancement Courses								
B.HR-117	Computer Applications	2	0	0	2	40	60	100
	TOTAL	20	0	0	20	320	480	800



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SECOND SEMESTER

Course Code	Course Title	L	T	P	Total Credit	Internal Assessment	External Assessment	Total
DSC- Discipline Specific Core (Theory)								
B.HR-202	Recruitment and Selection	4	0	0	4	40	60	100
B.HR-204	Compensation Management	4	0	0	4	40	60	100
B.HR-206	Industrial Relations	3	0	0	3	40	60	100
B.HR-208	Employee Training and Development	3	0	0	3	40	60	100
DSE-Discipline Specific Elective Choose ANY ONE								
B.HR-210	Guidance and Counselling Skill	1	0	0	1	40	60	100
B.HR-212	Public Relation	1	0	0	1	40	60	100
VAC – Value Added Courses								
B.HR-214	Constitution of India	1	0	0	1	40	60	100
AEC- Ability Enhancement Course								
B.HR-216	Business Communication- II	2	0	0	2	40	60	100
SEC- Skill Enhancement Course								
B.HR-218	Life Skills	2	0	0	2	40	60	100
	TOTAL	20	0	0	20	320	480	800

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THIRD SEMESTER

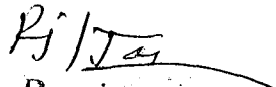
Course Code	Course Title	L	T	P	Total Credit	Internal Assessment	External Assessment	Total
DSC- Discipline Specific Core (Theory)								
B.HR-301	Human Resource Development and Organization Culture	4	0	0	4	40	60	100
B.HR- 303	Labor Laws	4	0	0	4	40	60	100
B.HR- 305	Performance Management	3	0	0	3	40	60	100
B.HR- 307	Corporate Strategy	3	0	0	3	40	60	100
DSE-Discipline Specific Elective Choose ANY ONE								
B.HR- 309	Management Information System	1	0	0	1	40	60	100
B.HR- 311	Human Resource Information System	1	0	0	1	40	60	100
VAC – Value Added Courses								
B.HR- 313	Essence of Indian Knowledge & Tradition	1	0	0	1	40	60	100
AEC- Ability Enhancement Course								
B.HR- 315	Business Communication- III	2	0	0	2	40	60	100
SEC- Skill Enhancement Course								
B.HR- 317	Personality Development	2	0	0	2	40	60	100
	TOTAL	20	0	0	20	320	480	800

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FOURTH SEMESTER

Course Code	Course Title	L	T	P	Total Credit	Internal Assessment	External Assessment	Total
DSC- Discipline Specific Core (Theory)								
B.HR- 402	HR Analytics	4	0	0	4	40	60	100
B.HR- 404	HR Auditing & Accounting	4	0	0	4	40	60	100
B.HR- 406	Corporate Laws	3	0	0	3	40	60	100
B.HR- 408	Spreadsheet Modelling (Using Excel)	3	0	0	3	40	60	100
DSE-Discipline Specific Elective Choose ANY ONE								
B.HR- 410	International Human Resource Management	1	0	0	1	40	60	100
B.HR- 412	Advanced Manpower Planning	1	0	0	1	40	60	100
VAC – Value Added Courses								
B.HR- 414	Understanding India	1	0	0	1	40	60	100
AEC- Ability Enhancement Course								
B.HR- 416	Business Communication- IV	2	0	0	2	40	60	100
SEC- Skill Enhancement Course								
B.HR- 418	Entrepreneurship / Innovation	2	0	0	2	40	60	100
	TOTAL	20	0	0	20	320	480	800


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FIFTH and SIXTH SEMESTER

Course Code	Course Title	L	T	P	Total Credit	Internal Assessment	External Assessment	Total
Apprenticeship								
B.HR- 501 B.HR- 602	Apprenticeship	4	0	0	4	100	700	800
	TOTAL	40	0	0	40	100	700	800

COURSE TITLE:	Apprenticeship Training (40-45 Weeks)
COURSE*	
OBJECTIVES:	The objective of apprenticeship training is to provide students with the feel of the actual working environment and to gain practical knowledge and skills, which in turn will motivate, develop and build their confidence. Apprenticeship training is also expected to provide the students the basis to identify their key operational areas of interest.

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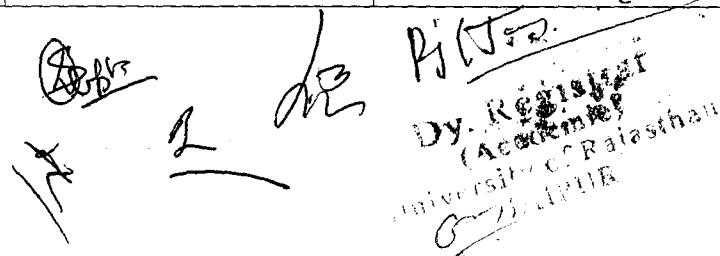
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B.HR- 101 Organizational Behavior

Credits: 4

Subject Code: B.HR-101

S. No	Module Name	Outcomes
1	Introduction of Organizational Behaviour (OB)	Definition- nature and scope- need for studying OB- Contributing disciplines to OB- Modes of OB- Challenges and opportunities of OB
2	Perception and Learning	- Perception: meaning- process- improving perception, Factors influencing perception, Errors- Halo Effect, Stereotype, Projection - Attitudes- components, functions, and job-related attitude - Personality development- determinants of personality- personality traits - Learning- Theories and Principles of Learning
3	Groups and Teams	- Group- Definition- types- development- Group norms- Group cohesiveness. - Group decision-making- Conflict- Individual conflict- Interpersonal conflict- Group conflict- Transactional Analysis. - Group Decision Making process and Techniques- Brainstorming, Nominal Group Technique, Delphi Technique, Social Loafing and Groupthink - Team: Meaning, Difference between groups and teams, types of teams
4	Motivation	- 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.
5	Organizational Development (OD)	- Meaning- nature- objectives- OD interventions - Organizational Effectiveness (OE)- meaning- approaches- factors- Organizational climate - Organizational culture- Organizational change.
6	Leadership and Organizational Change	- Leadership Theories- Trait theory, Behavioral theory (Ohio, Michigan, Managerial Grid), Situational (path-goal theory); Difference between leader and manager - Change: Concept, Kurt Lewin's Model, Resistance to change, overcoming resistance to change
7	Organizational Processes	Control - Process and Behavioral Dimensions of Control. Organizational Climate - Concept and Determinants Organizational Culture. Organizational Effectiveness - Concept and Measurement. Organizational Change: Emerging Issues in Organizational Behavior



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B.HR- 103- Principles of Management

Credits:4

Subject Code: B.HR-103

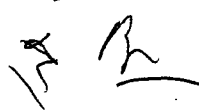
	Module/NOS Name, Code, Version	Outcomes
1	Introduction to Management	• Evolution of management thought, Management – Science or Art • Definition- nature- scope- levels of management- Scientific management- principles of management- basic functions of management- Roles of a manager • Schools of management thought • Different Types of managers • Managerial roles – Levels of Management - Recent trends and contemporary perspectives in management.
2	Planning and Decision Making	• Planning: meaning- nature and purpose- types of planning, planning process & limitations- Planning Tools and Techniques • Decision-making meaning- importance- techniques of decision-making, Management by Objectives- features- steps • Objectives and Policies - Decision-making process.
3	Organizing	• Meaning, nature and purpose • Dimension of structure- horizontal and vertical- dimensions- formal and informal dimensions • Organization chart and manual • Delegation of authority- Centralization and Decentralization- Departmentation- Span of management • Common organizational Designs- Traditional Designs (Simple, Functional, divisional), Contemporary Designs (Team structures, Matrix/project structures, boundary-less organization)
4	Directing	• Meaning and Significance of Directing • Meaning and Importance of Communication, Motivation • Meaning and Importance of Leadership, Supervision
5	Controlling	• Concept and process of control in the organization • Control and performance – Direct and preventive control - Reporting. • Types of control - Feedback, Feedforward, Concurrent • Challenges before future Managers
6	Emerging Trends in Management	• Modern theories of management (Systems management school, Situational approach)

B.HR- 105 Introduction to Business Economics

Credits: 3

Subject Code: B.HR-105

S. No	Modules	Outcomes
1	Business Economics	• Introduction to business, Relevance of economics in business • Definition of economics, Scarcity & efficiency: The twin themes of economics Microeconomics vs. Macroeconomics • The Three problems of economic organization
2	Demand and Supply	• 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. • Demand forecasting and its methods. • Supply Schedule, determinants of supply, supply curve, shifts in supply. • Equilibrium of Supply and Demand
3	Production Analysis	• 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. • Introduction to Inputs and Production Functions, Total, Average & marginal product • Economic analysis of Costs, Fixed Cost and variable cost, marginal cost • Opportunity costs
4	Market	• Revenue Concept, Perfect Competition: Features, Price and Output Determination • Monopoly, Monopolistic Competition: Features, Price and Output Determination • Oligopoly: concept of cartel



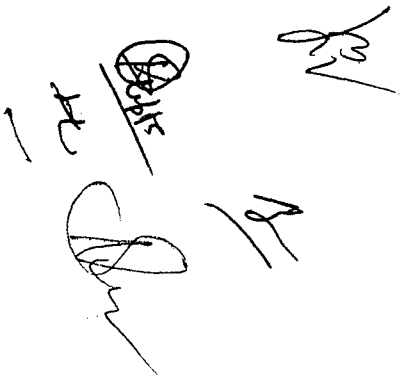
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B.HR- 107 Statistics for Business Decisions

Credits: 3

Subject Code: B.HR-107

S. No	Modules	Outcomes
1	Introduction to Statistics	• Definition and functions • Scope and limitations of statistics • Collection of data and formulation of frequency distribution. • Diagrammatic presentation of data-bar graphs and pie charts. • Graphical presentation of frequency distribution, Histograms, ogive curves
2	Sampling and Probability	• Introduction, concept of population, Sampling, Probability sampling, and non-probability Sampling • Basic Probability, Conditional Probability • Applications of Probability
3	Measures of Central Tendency	• Arithmetic Mean and its properties. Methods of calculating Mean- the Weighted Arithmetic Mean, Correcting incorrect mean • Median and Mode, Significance of median and mode, Relation among Mean, median, and Mode. • Partition values: quartiles, deciles and percentiles
4	Measures of Dispersion	• Introduction to Dispersion, range, IQR, and quartile deviation. • Methods of calculating Mean deviation • Methods of calculating standard deviation and coefficient of variance
5	Relationship Between Variables	• Basic Linear correlation (Two variables), Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient • Simple and Multiple Linear regression • Problems based on correlation and regression

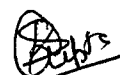

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B.HR- 109- Environment of Business

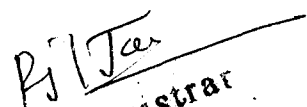
Credits: 1

Subject Code: B.HR-109

S. No	Modules	Outcomes
1.	Nature and Dynamics of Business Environment	• Various environments affecting Business - Economic and Social Environment - socio-cultural and political environment - Legal environment. • Changing role of government. • Impact of Environment on Business and strategic decisions (PESTEL and SWOT analysis)
2.	Political Environment and Economic Systems	• Market Economy or Capitalism (Evolution of capitalism and its features) • Planned Economy or Command Economy • Mixed Economy • Structural differences in the Indian economy
3.	Economic Growth and Development	• Economic Growth and Development • Methods to Calculate National Income • Real Income and Nominal Income
4.	Environmental Sectors & IPR	• Political, Legal, and Technological Environment-Meaning Definition-Concept-Elements of Political Environment-Legal Environment and Business-Meaning-Definition-Concept-Legal Environment in India-FEMA-SEBI-Intellectual Property Rights-Technology Transfer
5.	Corporate Social responsibility (CSR) and Socio-Cultural Sectors	• Socio-cultural environment, Elements, Social Instructions and systems-Values and attitudes-Social Groups Social Responsibility of business-Social Audit
6.	Global Environment	• Meaning, Nature, Globalization of Indian Business-Multinational Corporations-Foreign Collaborations-GATT/ WTO





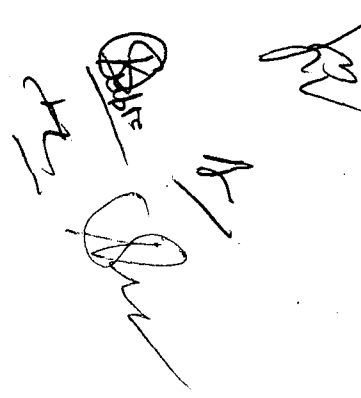

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B.HR- 111- Professional Ethics

Credits: 1

Subject Code: B.HR-111

S. No	Modules	Outcomes
1.	Professional Ethics	• Meaning • Standards and scope • Principles of Professional Ethics • Factors affecting professional ethics
2.	Managerial Ethics	• Ethics in Production • Ethics in Marketing • Ethics in Human Resource Management • Ethics in financial decision-making and pricing
3.	Social Responsibility of Business	• Need for Social Responsibility • Responsibility toward various stakeholders
4.	Local and global ethical issues	• Poverty Ecological Crisis • Causes and Implications • Environmental Management System
5.	Concept of Sustainable Development	• Waste Management • Waste Disposal • Waste Treatment


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B.HR- 113- Fundamentals of Environmental Studies

Credits: 2

Subject Code: B.HR-111

S. No	Modules	Outcomes
1.	Environmental studies	- Meaning, definition, scope, importance, and need. - Natural resources- renewable and non-renewable resources, use, exploitation, changes - Benefits and conflicts of the forest, water, minerals, food, energy, and land resources - Role of an individual in conservation of natural resources- equitable use of resources for sustainable lifestyles
2.	Ecosystem	- Concept, structure, functions, producers, consumers, and decomposers - Energy flow- ecological succession, food chains, food webs and ecological pyramids - Forest ecosystem- grassland ecosystem-desert ecosystem-aquatic ecosystems
3.	Biodiversity and its conservation	Introduction- definition- generic-species- and ecosystem diversity- Value of biodiversity- consumptive value-productive value- social-ethical- aesthetic and option values- At different levels- at global- National and local- India as a mega diversity nation- Hot spots- threats- Endangered and endemic species of India. Conservation of biodiversity- In-situ and ex-situ conservation of biodiversity
4.	Environmental Pollution	- Definition- causes- effects- prevention and control measures of Air, water, Soil, - Marine- Noise, Thermal and Nuclear hazards, Solid waste management - Disaster Management- flood-Earthquake-cyclone- Tsunami-Landslides- E-waste Management. - Role of an individual in the prevention of pollution - Pollution case studies
5.	Social Issues and the Environment	- Social issues and the Environment- from unsustainable to sustainable development - Urban problems related to energy, urban planning (concepts) - water conservation-rainwater harvesting- watershed management. - Resettlement and rehabilitation of people- its problems and concerns- Case studies
6.	Environmental Ethics	- Issues and possible solutions - Climate change- global warming- acid rain- ozone layer depletion- nuclear accidents and holocaust – case studies – Wasteland reclamation – consumerism and waste products. Environment Legislation and Environment Protection Act – Air (Prevention and Control of Pollution Act) - Water (Prevention and Control of Pollution Act) - Wildlife Protection Act- Forest Conservation Act- Issues involved in the enforcement of environment legislation-public awareness
7.	General issues	Human population and the Environment

		• Population growth variation among nations • Population Explosion- Environment and human health- Human rights- Value Education • HIV/AIDS – Role of NGOs and NSS in Environment Protection • Role of Information technology in environment and human health studies- Case Studies
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B.HR- 115- Business Communication Skills – I

Credits: 1

Subject Code: B.HR-115

S. No	Modules	Outcomes
1.	Orientation for Management	• Classroom Manners and Discipline • Conduct of Students (Theory & Practical) • Grooming • Useful Phrases for Everyday Use • Asking Questions
2.	Self Esteem	• Know Yourself • Accept Yourself (One Activity through a Psychometric test)
3.	Etiquettes and Manners	• College Etiquettes • Conversation Etiquettes • Social Etiquettes • Telephone Etiquettes
4.	Communication Skills (Meaning and Definition)	• Spoken English • Phonetics • Accent • Intonation • Practice Proper Pronunciation through Words and Phrases
5.	Communication Skills through Extempore	• Speaking about Objects, Speaking about People • Speaking about Events, Speaking about Hospitality Industry – Current Trends
6.	Developing A Positive Attitude	• Meaning and Definition of Attitude • How to Develop Positive Attitude • 7 Steps to Change Attitude
7.	Group Discussion	• Introduction to GD • Do's and Don'ts of GD • Useful words Phrases

		• Practice on Basic GD topics
8.	Listening Skills	• Meaning and Significance • Do's and Don'ts of Listening • Guidelines for Effective Listening • Problems and Solutions to become Active Listener
9.	Current Affairs	• National & International Ministers and Leaders along with News Makers • Countries, Capitals and Currencies • Political Scenario of various Countries • Important Acronyms of International and National Organizations

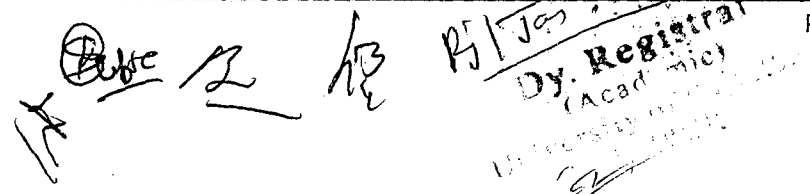
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B.HR- 117 Computer Applications

Credits: 2

Subject Code: B.HR-117

S. No	Modules	Outcomes
1	Elements of Computer System	• Meaning of computer • Classification of Computers • Functions of the Computer • Advantages and Limitations of Computers • Applications of computers
2	Hardware Features and Its Uses	• Physical components of a computer. • Different generations of computers. • Various Storage Types • Input & Output Devices
3	Microsoft Word	• Introduction to Word Processing • Working with Word document • Opening an existing document/creating a new document, Saving, Selecting text, Editing text, Finding and replacing text • Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup, Inserting a table, wrap text, Insert a flow chart or shape in a word document • Perform Mail Merge in a Word document ; envelopes and labels in Mail merge ; How to convert table to text and Vice Versa
4	Spreadsheet MS Excel	• Spreadsheet Concepts; Copying formulas, Operators, Relative & Absolute cell referencing within formulas Common functions, Sum / Average / Max / Min etc. • Count / COUNTA / COUNTBLANK function. Presenting Chart Inserting Charts- LINE, PIE, BAR. How to change chart layout and other chart options • Insert various Arithmetic Operators and Formulas, Logical Operations (If and other Functions. Sorting and Filtering of data. HLookup and VLookup functions
5	MS PowerPoint	• What is the importance of creating a presentation? Opening a new presentation, inserting slides and formats, numbering of slides, slide sorter • Slide Transition, slide show, setting up slide show using animation. Inserting pictures and video in a PowerPoint slide



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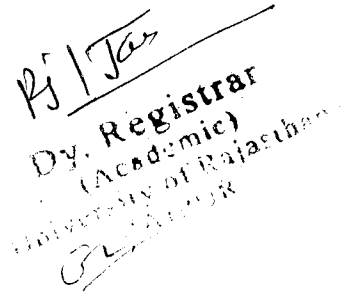
		• Changing the position of slides in a presentation. Changing the design of slides. Inserting sound in PowerPoint slide. How to print handouts from a PowerPoint presentation?
6	Internet & Email	• How to search for a webpage • How to Create an email account • Sending/receiving an email. • Online banking
7	System Software	• Operating system • Translators, interpreter, compiler • Overview of the operating system, the function of the operating system • Microsoft Windows

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Semester-II

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B.HR- 202- Recruitment and Selection

Credits: 4

Subject Code: B.HR-202

S. No	Modules	Outcomes
1	Human Resources Planning and Job Analysis	• HRP definition, Issues, and challenges • HRP Process, Demand & Supply Forecasting Methods • Job analysis- steps in job analysis, methods, job description, and job specification, application of job analysis
2	Recruitment	• Recruitment Concept – Factors affecting recruitment. • Methods and Sources of recruitment-Internal & External • E-Recruitment, Inclusive Recruitment
3	Selection	• Process of Selection, Review of applications- Application Blank, weighted application Blank • Selection Tests- Personality & technical, Selection test design, Reliability and Validity of tests • Employment Interviews- Structured, unstructured, behavioral, Group or individual interview, Guidelines for the Interviewer, Pre-employment Checks, Assessment Centre
4	Recruitment & Selection Strategies and Evaluation	• Recruitment Strategies at worker, Middle & Senior Level, Exit Interview • Recruitment & Selection Evaluation: Budget, Time and Acceptance Rate • Employee Onboarding- Process
5	Induction	• Definition of Induction, Need for Induction, Problems Faced during Induction • Induction Program Planning • Concept and Significance of Training • Training Needs and Methods- Types of Training
6	Performance Appraisal	• Introduction and Concept of Performance Appraisal • Purpose of Performance Appraisal • Process, Methods of Performance Appraisal • Major Issues in Performance Appraisal • Concept of Employee Relations, Managing Discipline, Managing Grievance • Employee Counseling • Concept of Employee Empowerment
7	Legal & Contemporary Issues	• Legal issues: Apprenticeship Act, Employment Act, Contract Labor Regulation & Abolition Act, Child Labor Abolition Act • Contemporary Issues: Job sculpting, Employer branding, Alternatives to recruitment

Bachelor of Commerce (Human Resource Operations)

S. No	Modules	Outcomes
		• Global Talent Acquisition & Management

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B.HR- 204- Compensation Management

Credits: 4

Subject Code: B.HR-204

S. No	Modules	Outcomes
1	Introduction to Compensation Management	• Meaning, objectives, and Factors affecting compensation. • Types of compensation- Direct compensation & indirect compensation • Major components of wage, Methods of payment-Time rate method, piece rate method, and monthly
2	Management of Compensation & Compensation Theories	• Compensation Planning, compensation for Workers and Managers • Compensation System Design Issues • Two Factor theory of compensation • ERG Theory of compensation • Compensation as a Retention Strategy
3	Workers Compensation- Legal framework	• Minimum Wages Act (concept of Fixation of wage, Administration of Act) • Equal Remuneration Act • The Employee's Provident Fund & Misc. Provisions Act, 1952(Definitions, Administration of Act, Employees' pension Scheme, Employees Deposit – Linked Insurance Scheme)
4	Pay Systems	• Various types of pay systems- Performance-based pay system, Knowledge / skill-based pay • Wage Policy at Organizational Level
5	Incentive Plans	• Concept, objective, and limitations • Types of Incentives –Individual and Group based incentives. • Individual incentives Plans-straight piece rate, standard hour, Hasley Premium Plan, Profit sharing, Stock options • Group Incentive Plans- Taylor differential piece rate system, Priests Man's plan
6	Employee Benefits	• Benefits Need Analysis • Funding Benefits • Employee Benefit Programs • Security Benefits • Designing Benefit Packages

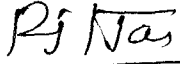
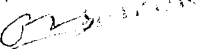
B.HR- 206- Industrial Relations

Credits: 3

Subject Code: B.HR-206

S. No	Modules	Outcomes
1	Introduction to the Concept of Industrial Relations	• Concept and Objectives of Industrial Relations • Significance & Factors of Industrial Relations
2	Approaches to Industrial Relations	• Psychological Approach • Sociological Approach • Ethical Approach • Gandhian Approach
3	Industrial Relation System	• Industrial relations system (Actors and Parties involved) • Factors affecting Industrial Relations
4	Industrial Disputes and Trade Unions	• Industrial Disputes: Causes and effects • Industrial Dispute measures- Preventive measures to industrial disputes • Trade Union: objective, functions, and classification; internal and external challenges of trade unions
5	Workers Participation in Management	• WPM: Meaning and Concept • Forms and levels of participation • Benefit of workers' participation in management
6	Employee Discipline	• Concept of Discipline • Aspects & Objectives of Discipline • Causes of Indiscipline • Essential of Good Disciplinary System – Disciplinary Action • Employee Grievance: Concept and Causes of Grievances – Sources of Grievance – Grievance Redressal Procedure
6	Labour Legislation in India	• The Factories Act 1948- The Factories Act 1948: Introduction and objective, Provisions regarding the health, safety and welfare of workers

S. No	Modules	Outcomes
		- Industrial Dispute Act 1947- Objective; Definitions: Appropriate government, Industry, workmen, protected workmen, strike, lockout, layoff, and retrenchment; Authorities under the Act, reference of dispute to various authorities and procedure of various authorities - Trade Union Act 1926- Trade Union Act 1926: objective and overview, definition of trade union and trade dispute, recognition and registration of trade union, immunity from criminal conspiracy, civil suit and tortuous act, Collective Bargaining –Concept, Principles, Forms of Collective Bargaining, Collective bargaining in practice.
7	Wage Legislations in India: Objective and overview	- Introduction to Equal Remuneration Act 1976, Payment of Wages Act 1936- Equal Remuneration Act 1976, Payment of Wages Act 1936 - Introduction to EPF Act, 1952- The Employees Provident Fund (and miscellaneous provisions) Act 1952 - Introduction to Bonus and Gratuity Act- Payment of Bonus Act 1965, Payment of Gratuity Act 1972


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B.HR- 208 – Employee Training and Development

Credits: 3

Subject Code: B.HR-208

S. No	Modules	Outcomes
1	Introduction to Training & Development	• Definition, Need for and Importance of Training • Principle of Training and Development • Skills required for Trainer • Difference between Training, Development, and Education; Steps of Training • Types of Learning-KSA
2	Training Needs Assessment	• Training & Non-Training Needs, Types of Training Needs • Determination of Training Needs • Role of External agencies in Training and Development • TNA Model- A systematic view of TNA
3	Designing & Development of Training Program	• Assessing curriculum needs • Training Curriculum • Organizational training needs • Key consideration in designing a training program, Constraints in designing a training Program • Developing training materials • Developing Objectives, Identifying Trainees and Trainer • Training Methods- On the Job and Off the Job
4	Implementing and Evaluation of Training Program	• Implementing ideas for Training, Dry run and Pilot program, transfer of training • Evaluation of Training and Development • Evaluation Process • Analysis and costing of Training • Resistance to training evaluation, Types of evaluation data- Process Data, and Outcome Data • Methods of evaluating effectiveness of Training • Learning outcomes of training programmes • Kirkpatrick Four Level Approach to evaluation

S. No	Modules	Outcomes
5	Management Development	• Concept, Objectives of Management Development • Techniques of Management Development • Challenges in management development
6	Training and Development in the Information Age	• Online Training and Development • Flexible training modules

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B.HR- 210- Guidance and Counseling Skill

Credits: 1

Subject Code: B.HR-210

S. No	Modules	Outcomes
1	Concept of Guidance & Counseling	• Definition • Nature • Functions • Importance and limitations • Types and kinds of Guidance and Counseling • Difference between Guidance & Counseling
2	Areas of Counseling Skills	• Basic knowledge of Psychology & ability to make rapport • Communication skills, observational power, and empathy • Probing skill; through questioning and organizing facts
3	Skills	• Sensitivity & practicing ethical issues and listening skills • Listening skills - patience. Honesty – confidentiality • Crisis management • Facilitating self-disclosure • Problem-solving - Ice breaking - monitoring and closure
4	Types of Counselling	• Educational & Vocational (School and College) • Occupational Counseling • Marital, Family, Group Counseling
5	Recent trends	• Current forms of e-Counseling and Te-e-Counseling and their applications in areas of rehabilitation.

B.HR- 212 – Public Relations

Credits: 1

Subject Code: B.HR-212

S. No	Modules	Outcomes
1.	Understanding Public Relations	• Concepts, Definitions, and Theory • Brief History of Public Relations and the Emergence of Corporate Communication • The Evolution of Public Relations • The Pioneers and their Works • Understanding Various Concepts, viz., Public Relations, Publicity, Propaganda and Advertising
2.	The Public Relations Process	• Defining the Problem, Media Selection, Feedback, and Evaluation • Case Studies
3.	Tools of Public Relations	• Media Relations • Steps in Organizing Press Conferences/Meets • Press Releases - Barriers to organizing and Media Relations management • Factors influencing the Selection of Media • Difficulties faced in reaching out to Publics
4.	The Public Relations Environment	• Trends • Consequences • Growth and Power of Public Opinion • Political Public Relations • Sports Public Relations • Entertainment and Celebrity Management
5.	Public Relations and Writing	• Understanding Media Needs • New Value of Information • Printed Literature, Newsletters, Position Papers/Opinion Papers and White Papers and Blogs

B.HR- 214 Constitution of India

Credits: 1

Subject Code: B.HR-214

S. No	Modules	Outcomes
1.	Basic Introduction	- Describe the meaning of the constitution law and constitutionalism - Explain the Historical perspective of the Constitution of India. - Explain Salient features and characteristics of the Constitution of India. - Analyze Schemes of fundamental rights. - Explain the scheme of Fundamental Duties and its legal status. - Describe The Directive Principles of State Policy – Its importance and implementation. - Examine the difference between the Federal structure and the distribution of legislative and financial powers between the Union and the States. - Explain the Parliamentary Form of Government in India – The constitutional powers and status of the President of India. - Discuss the Amendment of the Constitutional Powers and Procedure. - Examine the historical perspectives of the constitutional amendments in India. - Describe Emergency Provisions: National Emergency, President Rule, Financial Emergency. - Discuss Local Self Government – Constitutional Scheme in India. - Discuss the Scheme of the Fundamental Right to Equality. - Discuss the Scheme of the Fundamental Right to certain Freedoms under Article 19. - Explain Scope of the Right to Life and Personal Liberty under Article 21.






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B.HR- 216- Business Communication -II

Credits: 2

Subject Code: B.HR-216

S. No	Modules	Outcomes
1.	Fundamental of Communication	• Meaning and Significance of Communication • Process of Communication • Principles of Effective Business Communication • 7Cs • How to Improve Command over Spoken and Written English • Effective Listening
2	Communicating in a Multicultural World	• Idea of A Global World • Impact of Globalization on Organizational and Multicultural Communication • Understanding Culture for Global Communication • Etic and Emic Approaches to Culture • The Cross-Cultural Dimensions of Business Communication • Technology and Communication • Ethical & Legal Issues in Business Communication • Overcoming Cross-Cultural Communication
3	Business Letter Writing and Presentation Tool	• Need, Functions, and Layout of Letter Writing • Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, and Complaints, Employment-related letters Interview Letters, Promotion, Letters, Resignation Letters
4	Departmental Communication	• Barriers to Communication • Meaning, Need and Types • Newsletters • Project and Report writing • How to make a Presentation • Various Presentation Tools, along with Guidelines for Effective Presentation,
5	Language Skills	• Grammar (Tenses, Adjectives, Adverbs, Conjunctions, Prepositions) • Listening Skills

		• Reading Skills • Speaking Skills
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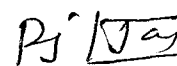
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B.HR- 218- Life Skills

Credits: 2

Subject Code: B.HR-218

S. No	Modules	Outcomes
1	Presentation Skills	• Types of presentations • Internal and external presentation • Knowing the purpose • Knowing the audience • Opening and closing a presentation • Using presentation tools • Handling questions • Presentation to a heterogenic group • Ways to improve presentation skills over time
2	Trust and Collaboration	• Explain the importance of trust in creating a collaborative team • Agree to Disagree and Disagree to Agree – Spirit of Teamwork • Understanding fear of being judged and strategies to overcome fear
3	Listening as a Team Skill	• Advantages of Effective Listening • Listening as a team member and team leader. Use of active listening strategies to encourage sharing of ideas (full and undivided attention, no interruptions, no prethink, use empathy, listen to tone and voice modulation, recapitulate points, etc.).
4	Brainstorming	• Use of group and individual brainstorming techniques to promote idea generation. • Learning and showcasing the principles of documentation of team session outcomes
5	Social and Cultural Etiquette	• Need for etiquette (impression, image, earn respect, appreciation, etc.) • Aspects of social and cultural/corporate etiquette in promoting teamwork • Importance of time, place, propriety and adaptability to diverse cultures
6	Internal Communication	• Use of various channels of transmitting information including digital and physical, to team members.


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B.HR- 301- Human Resource Development and Organization Culture

Credits: 4

Subject Code: B.HR-301

S. No	Modules	Outcomes
1	Introduction to Human Resource Development	• Concept • Relationship between human resource management and human resource development • HRD mechanisms, processes, and outcomes • HRD matrix • HRD interventions • Roles and competencies of HRD professionals • Challenges in HRD
2	HRD Process: Assessing the need for HRD	• Designing and developing effective HRD programs • Implementing HRD programs • Evaluating the effectiveness of HRD Programs • HRD audit • HRD culture and climate
3	HRD Activities	• Employee development activities- Approaches to employee development, leadership development, action learning, assessment, and development centers • Intellectual capital and HRD • HRD mechanisms for workers • Role of trade unions • Industrial relations and HRD • Influence of motivation on development activities
4	HRD Applications and Trends	• Coaching and mentoring • Career management and development • Employee counseling • Competency mapping • PCMM, Balanced Score Card, Appreciative Inquiry • Integrating HRD with technology, Employer branding, and other emerging trends
5	HRD in Organizations	• Selected cases covering HRD practices in government organizations, manufacturing and service industries, and MNCs

		• International experience of human resource development.
6	Organization and Development	• OD interventions • MBO • Transactional analysis • Grid training process • Group training • Objects and importance of training • Methods of training • Training budget • Infrastructure and facilities • Evaluation and appraisal of training • Executive development
7	HRD	• Career Advancement • Career planning • Succession planning and counseling • Feedback • HRD in India- recent scenario • HRD in different sectors

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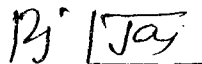
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B.HR- 303- Labor laws

Credits: 4

Subject Code: B.HR-303

S. No	Modules	Outcomes
1	Factories Act, 1948	Licensing and registration of factories – Manager and occupier – Powers of the authorities under the Act – Penalty provisions.
2	Employee's State Insurance Act, 1948	- Registration of Factories and Establishments - Employees - State Insurance Corporation – Functions of Inspectors – Miscellaneous provisions.
3	Minimum Wages Act, 1948	Appointment of Advisory Board – Payment of minimum wages – maintenance of registers and records – Powers of appropriate government, offenses and penalties.
4	Employees Provident Fund and Miscellaneous Provisions Act, 1952	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
5	Payment of Bonus Act, 1965	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


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B.HR- 305- Performance Management

Credits: 3

Subject Code: B.HR-305

S. No	Modules	Outcomes
1	Introduction	• Performance management meaning, scope, objective, importance & principles • Difference between Performance Management and Performance Appraisal • Trends related to performance management in Industry
2	Performance Planning	• Meaning, Goal Setting & Principles of setting Performance criteria) • Process & Methodology of Performance planning • Barriers to Performance planning
3	Performance Management Analysis and Application	• Reward System: Types of Rewards • Designing a Reward System • Total Reward Strategies • Characteristics of an Effective Performance Reward Plan • Performance Analysis, Performance Review Discussion • Using Performance Management Systems • Data for HR Decisions and Performance Improvements • Performance Management Skills • Performance Management Systems and Appraisal Practices
4	Performance Appraisal & its Methods	• Meaning, Characteristics, Objectives, Importance, Principles, Process • Traditional Methods of Performance Appraisal- Ranking (forced ranking Method) and Rating, Forced Bell curve Method • Modern Methods of Performance Appraisal- 360-degree appraisal, Assessment Centers
5	Issues in Performance Management- I	• Team Performance • Performance of Learning Organizations and Virtual Teams: Team Performance Management, • Performance Management and Learning Organizations, • Performance Management and Virtual Teams
6	Ethics in Performance Appraisal	• Ethics – An Overview • Ethics in Organizations • Ethics in Performance Management • Realities of Ethics in Performance Management

		Ensuring Ethics in Performance Management
7	Performance Consulting	- Concept - The Need for Performance Consulting - Role of the Performance Consulting - Designing and Using Performance Relationship Maps - Contracting for Performance Consulting Services - Operationalizing Performance Management
8	Introduction to Competency Management	- Competency management - Definition, Importance and Scope - Model – Iceberg, Lancaster (Burgoyne) - Designing the Competency Model/Framework
9	Talent Management	- Concept and approaches - Framework of talent management; Talent identification, integration, and retention - Talent Management Practices and Process - Managing employee engagement - Key factors and different aspects of talent management - Talent management in India

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B.HR- 307- Corporate Strategy

Credits: 3

Subject Code: B.HR-307

S. No	Modules	Outcomes
1	Introduction to Strategic Concepts	• Strategic Management and benefits of strategic management. • Strategic Management Model • Strategy and what are different levels of strategy
2	Environmental Scanning and Industry Analysis	• Scanning the external environment using the PRESTCOM framework • Industry Analysis: Using Porter's Five Forces Model • Strategic Groups and Key Success Factors of an Industry
3	Internal Scanning: Organizational Analysis	• Resources; Capabilities, Competencies • VRIO framework and using resources to gain competitive advantage. • Value Chain Analysis
4	The Five Generic Competitive Strategies	• Five Generic Strategies • Overall Low-Cost Provider Strategy and Broad Differentiation Strategy • Focused Low-Cost Strategy • Focused Differentiation Strategy and Best Cost Provider Strategy
5	Corporate Level Strategies and Evaluation and Control	• Corporate Level Strategy: Portfolio Analysis: BCG and GE Matrix; Diversification What and Why • Inorganic Growth Strategies: Mergers and Acquisitions; Alliances; Competing in the Global Markets • Strategic evaluation and control





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B.HR- 309- Management Information System

Credits: 1

Subject Code: B.HR-309

S. No	Modules	Outcomes
1	Introduction to MIS	• Data Vs. Information • Information Quality • MIS meaning and concept • Characteristics-Importance and scope • Subsystems of MIS • MIS and other academic disciplines • Importance and scope of MIS • Structure of MIS (based on management activity and organizational functions)
2	System Concepts	• Meaning • Characteristics • Elements • Types of systems- subsystem- Operations Support Systems, Transaction Processing Systems, Decision Support Systems (DSS) • Components of DSS • Building DSS • Process Control Systems, Executive Support Systems, Formal and informal Systems, Expert Systems
3	Database Management Systems	• Conventional files • Traditional and modern approaches • Database hierarchy and structure • Types of database users • DBMS- Data models • Designing of DBMS
4	System Analysis and Design	• Prototyping approach • Conceptual and detailed MIS design • System Development Life Cycle • System testing


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		• Implementation of MIS
5	Security and Ethical Issues in MIS	• Control Issues MIS • Security Hazards • Technical solutions for Privacy Protection

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B.HR- 311- Human Resource Information System

Credits: 1

Subject Code: B.HR-311

S. No	Modules	Outcomes
1	Organizations and Information Systems	• HR System Development • Managerial Decision Making • Information Systems and Business Strategy
2	Concept of Human Resource Information System (HRIS)	• HRIS Planning and Designing • Hardware and Software of HRIS Implementation • Maintaining and developing HRIS
3	Application of HRIS in Employee Engagement	• Compensation Management • Training and Development • Grievance Redressal • Payroll
4	Decision Support System (DSS)	• Business Intelligence • Expert System • Artificial Intelligence (AI) • Managing Human Resource Information Systems
5	Introduction to HRIS software	• HRIS in different types of organizations • Networking, Internet - Intranet • Telecommunications in HRIS functions

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B.HR- 313- Essence of Indian Knowledge and Tradition

Credits: 1

Subject Code: B.HR-313

S. No	Modules	Outcomes
1.	Introduction to traditional knowledge	Define traditional knowledge, nature and characteristics, scope and importance, kinds of traditional knowledge, the physical and social contexts in which traditional knowledge develop, the historical impact of social change on traditional knowledge systems. Indigenous Knowledge (IK), characteristics, traditional knowledge vis-à-vis indigenous knowledge, traditional knowledge Vs western knowledge traditional knowledge vis-à-vis formal knowledge
2.	Protection of traditional knowledge	The need for protecting traditional knowledge Significance of TK Protection, the value of TK in the global economy, Role of Government in harnessing TK.
3.	Legal framework and Traditional Knowledge	- The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, Plant Varieties Protection and Farmers Rights Act, 2001 (PPVFR Act); B: The Biological Diversity Act 2002 and Rules 2004, the Protection of Traditional Knowledge bill, 2016. Geographical Indications Act 2003. - Systems of traditional knowledge protection, Legal concepts for the protection of traditional knowledge, Certain non-IPR mechanisms of traditional knowledge protection, Patents, and traditional knowledge, Strategies to increase protection of traditional knowledge, global legal FORA for increasing protection of Indian Traditional Knowledge.
4.	Traditional knowledge and intellectual property	Systems of traditional knowledge protection, Legal concepts for the protection of traditional knowledge, Certain non IPR mechanisms of traditional knowledge protection, Patents and traditional knowledge, Strategies to increase protection of traditional knowledge, global legal FORA for increasing protection of Indian Traditional Knowledge
5.	Traditional knowledge in different sectors	Traditional knowledge and engineering, Traditional medicine system, TK and biotechnology, TK in agriculture, Traditional societies depend on it for their food and healthcare needs, Importance of conservation and sustainable development of environment, Management of biodiversity, Food security of the country and protection of TK.

B.HR- 315- Business Communication- III

Credits: 2

Subject Code: B.HR-315

S. No	Modules	Outcomes
1	Personality	• Importance • Types • Attributes of Successful Personality • Negative Traits to Avoid • Swami Vivekananda's Concept of Personality (Physical, Energetic, Intellectual, Mental and Blissful)
2	Self-Improvement	• Planning and Goal Orientation • Short term Objectives & Long-term Goals • Making Self-improvement Action Plan
3	Communication Skills – Just a Minute Round	• A Brief Introduction about Just a Minute • Demo and Practice by Each Student • Feedback
4	Time Management	• Planning • Time-wasting Habits • How to say "NO" • Pareto Principle of Time Management • Making To-do Lists
5	Group Discussion	• Topics related to current Domestic and International Trends (This activity needs to be done for a minimum of two weeks)
6	Reading Skills and Comprehension	• Reading Newspapers • Purposeful Reading Techniques • Skimming (Practice through Activity) • Reading Magazines and Books • Observing and Note-Taking • Reading in a Group (Practice through Activity) • Reading Skills needs to be done for a Minimum of Two Weeks

B.HR- 317- Personality Development

Credits: 2

Subject Code: B.HR-317

S. No	Modules	Outcomes
1	Interview Skills & Techniques – I	- Purpose and Basics of Interview - Types of Interviews - How to give an Introduction in an Interview (Demo and Practice by each student)
2	Interview Skills & Techniques – II	- Preparation before the Interview - Telephonic and Personal Interview guidelines - Group Interview (Introduction and Practice)
3	Group Discussion	Points to Remember, Step to Succeed in Group Discussion, Do's and Don'ts in Group Discussion, Current topics (at least 5 Discussions and Practice)
4	PPT Presentation Skills	- Importance of Planning and Preparation for Presentation - Important tips about PowerPoint Presentations (Introduction, Middle, Closing Presentation)
5	Conversational Skill	- Purpose of Conversations - Tips on Improving Conversations - Asking Appropriate Questions, Care, Courtesy and Consideration - Telephonic Conversation (Personal and Professional), Conversation Skills with Strangers
6	Team Building	- Team Development and Management - Characteristics of a Good Team - Team Building Activity - Importance of Building a Team
7	Writing Skills for Managers	- Writing Emails (Personal and Professional) - Use of Diary Writing - How to Build Your Vocabulary - Writing Objectives in Resume - The Art of Report Writing

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B.HR- 402- HR Analytics

Credits: 4

Subject Code: B.HR-402

S. No	Modules	Outcomes
1	Introduction to HR analytics	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,
2	Understanding HR analytics	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
3	HR analytics tools and techniques	Importance of data, Types of data, Data capturing methods, Data examination and purification, Data analyzing techniques.
4	Using Excel for HR Analytics	Statistics for HRM, Statistical analysis for HR (regression analysis, measures of central tendency), Graphs, tables, spreadsheets
5	How to conduct a purposeful workforce analytics	Key Influencers in the HR Analytics Process, Model for adoption of HR Analytics, Application and status of HR analytics.




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B.HR- 404- HR Audit & Accounting

Credits: 4

Subject Code: B.HR-404

S. No	Modules	Outcomes
1	Human Resource Accounting	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
2	Methods and Human Resource Accounting Practices in India	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
3	Human Resource Audit: An Overview	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.
4	HR Audit for Legal Compliance and Safe Business Practices	Areas Covered by HR Audit – Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices
5	HR Audit as Intervention	- Introduction, Effectiveness of Human Resource Development Audit as an Intervention - Human Resource Audit and Business Linkages - 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

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B.HR- 406- Corporate Laws

Credits: 3

Subject Code: B.HR-406

S. No	Module Name	Outcomes
1	Company	• Meaning, Definition, Characteristics, Types • Illegal Association • Corporate Veil - Lifting of Corporate Veil • Promotion - Promoter - Position • Incorporation Procedure • Effects of Registration • 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
2	Memorandum	• Definition, Importance • Clauses of Memorandum • Procedure of Alteration of Memorandum of Association • Doctrine of Ultra Vires • Articles of Association -Definition - Contents - Procedure of Alteration of Articles of Association • Distinction Between Memorandum and Articles Doctrine of Constructive Notice • Doctrine of Indoor Management • Certificate On Commencement of Business
3	Company Management and administration	• Directors - Appointment - Qualification and Disqualification - Qualification Shares • Position of Directors - Powers - Retirement - Vacation of Office • Liabilities of Directors - Removal of Directors • Kinds of Meetings - Essentials of Valid Meeting - Chairman - Agenda - Minutes -Quorum - Motion - Types of Motions - Proxy - Poll - Modes of Poll - Resolution - Motion Vs Resolution
4	Winding up of companies	• Modes of Winding Up - By The Tribunal - Voluntary Winding Up - Grounds and Procedures – Liquidator - Duties and Functions • National Company Law Tribunal and Appellate Tribunal

5	Intellectual Property Rights	• -Meanings, Classifications, Patent Rights, Trademarks, Copy Rights – Geographical Indications-Trade Secret-WIPO-TRIPS-features-IPR for (MSME) • Emerging trends in IPR-Plagiarism
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B.HR- 408- Spreadsheet Modelling (Using Excel)

Credits: 3

Subject Code: B.HR-408

S. No	Module Name	Outcomes
1	Introduction to Spreadsheets	• history and importance of spreadsheet • navigating a spreadsheet • crafting formulas • common errors in spreadsheets • differences between Sheets and Excel
2	Basic functions and utilities	• data entry, introduction to fill handles, managing rows and columns, protecting worksheets and workbooks
3	Spreadsheet Calculations	• Introduction to range • absolute and relative references • formulas and functions • calculation across sheets
4	Formatting Spreadsheets	• formatting the Excel sheet • introduction to borders • alignment tools • introduction to number formats
5	Data Analysis	• find and replace functions • text functions, filtering, sorting, conditional formatting
6	Spreadsheet Printing	• introduction to spreadsheet printing • print preview and adjustments • orientation • margins and scale • headers and footers
7	Charts and Graphs	• basic chart types • move and resize charts • change chart styles and types

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		• Modification in chart elements
8	Elementary Modelling	• IF statement analysis • nested if • COUNTIF and COUNTIFS • SUMIF and SUMIFS • AVERAGEIF and AVERAGEIFS
9	Lookup Functions	• Vlookup • Hlookup • Index and match function
10	Pivot Table and its Applications	• introduction to pivot table • filter data using slicers in multiple pivot table • visualize aggregate data using pivot table
11	VBA Macros programming I	• create and record macro in spreadsheet, MsgBox, declaring variables, writing a subroutine and function in VBA
12	VBA Macros programming II	• IF Then statement, Case statement, For loop, While loop and Do until, worksheet and range object
13	Sensitivity Analysis	• goal seek, data table, scenario Analysis
14	Simulation and Optimization	• Monte Carlo simulations, introduction to solver, linear programming for optimization, Intrinsic value calculation models

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B.HR- 410- International Human Resource management

Credits: 1

Subject Code: B.HR-410

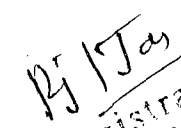
S. No	Modules	Outcomes
1	Introduction to IHRM	• Discuss various terms and concepts related to international human resource management • Explain the Scope of International Human Resource Management • Differentiate between Domestic HRM and International HRM • Define IHRM. • What are the characteristics of International Human Resource Management • Illustrate the different drivers of the internationalization of business • Explain the different settings of International Human Resource Management • Explain the Culture and employee management issues in IHRM • Discuss the Development of International Human Resource Management • Illustrate the impact of Country culture on IHRM • Explain the different activities involved in International Human Resource Management
2	International Expansion Strategies	• Explain different international expansion strategies • Discuss the organizational strategies for managing workforce diversity • Explain the Culture and employee management issues in IHRM • Discuss the national and international strategies for managing workforce diversity • Write about culture and various factors that contribute to the formation of culture • Explain the different Challenges of Localization in IHRM • Outline about issues involved in Global Integration • Explain the issues of standardization and localization in general for MNEs and how they particularly manifest themselves in IHRM activities • Explain the glass ceiling and how it takes place for women employees and employees belonging to minority groups • Discuss the Socio-cultural context in International Human Resource Management
3	Managing International Workforce	• Explain issues related to various approaches to staffing foreign operations

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		• Elaborate reasons for using international assignments: position filling, management development, and organizational development • Describe different types of international assignments: standard vs. non-standard • Explain the role of expatriates and non-expatriates in supporting international business activities • Explain the role of inpatriates in the corporate global strategy • Elaborate on the return on investment of international assignments • Explain the role of the corporate HR functions • Prepare a case study on a short case exercise on Staffing a new international venture: host-country nationals, parent-country nationals, third-country nationals
4	Recruiting and Selecting Staff for International Assignments	• Elaborate the debate surrounding expatriate failure • Explain factors moderating intent to stay or leave the international assignment • Elaborate selection criteria and procedures for international assignments • Explain Equal employment opportunity issues: law enforcement, policies, and social norms • Explain Dual-career couples and the challenges faced • Gender and family issues for international assignments
5	International Training and Development	• Define and contrast between training and development • The role of training in supporting expatriate adjustment and on-assignment performance • Components of effective pre-departure training programs such as cultural awareness, preliminary visits and language skills. Relocation assistance and training for trainers are also addressed • Effectiveness of pre-departure training • Developmental aspect of international assignments and its relation to international career paths • Training and developing international management teams • Trends in international training and development
6	International Compensation	• Examine the complexities that arise when firms move from compensation at the domestic level of compensation in an international context • Detail the key components of international compensation • Outline the two main approaches to international compensation and the advantages and disadvantages of each approach • Examine the special problem areas of taxation, valid international living cost data, and the

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		the challenge of managing compensation among parent-country nationals, host-country nationals, and third-country nationals • Examine the recent developments and global compensation issues
7	HRM in the Host Country Context	• Identify and discuss drivers that shape the interplay between global standardization and localization of HR practices in the multinational context • Standardization drivers such as MNE strategy and structure, maturity and age, and corporate culture • Localization drivers such as the host country's cultural and institutional environment, the mode of operation and subsidiary role • Outline measures which support the development of a balance of globalization and localization of HRM • Address business ethics and the global code of conduct • Discuss the strategic importance of offshoring and implications for IHRM
8	International Industrial Relations	• Cross-cultural differences in industrial relations and collective bargaining • Discuss key issues in industrial relations and the policies and practices of multinationals • Examine the potential constraints that trade unions may have on multinationals. • Outline key concerns for trade unions. • Discuss recent trends and issues in the global workforce context. • Discuss the formation of regional economic zones such as the European Union, and impact of opponents to globalization.


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B.HR- 412- Advanced Manpower Planning

Credits: 1

Subject Code: B.HR-412

S. No	Modules	Outcomes
1	Designing various HR Strategies	- Manpower planning - Concept & Manpower planning on Excel sheet. - Designing recruitment strategies for hiring different positions. (Technical hiring /non-technical hiring/mass hiring/headhunt) - How to do Salary Bench Marking-Practical on Excel sheet? - Various employee retention Strategies. - Various Employee engagement strategies. - Employee development strategies (Individual development plan, Succession planning, use of HR analytics tool)
2	Performance Appraisal System	- An Introduction to PMS -Types of KRA - PMS Process Flow - How to design an effective PMS - Fusion of MBO & bell shape curve PMS? - An Introduction to KRA & KPI - How to design quarterly KRA template (in Excel) - Designing KRA template of 5 different positions (in Excel) - Conducting PMS feedback sessions by the manager & HR - Preparing PMS Quarterly dashboard (in Excel) - Role play - Conducting PMS feedback session. - Case Study - How to manage PMS/ KRA practical problems faced by HR person.
3	HR Policies	- How to design 5 HR policies? - Attendance & Leave Policy - POSH Policy - Domestic Travel Policy - Local Convey Policy - Business Code of conduct

		• Challenges faced by HR in implementing HR policies. • Strategies for making HR policies effective in the company.
4	Payroll Management & Income Tax Rules	• CTC Concept • Income taxation concept for salaried employees • How to calculate TDS and tax rebates for salaried employees? • Designing CTC based on taxation rules • Designing compensation & benefits structure for the company

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B.HR- 414- Understanding India

Credits: 1

Subject Code: B.HR-414

S. No	Modules	Outcomes
1	Geography of India	- India on the map of the world and its neighboring countries - Geographical diversities
2	History of India	- India's Freedom Struggle - An introduction to Indian knowledge systems
3	Communicating Culture	- Oral narratives: Myths, tales, and folklore - Introduction to the Tribal Cultures of India
4	Indian Social Structure	Continuity and change of the Indian Social Structure: Caste, Community, Class and Gender
5	Understanding Indian Polity	- The evolution of State in India: Nature and origin - Interpretating India: Traditional, Modern and Contemporary - Constitution as a living document

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B.HR- 416- Business Communication- IV

Credits: 2

Subject Code: B.HR-416

S. No	Modules	Outcomes
1	Resume	• Resume Writing Skills • Guidelines for a Good Resume • Preparation and Practice for a Good Resume • Vocabulary for Resume • Making a Resume
2	Negotiation Skills	• Importance of Negotiation • Traits of a Good Negotiator • How to handle and be a winner while Negotiating • Steps to follow while Negotiating
3	Group Discussions	• Preparation and Practice on Previous Year Placement Topics in GDs
4	Interview Skills and Techniques	• Mock Practice on Top 25 General Interview Questions • Tips and Techniques for Facing Interview • Technical Interview Questions
5	Decision Making	• Mock Practice on Top 25 General Interview Questions • Tips and Techniques for Facing Interview • Technical Interview Questions
6.	Mock Interview Drills	• Mock Practice, Tips and Techniques for Facing Interview to be discussed in Class • Technical Interview Questions • Body Language for Interviews: ○ Handshakes, Gestures and Postures, Social Space, Body Language Basics for Interviews and Group Discussions

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HR- 418- Entrepreneurship/Innovation

Credits: 2

Subject Code: B.HR-418

S. No	Modules	Outcomes
1.	Entrepreneurship	• Explain the Concept of Entrepreneurship • Define Entrepreneurship Meaning • Describe different types of Entrepreneurships • Elaborate the Qualities of an Entrepreneur • Classify Entrepreneurs • Explain Factors influencing Entrepreneurship • What are the Functions of Entrepreneurs
2	Entrepreneurship in India	• Explain Start-up Process (Project Identification, Selection, Formulation, Evaluation & Feasibility analysis) • Elaborate Institutional Support- Introduction, Supporting Agencies of Government, Nature of Support, • Central & State Government Agencies • Different Schemes • Legal Issues- The Legal Environment, Forms of Organization, Approval for New Ventures, Tax and Duties Payable, Intellectual Rights and Franchising
4	Finances and Raising Capital for New Ventures	• Elaborate various types of Capital Available for New Venture Capital • Venture Creation-Structure of the Fund, Professional Involved, Compensation and Concept, Sources and Securing Debt Finance, Financing an Ongoing Venture, What Lenders and Investor Look for?
5	Entrepreneurial Development Programs (EDP)	• Explain the Role of Government in Organizing EDPS, Critical Evaluation • Economic Development and Enterprise Growth • Strategic Approaches in Changing Economics • Scenario for Small Scale Entrepreneur – MSME, NSIC, Franchising and Dealership • Development of Women's Entrepreneurship
6	E-Business	• Describe E-Business • Domain Name & Website-Finding Designer, Choosing Designer, Settling on a Design & Updates, The Contract • Social Network-tracking social media • E-Commerce (Shopping Chart, Auction Programs, Payment Mechanism & Shipping) • Hosting (Selection of the Right Host, Storefront Solution, Building Traffic, Search Engine Optimization, Pay per Click Search, Banner, links, and Affiliates) • Emails for Communication

Semester-V & Semester- VI

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COURSE TITLE:	Apprenticeship Training (40-45 Weeks)
COURSE*	
OBJECTIVES:	The objective of apprenticeship training is to provide students with the feel of the actual working environment and to gain practical knowledge and skills, which in turn will motivate, develop and build their confidence. Apprenticeship training is also expected to provide the students the basis to identify their key operational areas of interest.

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