

GOLAGHAT COMMERCE COLLEGE, (AUTONOMOUS)
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
FOUR-YEAR UNDERGRADUATE PROGRAMME (FYUGP) IN HUMAN
RESOURCE MANAGEMENT

Preamble

The Human Resource Management (HRM) curriculum is structured to develop a comprehensive understanding of managing people within organisational frameworks, aligning human capital with strategic goals. This multidisciplinary program blends theoretical insights with practical applications, enabling students to grasp the evolving dynamics of the workplace and the legal, ethical, and managerial responsibilities associated with it.

At its core, the curriculum imparts fundamental knowledge of HRM principles, including recruitment, selection, training, compensation, performance appraisal, employee welfare, and industrial relations. It further introduces labour law and social security frameworks, equipping students with the ability to interpret, apply, and evaluate key legal provisions affecting employees and organisations. Students are trained to understand and comply with relevant labour legislation such as the Factories Act, the Wage Code 2020, and other statutory welfare measures, fostering legal literacy and compliance.

The program also addresses the contemporary realities of the HR function, such as the impact of technology, globalisation, hybrid work models, and demographic shifts. Through focused courses on diversity, inclusion, and workplace ethics, students gain the ability to manage cross-cultural teams, address bias and discrimination, and create inclusive environments that support innovation and well-being.

A unique emphasis is placed on personal and professional development, with students engaging in self-assessment, career planning, resume writing, interview preparation, and professional communication. These skills enhance employability and prepare students for lifelong career success in HR or related domains.

Throughout the curriculum, learners are encouraged to think critically, act ethically, and apply HR strategies to solve real-world problems. By integrating strategic thinking, legal frameworks, and interpersonal effectiveness, this HRM program fosters well-rounded professionals who can contribute meaningfully to organisational performance, employee development, and societal progress.

Introduction:

The National Education Policy (NEP) 2020 is a transformative step in reshaping higher education in India, aiming to make it more inclusive, multidisciplinary, and future-ready. It emphasizes flexibility in learning pathways by introducing a four-year undergraduate degree with multiple exit options—certificate, diploma, or degree—based on the duration of study. A key feature is the establishment of an *Academic Bank of Credits (ABC)* to allow credit transfer across institutions, promoting student mobility and lifelong learning.

NEP 2020 envisions large, multidisciplinary universities and colleges offering various subjects, breaking traditional boundaries between arts, science, and vocational streams. The policy also proposes the creation of a single regulatory body—*Higher Education Commission of India (HECI)*—to ensure transparent and efficient governance. It promotes equity by aiming to increase the Gross Enrolment Ratio to 50% by 2035, especially among disadvantaged groups. Technology integration is central, with a focus on digital learning and online platforms. The policy encourages international collaboration and allows top foreign universities to establish campuses in India. Overall, NEP 2020 aspires to create a student-centric, flexible, and globally competitive higher education system aligned with 21st-century needs.

Human Resource Management (HRM) is a dynamic discipline focused on managing people effectively within organisations. It integrates concepts from management, psychology, law, and sociology to address workforce planning, recruitment, training, performance appraisal, compensation, and employee relations. HRM plays a strategic role in aligning employee goals with organisational objectives, enhancing productivity, and fostering a positive work environment. With the rise of technology, diversity, and evolving workplace trends, HRM has expanded its scope to include digital tools, remote work, and inclusive practices. As a field of study, HRM prepares professionals to manage talent and drive organisational success.

Aims of Four-Year Undergraduate Programme (FYUGP) in Human Resource Management aims to develop well-rounded professionals equipped with the knowledge, skills, and ethical values needed to manage people effectively in diverse organisational settings. The key aims include:

1. **Foundational Knowledge:** To provide a strong grounding in HRM principles, including recruitment, training, compensation, labour laws, industrial relations, and organisational behaviour.
2. **Skill Development:** To enhance analytical, strategic thinking, communication, and decision-making skills necessary for effective HR practices.
3. **Industry Relevance:** To align academic learning with practical applications through internships, case studies, and industry interactions, preparing students for real-world HR challenges.
4. **Ethical and Inclusive Leadership:** To foster values of ethics, empathy, and inclusivity in managing workforce diversity and promoting equitable workplace practices.
5. **Technology Integration:** To prepare students to leverage digital tools and HR analytics in modern HR functions, supporting data-driven decision-making.
6. **Research and Innovation:** To encourage critical inquiry and research in contemporary HR issues, enabling students to contribute innovative solutions.
7. **Career and Academic Progression:** To equip students for diverse career paths in HR and related fields, and for pursuing advanced studies or professional certifications in human resource management.

Graduate Attributes of FYUGP in Human Resource Management (HRM):

1. **Disciplinary Knowledge**
Graduates will possess a thorough understanding of key HRM concepts, theories, functions, labour laws, and HR technology applications.

2. **Critical Thinking and Problem-Solving**
Ability to critically analyse HR issues, assess workforce challenges, and propose strategic, ethical, and practical solutions.
3. **Effective Communication**
Proficiency in verbal, written, and digital communication essential for HR roles such as recruitment, negotiations, and employee engagement.
4. **Ethical and Moral Reasoning**
Demonstrate integrity, fairness, and a strong sense of workplace ethics, promoting an inclusive and just organisational culture.
5. **Leadership and Teamwork**
Capability to lead diverse teams, resolve conflicts, and collaborate effectively in cross-functional and multicultural environments.
6. **Digital and Data Literacy**
Competence in using HR software, analytics tools, and digital platforms to enhance decision-making and streamline HR processes.
7. **Adaptability and Lifelong Learning**
Readiness to adapt to changing work environments, new HR trends, and continuously upgrade skills through lifelong learning.
8. **Social and Environmental Responsibility**
Awareness of societal issues and sustainability practices within the HR context, promoting corporate social responsibility.
9. **Global Perspective**
Understanding of global HR practices, diversity management, and international labour standards for working in a globalised world.

Teaching Learning Process:

The programme allows to use varied pedagogical methods and techniques both within classroom and beyond.

- Lecture
- Tutorial
- Power point presentation
- Documentary film on related topic
- Project Work/ Dissertation
- Group Discussion and debate
- Seminars/ workshops/ conferences
- Field visits and Report/ Excursions
- Mentor/ Mentee

Teaching Learning Tools:

- Projector
- Smart Television for Documentary related topic
- LCD Monitor
- WLAN
- White/ Green/ Black Board

Assessment:

- Home assignment
- Project Report
- Class Presentation: Oral/ Poster/ Power point
- Group Discussions
- In semester examinations
- End semester examinations

Programme Learning Outcomes (PLOs)**B. Com in Human Resource Management (HRM)**

Upon successful completion of the HRM programme, students will be able to:

- **Demonstrate Foundational and Advanced Knowledge of HRM**
Understand the evolution, principles, and core functions of Human Resource Management, including recruitment, selection, training, performance management, compensation, and industrial relations.
- **Apply HRM Concepts to Organisational Practice**
Analyse and implement HR strategies and practices in real-world organisational settings, addressing challenges related to workforce planning, employee welfare, and organisational development.
- **Develop Career-Readiness and Professional Skills**
Build essential job-readiness competencies such as resume writing, interviewing, communication, and professional networking, enabling success in diverse and competitive work environments.
- **Evaluate Labour Laws and Welfare Frameworks**
Understand and interpret key Indian labour legislation, including the Factories Act and the Wage Code 2020, and assess their relevance to employee welfare, workplace safety, and social security systems.
- **Foster Inclusive and Ethical Work Environments**
Promote diversity, inclusion, and ethical decision-making in the workplace by identifying bias, addressing discrimination, and integrating inclusive practices into HR policies.
- **Leverage Technology and Trends in HRM**
Evaluate the impact of digital tools, automation, remote work, and globalisation on HR practices, and utilise innovative solutions to enhance HR efficiency and employee engagement.
- **Build Strategic and Analytical HRM Competencies**
Develop analytical thinking and strategic HR planning skills through SWOT analysis, policy evaluation, and problem-solving in areas such as performance appraisal, grievance handling, and employee retention.

- **Demonstrate Personal and Professional Development**

Engage in continuous self-assessment and learning to align personal values with career goals, ensuring holistic personal and professional growth.

Four Year Undergraduate Programme (FYUGP) Structure as per UGC Credit Framework of December, 2022

Structure and Syllabi of the Four-Year Under-Graduate Programme (FYUGP) in Commerce, Golaghat Commerce College (Autonomous).

HUMAN RESOURCE MANAGEMENT (MAJOR)

Year	Semester	Course (Lecture+Practical+ Tutorial)	Course Code	Name of the Course	Credit	Remarks
1	1st	CORE 1	C1	Business Organisation and Management	4	Compulsory for all major students of Commerce
		MINOR	MIN1	Fundamentals of HRM	4	The course shall be taken by students from disciplines other than Human Resource Management.
		GENERIC ELECTIVE	GE 1	Introduction to HRM	3	The course shall be taken by students from disciplines other than Human Resource Management.
		Ability Enhancement Course	AEC 1	Assamese/ Hindi/ Karbi	4	The students have to take one course from the 3 options.
		Value Added Course	VAC 1	Understanding India	2	Compulsory subject
		Skill Enhancement Course	SEC 1	Courses given by the college	3	Students have to select one course given by the college.
Total credits					20	
1	2 nd	CORE 2	C2	Financial Accounting	4	Compulsory subject for all students of Commerce.
		MINOR	MIN 2	Principles of Labour Welfare and Social Security	4	The course shall be taken by students

						from disciplines other than Human Resource Management.
		GENERIC ELECTIVE	GE 2	Career Planning and Development	3	The course shall be taken by students from disciplines other than Human Resource Management.
		Ability Enhancement Course	AEC2	English Language and Communication Skills	4	Compulsory for all students.
		Skill Enhancement Course	SEC 2	Advanced Professional Communication and Career Skills	3	Students of any discipline can select the course.
		Value Added Course	VAC 2	Environmental Science	2	Compulsory subject
Total					20	
2	3 rd	CORE	C3	Entrepreneurship Development	4	Compulsory subject for all students of Commerce.
		Discipline Specific Elective	DSE 1	Human Resource Management	4	The course shall be taken by students from Human Resource Management.
		MINOR	MIN 3	Human Behaviour in Organisation	4	The course shall be taken by students from disciplines other than Human Resource Management.
		GENERIC ELECTIVE	GEC 3	Fundamentals of Labour Law	3	The course shall be taken by students from disciplines other than Human Resource Management.
		Skill Enhancement Course	SEC 3	The students will select SEC offered by different departments.	3	
		Value Added Course	VAC 3	The students will select VAC offered by different departments.	2	
Total					20	
2	4 th	CORE	C4A	Business Economics	4	Compulsory subject for all students of Commerce.

		CORE	C4B	Business Law	4	Compulsory subject for all students of Commerce.
		CORE	C4C	Business Statistics	4	Compulsory subject for all students of Commerce.
		Discipline Specific Elective	DSE 2	Industrial Relations	4	The course shall be taken by students from Human Resource Management.
		Minor	MIN 4	Training and Development	4	The course shall be taken by students from disciplines other than Human Resource Management.
Total					20	
3	5 th	CORE	C5	Indian Financial System	4	Compulsory subject for all students of Commerce.
		Discipline Specific Elective	DSE 3	Global Human Resource Management	4	The course shall be taken by students from disciplines other than Human Resource Management.
		Discipline Specific Elective	DSE 4	Labour Laws	4	The course shall be taken by students from disciplines other than Human Resource Management.
		Minor	MIN 5	Supply Chain Management	4	The course shall be taken by students from disciplines other than Human Resource Management.
		Internship		Internship+Community Engagement (2+2 credit)/ Internship (4), Community Engagement (4)	4	
Total					20	
3	6 th	CORE	C6	Tax Law in India (Group A & B)	4	Compulsory subjects for all the
		CORE	C7	Financial Management	4	

		CORE	C8	Advanced Human Resource Management	4	students of Commerce.
		Discipline Specific Elective	DSE 5	Compensation Management	4	The course shall be taken by students from disciplines other than Human Resource Management.
		Minor	MIN 6	Customer Relationship Management	4	The course shall be taken by students from disciplines other than Human Resource Management.
Total					20	

SEMESTER-I

Course Title: FUNDAMENTALS OF HRM

Course Code: HRM/MIN1

Nature of the Course: Minor

Course Credit: 4

Distribution of Marks: 60 (End Semester) + 40 (Internal Assessment)

Course Objectives:

- To provide foundational knowledge of Human Resource Management (HRM) and its significance in organisations.
- To familiarise students with HR processes like recruitment, selection, training, performance management, and employee welfare.
- To address emerging trends and technological advancements in HRM.
- To enhance analytical, decision-making, and strategic thinking skills in HR-related matters.

Learning Outcomes:

Upon completion of this course, students will be able to:

- Comprehend the evolution, functions, and scope of HRM.
- Analyse HR practices related to recruitment, training, compensation, and performance management.
- Develop strategies for managing workforce diversity, employee welfare, and workplace ethics.
- Evaluate HR challenges and propose innovative solutions leveraging technology and best practices.

Course Outcomes (Cos) and Learning Outcomes (LOs)

CO Code	Course Outcome	Learning Outcomes (LOs)
CO1	Explain the scope and role of HRM in achieving business goals.	LO1.1: Comprehend the evolution, scope, and functions of HRM. LO1.2: Analyse the roles and responsibilities of an HR Manager in dynamic organisational settings.
CO2	Design HR plans and policies for recruitment, selection, and training.	LO2.1: Develop human resource planning processes aligned with organisational goals. LO2.2: Conduct job analysis and design effective job descriptions and specifications. LO2.3: Plan recruitment and selection strategies.

CO3	Evaluate and manage employee performance through performance appraisal tools.	LO3.1: Identify appropriate performance appraisal techniques like MBO, 360-degree feedback, BARS. LO3.2: Link performance outcomes with rewards and recognition.
CO4	Develop employee welfare schemes that comply with legal and ethical standards.	LO4.1: Propose compensation structures including incentives, wage systems, and fringe benefits. LO4.2: Formulate employee welfare programs ensuring compliance with legal and ethical standards.
CO5	Assess the impact of technological advancements on HRM functions.	LO5.1: Evaluate the role of HRIS, AI, Green HRM, Remote Work, and the Gig Economy in shaping HRM practices. LO5.2: Examine how technology influences workforce management and sustainability initiatives.

Cognitive Map of Course Outcomes (with Revised Bloom's Taxonomy)

Course Outcome (CO)	Cognitive Level (Bloom's Taxonomy)
CO1	Remembering, Understanding
CO2	Applying, Analyzing
CO3	Analyzing, Evaluating
CO4	Creating, Evaluating
CO5	Understanding, Evaluating, Creating

Course Contents

UNIT	CONTENT	Lectures	Tutorial	Practical	Hours
1	Introduction to HRM Definition, Scope, functions of HRM, Emerging challenges in HRM Roles and Responsibilities of HR Manager; VRS; Downsizing	12	1		13
2	Talent Acquisition, Training, and Development <ul style="list-style-type: none"> • Human Resource Planning: Objectives, Process • Job Analysis: Job Description and Job Specification • Recruitment: Process and Sources 	13	2	1	16

	<ul style="list-style-type: none"> • Selection: Process and Challenges • Placement and Induction • Employee Training and Development: Methods of Training (On-the-Job, Off-the-Job), Steps of training • <input type="checkbox"/> Evaluating Training Effectiveness 				
3	<p>Performance Management, Compensation and Employee Welfare</p> <ul style="list-style-type: none"> ▪ Performance Management Systems: <ul style="list-style-type: none"> o Objectives and Importance o Performance Appraisal Techniques (MBO, 360-Degree, BARS, etc.) o Linking Performance with Rewards <ul style="list-style-type: none"> ▪ Compensation Management: <ul style="list-style-type: none"> o Methods of wage payment o Incentives, Fringe Benefits 	13	2	1	16
4	<p>Emerging Trends in HRM</p> <ul style="list-style-type: none"> ▪ Emerging Trends in HRM: <ul style="list-style-type: none"> o Digital HR: HRIS, AI in HR Functions o Green HRM and Sustainable Practices o Work-Life Balance, Remote Work, and the Gig Economy <ul style="list-style-type: none"> ▪ Technological development in HRM 	13	2		15

L = Lectures | T = Tutorials | P = Practical

Assessment and Evaluation

- **Internal Assessment (40 Marks):**
 - o Two sessional examinations ($10 \times 2 = 20$ marks)
 - o Quizzes, assignments, case study presentations, attendance, and group discussions (any two activities) ($10 \times 2 = 20$ marks)
- **End-Semester Examination (60 Marks):**
 - o Written examination featuring:
 - Short-answer questions
 - Short-answer type questions

- Long-answer questions
- Case-based questions

Mapping of Course Outcomes to Program Outcomes

Course Outcome (CO)	PO1 (Knowledge)	PO2 (Skills)	PO3 (Problem Analysis)	PO4 (Ethics)	PO5 (Technology Use)
CO1	S	M			
CO2	S	S	M		
CO3	S	S	S		
CO4	S	M	M	S	
CO5	S	S	M		S

- **Legend:**

S = Strong Contribution

M = Moderate Contribution

Suggested Readings

1. Dessler, G. (2019). *Human Resource Management*. Pearson.
2. Armstrong, M. (2020). *A Handbook of Human Resource Management Practice*. Kogan Page.
3. Rao, V.S.P. (2016). *Human Resource Management: Text and Cases*. Excel Books.
4. Aswathappa, K. (2020). *Human Resource Management*. McGraw-Hill.
5. Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2018). *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill.
6. Schwind, H., Das, H., & Wagar, T. (2019). *Canadian Human Resource Management: A Strategic Approach*. McGraw-Hill.

SEMESTER I

Course Title: INTRODUCTION TO HRM

Course Code: HRM/GEC1

Nature of the Course: GENERIC ELECTIVE COURSE (GEC)

Course Credit: 3

Distribution of Marks: 45 (End Sem) + 30 (In Sem)

Course Objectives:

- To provide students with a comprehensive understanding of the principles and practices of Human Resource Management (HRM).
- To equip learners with the knowledge and skills necessary for workforce planning, recruitment, selection, training, development, and compensation management.
- To expose students to emerging HR trends influenced by globalisation, technological advancement, diversity, inclusion, and workplace dynamics such as work-from-home and downsizing.

Learning Outcomes

- Upon completion of this course, students will be able to:
- Understand the fundamental concepts, objectives, and functions of HRM, including the impact of current global HRM trends.
- Analyse the process and significance of Human Resource Planning, including job analysis, job enrichment, and its application in organisational contexts.
- Evaluate recruitment and selection strategies, identifying potential barriers and understanding placement and induction processes.
- Design and manage training and development programs, assess training needs, evaluate training effectiveness, and comprehend compensation systems.
- Apply HRM practices to address real-world organisational challenges, integrating global trends and technological advancements to manage workplace diversity and inclusion.

Course Outcomes (COs) and Learning Outcomes (LOs)

CO Code	Course Outcome	Learning Outcomes (LOs)
CO1	Demonstrate understanding of HRM's role in achieving organisational goals.	LO1.1: Understand fundamental concepts, objectives, and functions of HRM. LO1.2: Explain current global HRM trends affecting the workplace.
CO2	Develop HR planning strategies using job analysis and enrichment.	LO2.1: Understand the objectives and steps of Human Resource Planning.

		LO2.2: Apply concepts of job description, job specification, and job enrichment to organisational settings.
CO3	Implement robust recruitment and selection processes.	LO3.1: Evaluate recruitment and selection strategies and address associated challenges. LO3.2: Design effective placement and induction programs.
CO4	Create and manage training, development, and compensation systems.	LO4.1: Assess training and development needs, design programs, and evaluate training effectiveness. LO4.2: Understand and apply various types of compensation methods.
CO5	Adapt HRM practices to evolving workplace dynamics.	LO5.1: Analyse the impact of globalisation, technology, and diversity on HRM practices. LO5.2: Propose HRM solutions suited to dynamic and inclusive work environments.

Cognitive Map of Course Outcomes (with Revised Bloom's Taxonomy)

Course Outcome (CO)	Cognitive Level (Bloom's Taxonomy)
CO1	Remembering, Understanding
CO2	Applying, Analysing
CO3	Applying, Evaluating
CO4	Analysing, Creating
CO5	Understanding, Analysing, Evaluating

COURSE CONTENTS

Unit	Content	Lectures	Tutorial	Practical	Hours
I	Introduction to HRM Meaning and definition of HRM, nature, need and objectives of HRM, functions of HRM; Current affairs in HRM: Globalisation, technological advancement, Diversity and Inclusion, Work from home, Downsizing, Human Resource Information System (HRIS)	11	1	-	12
II	Human Resource Planning Meaning, objectives, importance, and steps in HRP; Job analysis: Job description and job specification; Job enrichment	10	1	-	11
III	Recruitment and Selection Concept of recruitment; Sources and steps of recruitment; Concept and process of selection; Barriers in recruitment and selection; Placement and Induction	9	1	-	10

IV	Training, Development, and Compensation Meaning and significance of training; Identifying training and development needs; Process and methods of training; Evaluating training effectiveness; Meaning and types of compensation	10	2	-	12
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L = Lectures, T = Tutorials, P = Practical

Assessment and Evaluation

Internal Assessment (30 marks):

- Two sessional Examination (10*2=20)
- Quizzes, assignments, case study presentations, attendance and group discussions (any two). (5*2=10)

End-Semester Exam (45 marks): Written examination based on the syllabus, typically featuring short-answer questions, short-answer type questions, long-answer questions, and case-based questions.

Mapping of Course Outcomes to Program Outcomes

Course Outcome (CO)	PO1 (Knowledge)	PO2 (Skills)	PO3 (Problem Analysis)	PO4 (Ethics)	PO5 (Technology Use)
CO1	S	M			
CO2	S	S	M		
CO3	S	S	S		
CO4	S	S	M	M	
CO5	S	S	S	M	S

Legend:

S = Strong Contribution

M = Moderate Contribution

Recommended Textbooks

- Dessler, G. (2019). Human Resource Management. Pearson.
- Aswathappa, K. (2020). Human Resource Management. McGraw-Hill.
- Subba Rao, P. (2016). Personnel and Human Resource Management. Himalaya Publishing House.

Semester I

Course Title: Professional Communication and Interview Skills

Nature of the Course: HRM/SEC1

Course Credit: 03 Credits

Distribution of Marks: 45 (End Sem) + 30 (In-Sem)

Total Marks: 75

Course Objective: To equip students with essential professional communication skills and practical tools to succeed in interviews, including resume building, telephonic interviews, group discussions, and handling interview questions effectively.

Course Outcomes (COs)

By the end of this course, students will be able to:

CO Code	Course Outcome
CO1	Demonstrate professional grooming, posture, and self-introduction techniques.
CO2	Design industry-specific resumes highlighting relevant skills and experiences.
CO3	Effectively participate in telephonic interviews and group discussions using strategic communication skills.
CO4	Respond to common interview questions using structured techniques like the STAR method and conclude interviews professionally.

Learning Outcomes under each Course Outcomes

CO	Learning Outcomes (LOs)
CO1 Demonstrate grooming, posture, and self-introduction skills.	LO1.1 – Understand grooming for interviews. LO1.2 – Practice professional posture. LO1.3 – Deliver structured self-introduction.
CO2 Design industry-specific resumes.	LO2.1 – Identify resume components. LO2.2 – Tailor resumes to roles. LO2.3 – Correct resume errors. LO2.4 – Create customized resumes.
CO3 Participate in telephonic interviews and group discussions.	LO3.1 – Prepare for phone interviews. LO3.2 – Answer clearly and professionally. LO3.3 – Contribute effectively in discussions. LO3.4 – Show leadership and listening skills.
CO4 Handle interview questions and conclusions effectively.	LO4.1 – Respond to common questions. LO4.2 – Use STAR method for

	answers. LO4.3 – Close interviews professionally. LO4.4 – Ask questions and express thanks.
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Cognitive Map of Course Outcomes with Revised Bloom’s Taxonomy:

This map aligns each **Course Outcome (CO)** with the appropriate **cognitive levels** from the Revised Bloom’s Taxonomy:

Course Outcome (CO)	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1: Grooming, posture, self-introduction	–	✓	✓	–	–	–
CO2: Resume design	–	✓	–	✓	–	✓
CO3: Telephonic interviews, group discussion	–	–	✓	✓	–	–
CO4: Interview questions and closing	–	–	✓	–	✓	–

Explanation Summary:

- **Apply** is the most emphasized level across all outcomes, reflecting the **practical skill orientation** of the course.
- **Analyze** is used for evaluating and tailoring content like resumes and discussions.
- **Create** appears in CO2 for resume development, requiring original output.
- **Evaluate** is central to CO4, where decision-making and critical thinking are needed for interview responses and conclusions.

COURSE CONTENT

Unit	Title	Topics Covered	L	T	P	Hours
Unit 1	Introducing Oneself	<ul style="list-style-type: none"> • Grooming • Sitting posture • Introducing oneself • Practical session 	8	1	2	08
Unit 2	Resume tips	<ul style="list-style-type: none"> • Components of a professional resume • Designing resumes tailored to industries and roles • Common mistakes in resume writing 	8	1	2	10

		<ul style="list-style-type: none"> • Highlighting skills, experience, and accomplishments • Practical-Assignment on resume building 				
Unit 3	Telephonic interview and Group Discussion	Telephonic interview <ul style="list-style-type: none"> • How to start a telephonic interview • Answering common questions Group Discussion <ul style="list-style-type: none"> • Purpose and significance of group discussions • Strategies for contributing effectively in discussions • Leadership, listening, and communication skills • Group discussion etiquette, dos and don'ts 	8	1	4	14
Unit 4	Common interview questions and ending an interview	Cracking the common interview questions <ul style="list-style-type: none"> • Common interview questions and answering techniques • STAR (Situation, Task, Action, Result) method for responses How to handle the end of an interview <ul style="list-style-type: none"> • What to say and what not to say. • Practical session 	9	1	4	13

L=Lectures, T=Tutorials, P=Practicals

Assessment and Evaluation:

- **Internal Assessment (30 marks):**
 - ✓ Two sessional Examination (10*2=20)
 - ✓ Quizzes, assignments, case study presentations, attendance and group discussions (any two). (5*2=10)
- **End-Semester Exam (45 marks):** Written examination based on the syllabus, typically featuring short-answer questions, long-answer questions, and case-based questions.

Programme Outcomes (POs)

PO Code	Programme Outcome Description
PO1	Communicate effectively in academic and professional settings.
PO2	Apply critical thinking and problem-solving skills.
PO3	Demonstrate interpersonal skills and leadership in group tasks.
PO4	Exhibit career readiness through professional communication and interview preparedness.

CO-PO Mapping Table

Course Outcome (CO)	PO1	PO2	PO3	PO4
CO1: Grooming, posture, self-introduction	3	2	2	3
CO2: Resume design	3	3	1	3
CO3: Telephonic interviews and group discussion	3	3	3	3
CO4: Interview questions and closing	3	3	2	3

Legend:

3 = Strongly aligned, 2 = Moderately aligned, 1 = Slightly aligned, – = Not aligned

Summary:

- **PO1 (Communication)** is strongly supported by all COs.
- **PO4 (Career Readiness)** has strong alignment across the course.
- **PO2 (Critical Thinking)** is developed in CO2, CO3, and CO4, especially through analysis and structured response methods like STAR.
- **PO3 (Interpersonal Skills)** is developed through group discussions and interactive sessions.

Suggested Readings

1. **Meenakshi Raman & Sangeeta Sharma** – *Technical Communication: Principles and Practice*, Oxford University Press.
2. **Barun K. Mitra** – *Personality Development and Soft Skills*, Oxford University Press.
3. **Andrews, Sudhir** – *How to Succeed at Interviews*, Tata McGraw-Hill.
4. **Leena Sen** – *Communication Skills*, PHI Learning Pvt. Ltd.
5. **Dale Carnegie** – *The Quick and Easy Way to Effective Speaking*, Pocket Books.

SEMESTER II

Course Title: PRINCIPLES OF LABOUR WELFARE AND SOCIAL SECURITY

Course Code: HRM/MIN2

Nature of the Course: MINOR

Course Credit:4 credit

Distribution of Marks: 60 (End Sem) + 40 (In Sem)

Course Objectives:

- To provide students with a comprehensive understanding of the concept, scope, and significance of labour welfare.
- To familiarise students with the principles and practices of social security measures in industries.
- To analyse policies, programs, and legal frameworks related to labour welfare and social security in India.

Course Outcomes (COs)

CO Code	Course Outcome Description
CO1	Demonstrate knowledge of labour welfare concepts and their industrial applications.
CO2	Develop analytical skills to assess labour welfare and social security programs.
CO3	Provide recommendations for enhancing worker well-being and organisational productivity.
CO4	Understand the objectives and significance of social security systems in India.
CO5	Integrate welfare principles into strategic HRM decisions and policies.

Course Outcomes and Learning Outcomes

Course Outcome (CO)	Mapped Learning Outcomes (LOs)
CO1	LO1: Understand theoretical and practical aspects of labour welfare and social security. LO2: Identify the roles of stakeholders in welfare implementation.
CO2	LO2: Identify the roles of stakeholders. LO3: Analyse policies and legislation.
CO3	LO3: Analyse policy effectiveness. LO4: Evaluate case studies and recommend improvements.
CO4	LO1: Understand social security systems. LO3: Analyse the impact of social security legislation.
CO5	LO4: Evaluate and suggest improvements through HRM strategies.

Cognitive Map Using Revised Bloom's Taxonomy

Course Outcome	Cognitive Level (Revised Bloom's Taxonomy)	Cognitive Verbs
CO1	Remembering, Understanding	Define, Describe, Explain
CO2	Analysing, Evaluating	Critically assess, Examine, Compare
CO3	Evaluating, Creating	Recommend, Suggest, Design
CO4	Understanding, Applying	Interpret, Demonstrate, Illustrate
CO5	Applying, Creating	Integrate, Formulate, Develop

COURSE CONTENTS

UNIT	CONTENT	LECTURE	TUTORIAL	Hours
UNIT 1 Labour welfare and Industrial Safety	Definition, Objectives, and Scope of Labour Welfare; Types of Welfare Activities: Statutory vs. Non-Statutory, Industrial Health and Hygiene; Industrial Accidents and Safety; Occupational diseases and hazards; Causes and Prevention of accidents.	13	2	15
UNIT 2: Welfare of special categories of labour	Welfare of Special Categories of Labour- Child, Women, Contract labour, Construction Labour, Agricultural labour and Differently-abled labour, Gig Workers; Welfare Officer: Functions; Challenges in Labour Welfare Implementation.	13	2	15
UNIT 3: Social Security-I	Social Security in India- Concept, Objectives, and Importance; Employees' Compensation Act 1923 (Amendment Act, 2017); Maternity Benefit Act, 1961	13	2	15
UNIT 4: Social Security-II	Employees' Provident Fund (EPF), 1952; Employees' State Insurance (ESI), 1948; Unorganised Workers' Social Security Act, 2008. Social Assistance and social assurance.	13	2	15

L=Lectures, T=Tutorials

Assessment and Evaluation

- **Internal Assessment (40 marks):**
 - ✓ Two sessional examinations (10*2=20)
 - ✓ Quizzes, assignments, case study presentations, attendance and group discussions (any two). (10*2=20)
 - ✓ **End-Semester Exam (60 marks):** Written examination based on the syllabus, typically featuring short-answer questions, short-answer type questions, long-answer questions, and case-based questions.

CO–PO Mapping Table

Assumed Program Outcomes (POs):

- **PO1:** Understanding labour laws, welfare principles, and industrial relations.
- **PO2:** Ability to analyse and apply social security measures.
- **PO3:** Skill in evaluating worker policies and enhancing welfare.
- **PO4:** Strategic application of HRM aligned with worker rights and social policy.
- **PO5:** Ethical and inclusive decision-making in organizational systems.

CO \ PO	PO1	PO2	PO3	PO4	PO5
CO1	Strong	Moderate	Moderate	Moderate	Moderate
CO2	Moderate	Strong	Strong	Moderate	Moderate
CO3	Moderate	Moderate	Strong	Strong	Strong
CO4	Strong	Strong	Moderate	Moderate	Moderate
CO5	Moderate	Moderate	Moderate	Strong	Strong

Suggested Readings:

1. Bhatia, S.K. - Labour Welfare and Social Security in India.
2. Mamoria, C.B. & Mamoria, S. - Dynamics of Industrial Relations.
3. Monappa, A. - Industrial Relations and Labour Laws.
4. Bhogiliwal, T.N. - Economics of Labour and Industrial Relations.
5. Das, S.K. - Social Security System in India.
6. Kumar, H.L. - Labour Laws.
7. ILO Reports - Key Reports on Labour Welfare and Social Security.

SEMESTER II

Course Title: CAREER PLANNING AND DEVELOPMENT

Course Code: HRMGEC2

Nature of the Course: GENERIC ELECTIVE COURSE (GEC)

Course Credit: 3

Distribution of Marks: 45 (End Sem) + 30 (In Sem)

1. Course Objectives (COBJ):

The objectives of the course are to:

- Introduce students to the fundamental concepts, theories, and models of career planning and development.
- Enable students to conduct self-assessment for identifying personal strengths, weaknesses, interests, and values in career decision-making.
- Develop job readiness skills including resume writing, online job search, and interview preparation.
- Facilitate application of career development theories in building long-term, actionable career strategies.
- Promote holistic career growth by emphasizing networking, ethics, work-life balance, and continuous personal development.

2. Course Outcomes (COs):

Upon successful completion of the course, students will be able to:

CO1: Gain a structured understanding of career planning concepts and integrate theoretical and practical approaches.

- LO1: Define and explain key concepts of career planning, career anchors, and personality typologies.
- LO6: Apply career development theories and models to real-life career contexts.

CO2: Develop personalized career strategies through self-assessment and career influencing factors.

- LO2: Conduct a SWOT analysis for career development.
- LO3: Identify personal skills, values, interests, and personality traits relevant to career decisions.

CO3: Demonstrate job readiness skills through effective resume design and interview preparation.

- LO4: Create and customize effective resumes according to specific job requirements.
- LO5: Prepare for different interview formats (face-to-face, telephonic, virtual).

CO4: Apply career development theories to formulate career action plans and address professional challenges.

- LO6: Apply career development theories and models to real-life career contexts.
- LO7: Develop practical and long-term career action plans.

CO5: Build and maintain professional networks, balance personal and work responsibilities, and ensure ethical career growth.

- LO7: Develop practical and long-term career action plans.
- LO8: Demonstrate effective networking and work-life balance strategies.

2. Cognitive Mapping of Course Outcomes with Revised Bloom’s Taxonomy

Course Outcomes (COs)	Cognitive Level	Keywords (Bloom’s Verbs)
CO1	Understand, Apply	Explain, Illustrate, Integrate
CO2	Analyse, Evaluate	Analyse, Compare, Evaluate
CO3	Apply, Create	Construct, Demonstrate, Design
CO4	Apply, Evaluate	Apply, Modify, Formulate
CO5	Create, Evaluate	Develop, Balance, Justify

3. Mapping of Course Outcomes to Program Outcomes

COs	PO1 Knowledge of Managem ent Concepts	PO2 Analytical & Critical Thinking	PO3 Effective Communica tion	PO4 Ethical & Social Responsibility	PO5 Lifelong Learning & Professional Growth	PO6 Entrepreneu rship / Employabili ty
CO1	✓	✓				
CO2	✓	✓			✓	
CO3		✓	✓		✓	✓
CO4	✓	✓			✓	✓
CO5			✓	✓	✓	✓

UNIT	CONTENT	Lect ures	Tuto rial	Hou rs
I (12 Marks)	Introduction to Career Planning and Development: Meaning and Definition of Career Planning, Career Anchors, Factors Influencing Career Choices- Internal and External, Behavioural model, Theories of career development.	10	2	12
II (12 Marks)	Self-Assessment and Career Choice: Self-Assessment- meaning and Its Role in Career Planning, SWOT Analysis for Career Development (Strengths, Weaknesses, Opportunities, Threats), Hard Skills and Soft Skills, Linking Personality Traits with Career Choices, Short-term and Long-term Career Planning.	10	2	12
III (10 Marks)	Job Search Essentials Online Job Portals and Resources, Key Components of an Effective Resume, Preparing for Different Types of Interviews - Face-to-face, Telephonic, Virtual; Common Interview Questions and Techniques to answer them.	8	2	10
IV (11 Marks)	Career Growth and Development: The Role of Networking in Career Advancement; The interconnections between work, mental well-being, relationships, and other life roles; Action Plan for Career Development, Evaluating Career Progress and Adjusting Goals.	9	2	11
	Total	37	08	45

L=Lectures, T=Tutorials.

Assessment and Evaluation:

Internal Assessment (30 marks):

- Two sessional Examination (10*2=20)
- Quizzes, assignments, case study presentations, attendance, and group discussions (any two). (5*2=10)
- End-Semester Exam (45 marks): Written examination based on the syllabus, typically featuring objective type questions, short-answer questions, long-answer questions.

Suggested Readings

- "Career Development: A Life-Span Perspective" by Jeffrey H. Greenhaus and Gerard A. Callanan.
- "Designing Your Life: How to Build a Well-Lived, Joyful Career" by Bill Burnett and Dave Evans.
- "Self-Assessment Library" by Stephen P. Robbins (for personality and skill evaluation).
- Career Planning and Development by Shagun Ahuja, Kalyani Publishers

SEMESTER II

Course Title: Advanced Professional Communication and Career Skills (SEC)

Course Code: HRM/SEC2

Nature of the Course: SKILL ENHANCEMENT COURSE (SEC)

Course Credit: 3

Distribution of Marks: 60 (End Semester) + 40 (Internal Assessment)

Course Objective

The course aims to equip students with advanced communication competencies and career-oriented skills to excel in professional environments. It focuses on practical job-seeking tools such as resume writing, email etiquette, networking, presentations, and soft skills necessary for effective workplace communication and career advancement.

Course Outcomes (COs)

CO Code	Course Outcome Description
CO1	Write professional job applications and emails in accordance with industry expectations.
CO2	Build a compelling LinkedIn profile and confidently communicate in networking and presentation settings.
CO3	Demonstrate essential soft skills, including communication, time management, and ethical behavior, necessary for workplace success.

Learning Outcomes Under Each Course Outcome

CO1: Write professional job applications and emails

- **LO1.1:** Analyze job descriptions to craft tailored applications.
- **LO1.2:** Structure emails professionally with proper formatting and tone.
- **LO1.3:** Demonstrate understanding of job search strategies.

CO2: Build a compelling LinkedIn profile and communicate effectively

- **LO2.1:** Design a professional LinkedIn profile.
- **LO2.2:** Exhibit effective verbal and non-verbal communication in presentations.
- **LO2.3:** Participate confidently in interviews and group discussions.

CO3: Demonstrate essential soft skills

- **LO3.1:** Use appropriate body language, listening, and etiquette in professional settings.
- **LO3.2:** Apply time and stress management strategies.
- **LO3.3:** Analyze workplace case studies to demonstrate critical thinking and ethical decision-making.

Cognitive Map of Course Outcomes with Revised Bloom's Taxonomy

Course Outcome	Knowledge	Comprehension	Application	Analysis	Evaluation	Creation
CO1	✓	✓	✓	✓		
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓

COURSE CONTENT

Unit No.	Title	Topics Covered	L	T	P	Hours
Unit 1	Job Application and Email Writing	<p>Job Application:</p> <ul style="list-style-type: none"> • Crafting tailored job applications • Understanding job descriptions <p>Email Writing:</p> <ul style="list-style-type: none"> • Formal email structure and etiquette • Writing effective follow-up and thank-you emails • Fields of email, buttons, and interfaces <p>Finding Jobs:</p> <ul style="list-style-type: none"> • Strategies for job searching • Identifying companies and job roles 	12	1	2	15
Unit 2	Networking and Presentation Skills	<p>Networking:</p> <ul style="list-style-type: none"> • Importance of networking in job search and career growth • Creating a LinkedIn profile • Techniques for building and maintaining a professional network <p>Presentation Skills:</p> <ul style="list-style-type: none"> • Effective communication principles • Non-verbal communication in Presentation • Overcoming stage fright • Use of visual aids and PPT tools (Canva, MS PowerPoint) 	12	1	2	15

Unit 3	Soft Skills	<ul style="list-style-type: none"> • Communication skills – verbal & non-verbal • Time management skills • Importance of good communication skills • Critical thinking skills • Etiquettes, body language, gestures • Listening skills • Professional ethics • Case Study 	12	1	2	15
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L=Lectures, T=Tutorials, P=Practicals

Assessment and Evaluation:

- **Internal Assessment (30 marks):**
 - ✓ Two sessional Examination (10*2=20)
 - ✓ Quizzes, assignments, case study presentations, attendance and group discussions (any two). (5*2=10)
- **End-Semester Exam (45 marks):** Written examination based on the syllabus, typically featuring short-answer questions, long-answer questions, and case-based questions.

Program Outcomes (POs)

PO Code	Program Outcome Description
PO1	Demonstrate effective oral and written communication skills.
PO2	Apply critical thinking and problem-solving skills in professional scenarios.
PO3	Exhibit professionalism and ethical behavior in the workplace.
PO4	Use technology tools for communication and career growth.
PO5	Engage in lifelong learning through continuous personal and professional development.

Course Outcome – Program Outcome Mapping

Course Outcome → Program Outcome	CO1	CO2	CO3
PO1: Communication Skills	3	3	3
PO2: Critical Thinking	2	3	3
PO3: Professionalism and Ethics	1	2	3
PO4: Use of Technology	2	3	2
PO5: Lifelong Learning	1	2	3

Legend: 3 – Strongly related, 2 – Moderately related, 1 – Slightly related

Suggestive Reading

1. **Meenakshi Raman & Sangeeta Sharma**, *Technical Communication: Principles and Practice*, Oxford University Press.
2. **Barun K. Mitra**, *Personality Development and Soft Skills*, Oxford University Press.
3. **Deborah D. Rosen & Kathleen A. Martin**, *The Essentials of Business Etiquette*, McGraw-Hill Education.
4. **Dale Carnegie**, *The Quick and Easy Way to Effective Speaking*.
5. **Stephen R. Covey**, *The 7 Habits of Highly Effective People*.
6. LinkedIn Learning, Canva Design Tutorials, Microsoft PowerPoint User Guide (for practical tools).

SEMESER III

Course Title: HUMAN RESOURCE MANAGEMENT

Course Code: HRMMAJ3

Nature of the Course: MAJOR

Course Credit: 4

Distribution of Marks: 60 (End Sem) + 40 (In Sem)

1. Course Objectives:

The course aims to:

1. Introduce students to the fundamental concepts, functions, and evolution of Human Resource Management (HRM).
2. Develop analytical understanding of HRM as a strategic function in modern organizations.
3. Equip students with skills in workforce planning, recruitment, selection, and employee development.
4. Evaluate various performance appraisal systems and compensation policies.
5. Ensure understanding of employee welfare, health, safety, and industrial relations frameworks.

2. Course Outcomes with Learning Outcomes

CO1: Explain key HRM concepts, principles, and distinguish between HRM and HRD.

- LO1: Define HRM, its nature, scope, and evolution.
- LO2: Differentiate between HRM and HRD and identify their respective functions.

CO2: Design and implement effective recruitment, selection, and training programs.

- LO3: Conduct job analysis and prepare job descriptions and specifications.
- LO4: Design and execute recruitment, selection, and training programs.

CO3: Apply performance appraisal and compensation strategies for workforce motivation.

- LO5: Apply performance appraisal and compensation management techniques.

CO4: Ensure adherence to legal, ethical, and welfare provisions in employee health and safety.

- LO6: Evaluate employee welfare measures and ensure compliance with health and safety provisions.

CO5: Manage industrial relations, handle grievances, and foster a harmonious workplace.

- LO7: Resolve employee grievances and maintain effective industrial relations.
- LO8: Develop ethical and employee-centric HR practices for organizational growth.

3. Cognitive Mapping of Course Outcomes Using Revised Bloom's Taxonomy

Course (COs)	Outcomes	Cognitive Level	Keywords (Bloom's Verbs)
CO1		Remember, Understand	Define, Explain, Describe
CO2		Apply, Create	Design, Develop, Implement
CO3		Apply, Evaluate	Apply, Assess, Measure
CO4		Apply, Evaluate	Ensure, Implement, Evaluate
CO5		Analyze, Apply, Create	Manage, Resolve, Develop

4. Mapping of Course Outcomes to Program Outcomes (POs)

COs	PO1 Knowledge of Management & HR Concepts	PO2 Analytical & Problem-Solving Skills	PO3 Effective Communication	PO4 Ethical & Social Responsibility	PO5 Teamwork & Leadership	PO6 Lifelong Learning & Professional Growth
CO1	✓	✓				
CO2	✓	✓			✓	
CO3		✓	✓		✓	✓
CO4				✓	✓	✓
CO5			✓	✓	✓	✓

COURSE CONTENTS

UNIT	CONTENT	Lectures	Tutorials	Hours
Unit 1 (15 marks)	Unit 1: Introduction Human Resource Management: Concept and Functions, Roles, Status and Competencies of HR Manager, Evolution of HRM, Emerging Challenges of Human Resource Management, Workforce Diversity, Downsizing, VRS, Human Resource Information System.	14	2	16

Unit 2 (15 marks)	Unit 2: Acquisition and Development of Human Resource Human Resource Planning: Quantitative and Qualitative Dimensions, Job Analysis – Job Description and Job Specification, Recruitment – Concept and Sources, Selection – Concept and Process, Placement and Induction-concept, Identifying Training and Development Needs, Designing Training Programmes, and methods of training.	15	2	17
Unit 3 (15 marks)	Unit 3: Performance Appraisal Nature, Objectives, and Importance, Modern Techniques of Performance Appraisal, Potential Appraisal and Employee Counselling, Compensation: Concept and Components, Job Evaluation, Methods of Wage Payments, Incentive Plans and Fringe Benefits	13	2	15
Unit 4 (15 marks)	Unit 4: Maintenance Employee Health, Safety and Welfare- Provisions, Social Security- concept and forms, Grievance Handling and Redressal.	10	2	12
	Total	52	8	60

L=Lectures, T=Tutorials

Assessment and Evaluation

- Internal Assessment (40 marks):
- Two sessional examinations (10*2=20)
- Quizzes, assignments, case study presentations, attendance, Field Visits, and group discussions (any two). (10*2=20)
- End-Semester Exam (60 marks): Written examination based on the syllabus, typically featuring Objective type questions, short-answer questions, Long-answer questions.

Suggested Readings:

- Gary Dessler. A Framework for Human Resource Management. Pearson Education.
- Decenzo, D.A. and S.P. Robbins. Personnel/Human Resource Management. Prentice Hall of India.
- Khanka, S.S. Principles and Practice of Human Resource Management. S. Chand & Co.

SEMESTER III

Course Title: Human Behaviour in Organisation

Course Code: HRMMIN3

Nature of the Course: MINOR

Course Credit: 4

Distribution of Marks: 60 (End Sem) + 40 (In Sem)

Course Objectives:

1. To develop basic understanding of the concept of human behavior and organization.
2. To highlight the importance of OB in modern organizations.
3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.
4. To critically evaluate leadership styles and strategies.

Course Outcomes (COs) with Learning Outcomes

1. Course Outcome 1 (CO1)

Explain the concepts, principles, historical evolution, and significance of organizational behaviour in understanding human behaviour within organizations.

Learning Outcomes:

- LO1.1 Define organizational behaviour and explain its scope and importance.
- LO1.2 Describe the historical development of organizational behaviour.
- LO1.3 Identify factors affecting organizational behaviour.
- LO1.4 Explain different organizational behaviour models and contributing disciplines.

2. Course Outcome 2 (CO2)

Analyze individual behavioural aspects such as personality, attitude, perception, learning, and motivation in workplace settings.

Learning Outcomes:

- LO2.1 Explain determinants and stages of personality development.
- LO2.2 Differentiate personality types and job-related attitudes.
- LO2.3 Examine learning theories and reinforcement principles.
- LO2.4 Analyze perceptual processes and influencing factors.
- LO2.5 Interpret motivation theories and their workplace applications.

3. Course Outcome 3 (CO3)

Examine group dynamics, teamwork, and conflict management for improving organizational effectiveness.

Learning Outcomes:

- LO3.1 Describe group formation and stages of group development.
- LO3.2 Explain the importance of group norms and team behaviour.
- LO3.3 Differentiate types of teams and characteristics of e-teams.
- LO3.4 Evaluate methods for developing effective teams.
- LO3.5 Analyze individual and group conflicts.

4. Course Outcome 4 (CO4)

Evaluate leadership styles, power structures, organizational culture, and change management practices in organizations.

Learning Outcomes:

- LO4.1 Explain major leadership theories and leadership styles.
- LO4.2 Compare Indian leadership styles with global leadership practices.
- LO4.3 Identify bases of organizational power.
- LO4.4 Analyze organizational culture and ethical work environments.
- LO4.5 Evaluate organizational conflict and change management strategies.

Cognitive Mapping of Course Outcomes Using Revised Bloom's Taxonomy

Course Outcomes	Remember (R)	Understand (U)	Apply (A)	Analyze (An)	Evaluate (E)	Create (C)
CO1	✓	✓	—	—	—	—
CO2	✓	✓	✓	✓	—	—
CO3	✓	✓	✓	✓	✓	—
CO4	✓	✓	✓	✓	✓	—

Mapping of Course Outcomes to Program Outcomes (POs)

Course Outcomes	PO1 Knowledge	PO2 Critical Thinking	PO3 Problem Solving	PO4 Communication	PO5 Teamwork	PO6 Ethics	PO7 Leadership
CO1	3	2	1	1	-	-	-
CO2	3	3	2	1	1	-	-
CO3	2	3	3	2	3	1	2
CO4	2	3	2	2	2	3	3

Unit	Content	Lectures	Tutorial	Hours
1	Introduction to Human Behaviour and Organization- Meaning, importance, and historical development of organizational behaviour; Factors influencing organizational behaviour; Contributing disciplines of OB; OB models.	14	2	16
2	Individual Behaviour: Foundations of Individual Behaviour; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude components, job-related attitudes; Learning-concept, theories, and reinforcement; Perception: concept, perceptual process, factors influencing perception; Motivation: Concept, importance, and theories of motivation.	14	2	16
3	Group & Team Behaviour: Groups and Work Teams- Concept: Five Stage model of group development; Indian perspective on group norms and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.	12	2	14
4	Leadership and Power: Concept and theories of leadership; Leadership styles; self-leadership; Comparison of Indian leadership styles with other countries. Bases of Power; Organizational Culture: Concept of culture; Impact; Creating a positive and ethical culture; Cross-Cultural management, Organisational Conflict and organisational change.	12	2	14
	Total	52	8	60

Assessment and Evaluation

- Internal Assessment (40 marks):
- Two sessional examinations (10*2=20)
- Quizzes, assignments, case study presentations, attendance, Field Visits, and group discussions (any two). (10*2=20)
- End-Semester Exam (60 marks): Written examination based on the syllabus, typically featuring Objective type questions, short-answer questions, Long-answer questions.

Readings: Textbooks (Latest Editions):

1. Robbins, Stephen Organizational Behavior Prentice Hall of India Ltd., New Delhi.

2. Luthans Fred Organizational Behavior: An Evidence-Based Approach McGraw Hill Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
4. Rao, VS P-Organization Behavior-Himalaya Publishing House.
5. Aswathappa.K.-Organizational Behavior-Himalaya Publishing House, Mumbai, 18th Edition.

SEMESTER III

Course Title: FUNDAMENTALS OF LABOUR LAW

Course Code: HRM/GEC3

Nature of the Course: GENERIC ELECTIVE COURSE (GEC)

Course Credit: 3

Distribution of Marks: 45 (End Sem) + 30 (In Sem)

Course Objectives (COs):

This course aims to:

1. Provide a comprehensive understanding of labour welfare and social security laws in India.
2. Explain the historical development, principles, and relevance of labour laws.
3. Examine major acts such as the **Factories Act, 1948** and the **Wage Code 2020**.
4. Assess statutory and non-statutory welfare provisions and social security frameworks.
5. Highlight the challenges and legal protections for special categories of labour.

Course Outcomes (COs)

Upon completing this course, students will be able to:

CO Code	Course Outcome
CO1	Gain a thorough understanding of labour laws' historical and contemporary development, focusing on their significance and principles.
CO2	Apply knowledge of the Factories Act to ensure compliance with workplace health, safety, and welfare standards.
CO3	Evaluate the effectiveness of social security and welfare schemes in protecting workers' rights.
CO4	Demonstrate understanding of new labour codes , especially the Wage Code 2020 , and their workforce impact.
CO5	Develop awareness of the issues faced by special categories of labour and propose ethical, legal solutions.

General Learning Outcomes (LOs)

By the end of the course, students will be able to:

1. Explain the evolution, scope, and relevance of labour laws in India.
2. Analyse the Factories Act 1948 in terms of worker protection.

3. Assess the effectiveness of major welfare legislations and social security schemes.
4. Understand the recent reforms through the Wage Code 2020.
5. Address special labour concerns and welfare for vulnerable groups.

Learning Outcomes Under Course Outcomes

Course Outcome (CO)	Linked Learning Outcomes (LOs)
CO1	<ul style="list-style-type: none"> - Define labour law and trace its historical evolution. - Explain the principles and objectives behind labour legislation. - Discuss statutory vs. non-statutory welfare measures.
CO2	<ul style="list-style-type: none"> - Understand the purpose and key provisions of the Factories Act. - Apply knowledge to assess compliance with health, safety, and working hours standards. - Analyse the role of occupational safety.
CO3	<ul style="list-style-type: none"> - Evaluate provisions of the Employees' Compensation Act, Maternity Benefit Act, EPF Act, and Minimum Wages Act. - Discuss their impact on employee welfare and legal compliance.
CO4	<ul style="list-style-type: none"> - Understand and interpret the Wage Code 2020. - Analyse its implications on workers' wages, benefits, and legal protections.
CO5	<ul style="list-style-type: none"> - Identify challenges faced by women, child labourers, contract and gig workers. - Propose legal and policy-based solutions for their welfare and integration.

Cognitive Map Using Revised Bloom's Taxonomy

CO	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	✓	✓		✓		
CO2	✓	✓	✓	✓		
CO3		✓	✓	✓	✓	
CO4	✓	✓	✓	✓	✓	
CO5	✓	✓	✓	✓	✓	✓

COURSE CONTENT

UNIT	CONTENT	Lectures	Tutorials	Hours
I (08 Marks)	<i>Labour Welfare</i> Meaning and Definition of Labour Law, Historical Development of Labour Laws in India, Objectives and Importance of Labour Laws, Principles of Labour Law in India. Statutory and non-statutory welfare	8		8
II (12 Marks)	<i>Factories Act 1948</i> Factories Act 1948: Introduction and Objective, Health, Safety, and Welfare Provisions, Working Hours and Overtime, Employment of Young Persons and Women, Industrial Health and Hygiene, Occupational diseases and hazards, Causes and Prevention of Accidents	11	1	12
III (13 marks)	<i>Social Security (Provisions I)</i> Highlights of Government Welfare and Social Security schemes: Employees Compensation Act, 1923 (Amendment Act 2017); Maternity Benefit Act 1961, (Amendment Act 2017); Employees Provident Fund and Miscellaneous Provisions Act, 1952 (Amendment Act, 2017); Minimum Wages Act, 1948 (Amended 2021).	12	1	13
IV (12 Marks)	<i>Social Security (Provisions II)</i> Wage Code 2020- Meaning and Provisions, Social Assistance and Social Security- meaning, importance and implications; Welfare of Special Categories of Labour- Child, Women, Contract labour, Construction Labour, Agricultural labour, Differently abled labour, Gig Workers.	11	1	12

Assessment and Evaluation

- **Internal Assessment (30 marks):**
 - ✓ Two sessional examinations (10*2=20)
 - ✓ Quizzes, assignments, case study presentations, attendance and group discussions, attendance (any two). (5*2=10)
- **End-Semester Exam (45 marks):** Written examination based on the syllabus, typically featuring short-answer questions, long-answer questions, and case-based questions.

Program Outcomes (POs)

PO Code	Program Outcome
PO1	Domain Knowledge – Demonstrate understanding of core HR and legal concepts in labour law and welfare.
PO2	Critical Thinking – Evaluate labour laws and social security issues using analytical skills.
PO3	Communication Skills – Articulate legal and policy implications related to labour welfare effectively.
PO4	Ethics – Demonstrate integrity and ethical reasoning in interpreting and applying labour laws.
PO5	Teamwork – Collaborate in discussions and case studies concerning labour rights and law enforcement.
PO6	Problem Solving – Propose solutions to real-life issues affecting labour welfare and compliance.

CO-PO Mapping Table

Course Outcome (CO)	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Strong	Moderate	Moderate			
CO2	Strong	Strong	Moderate	Moderate		Strong
CO3	Strong	Strong	Moderate	Strong	Moderate	Strong
CO4	Strong	Strong		Strong		Strong
CO5	Moderate	Strong	Moderate	Strong	Strong	Strong

Legend:

- **Strong** = High Contribution
- **Moderate** = Medium Contribution
- (Blank) = No Significant Contribution

Suggested Reading:

- **"Labour Laws for Managers"** by Kumar Shailendra.
- **"Industrial Relations and Labour Laws"** by P.R.N. Sinha, Indu Bala Sinha, and Seema Priyadarshini Shekhar.
- **"Labour and Industrial Laws"** by S.N. Mishra.
- **"Social Security and Labour Welfare in India"** by A.M. Sarma.

B Com 4th Semester

Course Title: INDUSTRIAL RELATIONS

Course Code: HRMMAJ4

Nature of Course: Major

Core Total Credit: 4

Total Marks: 60 (End Sem) +40 (In-Sem)

1. Course Objectives:

The course aims to:

- Provide conceptual clarity on industrial relations and its significance in promoting industrial harmony.
- Develop understanding of trade unions and employer associations in the Indian context.
- Examine the causes and management of industrial disputes and related legal provisions.
- Familiarize students with the preventive and settlement machinery of industrial disputes under the Industrial Disputes Act, 1947.
- Promote ethical awareness, gender sensitivity, and appreciation of worker rights and responsibilities in the workplace.

2. Course Outcomes with Learning Outcomes

CO1: Understand the concept and significance of industrial relations, trade unions, and employer associations in India.

- LO1: Define and explain concepts, objectives, and importance of industrial relations.
- LO2: Describe the structure, role, and functions of trade unions and employer associations.

CO2: Examine causes and management of industrial disputes under relevant laws and frameworks.

- LO3: Identify and analyze the causes and consequences of industrial disputes.
- LO4: Explain legal provisions regarding strikes, lockouts, and dispute management under the Industrial Dispute Act, 1947.

CO3: Analyze the role and effectiveness of preventive and settlement machinery in resolving conflicts.

- LO5: Apply knowledge of preventive and settlement mechanisms such as conciliation, arbitration, and adjudication.
- LO6: Evaluate the effectiveness of bipartite and tripartite bodies, grievance redressal, and collective bargaining.

CO4: Demonstrate ethical awareness and gender sensitivity in the workplace while promoting fair industrial practices.

- LO7: Demonstrate understanding of workplace ethics, gender equity, and worker responsibilities.
- LO8: Design strategies to handle gender-based issues and promote ethical work environments.

3. Cognitive Mapping of Course Outcomes Using Revised Bloom’s Taxonomy

Course Outcomes (COs)	Cognitive Level	Keywords (Bloom’s Verbs)
CO1	Remember, Understand	Define, Explain, Describe
CO2	Apply, Analyze	Illustrate, Examine, Differentiate
CO3	Analyze, Evaluate	Compare, Assess, Interpret
CO4	Apply, Evaluate, Create	Demonstrate, Recommend, Design

4. Mapping of Course Outcomes to Program Outcomes (POs)

COs	PO1 Knowledge of Management & Labour Laws	PO2 Analytical & Problem-Solving Skills	PO3 Effective Communication	PO4 Ethical & Social Responsibility	PO5 Teamwork & Leadership	PO6 Lifelong Learning & Professional Development
CO 1	✓	✓				
CO 2	✓	✓			✓	
CO 3		✓		✓	✓	✓
CO 4			✓	✓	✓	✓

UNITS	COURSE CONTENT	L	T	Hours
I (15Marks)	Industrial Relation: Concept, Importance, factors influencing IR; Trade Union: Meaning, Function, Trade Union Movement in India, Problems of Trade Unions, Impact of Globalization on Trade Unions, Employers Association-Objective of Employers Organization-National Level Associations, Types of Trade Union. ILO.	13	2	15
II (15Marks)	Meaning of strikes and lockouts, Forms of strikes and their legal status, Justified and Unjustified Strikes and Lockouts. Industrial Dispute: Concept, Causes and Consequences, Management of strikes and lockouts under the Industrial Dispute Act 1947.	13	2	15
III (15 Marks)	Prevention Mechanisms of Industrial Dispute: Tripartite and Bipartite Bodies, Standing Orders and Grievance Procedure, Workers Participation in Management, Collective Bargaining Settlement Mechanisms of Industrial Dispute: Conciliation, Arbitration and Adjudication, Labour Court, Industrial Tribunal and National Tribunal	13	2	15
IV (15 Marks)	Workplace-Gender Sensitization, Rights of Worker, Mechanism to address Gender-Based Grievances and Issues, Code of Conduct for workers relating to Professional Ethics, Workers Responsibility.	13	2	15
	TOTAL	50	8	60

Where: L= Lectures, T= Tutorial

Total Classes= 60

Modes of In- Semester Assessment: (40 Marks)

Two Sessional Examinations 10 x 2= 20 Marks

- Other (Any two) 10 x 2= 20 Marks
- Group Discussion
- Assignment
- Industrial Visit
- Seminar Presentation on any of the relevant Topic
- Case Studies

Reference Books:

- Padhi, P. K. (2019). Industrial relations. (4th ed.). Prentice Hall India.
- Sinha, P.R.N., Sinha, I. & Priyadarshini, S. (2019). Industrial relations, trade unions and labour legislations (3rd ed.). Pearson Education.
- Mamoria C.B., Dynamics of Industrial relations in India, Himalaya Publishing House, New Delhi.
- Bangoo K.S., Dynamics of Industrial relations, Deep & Deep Publications, New Delhi.

B Com 4th Semester
Course Title: Training and Development
Course Code: HRMMIN4
Nature of the Course:
Minor Total Credit: 4
Total Marks: 60 (End Sem) +40 (In-semester)

Course objectives

The course aims to:

1. Introduce students to the concept, scope, and importance of Training and Development in organisations.
2. Enable students to understand and design effective training programs to meet organisational needs.
3. Familiarise learners with various training methods—both On-the-Job and Off-the-Job.
4. Expose students to the use of modern technologies in the training process.
5. Provide an understanding of training policies, budgeting, and practices in organisations, particularly in the Indian context.

Course Outcomes (COs)

After completing the course, students will be able to:

- **CO1:** Explain the fundamental concepts, objectives, and principles of training and development.
- **CO2:** Identify organisational training needs and design suitable training programs.
- **CO3:** Demonstrate understanding of various training and development methods and their applications.
- **CO4:** Analyse the role of modern technologies such as AI, e-learning, and gamification in the training process.
- **CO5:** Evaluate training policies, practices, and budgeting procedures in organisational contexts.

Learning Outcomes (LOs)

By the end of this course, students will be able to:

- Understand the importance and scope of training and development in improving employee performance.
- Explain the process of identifying training needs and setting training objectives.
- Apply knowledge to design, implement, and evaluate effective training programs.
- Distinguish between different training methods and select appropriate approaches for specific job requirements.
- Demonstrate awareness of technological innovations in training, including digital and virtual tools.

- Assess the effectiveness of training programs using appropriate evaluation techniques.
- Exhibit understanding of organisational training policies and the role of budgeting in training management.
- Develop the ability to analyse real-world training practices in Indian and global business contexts.

MAPPING OF LEARNING OUTCOMES (LOs) UNDER COURSE OUTCOMES (COs)

Course Outcomes (COs)	Related Learning Outcomes (LOs)
CO1	LO1
CO2	LO1, LO2
CO3	LO2
CO4	LO3
CO5	LO4

COGNITIVE MAP OF COURSE OUTCOMES WITH BLOOM'S TAXONOMY

COs	Remember (L1)	Understand (L2)	Apply (L3)	Analyze (L4)	Evaluate (L5)	Create (L6)
CO1	✓	✓				
CO2		✓	✓	✓		
CO3			✓	✓		
CO4				✓	✓	
CO5				✓	✓	✓

MAPPING OF COURSE OUTCOMES (COs) TO PROGRAM OUTCOMES (POs)

Program Outcomes (POs) are :

- **PO1:** Knowledge of business and management concepts
- **PO2:** Problem analysis and decision-making skills
- **PO3:** Application of modern tools and techniques in business
- **PO4:** Ethical and professional competence
- **PO5:** Lifelong learning and personal development

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5
CO1	✓			✓	
CO2	✓	✓			✓
CO3	✓	✓	✓		
CO4		✓	✓		✓
CO5	✓	✓		✓	✓

UNIT	Content	L	T	Hours
UNIT 1 (15 MARKS)	Introduction to Training and Development- Concept, Scope, Identification of need for Training and Development, Objectives of Employee Training and Executive Development, Factors to be considered in organising a Training and Development Program, Designing a Training Program, Evaluation of training effectiveness, Principles of Learning and Training.	14	2	16
UNIT 2 (15 MARKS)	Methods of Training and Development On-the-Job Training: Vestibule Training, Training by Supervisors, Demonstration and close supervision, Apprenticeship, Job Shadowing, coaching, mentoring, Job rotation, virtual reality simulations. Off-the-Job Training: Lectures, Conferences, Seminar, Team Discussion, T-Group Training, Case Study, Role Playing, Programmed Instructions, Training through Audio-Visual Aids, eLearning.	14	2	16
UNIT 3 (15 MARKS)	Role of modern technologies in the process of training and development; Technology in training: - AI-driven Personalization, Self-Paced Courses, Blended learning, Corporate Training, On-line training platforms-Gamification in learning, Social and Micro Learning, Training Evaluation-Retraining.	13	1	14
UNIT 4 (15 MARKS)	Training and Development Policies in organizations, Training and Development Practice in Indian organizations (Case Studies), Training and Development Budget: its importance and influencing factors in budgeting.	13	1	14
	TOTAL	54	6	60

Where: L= Lectures, T= Tutorial

MODES OF IN-SEMESTER ASSESSMENT: (40 Marks)

Two Sessional Examinations - 10 marks each
Other (any two) 10 marks each

- Group Discussion
- Assignment

- Experiential learning- Role Play
- Mini Capstone projects.
- Seminar Presentation on any topic from the syllabus contents.

END-SEMESTER EXAM (60 MARKS): Written examination based on the syllabus, typically featuring objective type questions, short-answer questions, long-answer questions.

Reference Books:

- Flippo, Edwin B, 1984, Principles of Personnel Management, McGraw-Hill, New York.
- Luthans, Fred, 1985, Organisational Behaviour, McGraw-Hill, New York.
- Memoria, C.B, 1999, Personnel Management, Himalaya Publishing House, Bombay.
- Verma, M.M. and R.K. Agarwal, 2000, Personnel Management and Industrial Relations, King's Books.
- Yoder, Dale, 1969, Personnel Management and Industrial Relations, Prentice Hall. 16
- Noe, R. A. (2020). Employee Training and Development (8th ed.).
- Bersin, J. (2018). The Rise of Digital Learning.