

**Model Syllabus for 4-Year UG Honours in B.B.A.(General) as Major in
consonance with Curriculum framework w.e.f. AY 2026-27**

COURSE STRUCTURE

Year	Semester	Course	Title of the Course	No.of Hrs /Week	No. of Credits
II	IV	8	Marketing Management	4	4
		9	Human Resource Management	4	4
		10	Financial Management	4	4

SEMESTER-IV
COURSE 9: HUMAN RESOURCE MANAGEMENT

Theory 4 hrs/week

Credits: 4

Course Objectives

This course is designed to:

- Understand the nature, scope, and evolution of human resource management (HRM).
- Familiarize students with key HR functions such as recruitment, selection, training, and performance appraisal.
- Analyze the legal and ethical aspects of managing human resources.
- Explore employee engagement, motivation, and retention strategies.
- Assess the challenges of HRM in changing business environments.

Course Outcomes (COs)

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

CO1: Understand the principles and practices of HRM in organizations.

CO2: Apply recruitment, selection, training, and appraisal techniques effectively.

CO3: Analyze labor laws and their impact on employee relations.

CO4: Evaluate HR policies that promote motivation and retention.

CO5: Understand emerging trends in HRM such as HR analytics and remote work.

Unit I: Introduction to HRM

Definition, Nature, and Scope of HRM – Evolution and Functions of HRM – HRM vs. Personnel Management – Strategic HRM – Role of HR Manager – HRM in the Digital Era – Challenges of HRM in Globalized Context.

Unit II: Human Resource Planning and Recruitment

HR Planning: Concept and Process – Job Analysis: Job Description and Job Specification – Recruitment: Sources and Methods – Selection Process – Interviews and Testing – Placement and Induction – Internal Mobility and Transfers.

Unit III: Training, Development, and Performance Appraisal

Employee Training: Needs, Methods, and Evaluation – Management Development – Career Planning and Succession Planning – Performance Appraisal: Methods, Issues, and Feedback – Potential Appraisal and 360-Degree Feedback.

Unit IV: Compensation and Employee Welfare

Wage and Salary Administration – Components of Compensation – Incentives and Fringe Benefits – Employee Welfare Measures – Quality of Work Life (QWL) – Social Security and Grievance Handling Mechanism.

Unit V: Industrial Relations and Emerging Trends

Industrial Relations: Concept, Importance, and Causes of Disputes – Trade Unions – Collective Bargaining – HRM and Technology – Remote Work and Hybrid Models – HR Analytics – Employee Engagement and Employer Branding.

Student-Centric Activities

- ☐ **Role Plays:** Conducting mock interviews and appraisal discussions.
- ☐ **Case Study:** Analysis of HR issues in real-life organizations.
- ☐ **Group Presentation:** On HR trends like gig economy or HR tech.
- ☐ **Job Analysis Project:** Create job descriptions/specifications for sample roles.
- ☐ **Survey Activity:** Assess employee satisfaction/motivation in a small enterprise.

Recommended Textbooks

1. **Gary Dessler** (2022). *Human Resource Management*. Pearson Education.
2. **K. Aswathappa** (2021). *Human Resource Management: Text and Cases*. McGraw Hill.
3. **V.S.P. Rao** (2021). *Human Resource Management*. Himalaya Publishing House.
4. **C.B. Gupta** (2022). *Human Resource Management*. Sultan Chand & Sons.
5. **Snell & Bohlander** (2020). *Managing Human Resources*. Cengage Learning.

MODEL QUESTION PAPER
SEMESTER-IV
COURSE 9: HUMAN RESOURCE MANAGEMENT
(w.e.f. 2026-27)

Time :3Hrs

Max Marks 75

SECTION - A

Answer any Five of the following

5 X 3= 15 Marks

1. Short answer question from Unit-1
2. Short answer question from Unit-1
3. Short answer question from Unit-2
4. Short answer question from Unit-2
5. Short answer question from Unit-3
6. Short answer question from Unit-3
7. Short answer question from Unit-4
8. Short answer question from Unit-4
9. Short answer question from Unit-5
10. Short answer question from Unit-5

SECTION - B

Answer Five of the following

5 X 12= 60 Marks

11. Long answer question from Unit-1
- OR**
12. Long answer question from Unit-1
13. Long answer question from Unit-2
- OR**
14. Long answer question from Unit-2
15. Long answer question from Unit-3
- OR**
16. Long answer question from Unit-3
- OR**
17. Long answer question from Unit-4
- OR**
18. Long answer question from Unit-4
19. Long answer question from Unit-5
- OR**
20. Long answer question from Unit-5