

Subject Experts (Commerce)

Members of Course Frame Work Committee Four Year

Degree Programme under CBCS Pattern in the light of NEP 2020 at Raj Bhawan, Patna

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13	Dr. Mahajabeen Parveen Assistant Professor	BRABU, Muzaffarpur	mahjabeenmahfooz@gmail.com	9973977640	<i>Mahajabeen</i> 19-09-23
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University of Bihar
Faculty of Commerce
4 year Degree Course under
CHOICE BASED CREDIT SYSTEM
Semester Scheme with Multiple Entry and Exit Option for
Under Graduate Course as per NEP 2020

Syllabus for
B.COM- HUMAN RESOURCE MANAGEMENT
Session -2023-27 onwards

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Syllabus for four years B.Com in Human Resource Management.

Subject under CBCS system and Semester System as per UGC Regulations.

(Curriculum and Credit framework for undergraduate programme)

(Group-C) Human Resource Management

(A) Major Core Courses

Sl. No.	Sem	Type of Course	Course Code	Name of Course	Credits	Marks CIA+ESE 30+70
1.	I	MJC-1	BCHRM/ MJC-1	Principles & Functions of Management	6	100
2.	II	MJC-2	BCHRM/ MJC -2	Fundamentals of Human Resource Management	6	100
3.	III	MJC-3	BCHRM/ MJC -3	Training & Development	5	100
4.	III	MJC-4	BCHRM/ MJC-4	Compensation Management	4	100
5.	IV	MJC-5	BCHRM/ MJC -5	Labour & Employment Laws in India	5	100
6.	IV	MJC-6	BCHRM/ MJC-6	Labour Welfare & Social Security	5	100
7.	IV	MJC-7	BCHRM/ MJC -7	Industrial Relations	5	100
8.	V	MJC-8	BCHRM/ MJC -8	Group Dynamics	5	100
9.	V	MJC-9	BCHRM/ MJC -9	Business Mathematics & Statistics	5	100
10.	VI	MJC-10	BCHRM/ MJC-10	Organisational Behaviour	4	100
11.	VI	MJC-11	BCHRM/ MJC -11	Stress Management	5	100
12.	VI	MJC-12	BCHRM/ MJC-12	Management of Change	5	100

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13.	VII	MJC-13	BCHRM/ MJC -13	Business Economics	5	100
14.	VII	MJC-14	BCHRM/ MJC-14	Research Methodology	5	100
15.	VII	MJC-15	BCHRM/ MJC -15	Business Law	6	100
16.	VIII	MJC-16	BCHRM/ MJC -16	Business Communication	4	100

Sub Total = 80

Note:

MJC – Major Course

BCHRM- B.Com in Human Resource Management

CIA- Continuous Internal Assessment

ESE- End Semester Examination

(B) Minor Courses MIC to be offered by the Department for students of other Departments of Commerce

Sl. No.	Sem	Type of Course	Course Code	Name of Course	Credits	Marks CIA+ESE 30+70
1.	I	MIC-1	BCHRM/MIC-1	Fundamentals of HRM	3	100
2.	II	MIC-2	BCHRM /MIC-2	Training & Development	3	100
3.	III	MIC-3	BCHRM /MIC-3	Compensation Management	3	100
4.	IV	MIC-4	BCHRM /MIC-4	Industrial Relations	3	100
5.	V	MIC-5	BCHRM /MIC-5	Labour & Employment Laws in India	3	100
6.	V	MIC-6	BCHRM/MIC-6	Labour Welfare & Social Security	3	100
7.	VI	MIC-7	BCHRM/MIC-7	Management of Change	3	100

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8.	VI	MIC-8	BCHRM/MIC-8	Group Dynamics	3	100
9.	VII	MIC-9	BCHRM/MIC-9	Stress Management	4	100
10.	VIII	MIC-10	BCHRM/MIC-10	Strategic HRM	4	100

Sub Total =32

Note:The Department may reduce the syllabus of the Minor Courses as per the credit distribution. The Department concerned may also decide practical courses.

(C) Multidisciplinary Courses to be offered

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
	I	MDC-1	To be selected from the basket	3	100
2.	II	MDC-2	To be selected from the basket	3	100
3.	III	MDC-3	To be selected from the basket	3	100

Sub Total = 09

(D) Ability Enhancement Courses to be offered

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
1.	I	AEC-1	MIL	2	100
2.	II	AEC-2	Environmental Science	2	100
3.	III	AEC-3	Disaster Risk Management	2	100
4.	IV	AEC-4	NCC/NSS/NGOs/Social Service/ Scout and Guide/Sports	2	100

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GROUP C: HUMAN RESOURCE MANAGEMENT

SEMESTER III

BCHRM/MJC-3: TRAINING & DEVELOPMENT

Objective:

1. To understand the meaning and concepts of training & development
2. To understand the importance of training & development.

Learning Outcome: On successful completion of this course, the students will be able to

- To understand the basic concept of training & development.
- To understand the various domains of learning and its different techniques.
- To understand the basic difference between training and development.

Course Structure:

BCHRM/MJC-3: TRAINING & DEVELOPMENT (Theory: 5 credits)		
Unit	Topics to be covered	No. of Lectures
1	Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.	10
2	Learning Objectives – domains of learning – methods of learning – importance of teaching techniques – instruction technology – instructor behavior – attention versus involvement	10
3	Need for Training and Development – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs – usefulness of training – development of competency-based training programs – Evaluation of training programs.	10
4	Methods of training – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behavior modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays-reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.	10
5	Need for Development- difference between training and development-management development programme-career development program-counseling evaluation of programs- job evaluation- methods and techniques.	10
	TOTAL	50

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Suggested Readings:

1. **B.Taylor & G.Lippitt:** Management Development And Training Handbook.
2. **William E.Blank,** Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey.
3. **David A.DeCenzo & Stephen P.Robbins:** Fundamentals Of Human Resource Management.
4. **Dr F.C. Sharma** S.B.P.D. Publication Agra.
5. **Dr. Rakhi Gupta** Siksha Sagar publisher and distributer. Agra.

GROUP-C HUMAN RESOURCE MANAGEMENT

SEMESTER-III

BCHRM/MJC-4:- COMPENSATION MANAGEMENT

Learning objective: The objective is to equip students with Comprehensive knowledge in compensation management, its principles, designing compensation system in the organization and contemporary strategic compensation.

Learning Outcomes: On successful completion of this course, the students will be able to

- To discuss the principles and importance of compensation management
- To appraise the present trends in calculation of incentives and other pay system.
- To develop and design compensation system.
- To identify the contemporary compensation practices.

BCHRM/MJC-4: Compensation Management (Theory: 4 credits)		
Unit	Topics to be covered	No. of Lectures
1	Introduction to Compensation Management Introduction – Definition of Compensation Management – Objective of Compensation- Principles of compensation Management- Importance of compensation Management- Types of Wages. Exploring and Defining the compensation context – Intrinsic compensation- Extrinsic compensation- Compensation Trends in India. – The 3-P compensation concept.	10
2	Compensation Planning & Bases of Compensation : Compensation and its Components – Compensation Planning: Level, Structure and Systems Decision – Compensation level planning – factors influencing compensation level planning: internal factors and external factors. Traditional Bases for Pay- seniority and Longevity Pay Merit Pay- Performance Appraisal- Methods –Biases- Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay programme	10
3	Incentive Pay & Other Pay Systems: Exploring Incentive Pay- Contrasting Incentive pay with Traditional Pay.	10

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	Individual Incentives Types of Individual Incentives- Advantages and Disadvantages. Group Incentives-Types of Group Incentives- Advantages and Disadvantages. Companywide Incentive- Types- Designing Incentive Pay Programmes. Person Focused Pay-Competency Based Pay, Pay for Knowledge and Skill Based pay, team based pay-concepts.	
4	Designing Compensation System : Building internally consistent Compensation System- Creating Internal Equality through job Analysis and job Valuation- Building Market Competitive Compensation System – compensation surveys Integrating Internal Job Structure with External Market-Building Pay Structures that Recognize Individual Contribution : Constructing pay structure. Pay structure variations- Broad banding- two tier pay structure.	5
5	Contemporary Strategic Compensation : International Compensation- Components of international compensation- Executive compensation- components of executive compensation- Compensating the Flexible workforce contingent Employees- Core and fringe compensation.	5
	TOTAL	40

Essential/Recommended Readings :

1. Tapomoy Deb, Compensation Management text & cases, Excel Publication, 2014
2. Joseph J. Martocchio, Strategic Compensation- A Human Resource Management Approach- Person Education, 2012, 3rd Ed
3. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, 2014
4. Richard. I. Henderson: Compensation Management In A Knowledge Based World- Prentice- Hall, 2012, 9th Ed
5. Milkovich & Newman, Compensation Tata McGraw- Hill, New Delhi, 2015
6. Sharma Dr. F.C. S.B.P.D. Publications, Agra.

GROUP-C HUMAN RESOURCE MANAGEMENT SEMESTER-IV

BCHRM/MJC-5:- LABOUR AND EMPLOYEMENT LAWS IN INDIA

Objectives:- The Course intends to educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

Learning Outcomes: On successful completion of this course, the students will be able to

- To understand the basic laws of Labour and Employment.
- To appraise the present trends in various Acts related to Labour and Employment Laws in India with respect to their enactment.

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BCHRM/MJC-5: Labour and Employment Laws in India (Theory: 5 credits)		
Unit	Topics to be covered	No. of Lectures
1	The course consists of various Acts related to Labour and Employment Laws in India with respect to their enactment. Definitions and different provisions.	10
2	The workmen's Compensations Act, 1923 The Employees State Insurance Act, 1948	10
3	The Employee's Provident fund and Miscellaneous Provisions Act, 1952 The payment of gratuity Act, 1972 The Maternity Benefit Act, 1961	10
4	The Minimum Wages Act, 1948 The Industrial Employment (Standing Orders) Act, 1946	10
5	The Payment of Bonous Act, 1966 The Apprentices Act, 1969	10
	Total	50

REFERENCE :-

1. S. N. Mishra : Labour Laws. Deep & Deep publication
2. S.C. Srivastava: Social Security and Labour Laws, Universal Delhi
3. Madhavan Pillai :- Labour and Industrial Laws. Jain Book Depot.
4. V.V. Giri : labour problems in Indian Industry. Asia Pub House
5. N.D. Kapoor : Elements of Mercantile Law. Sultan Chand And Sons .
6. Sinha Dr VC.- SBPD Publication Agra
7. Rakhi Gupta – Shiksha Sagar Publisher and distributor Agra

**GROUP-C HUMAN RESOURCE MANAGEMENT
SEMESTER-IV**

BCHRM/MJC-6:- LABOUR WELFARE AND SOCIAL SECURITY

Objectives:- The Course intends to educate and create awareness among the students about various aspects of Labour Welfare and Social Security thus equip them to handle this delicate subject with maturity, objectivity and understandings.

Learning Outcomes: On successful completion of this course, the students will be able to develop understanding of Constitutional Provisions and Labour Welfare and Social Security in Indian Context.

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COURSE CONTENTS

Unit	Topics to be covered	No. of Lectures
1	Labour Welfare : Concept, objective and Scope of Labour Welfare, Types of Labour Welfare- Statutory and Non- Statutory' Agencies of Labour welfare work.	10
2	Labour Welfare in India :- Labour welfare under Constitution of India; Main Provision of the Factories Act, 1948, Regarding Labour Welfare.	10
3	International Labour Organisation in pursuit of Labour Welfare :- Structure functions and Roles .	10
4	Social Security :- Concept Need and Significance of Social Security, Types of Social Security; Social Assitance and Social Insurance	10
5	Social Security in India :- Main Features and Provisions of the Employees State Insurance Act, 1948; the Employees Provident Funds and Miscellaneous Provisions Act, 1952; the workmen's Compensation Act, 1923 and thee Maturity Benefit Act, 1961 with regard to Labour Welfare .	10
	Total	50

BOOKS RECOMMENDED:-

- 1- Shankarn, Punekar and Deodhar- Trade union, Industrial Relation and labour Welfare, HPH, Mumbai
- 2- Malik, PL.- Hand Book of Industrial law, Eastern Book, Lucknow
- 3- Arun Monappa- Industrial Relation, TMH
- 4- Dr. F. C Sharma- S.B.P.D. Publication Agra
- 5- Rakhi Gupta- Shiksha Sagar Publisher & distributor, Agra

GROUP C: HUMAN RESOURCE MANAGEMENT

SEMESTER IV

BCHRM/MJC-7: Industrial Relations

Objectives:

In this course, students are to be acquainted with the Industrial relations framework in our country. The importance of the maintenance of industrial peace and efforts to reduce the incidence of Strike and lockout and industrial strikes are to be emphasised. Further the students are to be acquainted with social security framework prevailing in our country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

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GROUP-C HUMAN RESOURCE MANAGEMENT

SEMESTER-V

BCHRM/MJC-8:- Group Dynamics

Course objective :- To familiarize the students with the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness, to identify causes of intra-group and intergroup conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and teambuilding.

Learning Outcome: On successful completion of this course, the students will be able to understand the basic concept of Nature of Groups and Group dynamics and Group Decision Making, Group Conflict and Crowds and Collective Behaviour and its related aspects.

COURSE CONTENTS

BCHRM/MJC-8:Group Dynamics (Theory: 5 credits)		
Unit	Topics to be covered	No. of Lectures
1	Introuduction :- Nature of Groups and Group dynamics- Group formation –Value of Groups	10
2	Group Decision Making :- Anatomy- Groupthink- Group polarization- Methods of group Decision Making.	10
3	Group Confilct :- Sources of Conflict in Groups- Conflict process- Coalitions- conflict resolution Conflict between groups- sources- resolving inter- group conflict	10
4	Crowds and Collective Behaviour : Crowds and collectives- Therotical view points- De Individuation Theory.	10
5	Group and Change :- The Group as an agent of change- The effectiveness Conroversy Sources Change in groups .	10
Total		50

REFERENCE:-

- 1- FORSYTH, D.R. : Group Dynamics, Addison- Wesley.
- 2- Zander, A. :- Making Groups Effective, Jossey-bass
- 3- Davis: Group Performances. Addison- Wesley Publishing Co.
- 4- Dyer : Team Building : Issues and Alternative , Addison- Wesley Publishing .
- 5- Dr. F. C Sharma- S.B.P.D. Publication Agra
- 6- Dr. Rakhi Gupta- Shiksha Sagar Publisher & distributor Agra

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BCHRM/MJC-9 : BUSINESS MATHEMATICS & STATISTICS

Objective:

To apply the concepts of Statistics and Mathematics in Business.

Learning Outcome: On successful completion of this course, the students will be able to interpret and solve Mathematics for Finance, Progression, Progression, Correlation and Time Series.

COURSE CONTENT:

BCHRM/MJC-9: BUSINESS MATHEMATICS & STATISTICS (Theory: 5 credits)		
Unit	Topics to be covered	No. of Lectures
1	Mathematics for Finance : Simple and Compound Interest - Annuities - Discounts and Present values. Basic Calculus - Rules for Differentiation.	10
2	Progression: i) Arithmetic Progression: General Term, Sum upto n terms of an A.P., Arithmetic Mean. ii) Geometric Progression: General Term, Sum of Finite and infinite Geometric Progression. iii) Harmonic Progression: General Term and Harmonic Mean	10
3	Progression: Definition - Scope and Limitation - Presentation of Data - Diagrammatic and Graphical Representation of Data. Measures of Central Tendency - Mean - Median and Mode - GM and HM Measures of Dispersion - Range - Mean Deviation - Quartile Deviation - Standard Deviation - Coefficient Variation .	10
4	Correlation: Karl Pearson's Correlation - Concurrent Deviation Method - Rank Correlation - Uses of Correlation in Business Regression - Regression Lines - Regression Coefficients - Uses of Regression in Business Problems.	10

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5	Time Series : Components of time Series - Measurement of Trend - Semi Average method - Moving Average method - Method of Least Squares - Measurement of Seasonal Variations - Simple Average Method - Ratio to Moving Average Method. Index Numbers - Weighted and UN weighted Index Numbers - Cost of Living Index Number - Test on index Numbers	10
	TOTAL	50

Suggested Readings:

1. P.R. Vittal , Business Statistics and Mathematics, Margham Publications.
2. S P Rajagopalan and R Sattanathan , Business Mathematics , Vijay Nicole Imprints (P) Ltd
3. S P Rajagoalan and R Sattanathan , Buiness Statistics-Vijay Nicole Imprints (P)Ltd.
4. DR. B.N. GUPTA; S.B.P.D PUBLICATION, AGRA
5. DR. MRITUANJAY KUMAR Business Mathematics & Statistics. SHIKSHA SAGAR PUBLISHER AND DISTRIBUTER, AGRA.

**GROUP-C HUMAN RESOURCE MANAGEMENT
SEMESTER-VI**

BCHRM/MJC-10:- Organisational Behaviour

Course Objective :- The Present Course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behaviour.

Learning Outcome: On successful completion of this course, the students will be able to know the Understanding of Organizational Behaviour, Individual Behaviour, Stress and Conflict, Communication, Leadership and Organizational Change .

Course Structure :-

Organisational Behaviour (Theory: 4 credits)		
Unit	Topics to be covered	No.of Lectures
1	Understanding Organization, Behaviour and OB :- Organization as a Social Unit: Concept of Learning Organization, Roles and skill of manager, challenges and opportunities of OB	10
2	Bases of Individual Behaviour :- Basic Individual differences(ability and biographical Charaterstics) : Personality : Meaning " Big- Five" Personality Traits. Perception :- Meannng. Role of Object	10

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	Learning :- Meaning Theories : Classical Conditioning . Operant Condition in and Social Learning. Methods to Shape Behaviour.	
3	Group in Organization-Groups :- Types, Their development stages. Concept of role. Transactional Analysis. Stress and Conflict :- Meaning and causes of stress, types of conflicts. Copying strategies for stress and conflict: negotiation skills. Communication :- Process. Types. Barriers; Grapevine.	10
4	Leadership and Organizational Change: Concept, Trait Behavioural and Contingency (Fiedler, Herse and Bhanchard) theories; leadership styles successful and effective leadership	5
5	Organizational Change :- Concept, Resistance to and Managing Change.	5
	Total	40

Reference :-

1. Laurie J. Mullins: Essentials of Organizational Behaviour, Pearson Learning.
2. L. M. Prasad : organizational Behaviour , Prentice Hall Inc.
3. Kieth Davis : Organisational Behaviour , McGraw Hill
4. Freed Luthans :- Organisational Behaviour , McGraw Hill.
5. Dr F.C . Sharma- S.B. P.D Publications Agra.
6. DR. Rakhi Gupta – Shiksha Sagar Publisher and distributer Agra.

GROUP C: HUMAN RESOURCE MANAGEMENT

SEMESTER VI

BCHRM/MJC-11: STRESS MANAGEMENT

Objectives:

1. To understand the nature and consequences of stress
2. To understand the impact of stress on work
3. To recognise the stressors, Adaptive and Maladaptive behaviour

Learning outcomes:

After completion of the course, the learners will be able to

1. Understand the cognitive variables of stress
2. Learn Managing Work-Life Balance
3. Preparing for better future by reducing the stress.

Pedagogy: Lectures, assignments, Group discussions, seminars and training programmes.

COURSE CONTENTS:

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Course Structure

BCHRM/MJC-13: BUSINESS ECONOMICS
(Theory: 5 credits)

Unit	Topics to be covered	No. of Lectures
1	Introduction <ul style="list-style-type: none"> Meaning, Scope and Importance of Business Economics – Economic Problems, Opportunity Cost principle- Incremental and Marginal Concepts 	10
2	Demand Analysis <ul style="list-style-type: none"> Law of Demand - Meaning and factors affecting demand, Nature of demand curve under different markets. The basics of market demand, market supply and equilibrium price. Meaning, significance, types and measurement of elasticity of demand (Price, income and cross) - relationship between price elasticity of demand and revenue concepts 	10
3	Supply and Production decisions: <ul style="list-style-type: none"> Production function: short run analysis with Law of Variable Proportions- Production function, Long run production function and Laws of Returns to Scale. Cost concepts and classification : Accounting cost and economic cost, implicit and explicit cost, social and private cost, historical cost and replacement cost, sunk cost and incremental cost -fixed and variable cost - total, average and marginal cost. 	10
4	Pricing and output decisions under various Market structure <ul style="list-style-type: none"> Perfect competition and Monopoly models as two extreme cases - profit maximisation and the competitive firm's supply curve - Short run and long run equilibrium of a firm and of industry. Features of monopolistic competition: Product differentiation and role of sales promotion, short run and long run equilibrium, monopolistic verses perfect competition 	10
5	Capital budgeting: evaluating capital projects Meaning and importance steps in capital budgeting- Techniques of Investment appraisal:- payback period method, net present value method, and internal rate of return method..	10
TOTAL		50

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	Meaning and Significance of Research in Business Different Approaches to Research-Scientific Methods and Non-scientific Methods Types of Business Research The Research Process Ethics in Business Research	
2	The Research Problem and Design: Formulation and Definition of Business Research Problem Formulation of Research Hypotheses, Baines Research Design Explanatory Research Design (Secondary Data and Qualitative Research Descriptive Research Design (Survey and Observation and Causal Research Design (Experimentation Potential Sources of Errors in Research).	10
3	Sampling Design and Measurement Techniques: The Sampling Design Process ; Types of Sample Design Probability and Non-probability Sampling Design, Sampling Errors: Concept of Measurement and sampling Important Scaling Techniques Comparative and Non-comparative liability and Validity of Measurement	10
4	Data Collection Tools and Data Processing: Questionnaire and Observation Form Questionnaire Design Process Collecting Primary Data through-Observations, Semi-structured Interviews ,Interviews and Questionnaire, Processing of Research Data Editing, Coding. Classification and Tabulation, Analysis of Data: Basic Data Analysis, Descriptive Statistics, Hypotheses Testing	10
5	Business Research Report: Importance of the Report & Presentation Business Report, post Report Writing Oral Presentation, Research Follow-up	10
	TOTAL	50

Suggested Readings:

1. OR Krishnaswami & M. Ranganathan-Methodology of Research in Social Science, HPH, Mumbai.
2. JK Sachdeva- Business Research Methodology, HPH,Mumbai.
3. CR Kothari- Research Methodology- Methods and Techniques, New Age International Publishers.
4. Sashi K Gupta & Praneet Rangi- Research Methodology- Methods, Tools and Techniques, Kalyani Publishers

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BCMK/MJC-15: BUSINESS LAW
Semester: VII

Objective:

The course aims to give the learners a broad understanding about important aspects of legal environment of business ; to make them study how various special contracts are into force; and to impart knowledge about legal agreement so that they acquainted with the process of establishing legal relationships and to have knowledge of various measures protecting the interest of the consumers.

Learning Outcomes:

After completion of the course, the learners will be able to:

- Examine various aspects of entering into a contract and implications of different types of contract.
- Interpret the regulation governing the Contract of Sale of Goods:
- Discuss the laws governing partnership and legal consequences of their transactions and obligations and provisions governing limited liability partnership.

COURSE CONTENTS:

BCMK/MJC-15: BUSINESS LAW (Theory: 6 credits)		
Unit	Topics to be covered	No. of Lectures
1	The Indian Contract Act: General Principles Contract-meaning, characteristics, kinds Essentials of a valid contract-Offer, Acceptance consideration, Contractual Capacity ,Free Consent, legality of Object Void and Voidable Agreements Discharge of a contract-modes of discharge, breach & remedies against breach of contract Contingent & Quasi Contract	15
2	Indian Contract Act, 1872: Specific Contract Contract of Indemnity & Gaurantee Contract of Bailment Contract of Agency	10
3	The Sale of Goods Act, 1930 Contract of sale, meaning, Difference between sale and Agreement to sale conditions and warranties. Performance of contract of sale Transfer of ownership in goods Unpaid Seller- meaning, right of an unpaid seller against the goods and the buyer.	10

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4	The Negotiable Instruments Act 1881 Meaning, characteristics, Types of N. Instruments promissory note, Bills of Exchange, Cheque Holder and Holder in due Course, Privileges of Holder in due Course. Negotiation: Types of Endorsements Crossing: General and Specific Dishonour of Cheque, Consequences and Remedies. Payment in Due Course.	10
5	Indian Partnership Act, 1932 General nature of Partnership, Registration of a Partnership Firm Rights, Duties and Liabilities of Partners Modes of Dissolution of Partnership	15
TOTAL		60

Suggested Readings:

Kapoor N.D: Elements of Merchantile Law

Kuchhal M.C: Business Law

Varsney P.N.: Business Law

Sen & Gupta : Business Law

Gogna PS: Business Law

Dr A.K.Singh & B.K. Tiwari- S.B.P.D. Publication, Agra

Dr Rakhi Gupta: Siksha Sagar Publisher and Distributer, Agra

Agrawal. R.C, Singh & Tiwari, SBPD Publication, Agra.

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GROUP C: HUMAN RESOURCE MANAGEMENT

SEMESTER VIII

BCHRM/MJC-16: BUSINESS COMMUNICATION

Course Objective:

This course intends to develop good communication skills in students for their future jobs and endeavours in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

Learning Outcomes:

After completion of the course, the learners will be able to know the meaning and importance of Communication in business, Channels of Communication. They will be able to examine various aspects of Group Communication through Committees and Strategies to improve Reading Skills.

Course Structure:

BCHRM/MJC-16: BUSINESS COMMUNICATION		
(Theory: 4 credits)		
Unit	Topics to be covered	No. of Lectures
1	Meaning and importance of Communication in business, the process of Communication, models of Communication, types of information order, advice, suggestion, motivation, persuasion, warning and education.	10
2	Channels of Communication: Their effectiveness and limitations, media of communication, barriers of communication, approaches to effective communication, and tools of communication, direction, sentence, paragraphs, punctuation and report writing.	10
3	Group Communication through Committees: Conference, Seminar, Symposia and other Formal Communication with Public at Large, Interviews and Group Discussion	05
4	Specific of Business Communication: Essentials of Business Communication Structure of Business Correspondence: inquires and replies, order and their executions, complaints and adjustments, credits and status inquires, agency letters and sales letters.	10
5	Strategies to improve Reading Skills: Speaking skills, listening skills: guidelines to effective public speaking: developing job application-covering letter, resume, interviewing: negotiating the job offer.	05
TOTAL		40

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Suggested Readings:

1. Taylor: English Conversion Practice: Tata McGraw Hills.
2. Diwan & Aggrawal: Business Communication: Excel.
3. Gupta Sanjay, SBPD Publication, Agra

Note:

1. The question paper pattern shall consists of three parts-
Part- A: Compulsory- consisting of objective/multiple choice type-
Each carrying two marks $10 \times 2 = 20$ marks
Part- B- Short Answer Type- Four questions to be answered out of six questions-
Each carrying five marks $04 \times 5 = 20$ marks
Part- C- Long Answer Type- Three questions to be answered out of five questions-
Each carrying ten marks $03 \times 10 = 30$ marks
2. Examination shall not be held on OMR Sheets strictly.

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University of Bihar
Faculty of Commerce
4 year Degree Course under
CHOICE BASED CREDIT SYSTEM
Semester Scheme with Multiple Entry and Exit Option for
Under Graduate Course as per NEP 2020

Syllabus for
B.COM- HUMAN RESOURCE MANAGEMENT
Session -2023-27 onwards

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Syllabus for four years B.Com in Human Resource Management

Subject under CBCS system and Semester System as per UGC Regulations

(Curriculum and Credit framework for undergraduate programme)

(Group-C) Human Resource Management

(A) Major Core Courses

Sl. No.	Sem	Type of Course	Course Code	Name of Course	Credits	Marks CIA+ESE 30+70
1.	I	MJC-1	BCHRM/ MJC-1	Principles & Functions of Management	6	100
2.	II	MJC-2	BCHRM/ MJC -2	Fundamentals of Human Resource Management	6	100
3.	III	MJC-3	BCHRM/ MJC -3	Training & Development	5	100
4.	III	MJC-4	BCHRM/ MJC-4	Compensation Management	4	100
5.	IV	MJC-5	BCHRM/ MJC -5	Labour & Employment Laws in India	5	100
6.	IV	MJC-6	BCHRM/ MJC-6	Labour Welfare & Social Security	5	100
7.	IV	MJC-7	BCHRM/ MJC -7	Industrial Relations	5	100
8.	V	MJC-8	BCHRM/ MJC -8	Group Dynamics	5	100
9.	V	MJC-9	BCHRM/ MJC -9	Business Mathematics & Statistics	5	100
10.	VI	MJC-10	BCHRM/ MJC-10	Organisational Behaviour	4	100
11.	VI	MJC-11	BCHRM/ MJC -11	Stress Management	5	100
12.	VI	MJC-12	BCHRM/ MJC-12	Management of Change	5	100
13.	VII	MJC-13	BCHRM/ MJC -13	Business Economics	5	100

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14.	VII	MJC-14	BCHRM/ MJC-14	Research Methodology	5	100
15.	VII	MJC-15	BCHRM/ MJC -15	Business Law	6	100
16.	VIII	MJC-16	BCHRM/ MJC -16	Business Communication	4	100

Sub Total = 80

Note:

MJC – Major Course

BCHRM- B.Com in Human Resource Management

CIA- Continous Internal Assessment

ESE- End Semester Examination

(B) Minor Courses MIC to be offered by the Department for students of other Departments of Commerce

Sl. No.	Sem	Type of Course	Course Code	Name of Course	Credits	Marks CIA+ESE 30+70
1.	I	MIC-1	BCHRM/MIC-1	Fundamentals of HRM	3	100
2.	II	MIC-2	BCHRM /MIC-2	Training & Development	3	100
3.	III	MIC-3	BCHRM /MIC-3	Compensation Management	3	100
4.	IV	MIC-4	BCHRM /MIC-4	Industrial Relations	3	100
5.	V	MIC-5	BCHRM /MIC-	Labour & Employmet Laws in India	3	100

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6.	V	MIC-6	BCHRM/MIC-6	Labour Welfare & Social Security	3	100
7.	VI	MIC-7	BCHRM/MIC-7	Management of Change	3	100
8.	VI	MIC-8	BCHRM/MIC-8	Group Dynamics	3	100
9.	VII	MIC-9	BCHRM/MIC-9	Stress Management	4	100
10.	VIII	MIC-10	BCHRM/MIC-10	Strategic HRM	4	100

Sub Total = 32

Note: The Department may reduce the syllabus of the Minor Courses as per the credit distribution. The Department concerned may also decide practical courses.

(C) Multidisciplinary Courses to be offered

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
1.	I	MDC-1	To be selected from the basket	3	100
2.	II	MDC-2	To be selected from the basket	3	100
3.	III	MDC-3	To be selected from the basket	3	100

Sub Total = 09

(D) Ability Enhancement Courses to be offered

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
1.	I	AEC-1	MIL	2	100
2.	II	AEC-2	Environmental Science	2	100
3.	III	AEC-3	Disaster Risk Management	2	100
4.	IV	AEC-4	NCC/NSS/NGOs/Social Service/ Scout and Guide/Sports	2	100

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(E) Skill Enhancement Courses to be offered

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
1.	I	SEC-1	To be selected from the basket	3	100
2.	II	SEC-2	To be selected from the basket	3	100
3.	III	SEC-3	To be selected from the basket	3	100

Sub Total = 09

(F) Value Added Courses to be offered

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
1.	I	VAC-1	To be selected from the basket	3	100
2.	II	VAC-2	To be selected from the basket	3	100

Sub Total = 06

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
1.	v	INT-1	Summer Internship	4	100

Sl. No.	Sem	Type of Course	Name of Course	Credits	Marks
1.	VIII	RP-1	Research/Dissertation	12	100

Grand Total = 160 Credits

(G) Basket for Multidisciplinary Courses (MDC)
To be decided by Respective Department

(H) Basket for Skill Enhancement Courses (SEC)
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(I) Basket for Value Added Courses (VAC)
See at the end of structure (this booklet)

GROUP-C HUMAN RESOURCE MANAGEMENT
SEMESTER-III
BCHRM/MIC-3:- COMPENSATION MANAGEMENT

Learning objective : The objective is to equip students with Comprehensive knowledge in compensation management, its principles, designing compensation system in the organization and contemporary strategic compensation.

Learning Outcomes : On successful completion of this course, the students will be able to

- To discuss the principles and importance of compensation management
- To appraise the present trends in calculation of incentives and other pay system.
- To develop and design compensation system.
- To identify the contemporary compensation practices.

BCHRM/MIC-3: Compensation Management		
No. of Credits-3		
Unit	Topics to be covered	No. Lectures
1	Introduction to Compensation Management Introduction – Definition of Compensation Management – Objective of Compensation- Principles of compensation Management- Importance of compensation Management- Types of Wages. Exploring and Defining the compensation context – Intrinsic compensation- Extrinsic compensation- Compensation Trends in India. – The 3-P compensation concept.	10
2	Compensation Planning & Bases of Compensation : Compensation and its Components – Compensation Planning: Level, Structure and Systems Decision – Compensation level planning – factors influencing compensation level planning: internal factors and external factors. Traditional Bases for Pay- seniority and Longevity Pay Merit Pay- Performance Appraisal- Methods –Biases- Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay programme	10
3	Contemporary Strategic Compensation : International Compensation- Components of international compensation- Executive compensation- components of executive compensation- Compensating the Flexible workforce contingent Employees- Core and fringe compensation	10
TOTAL		30

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Essential/Recommended Readings :

1. Tapomoy Deb, Compensation Management text & cases, Excel Publication, 2014
2. Joseph J. Martocchio, Strategic Compensation- A Human Resource Management Approach- Person Education, 2012, 3rd Ed
3. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, 2014
4. Richard. I. Henderson: Compensation Management In A Knowledge Based World- Prentice- Hall, 2012, 9th Ed
5. Milkovich & Newman, Compensation Tata McGraw- Hill, New Delhi, 2015

GROUP C: HUMAN RESOURCE MANAGEMENT

SEMESTER IV

BCHRM/MIC-4: Industrial Relations

Objectives:

In this course, students are to be acquainted with the Industrial relations framework in the country. The importance of the maintenance of industrial peace and efforts to reduce the incidence of Strike and lockouts and industrial strikes are to be emphasized. Further the students are to be acquainted with social security framework prevailing in our country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

Learning Outcomes: On successful completion of this course, the students will be able to illustrate the Industrial Relations, conflicts and disputes. They are able to handle grievances of Labour.

COURSE CONTENTS:

BCHRM/MIC-4: Industrial Relations (Theory: 3 credits)		
Unit	Topics to be covered	No. of Lectures
1	Introduction to Industrial Relation: Concepts, evaluation, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation program.	10
2	Industrial, conflicts and disputes: Meaning, essentials, classification, recognitions of disputes, impact of Industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos. Ways to achieve Industrial peace. Code of discipline in the industry.	10

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3	Grievances handling: Meaning, nature & causes of grievances, procedures for redressal. Collective Bargaining- meaning, principles, contents, forms, process and levels of Collective Bargaining.	10
	Total	30

Suggested Readings:

1. I.I.P.M: Personnel Management.
2. Mehrotra S.N.: Labour Problems in India.
3. Memoria, C.B.: Industrial Relations Himalaya Publication.

**GROUP-C HUMAN RESOURCE MANAGEMENT
SEMESTER-V**

BCHRM/MIC-5:- LABOUR AND EMPLOYEMENT LAWS IN INDIA

Objectives:- The Course intends to educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

Learning Outcomes: On successful completion of this course, the students will be able to

- To understand the basic laws of Labour and Employment.
- To appraise the present trends in various Acts related to Labour and Employment Laws in India with respect to their enactment.

Course Structure :-

BCHRM/MIC-5: Labour and Employment Laws in India (Credits-3)		
Unit	Topics to be covered	No. of Lectures
1	The course consists of various Acts related to Labour and Employment Laws in India with respect to their enactment. Definitions and different provisions.	10
2	The workmen's Compensations Act, 1923 The Employees State Insurance Act, 1948	10
3	The Employee's Provident fund and Miscellaneous Provisions Act, 1952 The payment of gratuity Act, 1972 The Maternity Benefit Act, 1961	10
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REFERENCE :-

1. S. N. Mishra : Labour Laws. Deep & Deep publication
2. S.C. Srivastava: Social Security and Labour Laws, Universal Delhi
3. Madhavan Pillai :- Labour and Industrial Laws. Jain Book Depot.
4. V.V. Giri : labour problems in Indian Industry. Asia Pub House
5. N.D. Kapoor : Elements of Mercantile Law. Sultan Chand And Sons .
6. Dr Sinha & Sinha – SBPD Publication Agra
7. Rakhi Gupta – Shiksha Sagar Publisher and distributor Agra

**GROUP-C HUMAN RESOURCE MANAGEMENT
SEMESTER-V**

BCHRM/MIC-6:- LABOUR WELFARE AND SOCIAL SECURITY

Objectives:- The Course intends to educate and create awareness among the students about various aspects of Labour Welfare and Social Security thus equip them to handle this delicate subject with maturity, objectivity and understandings.

Learning Outcomes: On successful completion of this course, the students will be able to develop understanding of Constitutional Provisions and Labour Welfare and Social Security in Indian Context.

Course Contents:-

Unit	Topics to be covered	No.of Lectures
1	Labour Welfare : Concept, objective and Scope of Labour Welfare, Types of Labour Welfare- Statutory and Non- Statutory' Agencies of Labour welfare work.	10
2	Labour Welfare in India :- Labour welfare under Constitution of India; Main Provision of the Factories Act, 1948, Regarding Labour Welfare.	10
3	International Labour Organisation in pursuit of Labour Welfare :- Structure functions and Roles .	10
Total		30

BOOKS RECOMMENDED:-

- 1- Shankarn, Punekar and Deodhar- Trade union, Industrial Relation and labour Welfare, HPH, Mumbai
- 2- Malik, PL.- hand Book of Industrial law, Eastern Book, lucknow
- 3- Arun Monoppa- Industrial Relation, TMH
- 4- Dr. F. C Sharma- S.B.P.D. Publication Agra
- 5- Rakhi Gupta- Shiksha Sagar Publisher & distributor

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**GROUP-C HUMAN RESOURCE MANAGEMENT
SEMESTER-VI**

BCHRM/MIC-7:- Management of change

Course Objective :-

The Course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

Learning Outcome: On successful completion of this course, the students will be able to know the Understanding of Organisational Structure, Culture and Change and Strategic reward Management.

Course Structure:-

BCHRM/MIC-7 : Management of Change (Credits-3)		
Unit	Topics to be covered	No. of Lectures
1	Introduction : Overview of change, importance and impact of change. Origins of change- Technological, Social, Behavioural, role of human resource strategies in implanting change.	10
2	HR Process & Change :- Relevance and development of recruitment and selection processes for planned and unplanned change; HRD and organizational Change.	10
3	Strategic reward Management and its role in changing employee behaviour, managing change through employee involvement	10
Total		30

Reference :-

1. A. Thomhill, P. Lewis, Mikemillmore, & M. Saunders: Managing Change: A Human Resources Strategy Approach, Person Education
2. Basil & Cook :- The Management of change , McGraw Hill.
3. Robert A. Paton : Change Management: A Guide to Effective, Implementation sage, South Asia Edition.
4. Dr F.C . Sharma- S.B. P.D Publications Agra.
5. DR. Rakhi Gupta – Shiksha Sagar Publisher and distributor Agra.

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**GROUP-C HUMAN RESOURCE MANAGEMENT
SEMESTER-VI**

BCHRM/MIC-8:- Group Dynamics

Course objective :- To familiarize the students with the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group

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effectiveness, to identify causes of intra-group and intergroup conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and teambuilding.

Learning Outcome: On successful completion of this course, the students will be able to understand the basic concept of Nature of Groups and Group dynamics and Group Decision Making, Group Conflict and Crowds and Collective Behaviour and its related aspects.

COURSE CONTENTS

BCHRM/MIC-8: Group Dynamics (Theory: 3 credits)		
Unit	Topics to be covered	No. of Lectures
1	Introduction :- Nature of Groups and Group dynamics- Group formation –Value of Groups	10
2	Group Decision Making :- Anatomy- Groupthink- Group polarization- Methods of group Decision Making.	10
3	Group Conflict :- Sources of Conflict in Groups- Conflict process- Coalitions- conflict resolution Conflict between groups- sources- resolving inter- group conflict	10
Total		30

REFERENCE:-

- 1- FORSYTH, D.R. : Group Dynamics, Addison- Wesley.
- 2- Zander, A. :- Making Groups Effective, Jossey-bass
- 3- Davis: Group Performances. Addison- Wesley Publishing Co.
- 4- Dyer : Team Building : Issues and Alternative , Addison- Wesley Publishing .
- 5- Dr. F. C Sharma- S.B.P.D. Publication Agra
- 6- Dr. Rakhi Gupta- Shiksha Sagar Publisher & distributor Agra

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SEMESTER VII

BCHRM/MIC-9: STRESS MANAGEMENT

Objectives:

1. To understand the nature and consequences of stress
2. To understand the impact of stress on work
3. To recognise the stressors, Adaptive and Maladaptive behaviour

Learning outcomes:

After completion of the course, the learners will be able to

1. Understand the cognitive variables of stress
2. Learn Managing Work-Life Balance
3. Preparing for better future by reducing the stress.

Pedagogy: Lectures, assignments, Group discussions, seminars and training programmes.

COURSE CONTENTS:

BCHRM/MIC-9: STRESS MANAGEMENT (Theory: 3 credits)		
Unit	Topics to be covered	No. of Lectures
1	Meaning and nature of stress: Difference between stress and distress; Frustration, conflict and pressure; Meaning of stressors; common stressors at work place: Stressors unique to age and gender.	10
2	Cognitive appraisal of stress: General adaptation to stress; Consequences of stress; Physiological and psychological changes associated with the stress response. Stress and Memory; Stress and Other Cognitive Variables; Stressful environmental conditions on performance.	10
3	Stress and Work performance: Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.	10
	Total	30

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Reference Books:

1. Baron .L & Feist.J (2000) Health Psychology 4th edition, USA Brooks/Cole
2. Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA
3. Clayton,M, (2011).Brilliant stressmanagement How to manage stress in any situation's 1st edition, Greart Britain Pearson Education
4. Cooper,C,& Palmer,S, (2000)Conquer Your Stress, London: Institute of personal development Universities Press
5. Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House
6. Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
7. Ogden.J (2000) Health Psychology 2nd edition Philadelphia, Open university press
8. Olpin, M. & Hesson, M. (2015). Stress Management for Life: A Research-Based Experiential Approach. 4th edition. Wadsworth Publishing.
9. Rice.P.L.(1992) Stress and Health,2nd edition, California, Brooks/Cole
10. Roy,S (2012) Managing stress, Sterling Publication
11. Taylor S.E (1998) Health Psychology 3rd edition, New York. Mc GrawHill
12. Dr F.C. Sharma S.B.P.D. Publication Agra.
13. Dr. Rakhi Gupta Siksha Sagar publisher and distributor. Agra

Handwritten signatures and dates:
manjans 19/09/23
Lupin 19/07/23
19/9/23
19/9/2023
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19/09/23

GROUP C: HUMAN RESOURCE MANAGEMENT

SEMESTER VIII

BCHRM/MIC-10: Strategic HRM

Objective:

- The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.
- The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
- Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations
- Focuses on the best practices, tools and models to implement an effective HRM system.

COURSE OUTCOMES

Upon completion of this course, the student will be able to

- Integrate HR with the business strategy
- Develop competency to enhance employee development
- Gain rational ability to manage performance strategically
- Develop competency to implement global HR practices

COURSE CONTENTS:

BCHRM/MIC-10: Strategic HRM		
(Theory: 3 credits)		
Unit	Topics to be covered	No. of Lectures
1	Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends- Demographic trends – Trends in the utilization of human resources. Integrating Strategy and Human Resource Planning – The strategic role of Human Resource Planning, Selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices.	10
2	Strategy for Employee Development – Planning and strategizing training- Integrating training with performance management systems and	10

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	compensation- Developing management training and development for competitive advantage-The strategic training of employees model.	
3	Performance Management – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems	10
	TOTAL	30

RECOMMENDED TEXT BOOK

1. Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007.
2. Michael Armstrong, Strategic HRM, Kogan page, London
3. John Storey, Patrick M. Wright and Dave Ulrich, "The Routledge Companion to Strategic Human Resource Management", 2009, Routledge
4. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi.

Note:

1. The question paper pattern shall consists of three parts-

Part- A: Compulsory- consisting of objective/multiple choice type-

Each carrying two marks 10x2=20 marks

Part- B- Short Answer Type- Four questions to be answered out of six questions-

Each carrying five marks 04x5 = 20 marks

Part- C- Long Answer Type- Three questions to be answered out of five questions-

Each carrying ten marks 03x10=30 marks

2. Examination shall not be held on OMR Sheets strictly.

Manoj K
19.09.23

Lupin
19/09/23

19/9/23

Anurag
19.09.23

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Pour
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