UNIVERSITY OF DELHI

UNDERGRADUATE CURRICULUM FRAMEWORK – 2022 BASED ON NEW EDUCATION POLICY-2020

<u>BACHELOR OF ARTS (VS) HUMAN RESOURCE MANAGEMENT</u>

B.A. (VS) Human Resource Management Structure with Credit Hours							
	Course Title	Course Type	Lectures	Tutorials	Practical	Credit	Marks
SEMESTER 2							
DSC-2.1	HUMAN RESOURCE PLANNING AND PROCUREMENT	DSC	3	1	0	4	100
DSC-2.2	INDUSTRIAL RELATIONS	DSC	3	1	0	4	100
DSC-2.3	MACROECONOMICS	DSC	3	1	0	4	100
GE	LANGUAGE- 2	GE	3	1	0	4	100

SEMESTER- II

B.A. (VS) Human Resource Management

HUMAN RESOURCE PLANNING AND PROCUREMENT

DSC: 2.1

Marks: 100   **Credits: 4**

Learning Objectives

The aim of this course is to acquaint students with knowledge of the concept of human resource planning and the ability to forecast HR needs in an organisation. It focuses on issues and strategies required to select and develop manpower resources along with tools for effective manpower planning and evaluation.

Learning Outcomes

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

1. to design an HR plan
2. examine various job analysis methods in different organisational settings
3. evaluate effectiveness of different HR demand forecasting techniques
4. describe the efficacy of different recruitment & selection methods
5. design the appropriate retention strategies for different types of organisations

SYLLABUS OF DSE-2.1

Unit 1 Overview of Human Resource Planning (HRP)   **(16 hours)**
Human Resource Planning – meaning, features, scope, approaches, levels of HRP, types, tools, activities for HRP, requirements for effective HR planning, HRP as a tool to enhance organizational productivity, barriers in effective implementation of HRP and ways to overcome, job analysis and design, factors influencing job design methods, job analysis techniques, assessing job analysis methods

HRP Management Process: establish HRP department goals and objectives, creating HRP department structure, resolving conflicts, communicating, planning for needed resources

Unit 2 HRP: Forecasting and Evaluation   **(16 hours)**

Manpower Forecasting: concept, factors affecting HRP, integration of strategic planning and HRP, Process of HRP – steps in HRP, HR demand forecasting – factors, techniques – managerial judgement, ratio trend analysis, regression analysis, work study technique, delphi technique. HR Supply Forecasting – factors, techniques –skills inventories, succession plans, replacement charts, staffing tables.

HRP Evaluation – meaning, need, process, issues to be considered during HRP evaluation. Selected Strategic Options and HRP Implications: restructuring and its impact on HRP, outsourcing and its impact on HRP.

Unit 3 Employee Recruitment and Selection   **(16 hours)**

Employee recruitment: nature, recruitment challenges, recruitment sources, methods of recruitment, legal compliances in recruitment and selection, pre-employment testing, background and reference checks, selection process. Selection methods- types of tests and interviews. Ethical issues in the selection process. Role of HR analytics in effective R&S, influences on recruitment and selection

Trends in Recruitment: corporate talent network, building an end-to-end talent brand, use of applicant tracking system (ATS), predictive analysis, gamification in recruitment, application of AI and VR in recruitment.

Unit 4 Employee Retention   **(12 hours)**

Retention of Manpower- models of retention. Succession Planning. Retention Strategies - executive education, flexi timing, telecommuting quality of work, work life balance, participative management, employee empowerment, employee involvement, autonomous work teams

Practical Exercises:
The learners are required to:

1. Design a simulated human resource plan
2. Examine the appropriateness of each job analysis method for different job profiles
3. Identify the relative effectiveness of different HR demand forecasting techniques for different business environments
4. Examine the reasons for preference of certain recruitment & selection methods in prevalent times
5. Create a hypothetical plan demonstrating different retention strategies for a corporation

Note:
1. There shall be a theory examination of 100 marks including 25 marks for internal assessment
2. There shall be 3 lecture periods per class and 1 tutorial class

Suggested Readings:

- Belcourt M.; McBey K.J. (2016). Strategic human resource planning. Nelson Education.
- Bhattacharya, K. Deepak (2006). Human Resource Planning. Excel Books.
- Chungyalpa, W., & Karishma, T. (2016). Best practices and emerging trends in recruitment and selection. Journal of Entrepreneurship & Organization Management, *5*(2), 1-5.
- Edwin B. Flippo, (1984). Principles of Personnel Management, McGraw-Hill Publications.

- Khanka, S. S. (2019) Human resource management. S. Chand Publishing.
- Roberts, G. (2007). Recruitment and selection. Jaico Publishing House.

B.A. (VS) Human Resource Management

INDUSTRIAL RELATIONS

DSC-2.2

Marks: 100   **Credits: 4**

Learning Objectives

To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

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

1. examine the implications of employer-employee relations on effective organisational functioning
2. evaluate the significance of various legal provisions for safety & welfare in organisations
3. analyse the scope of trade unions
4. discuss the benefits provided by various legal provisions protecting the conditions of employment

Unit 1: Overview of Industrial Relations   **(15 hours)**

Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining. Workers' participation in management, levels of participation, mode of participation works committee, joint management councils, worker director, grievance procedure, quality circles

Unit 2: Safety and Welfare   **(15 hours)**

The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays. The Payment of Bonus Act, The Maternity Benefit Act, The Workmen's Compensation Act.

Unit 3: Trade Unionism   **(15 hours)**

Trade Union Act 1926, immunity granted to registered trade unions, recognition of trade unions. The Industrial Employment (Standing Orders) Act 1946: scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947: forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

Unit 4: Conditions of Employment   **(15 hours)**

Salient features and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act, benefits under The Provident Fund and

Miscellaneous Provisions Act 1952 and Employees' Pension Scheme and Employees State Insurance Act 1948.

Practical Exercises:
The learners are required to:

1. examine power dynamics in the context of employer-employee relations in India
2. discuss the significance of safety & welfare in organisations with examples and cases
3. examine the powers of trade unions in India by discussing the notable cases
4. describe the latest judgments pertaining to various compensation legal provisions in India

Note:

1. There shall be a theory examination of 100 marks including 25 marks for internal assessment
2. There shall be 3 lecture periods per class and 1 tutorial class

Suggested Readings:

- Katz, Harry., Kochan,Thomas A.,& Colvin,A. J.S.(2007) An Introduction to Collective Bargaining and Industrial Relations, McGraw Hill Companies.
- Mallik P L, (2021). Handbook of Labour and Industrial Laws, Eastern Book Company
- Padhi, P K, (2017), Industrial Relations, Prentice Hall India
- Singh B. P., Chhabra T. N., Taneja P. L. (2021). Personnel Management and Industrial Relations, Dhanpat Rai Publishing House
- Srivastava S C, (2022). Industrial Relations and Labour Laws, Vikas Publishing House
- Venkat Ratnam, (2018) C.S. Industrial Relations: Text and Cases, Oxford University Press, Delhi.

Note: Suggested Readings will be updated and uploaded on college website from time to time.

B.A. (VS) Human Resource Management

MACROECONOMICS
DSC-2.3

Marks: 100   **Credits: 4**

Learning Objectives:

This course introduces students to the basic concepts in Macroeconomics beginning with the definition and measurement of the macroeconomic variables. It describes how the macro system operates and how and why the economy grows and fluctuates over time based on the decisions made, in the aggregate, by consumers, businesses, governments as well as global factors. As the world is shifting towards a global economy, the study of Macroeconomics helps the students to understand the overall macroeconomic environment under which one has to take economic decisions. This course also introduces the students to the macroeconomic environment which affects HRM.

Learning Outcomes:

Students will understand various macroeconomic phenomena that they come across at local, national and global levels regularly. This will enable them to understand the market scenarios based on present trend and government policies. This will give added advantage to students as managers since they can take informed decisions.

Unit-I   (**12 hours)**
Introduction: Basic concepts and issues of Macroeconomics. Circular flow of income.
National Income Accounting: Concepts of GDP and National Income; measurement of national income and related aggregates; nominal and real income; limitations of the GDP concept.
Lipsey & Chrystal Chapters 15,16
Case & Fair Chapters 20, 21
Unit-II   (**12hours)**
Determination of GDP: consumption and saving functions, investment function, equilibrium GDP; concepts of MPS, APS, MPC, APC; Concept of multiplier, fiscal and monetary policies.
Lipsey & Chrystal Chapter16
Case & Fair Chapters 23,24
Unit-III   (**12 hours)**
Good & services market and Money market: Derivations of the IS and LM functions; effects of fiscal and monetary policies on equilibrium income. Derivation of Aggregate Demand.
Lipsey & Chrystal Chapters 21 appendix on page 499-504
Case & Fair Chapters 26,27
Unit-IV   (**12 hours)**

The labour market: wage determination, employment. Aggregate supply curves; interaction of aggregate demand and supply to determine equilibrium output, price level and employment.
Case & Fair Chapters 28 (pages 559-567), 29 (pages 581-586)

Unit-V   (**12 hours)**

Firms Behaviour in the Macroeconomy: Investment and Employment decisions, Productivity and the Business cycle.

Balance of payments and exchange rate: Meaning, factors, current account, capital account, determination of exchange rate.

Case & Fair Chapters 31 (pages 624-631), 34 (pages 670-671), 35 (pages 687-691)

Suggested Readings:

1. Case, Karl E. & Ray C. Fair, Principles of Economics, Pearson Education, Inc.,10th edition, 2012.

2. Lipsey, R. and Alec Chrystal, Economics, Oxford University Press, Twelfth Edition, 2011