

Krishna University
కృష్ణా విశ్వవిద్యాలయం
(Established under AP Act No. 29 of 2008)
Machilipatnam, Andhra Pradesh, India - 521004



Department of Commerce

Board of Studies- 3 To 6 Semester (R25)
Date: 24-10-2026

Syllabus and Model Question Papers for Minors

1. **Commerce**
2. **Business Management**
3. **Finance**
4. **Digital Marketing**
5. Human Recourses Management

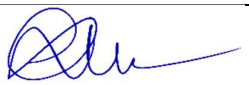
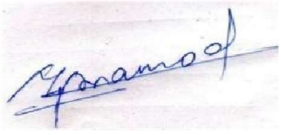
Krishna University:: Machilipatnam
Board of Studies Meeting in Commerce

Date: 24-10-2026

Agenda:

1. To consider and approve the syllabus for Minor Courses 1 to 6, covering the III to VI Semesters for the academic year 2026–2027, applicable to the batch admitted during the academic year 2025–2026.
2. To discuss and approve the course structure and programme syllabi of the following Minor programmes:
    - Commerce
    - Business Management
    - Finance
    - Digital Marketing
    - Human Resource Management

The Board of studies for B. Com is conducted on 24-10-2026 at P B Siddhartha College of Arts & Science: Vijayawada with following members:

UG Board of Studies for Commerce		
Member	**Name & Designation**	**Signature**
Chairman	Dr. K.Naveena Lecturer in Commerce SRR & CVR Govt.Degree College(A) naveenagdc@gmail.com 8639729282	
University Nominee	Dr R Padmaja Department of Commerce, Krishna University Machilipatnam. 9440532444	**On Line**
Member	G Narayana Rao lecturer in Commerce Dr.LHR GOVT Degree College Mylavaram NTR Dist 521230 Email glatharao.999@gmail. 9440490959	
Member	Kona Narayana Rao Head, Department of Commerce P B Siddhartha College of Arts & Science VIJ-10 Knr2007123@gmail.com 9885038196	
Member	M.J.RAJ PAUL Principal. A.M. Modern degree college, Vijayawada rajpaul.scion@gmail.com 9502093357	
Member	Smt. Ch. Lakshmi Bharati Lecturer in Commerce SRR& CVR Govt. Degree College (A) Mobile No. 9177556301 E-Mail: chlbharathi@srrcvr.ac.in	
Member	Dr. M Pramodh Kumar Lecturer in Commerce SRR& CVR Govt. Degree College (A) Mobile No. 9492347719 Mail: chlbharathi@srrcvr.ac.in	

Member	Dr K Shiva Prakash Rao Lecturer in Commerce KBN College, Vijayawada Mobile No. 9866696277 E-Mail: prakashkomma@gmail.com	
Member	Dr K Uttamsagar Lecturer in Commerce CSTS Govt. Kaladala Jangareddy gudem obile No. 7893917014 E-Mail:uttamsagar8@gmail.com	
Industrialist	CA. B. Deena Dayal Kumar Deena Dayal & Co, Chartered Accountants, Vijayawada. deenadayalco@gmail.com , 9490742742	
Student Member 1	BVSS KRISHNA bvss.krishna13@gmail.com 9704431897	
Student Member 2	Kurella Bhargavi kurelabhargavi@gmail.com 9553062060	

Resolutions:

The members of the Board of Studies in B.Com, Krishna University, held their meeting at P.B. Siddhartha College of Arts & Science, Vijayawada, and unanimously passed the following resolutions:

Resolution 1: Approval of Minor Course Syllabi

It is resolved to adopt and implement the syllabi for Minor Courses 1 to 6, covering the III to VI Semesters, for the following Minor programmes, with effect from the academic year 2026–2027 for the batch admitted during the academic year 2025–2026:

1. Commerce
2. Business Management
3. Finance
4. Digital Marketing
5. Human Resource Management

The detailed syllabi of the above Minor programmes are appended herewith for reference and implementation.

Resolution 2: Scheme of Examination and Distribution of Marks

The Board of Studies unanimously resolved to adopt the following scheme of examination for the Minor Courses:

- **Continuous Internal Assessment:** 30 Marks, to be conducted by the college.
- **Semester-End Examination:** 70 Marks, to be conducted by Krishna University, Machilipatnam.

The total marks for each course shall be 100.

Resolution 3: Approval of Model Question Papers

The Board of Studies unanimously resolved to approve the model question papers for the Minor Courses, along with the corresponding scheme for the distribution of marks, as presented before the Board and appended herewith for reference and implementation.

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Model Syllabus for Human Resource Management (Minor) in consonance with Curriculum framework w.e.f. AY 2025-26

COURSE STRUCTURE

Year	Semester	Course	Title of the Course	No. of Hrs /Week	No. of Credits
II	III	1	Principles of HRM	4	4
	IV	2	Change Management	4	4
III	V	3	Talent Management	4	4
		4	Training and Development	4	4
	VI	5	Labour Legislations and Compensation Management	4	4
		6	Organisation Behaviour	4	4

Dr. K.Naveena	G Narayana Rao	Kona Narayana Rao
M.J.RAJ PAUL P	Dr. K.Siva Prakasa Rao	Smt. Ch. Lakshmi Bharati
Dr. M Pramodh Kumar	Dr K Uttamsagar	CA. B. Deena Dayal Kumar
	BVSS Krishna	Kurella Bhargavi

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SEMESTER-III Type of Course : Human Resource Management(Minor)

COURSE 1: PRINCIPLES OF HRM

Theory **Credits: 4** **4 hrs/week**

Course Objectives:

The course is designed to:

1. Understand the significance of Human Resource Management (HRM) in modern organizations and the role of HR executives.
2. Acquire knowledge about procurement and development functions such as recruitment and job analysis.
3. Comprehend various sources of recruitment and the detailed selection process.
4. Gain insights into employee training and executive development techniques.
5. Understand the concept and components of industrial relations and their impact on HRM practices.

Course Outcomes (COs):

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

- CO1: Describe the importance, functions, and scope of Human Resource Management and the role of HR executives.
- CO2: Identify and apply concepts related to recruitment, selection, job analysis, and induction.
- CO3: Design and evaluate training and development programs for employees and executives.
- CO4: Explain and apply methods of job evaluation, performance appraisal, and compensation management.
- CO5: Analyze industrial relations issues and demonstrate understanding of collective bargaining and dispute resolution mechanisms.

UNIT-1: INTRODUCTION:

Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager – Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.

UNIT-II: PROCUREMENT AND DEVELOPMENT FUNCTIONS:

Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization.

UNIT-III: TRAINING:

Significance and Importance of Training, Designing of a Training Program, Methods of Training, Evaluation of Training effectiveness. Executive Development: Concept, Techniques, Employee Training Vs. Executive Development.

UNIT-IV: JOB EVALUATION:

Essentials of Job Evaluation, Methods of Job Evaluation. Performance Appraisal: Importance, Process of Performance Appraisal and Methods of Performance Appraisal, Compensation: Introduction to Compensation Management, Objectives and components of Compensation.

UNIT-V: INDUSTRIAL RELATIONS:
Definition of Industrial Relation, Objectives of Industrial Relations, Industrial Disputes- Types of Industrial Disputes, grievance Redressal Procedure, Collective Bargaining- Objectives of Collective bargaining, Process of Collective bargaining, types of Collective bargaining.

Student-Centric Activities:

- Group presentations on HRM functions in real-life business scenarios
- Case studies on recruitment and training practices of top companies
- Designing a mock training module for a selected job role
- Role-play activities on grievance handling and collective bargaining
- Preparation of a performance appraisal report for a sample employee
- Industrial visit or virtual HR interaction with industry experts (if feasible)

Reference Books:

1. A Text book of Human Resource Management – C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House.
2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House.
3. Human resource Management – P. Jyothi, Publication – Oxford University Press.
4. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication Pearson Education.

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SEMESTER-III Type of Course : Human Resource Management(Minor)

Course 1 Title of the Course: Principles of HRM

Duration : 3 Hours Max Marks : 70

Section A

Answer any Four of the following 4X5 = 20 Marks

1. Explain the importance of HRM
2. What are the functions of a HR Manager
3. Explain Job Analysis
4. Describe the steps in Selection Process
5. Explain the importance of Training
6. What is a designing a Training Programme
7. Explain the importance of Job evaluation
8. What are the objectives of Industrial Relations

Section B

Answer All the Questions 5X10 = 50 Marks

9. Explain the nature and scope of HRM.

OR

10. Explain HRM planning, objectives and policies.
11. Explain Job Description and Job Specification.

OR

12. Explain Placement, Induction and Socialization.
13. Explain the steps in designing a Training Programme

OR

14. Explain the techniques of Executive Development.
15. Explain the methods of Job Evaluation.

OR

16. Explain the objectives and components of Compensation.
17. Explain the types of Industrial Disputes.

OR

18. Explain the process of Collective Bargaining.

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SEMESTER-IV Type of Course : Human Resource Management(Minor)

COURSE 2: CHANGE MANAGEMENT

Theory **Credits: 4** **4 hrs/week**

Course Objectives:

The course is designed to:

1. Impart knowledge of the dynamics and significance of organizational change.
2. Equip students with an understanding of the various types and levels of change in organizations.
3. Enable learners to comprehend and apply models and strategies for implementing change.
4. Examine the role of HR in managing technological change and workforce transformation.
5. Provide insights into Organizational Development (OD) interventions and their relevance in Indian organizations.

Course Outcomes (COs):

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

- **CO1**: Explain the significance and environmental drivers of organizational change through different theoretical perspectives.
- **CO2**: Distinguish between types of change and levels of change in individuals and organizations.
- **CO3**: Apply implementation strategies for managing change, including managing resistance and conducting force field analysis.
- **CO4**: Evaluate the role of HR in technological change, emotional intelligence, and employee empowerment.
- **CO5**: Describe the concept, evolution, and interventions of Organizational Development with examples from Indian enterprises.

UNIT- I ORGANIZATIONAL CHANGE

Concept and Significance; Managing Change; Concept of Analysing the different factors in the Environment driving change; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change to organizations.

UNIT-II TYPES OF CHANGE

Continuous or Incremental Change, Discontinuous or Radial Change, Participative Change and Directive Change; Change agents; Levels of Change- Knowledge Changes, Attitudinal Changes, Individual Behaviour Changes and Organizational Performance Changes.

UNIT-III IMPLEMENTING CHANGE

Steps in the process of change- Establishing a New Direction for the Organization,Setting up of Change Teams, Change agents. Resistance to change – causes of resistance and dealing with resistance to change. Aligning Structure, Systems and Resources, Removing road Blocks. Theory of Force Field Analysis, Absorbing Changes into Organization.

UNIT-IV HR AND TECHNOLOGICAL CHANGE

Introduction special features of new technology, organizational implications of technological change, Emerging profile HR in the management of Change. Employee Empowerment, Emotional Intelligence, Managing work stress for enhancing employee productivity.

UNIT-V ORGANIZATIONAL DEVELOPMENT (OD)

Concept and Evolution, significance. OD Interventions- Diagnostic Activities, Team Building, Sensitivity Training, Third Party and Inter Group Interventions, Educational and Structural Interventions. Indian Experiences of OD in Public and Private Enterprises.

Student-Centric Activities:

- **Case Study Analysis** on successful and failed organizational change initiatives (e.g., Nokia, Apple, Air India).
- **Role Play/Simulation** on dealing with resistance to change and acting as change agents.
- **Mini Project** on studying an organization that has undergone technological change and HR adaptation.
- **Group Presentation** on OD interventions applied in selected Indian private or public organizations.
- **Field-based Assignment**: Interview or report on an HR manager's experience in implementing change or managing restructuring.

Reference Books:

1. Nilakant, V. and Ramnarayan, S., Managing Organisational Change, Response Books, New Delhi.
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions: Managing Complex Change, Addision, - Wesley, Mass.
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.
4. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, NewYork .

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SEMESTER-IV **Type of Course : Human Resource Management(Minor)**

Course 2 **Title of the Course: Change Management**

Duration: 3 Hours **Max Marks 70**

Section A

Answer any Four of the following **4X5 = 20 Marks**

1. Explain the significance of organizational change.
2. What is Resource Dependence Theory?
3. What is Incremental Change?
4. Who is a Change Agent?
5. What are the causes of resistance to change?
6. What is Force Field Analysis?
7. Explain Emotional Intelligence.
8.. What is Team Building?

Section B

Answer All the questions **10X5 = 50 Marks**

9. Explain the factors driving organizational change.

OR

10. Explain the different perspectives on organizational change.

OR

11. Explain the different types of organizational change.
12. Explain the different levels of change.

OR

13. Explain the steps in implementing organizational change.
14. Explain the methods of overcoming resistance to change.

OR

15. Explain the effects of technological change on organizations.
16. Explain the role of HR in managing change.

OR

17. Explain the significance and evolution of Organizational Development.
18. Explain the different OD interventions.

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SEMESTER-V Type of Course : Human Resource Management(Minor)

COURSE 3: TALENT MANAGEMENT

Theory **Credits: 4** **4 hrs/week**

Course Objectives:

The course is designed to:

1. Focus on the attraction, acquisition, and retention of talent in organizations.
2. Understand the end-to-end process of talent acquisition, including job analysis and strategic recruitment planning.
3. Examine how talent management aligns with business strategy, organizational culture, and human capital.
4. Equip students with knowledge and tools to enhance employee engagement.
5. Explore employee retention strategies and reward systems that sustain organizational talent.

Course Outcomes (COs):

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

- **CO1**: Describe the role and significance of talent management in creating a sustainable competitive advantage.
- **CO2**: Develop and implement talent acquisition strategies, including job analysis and recruitment planning.
- **CO3**: Evaluate elements of talent management such as performance, reward, career, and learning development.
- **CO4**: Formulate talent management strategies that promote employee engagement and leadership development.
- **CO5**: Design employee retention approaches integrating compensation, rewards, and sustainable talent models.

UNIT I: INTRODUCTION TO TALENT MANAGEMENT

Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

UNIT II: TALENT ACQUISITION

Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions; Preparing recruitment plan, Selection process, Use of assessment centres, Choosing the types of interviews.

UNIT III: ELEMENTS OF TALENT MANAGEMENT

The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management.

UNIT VI: TALENT MANAGEMENT STRATEGY
Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development.

UNIT V: EMPLOYEE RETENTION
Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model Contemporary Talent Management Issues and challenges.

Student-Centric Activities:

- **Case Study Analysis** on real-time talent management strategies adopted by organizations like Infosys, Google, or TCS.
- **Mock Interview Sessions** to simulate selection and recruitment processes.
- **Role Play** involving talent acquisition managers and candidates in various interview formats.
- **Group Projects** to prepare a comprehensive Talent Acquisition and Retention Plan for a fictional or real company.
- **Field Assignment/HR Survey**: Collect and analyze data from local firms on employee engagement and turnover trends.

Reference Books:

1. Dessler Gary, A Framework for Human Resource Management, Pearson.
2. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, Mc.Graw Hill.
3. Hasan, M., Singh, A. K., Dhamija, Talent management in India: Challenges and opportunities, Atlantic Publication.

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SEMESTER-V **Type of Course: Human Resource Management(Minor)**

COURSE 3: **TALENT MANAGEMENT**

Duration : 3 Hours **Max Marks : 70**

Section A

Answer any Four of the following **4X5 = 20 Marks**

1. What are the objectives of Talent Management?
2. Differentiate between Talent and Knowledge People.
3. What is Job Analysis?
4. What is an Assessment Centre?
5. What is Talent Audit?
6. What is Total Reward?
7. What is a Talent Pipeline?
8. What is Employee Retention?

Section B

Answer All the following Questions **5X10 = 50 Marks**

9. Explain the key processes of Talent Management.

OR

10. Explain the steps in the Selection Process.
11. Explain the different elements of Talent Management.

OR

12. Explain the strategies for Employee Engagement.
13. Explain the methods of Talent Retention.

OR

14. Explain the components of a Total Rewards System.
15. Explain the importance of Leadership Development.

OR

16. Explain the methods of Talent Acquisition.
17. Explain the importance of Career Management.

OR

18. Explain the challenges of Talent Management.

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SEMESTER-V Type of Course : Human Resource Management(Minor)

COURSE 4: TRAINING AND DEVELOPMENT

Theory **Credits: 4** **4 hrs/week**

Course Objectives:

The course is designed to:

1. Understand basic concepts and theories associated with the learning process, training, and development.
2. Examine training needs, processes, and various training methods used in organizations.
3. Familiarize students with evaluation designs to assess the effectiveness of training programs.
4. Explore emerging trends in the field of training and development.
5. Highlight the relevance and application of training expertise in real-world organizational contexts.

Course Outcomes (COs):

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

- **CO1**: Describe the scope, objectives, and challenges associated with training in organizational settings.
- **CO2**: Design effective training programs, identify training needs, and apply evaluation models like Kirkpatrick and CIRO.
- **CO3**: Develop appropriate training designs, materials, and cost structures for various organizational needs.
- **CO4**: Differentiate between training methods and assess the competence and style of trainers.
- **CO5**: Analyze executive development techniques and evaluate counselling practices in career development.

UNIT-I: TRAINING AND DEVELOPMENT

Introduction to Training- Scope, Objectives and Importance. Beneficiaries of Training, Factors influencing working and learning. Training Need Analysis, Training practices, Problems in Training process, emerging trends in training.

UNIT-II: STEPS IN TRAINING PROGRAM

Need for Training and Development, Role of training managers – Administrators, Consultants, Designers and Instructors, Identification of training needs – Potential macro needs, - Designing Competency Based training programs. Evaluation of training programs- Evaluation process, Feedback mechanism, Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.

UNIT-III : TRAINING DESIGN

Introduction to Training Design, Factors affecting design of a training program, Designing a training module, Identification of Trainer, deigning the Training Schedule, Preparing content, Study Material. Budgeting for training, types of cost involved in training programs. Identification of alternative methods of instruction. Conduct of the Program- Physical arrangements, Creating climate for learning, tips for effective implementation.

UNIT-IV: TRAINING METHODS AND TRAINER'S STYLE

Types of training- On-the-Job methods, Off-the -Job training methods (Job Instruction method, Job Rotation Method, presentation methods, hands on methods, group building methods), choosing a training method. Competence of trainer- Trainer's skills and style , Trainer's roles, Do's and Don'ts for Trainers.

UNIT-V : DEVELOPMENT

Executive Development- Need, importance of Training for Managers. Steps in the organization of Executive Development Programs, Techniques of Development Programs. Difference between Training and Development, Career Development. Counselling- Meaning of Counselling, Process of Counselling. Non- Directive Counselling, Evaluation of Counselling programs, Factors determining Effectiveness of Counselling.

Student-Centric Activities:

- **Design a Training Module** for a selected job role in an organization.
- **Group Assignment** to evaluate an existing training program using Kirkpatrick's model.
- **Role Play** sessions to simulate trainer-trainee interaction with feedback and evaluation.
- **Case Study Analysis** on successful and failed training practices from real organizations.
- **Peer Presentations** on latest trends in e-learning, gamification, or virtual reality in training.

Reference Books:

1. Gary Dessler, Human Resource Management, Pearson Education.
2. Noe, R.A. Employee Training & Development. McGraw-Hill India.
3. Aswathappa K, Human Resource to Personnel Management, Tata Mc Graw Hill.
4. Mamoria C.B and Mamoria S. Personnel Management, Himalaya Publishing Company.
5. Rolf, P and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.

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SEMESTER-V Type of Course : Human Resource Management(Minor)

COURSE 4: TRAINING AND DEVELOPMENT

Duration : 3 Hours **Max Marks : 70**

Section A

Answer any Four of the following **4X5 = 20 Marks**

1. What are the objectives of Training?
2. What is Training Need Analysis?
3. What are the roles of a Training Manager?
4. What is the Kirkpatrick Model?
5. What is a Training Module?
6. What is Training Budgeting?
7. Mention any four qualities of a good Trainer.
8. What is Counselling?

Section B

Answer All the Following **5X10 = 50 Marks**

9. Explain the scope and importance of Training.

OR

10. Explain the emerging trends in Training.
11. Explain the steps in designing a Training Programme.

OR

12. Explain the methods of Training Evaluation.
13. Explain the factors affecting the design of a Training Programme.

OR

14. Explain the different costs involved in Training Programmes.
15. Explain the On-the-Job and Off-the-Job Training methods.

OR

16. Explain the roles and skills of a Trainer.
17. Explain the techniques of Executive Development.

OR

18. Explain the process and types of Counselling.

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SEMESTER-VI Type of Course : Human Resource Management(Minor)

COURSE 5: LABOUR LEGISLATION AND COMPENSATION MANAGEMENT

Theory **Credits: 4** **4 hrs/week**

Course Objectives:

The course is designed to:

1. Impart students with foundational knowledge of labour legislations in India.
2. Enable understanding of the provisions, objectives, and implementation of the Trade Unions Act, 1926.
3. Provide insights into social security measures and related legislation in India.
4. Familiarize students with concepts of employee compensation and wage structures.
5. Develop understanding of wage fixation mechanisms and relevant statutory provisions.

Course Outcomes (Cos):

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

- **CO1**: Explain the historical development, classification, and constitutional basis of labour legislation in India.
- **CO2**: Interpret key provisions and implications of important labour laws such as the Factories Act, Trade Unions Act, and Sexual Harassment Act.
- **CO3**: Understand the concepts of social insurance and assistance and apply the provisions of EPF and Gratuity Acts.
- **CO4**: Differentiate between various wage concepts and critically evaluate wage theories.
- **CO5**: Analyze wage fixation mechanisms and statutory wage-related acts such as Minimum Wages Act, Payment of Wages Act, and Bonus Act.

Unit-I: LABOUR LEGISLATION

Concept, Historical Development of Labour Legislation in India, Classification of Labour Legislation, Industrial Jurisprudence and Constitutional Frame Work.

Unit-II: BASIC ACTS IN LABOUR LEGISLATION

Factories Act 1948- Health, safety and welfare provisions, Prevention of sexual harassment act 2013- Meaning, objectives, measures, Trade unions Act 1926 - Principles, objectives and function of trade unions, weakness and essentials of trade unions.

Unit-III: SOCIAL SECURITY

Concepts of Social Insurance and Social assistance, objectives. Main provisions of The Employees Provident Fund Act 1952, The Payment of Gratuity Act 1972. (Calculation of contributions and benefits).

Unit-IV: EMPLOYEE COMPENSATION

Concept and Significance of Wage - CTC, Wage, Salary, Minimum Wage, Fair Wage, Living Wage, Need based minimum Wage. Wage Theories.

Unit-V: WAGE FIXATION MECHANISMS

Statutory Wage Fixation, role of Wage Boards, Pay Commission. Main provisions of Minimum Wages Act 1948, Payment of Wages Act 1936, Bonus Act 1965.

Student-Centric Activities:

- **Debate** on the relevance and enforcement challenges of the Trade Unions Act, 1926 in contemporary India.
- **Case Analysis** of judicial rulings related to labour rights, factory safety, or wage disputes.
- **Group Project** to simulate calculation of EPF contributions, gratuity, and bonus as per respective Acts.
- **Role Play** of wage negotiation between management and union representatives.
- **Field Visit/Interview**: Interaction with HR personnel or labour law practitioners to understand real-life application of labour laws and wage fixation mechanisms.

Reference Books:

1. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press.
2. Milkovich & NewMan, Compensation, Tata McGraw Hill, New Delhi,
3. Kapoor, N.D., Elements of Labour Law, Sultan Chand and Sons,New Delhi.
4. Singh and Agarwal, Labour Industrial Laws, Pioneer Printers, Agra.

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SEMESTER-VI Type of Course : Human Resource Management(Minor)

COURSE 5: LABOUR LEGISLATION AND COMPENSATION MANAGEMENT

Duration: 3 Hours **Max Mark:70**

Section A

Answer any Four of the following **4X5 = 20 Marks**

1. Write short notes about Labour Legislation?
2. Explain the constitutional framework of Labour Legislation.
3. State the health provisions of the Factories Act, 1948.
4. What are the objectives of Trade Unions?
5. What is Social Insurance?
6. What is the purpose of the Employees' Provident Fund Act, 1952?
7. Differentiate between Wages and Salary.
8. What is the role of Wage Boards?

Section B

Answer All the Questions **5x10 = 50 Marks**

9.Explain the classification of Labour Legislation in India.

OR

10. Explain the importance of Labour Legislation in India.

11. Explain the health, safety and welfare provisions of the Factories Act, 1948.

OR

12. Explain the and functions of Trade Unions.

13. Explain the main provisions of the Employees' Provident Fund Act, 1952.

OR

14. Explain the main provisions of the Payment of Gratuity Act, 1972.

15. Explain the different types of wages.

OR

16. Explain the major theories of wages.

17. Explain the role of Wage Boards and Pay Commissions in wage fixation.

OR

18. Explain the main provisions of the Minimum Wages Act, 1948.

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SEMESTER-VI Type of Course : Human Resource Management(Minor)

COURSE 6: ORGANIZATION BEHAVIOUR

Theory **Credits: 4** **4 hrs/week**

Course Objectives:

The course is designed to:

1. Understand individual and group behaviour at the workplace to enhance organizational effectiveness.
2. Examine different personality types and learning styles and their influence on behaviour.
3. Comprehend the dynamics of group formation, cohesion, and conflict resolution.
4. Explore the concept of leadership and its influence on group performance.
5. Understand the process and challenges of change management in organizations.
6. Analyze organizational culture and assess organizational effectiveness and power dynamics.

Course Outcomes (COs):

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

CO1: Define and explain the foundational concepts of organizational behaviour, including perception, values, attitudes, and personality.

CO2: Evaluate the process and outcomes of group dynamics, team effectiveness, and conflict resolution using tools like Johari Window and Transactional Analysis.

CO3: Differentiate among leadership styles and theories, and assess their impact on group and organizational outcomes.

CO4: Examine the causes of organizational change, resistance factors, and strategies for managing change, including the role of OD.

CO5: Analyze organizational culture and climate and evaluate organizational effectiveness, power, and politics.

UNIT-I: ORGANIZATIONAL BEHAVIOR

Organizational behaviour- Meaning, significance, evolution. Factors influencing organizational behaviour- Perception – concept and process of perception, Factors influencing perception. Values and Attitudes. Personality - Stages of personality development, Determinants of personality. Concept of Learning and theories of learning.

UNIT-II: GROUP DYNAMICS

Meaning of groups and group dynamics, Stages in the Formation of groups, Characteristics and Types of groups. Factors influencing group effectiveness- Group cohesiveness, Group decision making. Teams-Groups Vs Teams, Types of teams. Conflicts in groups- reasons for conflicts, Management of Conflict- application of Transactional Analysis, Johari Window.

UNIT-III: LEADERSHIP

Definition and Concept of Leadership, importance of Leadership, characteristics of an Effective Leader. Styles of Leadership, Managerial Grid, Leadership Continuum. Theories of Leadership. Impact of Leadership on effectiveness of groups.

UNIT-IV: MANAGEMENT OF CHANGE

Meaning and importance of Change, Factors driving organizational change. Response to change, role of Change Agents. Resistance to Change – Reasons for Resistance, dealing with resistance to change. Organizational Development – Significance and process of OD.

UNIT-V: ORGANIZATIONAL CULTURE

Concept of Organizational Culture, Significance of understanding organizational culture, Distinction between organizational culture and organizational climate. Factors influencing Organizational Culture. Organizational Effectiveness- Indicators of organizational effectiveness, achieving organizational effectiveness. Organizational Power and Politics.

Student-Centric Activities:

- **Self-Assessment Exercise**: Personality profiling and learning style inventory.
- **Group Activity**: Simulated team-building exercise to understand group dynamics.
- **Case Study**: Analysis of real-world leadership challenges and organizational change scenarios.
- **Role Play**: Managing conflict and applying conflict resolution techniques using TA and Johari Window.
- **Field Assignment**: Observation of organizational culture and climate in a local business/industry and submission of an analytical report.

Reference Books:

1. Robbins, P.Stephen - Organizational Behaviour-Concepts, Controversies & Applications - Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred – Organizational Behaviour - McGraw Hill Publishers Co. Ltd., New Delhi,
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behaviour - Konark Publishers Pvt. Ltd., Delhi.
4. Prasad, L.M - Organizational Theory & Behaviour - Sultan Chand & Sons, New Delhi.

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SEMESTER-VI **Type of Course : Human Resource Management(Minor)**

COURSE 6: ORGANIZATION BEHAVIOUR

Duration: 3 Hours **Max Mark:70**

Section A

Answer any Four of the following **4X5 = 20 Marks**

1. Explain the importance of Organizational Behaviour.
2. What are the determinants of Personality?
3. What are the stages of Group Formation?
4. Differentiate between Groups and Teams.
5. What are the qualities of an Effective Leader?
6. Explain the Managerial Grid.
7. What are the causes of Resistance to Change?
8. What is Organizational Climate?

Section B

Answer All the Questions **5x10 = 50 Marks**

9. Explain the factors influencing Organizational Behaviour.

OR

10. Explain the theories of Learning.
11. Explain the factors influencing Group Effectiveness.

OR

12. Explain the methods of Conflict Management.
13. Explain the different Styles of Leadership.

OR

14. Explain the major Theories of Leadership.
15. Explain the factors driving Organizational Change.

OR

16. Explain the process of Organizational Development.
17. Explain the factors influencing Organizational Culture.

OR

18. Explain the indicators of Organizational Effectiveness.

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