

AC –

Item No. –

**As Per NEP 2020**  
**Tolani College of Commerce**  
**(Autonomous)**



Knowledge is Supreme

**Title of the Course: Human Resource Management**

**Programme: Bachelor of Commerce (B.Com.) Semester – VI**

**Syllabus for Four credits**

**From the academic year A.Y.2025-2026**

Sr. No.	Heading	Particulars
1	<b>Description the course :</b>	In this course, learners will gain a comprehensive understanding of the fundamental principles and best practices essential for effectively managing people within organizations.
2	<b>Vertical :</b>	Major
3	<b>Type :</b>	Theory
4	<b>Credit:</b>	4 credits
5	<b>Hours Allotted :</b>	60 Hours
6	<b>Marks Allotted:</b>	100 Marks
7	<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>● To understand the functions, systems, policies and applications of Human Resource Management in organizations.</li> <li>● To familiarize the learners with the theoretical foundations of key areas associated with HR development in the organizations.</li> <li>● To acquaint learners with the methods of developing and managing the performance of Human Resources.</li> <li>● To explore the emerging horizons of Human Resource management in wake of changes in Business environment.</li> </ul>	
8	<b>Course Outcomes:</b> Learners will be able to: <ul style="list-style-type: none"> <li>● Understand the functions, systems, policies and applications of HRM in organizations.</li> <li>● Familiar with the key areas of HR development in the organizations.</li> <li>● Know how to develop and manage employee performance through training, appraisal, career planning, and succession planning</li> <li>● Analyze the evolving HR landscape by understanding learning organizations, talent management, and innovation; explore emerging trend</li> </ul>	

9	<b>Modules</b>
	<p><b>Module 1: Human Resource Management</b></p> <ul style="list-style-type: none"> <li>● <b>Introduction:</b> Concept, Functions, Importance, Evolution of HRM, Comparing concepts of Human Capital Management(HCM), Human Resource Management(HRM) and Personnel Management (PM), Concept of Strategic Human Resource Management- benefits and challenges</li> <li>● <b>Human Resource Planning:</b> Concept, steps in Human Resource Planning, Job Analysis –concept, components, Job design – concept, techniques, Job crafting- concept, importance</li> <li>● <b>Recruitment</b> – Concept, sources of recruitment, Selection – Concept, process, types of Interviews, Evaluation of selection process, Techniques of E-Selection.</li> </ul>
	<p><b>Module 2 : Human Resource Development</b></p> <ul style="list-style-type: none"> <li>● <b>Human Resource Development-</b> Concept, functions Training and Development: Concept, process of identifying training and development needs, methods of training and development, methods of evaluating training effectiveness.</li> <li>● <b>Performance Appraisal</b> – Concept, benefits, limitations, methods, importance of potential appraisal</li> <li>● <b>Career Planning:</b> Concept, importance, Counselling-concept, techniques, Mentoring-concept, techniques, Succession planning- concept, importance of succession planning.</li> </ul>
	<p><b>Module 3: Human Relations</b></p>
	<ul style="list-style-type: none"> <li>● <b>Leadership &amp; Motivation-</b> Concept, transactional &amp; transformational leadership, Motivation-Concept, Theories of Motivation ( Maslow’s Need Hierarchy Theory, Vroom’s Expectancy Theory, McGregor’s Theory X and Theory Y, Pink’s Theory of Motivation)</li> <li>● <b>Employees Morale-</b> Concept. Factors affecting morale, Measurement of Employees morale, Emotional Quotient and Spiritual Quotient- concept, Factors affecting EQ and SQ.</li> <li>● <b>Employee Grievance-</b> Causes, procedure for grievance redressal, Employee welfare measures and health &amp; safety measures.</li> </ul>
	<p><b>Module 4: Emerging trends and Challenges in HRM</b></p>
	<ul style="list-style-type: none"> <li>● <b>HR in changing environment-</b> Learning organisations-Concept, creating an innovative organisation, Innovative culture-Concept, Need, managerial role, Talent management- Concept, essentials and advantages</li> <li>● <b>Trends in Human Resource Management-</b> Digitalization of HRM – HRIS, HR Analytics and Use of Artificial Intelligence in HRM, Employee Engagement- Concept, Types, , Human Resource Audit- Process, Human Resource Accounting &amp; Costs- Approaches to control HR Costs</li> <li>● <b>Challenges in Human Resource Management-</b> Employee empowerment,</li> </ul>

	workforce diversity, attrition, Downsizing, Employee absenteeism, Work Life Balance, Sexual harassment at work place, Millennial Competency mapping, Domestic and International HR practices.
<b>11</b>	<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Michael Armstrong – Strategic Human Resource Management – Kogan Page (2021)</li> <li><input type="checkbox"/> John Bratton &amp; Jeff Gold – Human Resource Management: Theory and Practice – Palgrave Macmillan (2017)</li> <li><input type="checkbox"/> Peter Boxall, John Purcell, &amp; Patrick Wright – The Oxford Handbook of Human Resource Management – Oxford University Press (2019)</li> <li><input type="checkbox"/> David A. DeCenzo &amp; Stephen P. Robbins – Human Resource Management – Wiley (2020)</li> <li><input type="checkbox"/> Gary Dessler – Fundamentals of Human Resource Management – Pearson (2020)</li> <li><input type="checkbox"/> Richard L. Daft – The Leadership Experience – Cengage Learning (2022)</li> <li><input type="checkbox"/> Edward Lawler – Talent: Making People Your Competitive Advantage – Jossey-Bass (2017)</li> <li><input type="checkbox"/> K. Aswathappa – Human Resource Management: Text and Cases – McGraw Hill (2022)</li> <li><input type="checkbox"/> Dave Ulrich &amp; Wayne Brockbank – The HR Value Proposition – Harvard Business Press (2016)</li> <li><input type="checkbox"/> V.S.P. Rao – Human Resource Management – Excel Books (2019)</li> </ul>

<b>12</b>	<b>Internal Continuous Assessment: 40%</b>	<b>Semester End Examination :60%</b>													
<b>13</b>	<p><b>Continuous Evaluation through:</b> The Continuous Evaluation will have components as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Component</th> <th style="width: 55%;">Details</th> <th style="width: 30%;">Passing marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">I</td> <td>Assignment / Case Study / Current Affairs Diary / Field Study / Business Plan / Project</td> <td rowspan="4" style="vertical-align: middle;"></td> </tr> <tr> <td style="text-align: center;">II</td> <td>Presentation of Component I</td> </tr> <tr> <td style="text-align: center;">III</td> <td>One Periodical Test</td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>Total 40 marks</b></td> <td style="text-align: center;"><b>16</b></td> </tr> </tbody> </table>	Component	Details	Passing marks	I	Assignment / Case Study / Current Affairs Diary / Field Study / Business Plan / Project		II	Presentation of Component I	III	One Periodical Test	<b>Total 40 marks</b>		<b>16</b>	
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<b>14</b>	<p><b>Format of Question Paper:</b> for the final examination</p> <p style="text-align: center;"><b>Question Paper Pattern</b></p> <p>Maximum Marks: 60 Duration: 2 Hrs. All Questions are Compulsory Carrying 12 Marks each.</p>														

<b>Question No</b>	<b>Particulars</b>	<b>Marks</b>
Q-1	Attempt any 2 of the following: (From Module I) a. b. c.	12 Marks
Q-2	Attempt any 2 of the following: (From Module II) a. b. c.	12 Marks
Q-3	Attempt any 2 of the following: (From Module III) a. b. c.	12 Marks
Q-4	Attempt any 2 of the following: (From Module IV) a. b. c.	12 Marks
Q-5	Attempt the following: (Entire Syllabus) Approach Based Question (6 marks) Short Notes (any 2 out of 3) (6 marks)	12 Marks

### Signatures of Team Members

<b>Sr.No</b>	<b>Name</b>	<b>Signature</b>
1.		
2.		
3.		