Choice Based Credit System (CBCS) in Light of NEP-2020
BBA (Human Resource) - V SEMESTER (2022-2026)

BBA501 BASICS OF OPERATIONS MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBA501	MAJ	Basics of Operations Management	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ-**Minor
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE
This course is aimed at introducing students to the basic concepts, theories and practices of production and operations functions. It focuses on the problems that frequently confront production/operations managers.

EXAMINATION SCHEME
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of 5 questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES
CO1 Comprehend the elements of operations management and various transformation processes to enhance productivity and competitiveness.

CO2 Develop the understanding for Facilities Location and the factors that affect the selection of facilities location.

CO3 Analyze the facilities requirement and accordingly design Layouts.

CO4 Define and examine the materials management function starting from demand management through Inventory Management.

CO5 Apply various Statistical Quality Control tools including the analysis of various Quality costs, and quality circles.

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
BBA501	MAJ	Basics of Operations Management	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ-** Minor
*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

UNIT I: Introduction
1. Nature and Scope of Production/Operations Management,
2. POM Relationship with other Systems in the Organisation
3. Factors that affect System and Concept of Production and Operation Management.
4. Different types of Production/Operation Systems, Role, and Responsibilities of Production/Operations Manager.
5. Basic differences between Manufacturing and Service operations.

UNIT II: Facilities Location
1. Importance of location decision and needs for it.
2. Factors affecting plant location decision.
3. Basic location decision models – Break-Even Method, Factor Rating Method
4. Weighted Factor Rating Method, Load Distance Method
5. Centre of Gravity Model

UNIT III: Facilities Layout
1. Concept of Plant Layout
2. Objectives of Plant Layout
3. Principles of Plant Layout
4. Basic classification of Layouts – Process Layout, Product Layout, Layout by Fixed Position
5. Group Layout/ Cellular Manufacturing

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BBA501	MAJ	Basics of Operations Management	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ-** Minor
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT IV: Material and Inventory Management
1. An overview of Material Management, Material Planning, and Inventory Control,
2. Concept and fundamentals of Material requirement planning (MRP)
3. Inventory Models(Classical EOQ, Model with Shortages), JIT,
4. Budgeting and Material Planning, Purchase Management,
5. Store Management, Safety Management, Case Study.

UNIT V: Quality in Prod. & Ops Management
1. Definition, History of Quality, Quality Management
2. Concepts of Quality Assurance, Acceptance Sampling
3. Statistical Process Control
4. Control Charts: Control Limits, Central Tendency and Dispersion, $\bar{X}$ chart and r-chart.
5. Total Quality Management, QMS and ISO Standards, Case Study.

SUGGESTED READINGS
1. Chary, S.N., (2012). *Production and Operations Management.* McGraw Hills Education Pvt. Ltd.,5th edition.
2. Kumar, S. and Suresh, N. (2009). *Operations Management.* New Age International Publishers.
3. Ashwathappa, K (2007). *Production and Operation Management.* Himalaya Publishing House.
4. Paneerselvam, R. (2013). *Production and Operations Management.* PHI Learning Private limited.

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Choice Based Credit System (CBCS) in Light of NEP-2020
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BBAH502 INDUSTRIAL RELATIONS FUNDAMENTALS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
BBAH502	MAJ	Industrial Relations Fundamentals	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ –** Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE
The objective of this course is to provide a comprehensive understanding of the fundamental concepts and practices of industrial relations in the Indian context. It aims to equip students with knowledge about the relationships between employers, employees, and the state, as well as the various laws, policies, and practices that govern these relationships.

EXAMINATION SCHEME
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES
CO1   Understanding the concept and importance of industrial relations in the Indian context.
CO2   Understanding of historical development and key theories of industrial relations.
CO3   Familiarization with the legal framework and regulatory bodies governing industrial relationsin India.
CO3   Comprehending the role of collective bargaining in resolving labor disputes.

COURSE CONTENT

UNIT I: Introduction to Industrial Relations
1. Definition and scope of industrial relations
2. Historical development of industrial relations in India
3. Objectives and importance of effective industrial relations
4. The role of the state in industrial relations

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
BBAH502	MAJ	Industrial Relations Fundamentals	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ** – Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT II: Legal Framework of Industrial Relations
1. Overview of labor laws and regulations in India
2. The Industrial Disputes Act, 1947
3. The Trade Unions Act, 1926, The Factories Act, 1948
4. The Minimum Wages Act, 1948
5. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952

UNIT III: Collective Bargaining
1. Definition and importance of collective bargaining
2. Types of collective bargaining (enterprise-level, industry-level, national-level)
3. Collective bargaining process
4. Negotiation techniques
5. Grievance handling and dispute resolution through collective bargaining

UNIT IV: Employee Participation and Industrial Democracy
1. Workers' participation in management
2. Industrial Democracy
3. Works committees
4. Joint management councils
5. Participative management and quality circles

UNIT V: Industrial Relations Practices
1. Employment contracts and conditions
2. Wage determination and pay structures.
3. Industrial discipline
4. Code of conduct
5. Emerging Trends in Industrial Relations

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
BBAH502	MAJ	Industrial Relations Fundamentals	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ –** Major
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

SUGGESTED READINGS

1. Bareja, J.K. (2001). *Industrial Law.* Galgotia Publishing Company, New Delhi.
2. Bhatia, S. K. (2008). *Strategic Industrial Relations and Labour Laws.*Deep and Deep Publications. India
3. Chawla R. C. and Garg, K.C. (1993). *Industrial Law.* Ludhiana, Kalyani Publishers.
4. Malik P.L. (2013). *Handbook of Labor and Industrial Law*.Eastern Book Company. Lucknow. Edition: 15th Edition
5. Monappa, Arun (1997). *Industrial Relations and Labor Laws.* New Delhi; Tata McGraw-Hill Education
6. Rao, P. S. (2000). Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games. Mumbai, Himalaya Publishing House.

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BBAH503 HR AUDIT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAH503	DSE	HR Audit	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective

*__Teacher Assessment__ shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE
The objective of this course is to provide an in-depth understanding of the concept and practices of Human Resources (HR) audit. It aims to equip students with the knowledge and understanding required to conduct HR audits within organizations. Students will learn about the various components of HR audit, including HR policies, practices, procedures, and compliance with legal and ethical standards.

EXAMINATION SCHEME
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES
CO1   Understanding the concept and importance of HR audit in organizations.
CO2   Acquiringknowledge of HR policies, practices, and procedures.
CO3   Developing skills to conduct HR audits and analyze audit results.
CO4   Enhancing critical thinking and problem-solving abilities in HR audit-related scenarios.

COURSE CONTENT

UNIT I: Introduction to HR Audit
1. Definition and Evolution
2. Goals of HRD
3. Good HRD Practices and Business Improvement
4. Understanding the concept and scope of HR audit
5. Key stakeholders and their roles in HR audit

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			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
BBAH503	DSE	HR Audit	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT II: HR Policies and Practices
1. Development and evaluation of HR policies
2. Assessing HR practices for alignment with policies
3. Employee handbooks and policy communication
4. Compliance with employment laws and regulations.

UNIT III: HR Procedures and Documentation
1. Evaluation of HR procedures
2. HR processes
3. Documentation and record-keeping requirements
4. Auditing HR data and information systems
5. Data privacy and confidentiality considerations

UNIT IV: Performance Management and Talent Development
1. Performance Management
2. Training and development audits
3. Succession planning and talent retention
4. Assessment of employee engagement and satisfaction

UNIT V: HR Audit Reporting andApplications
1. Designing HR audit reports
2. Presenting audit findings to stakeholders
3. Developing action plans based on audit results
4. Monitoring the HR Audit
5. Evaluating the impact of HR audit recommendations

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAH503	DSE	HR Audit	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

SUGGESTED READINGS

1. French, W.L. and Bell, C. H. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement*. Pearson Publications. 6th Edition
2. Kandula (2010). *Strategic Human Resource Development*. New Delhi: PHI Learning.
3. Pareek, U., Rao, T. V., (2007). *Designing and Managing Human Resource Systems.* Oxford & IBH Publishers.
4. Rao, T. V., (2004). *HRD Audit*. New Delhi: Response Books.

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BBAH504 HR ANALYTICS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAH504	DSE	HR Analytics	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective

*__Teacher Assessment__ shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE OBJECTIVE
The objective of this course is to acquaint the students withthe concepts and framework of HR analytics. It also helps the student to understand the role of HRIS and HR Subsystems in context to HR analytics.

EXAMINATION SCHEME
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

COURSE OUTCOMES
CO1   Analyze problems and issues in HR and the relevance of HR analytics.
CO2   Identify the application and uses of HR analytics in various HR sub-systems.
CO3   Synthesize HR dashboards using excel and power BI.

COURSE CONTENT

UNIT I: Introduction to HR Analytics
1. HR Metrics, Concepts
2. Types and Importance
3. HR Analytics: Concept, Significance,
4. Process
5. Features of Good HR Analytics Solution

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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BBAH504	DSE	HR Analytics	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT II: Framework of HR Analytics
1. Prerequisites of HR Analytics
2. HR Analytics Framework: LAMP Framework, HCM: 21 Framework
3. HC BRidge®: Efficiency, Effectiveness and Impact Framework
4. Talent-ship Framework
5. Components of Effective HR Framework

UNIT III: HRIS and Analytics
1. HRIS: Concept
2. Functions and Benefits
3. Role of HRIS in Analytics
4. Steps in HRIS Implementation

UNIT IV: Analytics for HR sub-systems
1. HR Analytics for Staffing, Training & Development
2. Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems.
3. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.
4. HR Dashboards: Concept, Benefits
5. Building HR Dashboards in Excel and Power BI

UNIT V HR Analytics - Trends and Future Challenges
1. Technology and changes in HR Analytics
2. Big Data
3. Predictive Analytics in HR
4. Emerging challenges: Global and Indian Experience

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
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BBAH504	DSE	HR Analytics	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

SUGGESTED READINGS
1. Ulrich, D. & Brockbank, W. (2010). *The HR Value Proposition*.Harvard Business School Press.
2. Fitz-enz, J., & Mattox, J. (2014). *Predictive Analytics for Human Resources*.Wiley.
3. Phillips, J., & Phillips, P.P. (2014). *Making Human Capital Analytics Work: Measuring the ROI of HumanCapital Processes and Outcomes*. McGraw-Hill
4. Director, S. (2014). *Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy*.Pearson FT Press
5. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, andperformance.* Harvard Business Press.

Suggested Links:
1. https://www.spiceworks.com/hr/hr-analytics/articles/what-is-hr-analytics/
2. https://www.aihr.com/blog/human-resources-information-system-hris/
3. https://www.studocu.com/in/document/visvesvaraya-technological-university/human resource-management/hra-unit-2/11804076

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