



B. J. VANIJYA MAHAVIDYALAYA

(Autonomous) (Grant-in-Aid)

(Affiliated to Sardar Patel University)

Vallabh Vidyanagar- 388 120, Dist. Anand, Gujarat, India

Accredited with CGPA of 2.78 on four-point scale at B++ Grade by NAAC

Syllabus as per the NEP 2020 with effect from July – 2026

Master of Commerce (M. Com.) Semester – I

Course Type	Course Code	Course Title	Teaching-Learning Scheme	Total Notional Hours	Course Credits
			L-P-T		
DSE	P2B01NECOM04	Human Resource Management	3-0-1	120	04

• Course Learning Outcomes (CLOs)

On completion of this course, students will be able to:

- CLO1:** Appraise the evolving role of HRM in modern organizations to determine how managerial and operative functions contribute to organizational efficiency and productivity.
- CLO2:** Design a strategic Talent Acquisition framework and HRMS process flow to address contemporary recruitment challenges in the Indian context.
- CLO3:** Synthesize employee training needs and executive development programs to create integrated career planning and performance management systems (MBO & 360-degree feedback).
- CLO4:** Critique the impact of globalization, workforce diversity, and HR analytics on organizational behaviour and digital HR transformation.
- CLO5:** Formulate ethical guidelines and CSR-driven HR policies to address future challenges and sustainability in human resource management.

Unit	Course Content	Learning Pedagogies*	CLO(s)
I	Meaning, Nature and Scope of HRM: • Concept and definition of HRM, • Scope and characteristics; • Functions- Managerial and Operative; • Changing role of HR in modern organizations; • Role of HRM in improving efficiency and productivity.	CL, RefP, SDL	CLO1
II	HRMS and Talent Acquisition: • Objectives, • Features, Components/Modules, Functions, and Process Flow of HRMS; • Advantages, Challenges, and Implementation; • HRMS in Indian Context; • Concept, Strategic importance, and framework of Talent Acquisition; • Challenges in Talent Acquisition.	CBL, ICT, Simulation	CLO2
III	Employee Training, Development and Performance Management: • Training: Meaning, Need and Methods;	PBL, RP, Collaborative	CLO3

	• Executive Development Programmes; • Career Planning and Development; • Performance Appraisal: Methods and Techniques (360-degree Feedback and MBO).		
IV	Contemporary Issues and Challenges in HRM: • Globalization and workforce diversity; • Digital HRM and HR analytics; • Ethical issues and corporate social responsibility; Future challenges in HRM.	CBL, Research, S	CLO4, CLO5

(*) **Learning Pedagogies Acronyms:** CBL: Case-Based Learning; S: Seminars; PBL: Problem-Based Learning; ICT: ICT-Enabled Learning; SDL: Self-Directed Learning; RefP: Reflective Practices; RP: Role-Play; Collaborative: Joint Presentations; Research: Data Analysis Tasks

- **Assessment Methodologies**

(K) Internal Assessment

a. Internal Formative Assessment (30 Marks)

(d) Assignments, Quizzes, and Class Regularity, Seminars & Presentations

b. Internal Summative Assessment (20 Marks)

(c) Mid-term written examination

(L) Weightage of Learning Efforts for External Assessment (50 Marks)

Unit	Aligned CLOs	Total Learning Hours	Approximate weightage (Marks) to Learning levels (BT)			Total Marks
			Remember (R)	Understanding (U)	Application/ Analyse & above (A)	
I	CLO1	30	3	4	6	13
II	CLO2	30	3	3	6	12
III	CLO3	30	2	4	7	13
IV	CLO4, CLO5	30	2	4	6	12
		120	10	15	25	50

- **Assessment and Evaluation**

Sr. No.	Assessment/Evaluation	Component	Weightage (%)
1	Continuous Internal Evaluation	Seminars, Assignments, Quizzes, Class Regularity, Mid-term written examination	50
2	End-Semester Examination	Written Examination	50

(M) CLOs – PLOs Matrix

(Scale: 3: Strong, 2: Moderate, 1: Low, 0: No Correlation)

CLO	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PSO1	PSO2
CLO1	3	1	2	1	2	2	1	2	1	3	3	2
CLO2	2	2	3	1	3	2	1	2	3	2	3	3
CLO3	3	2	2	1	2	2	1	2	2	3	3	3

CLO4	2	3	3	1	3	3	2	2	3	2	2	3
CLO5	2	2	2	1	2	2	3	3	2	3	2	3

• **Suggested Learning Materials Books:**

Sr. No.	Title	Author(s)	Edition/Year	Publisher
1	Human Resource Management: Text and Cases	K. Aswathappa	Latest	McGraw Hill
2	Personnel and Human Resource Management	P. Subba Rao	Latest	Himalaya Publishing House
3	Personnel Management	C.B. Mamoria & S. Mamoria	Latest	Himalaya Publishing House

• **Online Resources (Open Source)**

Sr. No.	Description	Weblink
1	Swayam/NPTEL: "Principles of Human Resource Management" by IIT faculty.	https://swayam.gov.in/
2	e-PG Pathshala (UGC): Comprehensive modules on HRMS and Performance Management.	https://epgp.inflibnet.ac.in/
3	SHRM (Society for HRM): Articles on contemporary global HR trends and ethics.	https://www.shrm.org/