**Syllabus for Master of Business Administration, 3rd Semester**

**Functional Area Specialization:**

**Human Resourse Management Subject Name:**

**Human Resource Audit (HRA)**

**Subject Code: 4539233**

**With effective from academic year 2018-19**

# Learning Outcomes:

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| --- | --- | --- | --- |
| **Learning Outcome Component** | | **Learning Outcome** | |
| Business Environment Domain Knowledge (BEDK) | and | * Demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures,   styles, culture, and competencies. | |
| Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI) | | * Calculate HR cost, investments and return investments. * Review and identify gaps in HR practices. * Designing the framework of Analytical policy. | on |
| Global Exposure and Cross- Cultural Understanding (GECCU) | | * Evaluate the current issues and trends in HR Audit globally. | |
| Social Responsiveness and Ethics (SRE) | | * Critical evaluation of whether HR processes adequate, legal and ethical. | are |
| Effective Communication (EC) | | * Engage in constant observation and continuous interaction and intervention to improve the organization’s policies, procedures and practices. | |
| Leadership and Teamwork (LT) | | * Create action plans for implementing the changes suggested by the audit. | |

1. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

# Course Contents:

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| --- | --- | --- | --- |
| **Module No:** | **Contents** | **No. of Sessions** | **70 Marks**  **(External Evaluation)** |
| **I** | **Human Resource Audit:**   * Introduction, Objectives, Concepts, Components, Need, Benefits * Important Components of Human Resource Development Audit   **Need for Human Resource Audit:**   * Identifying the Human Resource Audit Goal * Defining the Audit Team * Approaches to Human Resource Audit * Benefits of Human Resource Audit | 10 | 18 |
| **II** | **Methodology and instruments of HR Audit:**  **HR Audit Methodology and Issues:**   * Introduction * Conducting a Human Resource Audit * Preliminary Steps * Goals of the Audit * Areas of the Audit * Issues in HR Audit * Strategies Alignment of HR Audit. | 10 | 18 |
|  | **HR Audit Process:**   * Introduction * Audit of Human Resource Function * Planning Questions, Collecting Data, Analyzing the Audit Data, * Interpretation: Assessing the Ability for Change |  |  |
| **III** | **HR Audit and Workforce Issues:**   * Introduction * Workforce Communication and Employee Relations * Performance Management * Compensation System * Teambuilding System   **Challenges in HR Audit:**   * Assessing the Ability for Change * Post Audit Steps * Preventive and Corrective Actions * Role in Business Improvement * Methodology and Limitations   **Human Resource Audit Report:**   * HR Audit Report – purpose * Report Design – Preparation of report * Use of HR Audit report for business improvement | 10 | 17 |
| **IV** | **HR Audit for Legal Compliance and Safe Business Practices:**   * Scope of Human Resource Audit * Pre-employment Requirements * Hiring Process * New-hire Orientation Process * Workplace Policies and Practices   **Human Resource Auditing as a Tool of Human Resource Valuation:**   * Introduction * Rationale of Human Resource Valuation and Auditing * Valuation of Human Resources * Issues in Human Capital Measurement and Reporting | 10 | 17 |
| **V** | **Practical:**  **HRD Audit –**   * The Indian Experience and case studies: Introduction- Prevalence of HR Audit, * HR Audit Case-Manufacturing Industry, HR Audit Case- Service Industry   **Recent Advancements in Human Resource Audit HR Audit Questionnaire:**   * Introduction * Areas to be Concentrated * A Comprehensive Coverage of the Entire Human Resource Practices   A Sample Internal Human Resource Audit Questionnaire | --- | (30 marks CEC) |

1. **Pedagogy:**
   * ICT enabled Classroom teaching
   * Case study
   * Practical / live assignment
   * Interactive class room discussions

# Evaluation:

Students shall be evaluated on the following components:

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| --- | --- | --- |
| **A** | **Internal Evaluation** | **(Internal Assessment- 50 Marks)** |
| * Continuous Evaluation Component | 30 marks |
| * Class Presence & Participation | 10 marks |
| * Quiz | 10 marks |
| **B** | **Mid-Semester examination** | **(Internal Assessment-30 Marks)** |
| **C** | **End –Semester Examination** | **(External Assessment-70 Marks)** |

# Reference Books:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Author** | **Name of the Book** | **Publisher** | **Year of**  **Publication / Edition** |
| 1 | T. V. Rao | HRD Audit: Evaluating the Human Resource Function for Business  Improvement | Sage | 2014 / 2nd |
| 2 | Udai Pareek, T. V. Rao | Designing and  Managing Human Resource Systems | Oxford | 2017 / 3rd |
| 3 | Peter Reilly, Marie Strebler,  Polly Kettley | The Human Resource  Function Audit | Cambridge  Strategy | 2011 |
| 4 | Dr. Sibram Nisonko | HR Audit: Audit Your Most Precious  Resources | Independently published | 2017 |
| 5 | Rajni Gyanchandani,  Durdana Ovais | HR Audit | Everest | 2017 |
| 6 | Kelli W. Vito | Auditing Human Resources | The IIA  Research Foundation | 2015 / 2nd |
| 7 | John McConnell | Auditing Your  Human Resources Department | AMACOM | 2011 / 2nd |
| 8 | Vanessa Nelson | 7 Easy Steps to Conduct a Human | Lulu.com | 2016 |
|  |  | Resources Audit and Protect Your  Company |  |  |
| 9 | P. Subba Rao | Personnel and Human Resource  Management | Himalaya | 2010 |

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

# List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of Social Science and Management
2. Journal of Advance Management Research
3. Harvard Business Review
4. Journal of Applied Behavioral Science
5. Human Resource Development Review
6. International Journal of business and General Management
7. International Journal of Human Resource Management.