



1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • Calculate HR cost, investments and return on investments. • Review and identify gaps in HR practices. • Designing the framework of Analytical policy.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • Evaluate the current issues and trends in HR Audit globally.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • Critical evaluation of whether HR processes are adequate, legal and ethical.
Effective Communication (EC)	<ul style="list-style-type: none"> • Engage in constant observation and continuous interaction and intervention to improve the organization's policies, procedures and practices.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • Create action plans for implementing the changes suggested by the audit.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Human Resource Audit:</p> <ul style="list-style-type: none"> • Introduction, Objectives, Concepts, Components, Need, Benefits • Important Components of Human Resource Development Audit <p>Need for Human Resource Audit:</p> <ul style="list-style-type: none"> • Identifying the Human Resource Audit Goal • Defining the Audit Team • Approaches to Human Resource Audit • Benefits of Human Resource Audit 	10	18
II	<p>Methodology and instruments of HR Audit:</p> <p>HR Audit Methodology and Issues:</p> <ul style="list-style-type: none"> • 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



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Syllabus for Master of Business Administration (Part-Time), 5th Semester
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With effective
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	<p>HR Audit Process:</p> <ul style="list-style-type: none"> • Introduction • Audit of Human Resource Function • Planning Questions, Collecting Data, Analyzing the Audit Data, • Interpretation: Assessing the Ability for Change 		
III	<p>HR Audit and Workforce Issues:</p> <ul style="list-style-type: none"> • Introduction • Workforce Communication and Employee Relations • Performance Management • Compensation System • Teambuilding System <p>Challenges in HR Audit:</p> <ul style="list-style-type: none"> • Assessing the Ability for Change • Post Audit Steps • Preventive and Corrective Actions • Role in Business Improvement • Methodology and Limitations <p>Human Resource Audit Report:</p> <ul style="list-style-type: none"> • HR Audit Report – purpose • Report Design – Preparation of report • Use of HR Audit report for business improvement 	10	17
IV	<p>HR Audit for Legal Compliance and Safe Business Practices:</p> <ul style="list-style-type: none"> • Scope of Human Resource Audit • Pre-employment Requirements • Hiring Process • New-hire Orientation Process • Workplace Policies and Practices <p>Human Resource Auditing as a Tool of Human Resource Valuation:</p> <ul style="list-style-type: none"> • Introduction • Rationale of Human Resource Valuation and Auditing • Valuation of Human Resources • Issues in Human Capital Measurement and Reporting 	10	17
V	<p>Practical: HRD Audit –</p> <ul style="list-style-type: none"> • The Indian Experience and case studies: Introduction-Prevalence of HR Audit, • HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry <p>Recent Advancements in Human Resource Audit HR Audit Questionnaire:</p>	---	(30 marks CEC)



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	<ul style="list-style-type: none"> • Introduction • Areas to be Concentrated • A Comprehensive Coverage of the Entire Human Resource Practices • A Sample Internal Human Resource Audit Questionnaire 		
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4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	• 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)

6. 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 / 2 nd
2	Udai Pareek, T. V. Rao	Designing and Managing Human Resource Systems	Oxford	2017 / 3 rd
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 / 2 nd
7	John McConnell	Auditing Your Human Resources Department	AMACOM	2011 / 2 nd
8	Vanessa Nelson	7 Easy Steps to Conduct a Human	Lulu.com	2016



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		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.

7. 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.