



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Human Resource Audit (HRA)**  
**Subject Code: 4539233**

With effective  
from academic  
year 2018-19

**1. Learning Outcomes:**

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Apply</i> conceptual foundation in examining the adequacy and appropriateness of the HRD systems, structures, style, culture and competencies.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Identify</i> the gaps in HR practices from available HRA reports and thereby <i>design</i> the analytical framework for competitive edge.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the current issues and trends in HR Audit globally</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Deduce</i> the precautions to be taken for safeguarding ethical concerns during the HR Audit process.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Design</i> and <i>create</i> a questionnaire for HR Audit.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Critically evaluate</i> the issues confronted during implementation of HR Audit plan.</li> </ul>

**Correlation Levels:**

**1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation**

Sub. Code: 4539233	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Apply</i> conceptual foundation in examining the adequacy and appropriateness of the HRD systems, structures, style, culture and competencies.	3	3	3	1	-	1	3	-	3
LO2: <i>Identify</i> the gaps in HR practices from available HRA reports and thereby <i>design</i> the analytical framework for competitive edge.	3	3	3	2	1	1	2	1	1
LO3: <i>Discuss</i> the current issues and trends in HR Audit globally.	2	2	1	3	3	-	1	-	2
LO4: <i>Deduce</i> the precautions to be taken for safeguarding ethical concerns during the HR Audit process.	1	1	2	1	1	-	3	1	1
LO5: <i>Design</i> and <i>create</i> a questionnaire for HR Audit.	3	3	3	3	-	-	2	2	1
LO6: <i>Critically evaluate</i> the issues confronted during implementation of HR Audit plan.	2	2	2	3	-	3	2	1	1

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



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**3. Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Human Resource Audit:</b> <ul style="list-style-type: none"><li>• Introduction, Objectives, Concepts, Components, Need, Benefits</li><li>• Important Components of Human Resource Development Audit</li></ul> <b>Need for Human Resource Audit:</b> <ul style="list-style-type: none"><li>• Identifying the Human Resource Audit Goal</li><li>• Defining the Audit Team</li><li>• Approaches to Human Resource Audit</li><li>• Benefits of Human Resource Audit</li></ul>	10	18
II	<b>Methodology and instruments of HR Audit:</b> <b>HR Audit Methodology and Issues:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Conducting a Human Resource Audit</li><li>• Preliminary Steps</li><li>• Goals of the Audit</li><li>• Areas of the Audit</li><li>• Issues in HR Audit</li><li>• Strategies Alignment of HR Audit.</li></ul> <b>HR Audit Process:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Audit of Human Resource Function</li><li>• Planning Questions, Collecting Data, Analyzing the Audit Data,</li><li>• Interpretation: Assessing the Ability for Change</li></ul>	10	18
III	<b>HR Audit and Workforce Issues:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Workforce Communication and Employee Relations</li><li>• Performance Management</li><li>• Compensation System</li><li>• Teambuilding System</li></ul> <b>Challenges in HR Audit:</b> <ul style="list-style-type: none"><li>• Assessing the Ability for Change</li><li>• Post Audit Steps</li><li>• Preventive and Corrective Actions</li><li>• Role in Business Improvement</li><li>• Methodology and Limitations</li></ul> <b>Human Resource Audit Report:</b> <ul style="list-style-type: none"><li>• HR Audit Report – purpose</li></ul>	10	17



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	<ul style="list-style-type: none"> <li>Report Design – Preparation of report</li> <li>Use of HR Audit report for business improvement</li> </ul>		
<b>IV</b>	<p><b>HR Audit for Legal Compliance and Safe Business Practices:</b></p> <ul style="list-style-type: none"> <li>Scope of Human Resource Audit</li> <li>Pre-employment Requirements</li> <li>Hiring Process</li> <li>New-hire Orientation Process</li> <li>Workplace Policies and Practices</li> </ul> <p><b>Human Resource Auditing as a Tool of Human Resource Valuation:</b></p> <ul style="list-style-type: none"> <li>Introduction</li> <li>Rationale of Human Resource Valuation and Auditing</li> <li>Valuation of Human Resources</li> <li>Issues in Human Capital Measurement and Reporting</li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b>  <b>HRD Audit –</b></p> <ul style="list-style-type: none"> <li>The Indian Experience and case studies: Introduction-Prevalence of HR Audit,</li> <li>HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry</li> </ul> <p><b>Recent Advancements in Human Resource Audit</b>  <b>HR Audit Questionnaire:</b></p> <ul style="list-style-type: none"> <li>Introduction</li> <li>Areas to be Concentrated</li> <li>A Comprehensive Coverage of the Entire Human Resource Practices</li> <li>A Sample Internal Human Resource Audit Questionnaire</li> </ul>	---	(30 marks CEC)

**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:

	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
<b>A</b>	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	30 marks
	<ul style="list-style-type: none"> <li>Class Presence &amp; Participation</li> </ul>	10 marks
	<ul style="list-style-type: none"> <li>Quiz</li> </ul>	10 marks
<b>B</b>	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>



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