HUMAN RESOURCE AUDIT
23MBPE653

(COURSE HANDBOOK)

MBA

COURSE HEAD:

Asst. Prof. Pradeep Kumar B R

1. GENERAL INFORMATION

Welcome to Human Resource Audit!

Welcome to the "Human Resource Audit" course! This handbook is designed to guide you through the course, providing an overview of its objectives, learning outcomes, and structure. It serves as a roadmap for understanding HR audits, their methodologies, and their application in organizational contexts.

By engaging with this course, you will gain insights into HR audit processes, policies, and best practices, equipping you with the tools to assess and enhance human resource functions effectively.

By the end of this course, you'll be well-prepared to lead and manage e-businesses, ready to innovate and excel in the digital economy. Let's embark on this exciting journey together!

1.1. Course Objectives
This course is designed to:
- Impart knowledge and practical experience in understanding the HR audit.
- Acquaint with the correlation of strategic approaches to HR Audit Aspect.
- Familiarize HR Audit concepts, policies and practices with the contemporary issues in the organization

1.2. Course Outcomes
At the end of this course, students will be able to:
CO1: Summarize various HR Audit approaches adopted in the Organization.
CO2: Apply HR Audit methods to the real-world scenarios.
CO3: Identify HR Audit practices followed in the organization.
CO4: Apply the audit policies and strategies to match the goals of the organization.

1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:
1. T V Rao, "HRD Audit: Evaluating the Human Resource Function for BusinessImprovement"2nd Edition,Sage Publications, 2014.
2. Durdana Ovais Rajni Gyanchandani, "HR Audit", 1st Edition, Everest Publishing House, 2017

Reference Books:
1. John Mcconnell. "Auditing Your Human Resources Department" 2nd Edition, AMACOM, 2011
2. Vanessa Nelson "7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company" 1st Edition Lulu Publication, 2016

1.4. Self-Study Course

In this course, you are encouraged to take up the following non mandatory self-study course. This course is designed to complement your MBA studies by offering flexibility and the opportunity to explore specialized topics at your own pace. While participation is not mandatory, it provides an excellent chance to deepen your knowledge in areas that align with your career goals. We encourage you to consider this valuable resource for personal and professional growth.

Students can take up "HR Audit" course offered by Adams Academy. The course provides you with valuable skills to be successful at the corporate. The course collectively prepare you with the knowledge and skills needed to excel in the dynamic field of Human Resource Audit.

Link: https://adamsacademy.com/course/hr-audit-reporting-training-and-development-process/#google_vignette

2. THE COURSE

2.1. Course Description

HUMAN RESOURCE AUDIT			
Semester	**III**	CIE Marks	**50**
Course Code	**23MBPE653**	SEE Marks	**50**
Teaching Hours/Week(L:T:P)	**3:0:0**	Exam Hrs	**03**
Total Hours	**42**	Credits	**03**

The course Human Resource Audit is designed to provide students with foundational knowledge about the need and relevance of auditing the Human Resource Capital in an organization. This course will run for 13 weeks during Semester III and consists of 5 modules that cover essential topics in HR Audit. Each week includes 3 lectures, delivered by Mr. Pradeep Kumar B R, focusing on theoretical concepts, and course-related activities. Spanning a total of 42 hours, this 3 - credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

2.2. Initiating Contact with Staff and Other Students
The best ways for students to reach out are during in-class hours, office hours, or via email. Please also check the official website for information before contacting us. Additionally, we encourage you to engage with your peers for collaborative learning.

2.3. Resources
Resources extend beyond books to include digital libraries, e-learning platforms, and research databases, providing students with anytime, anywhere access to academic materials and interactive courses. Through the college website, students can access tools

like the VTU Consortium and government portals (e.g., NPTEL, NDLI), offering e-books, research papers, and video lectures for a flexible and comprehensive learning experience.

E-learning and digital library can be accessed via the college website https://mite.ac.in/
(Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources.

2.4. Staff

Course Faculty: Mr. Pradeep Kumar B R
Cabin: 3rd floor, PG Block
Email: pradeep@mite.ac.in

2.5. Topics and Reading materials for each module

Module 1   *No. of Hours: 8*

- **Topic: Human Resource Development(HRD)**
  o HRD – Strategies and Systems; HR as Strategic Partner; need for HR Accounting and HR Auditing; Good Industrial Relation Index; Components of HRD Audit; HR Policies and Practices; Elements of good HRD; Role of HR Manager in HRD.

- **Essential Readings:**
  o T V Rao, "HRD Audit: Evaluating the Human Resource Function for Business Improvement" 2nd Edition, Sage Publications, 2014. Chapter 2

Module 2   *No. of Hours: 7*

- **Topic: Human Resource Audit**
  o The Audit System need, Advantage and Challenges, basic concepts and components, understanding the concept of HR audit, identifying goal of HR audit, Forming Audit team, approaches to measuring HR, audit strategies, benefits of HR audit, process, preparation of audit report, methodology of conducting audit, documents for HR audit, competency required for HR audit.

- **Essential Reading:**
  o T V Rao, "HRD Audit: Evaluating the Human Resource Function for Business Improvement" 2nd Edition, Sage Publications, 2014. Chapter 2

- **Additional Reading:**
  o Durdana Ovais, Rajni Gyanchandani, "HR Audit", 1st Edition, Everest Publishing House, 2017. Unit 1.

Module 3   *No. of Hours: 10*

- **Topic: Areas for HR Audit**
  - Audit of HR Planning, Training and Development, Industrial Relations, managerial compliance and corporate strategies, culture, quality, communication, competencies, HR Information System, measuring impact of HR policies on the corporate goals, Creating HR Dashboard and Metric.

- **Activities:**
  - Students will engage with a case study focused on HR information systems and organizational culture. The pre-reading materials provided give students the opportunity to thoroughly explore the concepts and their practical applications in advance.

- **Essential Reading:**
  - Vanessa Nelson "7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company" 1st Edition Lulu Publication, 2016, Chapter 2.

- **Additional Reading:**
  - T V Rao, "HRD Audit: Evaluating the Human Resource Function for BusinessImprovement"2nd Edition,Sage Publications, 2014. Chapter 1

Module 4   *No. of Hours: 10*

- **Topic: HR Audit process**
  - Audit Methodology- planning questions; interview; observation; questionnaire; collecting audit data; analysing and interpreting data; assessing Organization ability to change; action plan; audit report; developing credibility of HR Dept, Internal - External Audit, Attitude Survey, Job Satisfaction Survey, Approaches to HR Audit - Cooperative approach, Outside authority approach, Statistical approach and Compliance approach.

- **Activities:**
  - Students will engage in presentation of various concepts from the course, conducting in-depth research beyond the syllabus. This will allow them to explore challenges and solutions thoroughly while enhancing their communication and presentation skills.

- **Essential Reading**:
  - T V Rao, "HRD Audit: Evaluating the Human Resource Function for BusinessImprovement"2nd Edition,Sage Publications, 2014. Chapter 3

  - Durdana Ovais, Rajni Gyanchandani, "HR Audit", 1st Edition, Everest Publishing House, 2017 Unit 3.

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<u>Module 5</u>   *No. of Hours: 7*

- **Topic: HR Scorecard approach**
  - Measuring business impact; Components of HR scorecard, usage of HR Scorecard for Audit, Measuring HR effectiveness through HR Scorecard, Balanced Scorecard, HR Research, HRD Audit as OD Intervention.

- **Essential Reading:**
  - T V Rao, "HRD Audit: Evaluating the Human Resource Function for Business Improvement" 2nd Edition, Sage Publications, 2014. Chapter 3

- **Additional Reading:**

  - Durdana Ovais, Rajni Gyanchandani, "HR Audit", 1st Edition, Everest Publishing House, 2017. Unit 3.

  - Becker, B. E., Huselid, M. A., & Ulrich, D. "The HR scorecard: Linking people, strategy, and performance". Harvard Business Review Press, 2001. Retrieved from [LINK]
  - Kaplan, R. S. "Conceptual foundations of the balanced scorecard". Harvard Business School Working Paper No. 10-074. 2010 [LINK]

- **Additional Weblink:**
  - AIHR. "HR Scorecard: A Full Guide." *AIHR*, https://www.aihr.com/blog/hr-scorecard/. Accessed 18 Jan. 2025.

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3. ASSESSMENT

The assessment for the Human Resource Audit module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE) comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks for the course. Additionally, students can earn 20% through the completion of assignments (10 marks are allotted for Presentation of the case study, 10 marks are allotted for an assignment and presentation on the concepts from the syllabus)

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Odd Sem).

Rubrics for Assignment Evaluation (Total: 20 Marks / 40% of CIE)

1. Presentation of the Case Study (10 Marks)

Criteria	10 Marks (Excellent)	9 Marks (Proficient)	8 Marks (Adequate)	7 Marks (Basic)	6 Mark (Unsatisfactory)
Creativity and Delivery	Highly creative in understanding and solving the case.	Creative, minor delivery gaps in delivery	Basic delivery, limited understanding and solution	Minimal effort	No meaningful participation
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand

2. Presentation and Assignment on the concept from the syllabus (10 Marks)

Criteria	10 Marks (Excellent)	9 Marks (Good)	8 Marks (Fair)	7-5 Marks (Poor)
Management Levels	Clear, detailed explanation	Good explanation, minor gaps	Basic explanation, missing key details	Lacks understanding or incorrect info
Organizational Structure	Clear, well-defined structure	Clear, but some details missing/unclear	Unclear or incomplete structure	Poorly explained or missing components