

**Structure and Syllabi of Five Year Integrated Post Graduate Programme (FYIPGP)  
In Commerce of Dibrugarh University and Its Affiliated Colleges as Per UGC DRAFT  
RELEASED On 12/12/2022.**

**HUMAN RESOURCE MANAGEMENT (MAJOR)**

Year	Semester	Course (Lecture+Tutorial+Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks		
		Major (Core)	1	C 1	Business Organization and Management	4			
1	1 <sup>st</sup>	Minor	1	Minor- 1C	Human Resource Management- I	4	The course shall be taken by students from disciplines other than Human Resource Management.		
		Multi-Disciplinary Generic Elective Course: Natural Sciences-I/ Social Science/ Humanities-I/ Commerce-I	4	GEC- 1C	Basics of Human Resource Management	3	The Course shall be taken by students from disciplines other than Human Resource Management.		
		AEC Language (MIL/ Regional Language)	1	AEC- 1		4	The students shall have to take one of the language disciplines offered by DU.		
		Value Added Course-1 Understanding India	1	VAC- 1		2	The students shall have to take the course offered by DU.		
		Skill Enhancement Course	SEC- 1A	MS-Excel and its Application in Business	2	SEC- 1B	Tourism Management	3	The students shall have to take any of the courses offered by DU and also by the Commerce Stream.
<b>Total</b>						<b>20</b>			

Year	Semester	Course (Lecture+Tutorial+Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks
		Major (Core)	1	C-2	Financial Accounting	4	
1	2 <sup>nd</sup>	Minor	1	Minor-2C	Labour Welfare	4	The course shall be taken by students from disciplines other than Human Resource Management.
		Multi-Disciplinary Elective Course: Sciences-I/ Humanities-I/ Commerce-I	4	GEC- 2C	Career Planning and Development	3	The Course shall be taken by students from disciplines other than Human Resource Management.
		Ability Enhancement Course: English Language and Communication Skills	1	AEC 2		4	The students shall have to take one of the language disciplines offered by DU.
		Value Added Course-3 Environmental Science	1	VAC 2		2	The students shall have to take the course offered by DU.
		Skill Enhancement Course	2	SEC-2	Event Management	3	The students shall have to take any of the courses offered by DU and also by the Commerce Stream.
		<b>Total</b>					<b>20</b>
<b>Grand Total (Semester I and II)</b>						<b>40</b>	
<b>Students on exit shall be awarded Undergraduate Certificate (in the Field of Study/Discipline) after securing the requisite 40 credits in semesters I and II</b>							

Year	Semester	Course (Lecture+Tutorial+Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks
		Major (Core)	2	C-3	Business Economics	4	
				C-4	Entrepreneurship	4	
2	3 <sup>rd</sup>	Minor	1	Minor- 3C	Managerial Behaviour and Effectiveness	4	The course shall be taken by students from disciplines other than Human Resource Management.
		Multi-Disciplinary Generic Elective Course: Natural Sciences-I/ Social Science/ Humanities-I/ Commerce-I	4	GEC-3C	Labour Welfare and Social Security	3	The Course shall be Taken by students from disciplines other than Human Resource Management.
		Value Added Course: Digital and Technological Solution / Digital Fluency	1	VAC 3		2	The students shall have to take one of the language disciplines offered by DU.
		Skill Enhancement Course	2	SEC-3A	Introduction Investing and Trading	to 3	The students shall have to take any of the courses offered by DU and also by the Commerce Stream.
				SEC-3B	Hospitality Management		
		<b>Total</b>				<b>20</b>	
		<b>Grand Total (Semester I, II and III)</b>				<b>60</b>	

Year	Semester	Course (Lecture+Tutorial+Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks
2	4 <sup>th</sup>	Major (Core)	1	C-5	Business Environment	4	
			1	C-6	Advanced Marketing Management	4	
			1	C-7	Advanced Financial Management	4	
			1	C-8	Business Statistics	4	
		Minor 4	1	Minor 4C	Consumer Affairs and Consumer Care	4	The course shall be taken by students from disciplines other than Human Resource Management.
<b>Total</b>						<b>20</b>	
<b>Grand Total (Semester I, II, III and IV)</b>						<b>80</b>	

**The students on exit shall be awarded Undergraduate Diploma after securing the requisite 80 credits on completion of Semester IV provided they secure additional 4 credit in skill based vocational courses offered during First year or second year summer term.**

Year	Semester	Course (Lecture+Tutorial +Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks
3	5 <sup>th</sup>	Major (Core)	3	C-9	Advanced Human Resource Management	4	
				C-10	Business Law	4	
				C-11	Industrial Relations	4	
		Minor 5	1	Minor- 5C	Supply Management Chain	4	The course shall be taken by students from disciplines other than Human Resource Management.
			1		2+2 (Internship + Community Engagement) OR 4(Internship) / 4 (Community Engagement)	4	
<b>Total</b>						<b>20</b>	
<b>Grand Total (Semester I, II, III, IV and V)</b>						<b>100</b>	

Year	Semester	No. of Courses	Course Code	Name of the Course	Credit	Remarks
3	6 <sup>th</sup>	4	C-12	Indian Financial System	4	
			C-13	Compensation Management	4	
			C-14	Global Human Resource Management	4	
			C-15	Labour Law	4	
		1	Minor-6C	Customer Relationship Management	4	The course shall be taken by students from disciplines other than Human Resource Management.
<b>Total</b>					<b>20</b>	
<b>Grand Total (Semester I, II, III, IV, V and VI)</b>					<b>120</b>	
<b>The students on exit shall be awarded Undergraduate Degree (in the Field of Study/Discipline) (3 years) after securing the requisite 120 credits on completion of semester 6</b>						

Year	Semester	Course (Lecture+Tutorial+Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks	
4	7 <sup>th</sup>	Major (Core)	3	C-16	Business Analytics	4		
				C-17	Corporate Financial Reporting	4		
				C-18	Human Resource Development	4		
		Minor	1	Minor-7C		Retail Audit	4	The course shall be taken by students from disciplines other than Human Resource Management.
						Research Methodology (Development of project proposal/ Proposal and review in related literature)	4	
<b>Total</b>						<b>20</b>		
<b>Grand Total (Semester I, II, III, IV,V, VI &amp; VII)</b>						<b>140</b>		

Year	Semester	Course (Lecture+Tutorial+Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks	
4	8 <sup>th</sup>	Major (Core)	2	C-19	Company Law	4		
				C-20	Business Ethics	4		
		Minor	1	Minor-8C		Management Information System	4	The course shall be taken by students from disciplines other than Human Resource Management.
						Dissertation (Data collection, analysis and preparation of report)/ 2 DSE courses of 4 credit each in lieu of dissertation  (DSE subject: 1. Ethical Marketing and Consumer Trust 2. Talent Management 3. Project Management 4. Corporate Social Responsibility)	8/ 4+4	
		<b>Total</b>						<b>20</b>
<b>Grand Total (Semester I, II, III, IV,V, VI ,VII &amp; VIII)</b>						<b>160</b>		

**The students on exit shall be awarded Undergraduate Degree Honours (in the Field of Study/Discipline) (4 years) after securing the requisite 160 credits on completion of semester 8**

Year	Semester	Course (Lecture+Tutorial+ Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks
5	9 <sup>th</sup>	Major (Core)	3	C-21	Methodological Framework for Business Research	4	
				C-22	Digital Tools in Business Research	4	
				C-23	Intellectual Property Rights.	4	
		Minor	1	Minor-9C	Marketing Theories	4	The course shall be taken by students from disciplines other than Marketing
		DSE			4(P)/ 1 DSE course of 4 credit Human Resource Research	4	
	<b>Total</b>						<b>20</b>
<b>Grand Total (Semester I, II, III,IV,V, VI, VII, VIII and IX)</b>						<b>180</b>	

Year	Semester	Course (Lecture+Tutorial+ Practical) (L+T+P)	No. of Courses	Course Code	Name of the Course	Credit	Remarks
5	10 <sup>th</sup>	Major (Core)	2	C-24	Research and Publication ethics	4	
				C-25	Emotional Intelligence and Creative Thinking	4	
		Minor	1	Minor-10C	Marketing Strategy	4	The course shall be taken by students from disciplines other than Marketing
		DSE			Dissertation (Data collection, analysis and preparation of report)/ 2 DSE courses of 4 credits each in lieu of dissertation  1. Strategic Human Resource Management 2. Social and Industrial Psychology	8/ 4+4	
	<b>Total</b>						<b>20</b>
<b>Grand Total (Semester I, II, III,IV,V, VI, VII, VIII, IX and X)</b>						<b>200</b>	

**The students on exit shall be awarded Post Graduate Degree(in the Field of Study/Discipline) (5 years) after securing the requisite 200 credits on completion of semester 10**

**Note:** - For Core and GEC Courses, the code:

**‘A’ stands for Finance Major;**

**‘B’ stands for Marketing Major;**

**‘C’ stands for Human Resource Management (HRM) Major; and**

**‘D’ stands for Banking and Insurance Major**

**Abbreviations Used:**

**C = Core/Major**

**GEC = Generic Elective Course / Multi Disciplinary Course**

**AEC = Ability Enhancement Course**

**SEC = Skill Enhancement Course**

**VAC = Value Added Course**

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP) IN COMMERCE (HUMAN  
RESOURCE MANAGEMENT)  
DETAILED SYLLABUS OF 1<sup>ST</sup> SEMESTER**

**SEMESTER I**

**Course Title: BUSINESS ORGANISATION AND MANAGEMENT**

**Course Code: C-1**

**Nature of the Course: CORE**

**Course Credit: 04 Credits Distribution**

**of Marks: 60 (End Sem) + 40 (In-Sem)**

**Course Objective :**

- To gain a basic understanding of the structure and forms of business organisations and the primary functions of management that are vital for the smooth operation of business organisations.

**Course Outcome:**

- CO1: Demonstrate the distinctive features of various business organizations.
  - ✓ LO1.1: Cite examples of different forms of organizations.
  - ✓ LO1.2: Explain the functioning of different forms of business organizations, their formation and ownership.
- CO2: Demonstrate the understating of different functions of management.
  - ✓ LO2.1: Explain planning, organizing, controlling and other functions of management.
  - ✓ LO2.2: Develop strategic approaches in respect of managerial decision making in case-based events.
- CO3: Apply the various concepts of authority, delegation of authority and decentralization.
  - ✓ LO3.1: Explain how authority and its delegation is to be implemented.
  - ✓ LO3.2: Project leadership and team behaviour in classroom role plays that act as prep ups for real organizational contexts.
- CO4: Apply the theories of motivation for managing human resources in organizations.
  - ✓ LO4.1: Explain and differentiate contemporary theories of motivation.
  - ✓ LO4.2: Discuss the role and applicability of each motivation theory in the modern organizational context.
- CO5: Analyze the stand and role of Indian ethos in the context of management in Indian organizations.
  - ✓ LO5.1: Explain Indian ethos in the context of Indian organizations.
  - ✓ LO5.2: Implement suitable strategies to deal with different Indian values and philosophies in managerial decision making
- CO6: Analyze the role and pattern of communication in organizations.
  - ✓ LO6.1: Explain formal and informal communication channels and processes.
  - ✓ LO6.2: Describe the challenges of communication in organizations.
- CO7: Apply the concepts of subaltern management ideas in real work situation
  - ✓ LO7.1: Project the of practice work-life balance, flexi time etc on job situation.
  - ✓ LO7.2: Describe diversity and inclusion in work place.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2				
Conceptual knowledge		CO1,CO2	CO3,CO4,CO7	CO6		
Procedural knowledge			CO3,CO4,CO7	CO7		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	M	M	S	S	M	M	M	M
CO2	M	M	M	M	S	S	M	M	M	M
CO3	M	M	M	M	S	S	M	M	S	S
CO4	M	M	M	M	S	S	M	M	S	S
CO5	M	M	M	M	S	S	M	S	S	M
CO6	M	M	M	M	S	S	M	M	S	S

UNIT	Contents	L	T	P
<b>I (12 Marks)</b>	Forms of Business Organisation – Sole Proprietorship; Joint Hindu Family Firm; Partnership Firm; Joint Stock Company; Cooperative Society; Limited Liability Partnership	05	-	-
	Forms of Public Enterprises; International Business – Types	05	02	
<b>II (12 Marks)</b>	Planning, Organising and Decision Making; Policy and Strategy Formulation	06	-	-
	Departmentation – Functional, Project, Matrix and Network	04	-	-
<b>III (12 Marks)</b>	Authority Relationships – Line and Staff; Delegation of Authority; Decentralisation; Groups and Teams; Reporting and Accountability	06	02	-
	Leadership – Nature, Types, Leadership Theories	04	-	-
<b>IV (12 Marks)</b>	Motivation – Theories and Practices: Herzberg's Theory, Vroom's Expectancy Theory, Z-theory, Control – Concept and Process	06	-	-
	Communication and Coordination – Process of Communication; Formal and Informal Channels of Communication; Leakages in Organisational Communication; Interpersonal Communication.	05	02	-

UNIT	Contents	L	T	P
V (12 Marks)	Indian Ethos for Management: Value-Oriented Holistic Management; Business Process Reengineering (BPR), Learning Organisation, Outsourcing	05	-	-
	Subaltern Management Ideas from India; Diversity & inclusion; Work-life Balance; Freelancing; Flexi-time and work from home; Co-sharing/co-working.	06	02	-
	<b>TOTAL</b>	<b>52</b>	<b>08</b>	<b>-</b>

**L= Lectures, T= Tutorials, P= Practicals**

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- ❖ Two Sessional Examination - **10 x 2= 20 marks**
- ❖ Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics

**Recommended Books:**

- O.P. Gupta, Business Organisation and Management (According to National Education Policy 2020), SBPD Publications
- P.C. Tulsian, Business Organisation and Management, Pearson India
- Anthony, Lakshmi, Padmavathi and Satyavathi, Business Organisation and Management, Himalaya Publishing House
- Sharma, Gupta and Sharma, Business Organisation and Management, Kalyani Publications

**SEMESTER-I**  
**Title of the Course: HUMAN RESOURCE MANAGEMENT-I**  
**Course Code: MINCOM1**  
**Nature of the Course: Minor**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**Course Objective :**

- To gain understanding of the various concepts and functions of HRM and their application in organisations.

**Course Outcome:**

- CO1: Demonstrate knowledge of the concepts and evolution of HRM as a distinct field of study and practice.
  - ✓ LO1.1: Phase out the evolution of HRM from classical times till modern date.
  - ✓ LO1.2: Describe the challenges of managing human resources and the functions of HRM.
  - ✓ LO1.3: Explain elaborately the modern events in HRM like workforce diversity and use of modern techniques and technology like HRIS.
- CO2: Demonstrate understanding about Acquisition of HR.
  - ✓ LO2.1: Explain Human Resource Planning in the light of measure the demand-Supply ratio of human force.
  - ✓ LO2.2: Describe the phases in acquisition of HR.
- CO3: Analyze the need and role of Training and Development in organizations.
  - ✓ LO3.1: Distinguish between Training and Development.
  - ✓ LO3.2: Explain the significance and focus of Management Development Programmes.
  - ✓ LO3.3: Explain the meaning and need for Career Development Planning in organizations.
- CO4: Demonstrate understanding of the concept and methods of Wage Payment.
  - ✓ LO4.1: Explain the components and levels of wage.
  - ✓ LO4.2: Discuss the different methods of wage payment in their situational context.
- CO5: Analyze the various facets of employer-employee relationships in organizations.
  - ✓ LO5.1: Describe the positives and negatives of employer-employee relationships.
  - ✓ LO5.2: Discuss the influence of employer-employee relationships on organizational functioning and well-being.
- CO6: Analyze Grievance Handling Mechanisms and Dispute Settlement Machinery in organizations.
  - ✓ LO6.1: Distinctively explain grievance and disputes in the organizational context.
  - ✓ LO6.2: Demonstrate understanding of specific Grievance Redressal and Dispute Settlement tools and techniques.

✓ **Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO1					
Conceptual knowledge		CO1,CO2		CO3		
Procedural knowledge		CO4			CO5,CO6	
Metacognitive knowledge					CO5	CO6

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	M	M	M	M	M	M	M	M	M	M
CO2	S	S	M	M	M	M	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M	M
CO4	S	M	M	M	M	M	M	M	M	M	M
CO5	S	S	S	S	S	S	S	S	S	S	M
CO6	S	S	S	S	S	S	S	S	S	S	M

UNITS	CONTENTS	L	T	P
<b>I</b> (15 Marks)	<b>Introduction</b> Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System	12	03	-
<b>II</b> (15 Marks)	<b>Acquisition of Human Resource</b> Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Recruitment – Concept and sources; Selection – Concept and process; test and interview; placement and induction.	12	03	-
<b>III</b> (15 Marks)	<b>Training and Development</b> Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role-Specific and Competency-Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.	12	03	02
<b>IV</b> (15 Marks)	<b>Methods of Wage Payments &amp; Maintenance</b> Methods of wage payments and incentive plans; fringe benefits; performance linked compensation. Employee health and safety; employee welfare; social security; Employer-Employee relations – an overview; grievance-handling and redressal; Industrial Disputes: causes and settlement machinery.	12	03	02
	<b>TOTAL</b>	<b>48</b>	<b>12</b>	<b>04</b>

Where, *L=Lectures, T=Tutorials, P=Practicals*

**MODES OF IN-SEMESTER ASSESSMENT:****(40 Marks)**

- Two Sessional Examinations - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics
  - Hands-on-learning

**Suggested Readings:**

1. Gary Dessler. *A Framework for Human Resource Management*. Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, *Personnel/Human Resource Management*, Pearson Education.
3. Bohlander and Snell, *Principles of Human Resource Management*, Cengage Learning
4. Ivancevich, John M. *Human Resource Management*. McGraw Hill.
5. Wreather and Davis. *Human Resource Management*. Pearson Education.
6. Robert L. Mathis and John H. Jackson. *Human Resource Management*. Cengage Learning.
7. TN Chhabra, *Human Resource Management*, Dhanpat Rai & Co., Delhi
8. Biswajeet Pattanayak, *Human Resource Management*, PHI Learning

**Note: Latest edition of textbooks may be used.**



<b>Unit</b>	<b>Contents</b>	<b>L</b>	<b>T</b>	<b>P</b>
<b>I (15 Marks)</b>	Introduction of HRM: Nature, scope and functions of HRM, Objective and importance of HRM, Functions of HR Manager, Line and Staff organisations	10	01	-
<b>II (15 Marks)</b>	Human Resource Planning: Human Resource Planning, Objective, importance and process of Human Resource Planning,	10	02	-
<b>III (15 Marks)</b>	Recruitment and Selection: Concept and Sources of Recruitment, Challenges of recruitment, Recruitment Procedures, Selection- Purpose and Process of Selection, Placement, Induction/Orientation.	10	-	-
<b>IV (15 Marks)</b>	Training and Development: Concept and Importance; Identifying Training and Development Needs; Training Programmes, Types, Evaluating Training Effectiveness.	10	02	-
	<b>TOTAL</b>	<b>40</b>	<b>04</b>	<b>-</b>

**L= Lectures, T= Tutorials, P= Practicals**

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- ❖ Two Sessional Examination - **10 x 2= 20 marks**
- ❖ Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics

**Suggested Readings:**

1. De Cenzo and Robbins, Fundamentals Human Resource Management, Prentice Hall of India.
2. Gary Dessler, A Framework for Human Resouce Management, Pearson Education.
3. Bohlander and snell, Principles of Human Resource Management, Cengage learning.
4. Ivancevich, John M. Human Resource Management. McGraw Hill.
5. Wreather and davis, Human Resource managment, Pearson Education.
6. Robert L. Mathis and John H. Jackson, human resource Management, Cengage Learning.

**Text Book:**

1. K.Aswathapa, Human Resource Management and Personnel Management, Tata McGraw Hill Sharma, R.C and Sharma Nipun, Human Resource Management- Theory & Practice, Sage Publication.



<b>Unit</b>	<b>Contents</b>	<b>L</b>	<b>T</b>	<b>P</b>
<b>1</b> <b>Basics of MS Excel</b> <b>20 marks</b>	Managing Worksheets and Workbooks: Labelling and Naming Worksheets and Workbooks, Adding, Deleting and Saving Worksheets and Workbooks, Reposition Worksheets, Inserting, Deleting, and Renaming Worksheets, Copy Worksheets, Printing a Workbook, Formatting a Worksheet, Adding Elements to a Workbook, Protecting Worksheet and Workbook. Inserting and deleting rows and columns. Inserting and deleting cells.	<b>12</b>	<b>01</b>	<b>02</b>
<b>2</b> <b>Data Representation using MS Excel</b> <b>20 Marks</b>	Entering, Editing and Formatting Data, Uses of mathematical, logical and Financial and Date and Time formulas, Import external data, Creating Table, Sorting Data, Data Validation, Consolidation, Creating Pivot table. Charts: Chart elements: Titles, legend, data labels, creating a New Chart, Formatting Chart, Types of charts, Using Chart Templates, Pivot chart.	<b>06</b>  <b>05</b>	<b>01</b>  <b>01</b>	<b>01</b>  <b>01</b>
<b>3</b> <b>Preparation of Financial Statements</b> <b>20 Marks</b>	Preparation of Profit & Loss Account, Balance Sheet, Perform Ratio Analysis and Financial Statement Analysis using MS Excel.	<b>12</b>	<b>01</b>	<b>02</b>
	<b>TOTAL</b>	<b>35</b>	<b>04</b>	<b>06</b>

\*L= Lecture, T= Tutorial, P= Practical

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- ❖ One Sessional Examination - **10 x 2= 20 marks**
- ❖ Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics

**Suggested Readings:**

1. MS Office: Sanjay Saxena, Vikas Publishing House
2. Financial Modeling in Excel for Dummies by Danielle Stein Fairhurst
3. Microsoft Office Excel 2007 step by step: Frye, PHI

**Note: Latest edition books shall be used**

## **SEMESTER-I**

**Course Title: TOURISM MANAGEMENT**

**Course Code: SEC-1B**

**Nature of the Course: Skill Enhancement Course (SEC)**

**Course Credit: 03 Credits**

**Distribution of Marks: 60(End Sem) + 40 (In-Sem)**

### **Course Objective:**

- To understand some important concepts and practices of the tourism sector and shall throw light on the potentialities of tourism as a career and employment opportunity.

### **Course outcome:**

**CO1:** Demonstrate understanding of tourism concepts and products.

- ✓ LO1.1: Cite examples of different types of tourism and tourism products.
- ✓ LO1.2: Describe their role in the tourism industry and in the region's economy.

**CO2:** Demonstrate understating of various primary constituents of the tourism industry.

- ✓ LO2.1: Explain the specific functions and role of logistic partners and facilitators of the tourism sector.
- ✓ LO2.2: Describe the functions and workings of various tourism intermediaries with regard to different tourism typologies.

**CO3:** Apply the various concepts of planning and development and other management functions in the context of the tourism industry.

- ✓ LO3.1: Explain how tourism planning is important for growth and conduct of the sector.
- ✓ LO3.2: Describe the tools and techniques of planning tourism development at different levels of management.

**CO4:** Analyze the importance and management of human resources in this people-centric industry.

- ✓ LO4.1: Compare different approaches and techniques of human resource management distinct to the tourism sector.
- ✓ LO4.2: Explain the complexities of diversity in human resource management in the context of this sector.

**CO5:** Analyze the marketing functions of tourism.

- ✓ LO5.1: Demonstrate the implications of the service marketing components in the context of tourism industry.
- ✓ LO5.2: Compare the differences in marketing strategies required for catering to the diversity evidenced in the tourism industry.

**CO6:** Apply the concepts of tourism management in tourism career choice and planning.

- ✓ LO6.1: Identify career opportunities in tourism.
- ✓ LO6.2: Describe the needs and requirements of various career choices in tourism.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2				
Conceptual knowledge		CO1,CO2	CO3,CO4,	CO4		
Procedural knowledge			CO3,CO4,	CO4		
Meta-cognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	S	S	M	S	M
CO2	S	S	S	S	S	M	S	S	S	M
CO3	S	S	S	S	S	M	S	M	S	S
CO4	S	S	S	S	S	S	S	M	S	S
CO5	S	M	M	S	S	S	M	S	S	M

UNIT	CONTENTS	L	T	P
<b>I Tourism Management an overview 20 Marks</b>	Concept of tourism, different types of tourism- Domestic, Foreign, Excursionist, Role of tourism in economic development	05	-	-
	Types of tourism product- Eco tourism, Nature tourism, Pilgrimage tourism, Heritage tourism, Cultural Tourism, Adventure tourism, Medical Tourism, Rural tourism	07	-	01
<b>II Constituents of Tourism Industry 20 Marks</b>	Transportation facility, accommodation, catering, food and entertainment, Banking and financial facilities	06	02	01
	Tourism Intermediaries: Travel Agent, Tour Operator, Duties function and responsibilities of tour operator, Host community involvement.	06	02	01
<b>III Management Issues 20 Marks</b>	Tourism planning and development, human resource management in tourism	06	02	01
	Marketing in Tourism, Careers in Tourism	05	-	-
<b>TOTAL</b>		<b>35</b>	<b>06</b>	<b>04</b>

\*\* L =Lectures, T =Tutorials, P =Practicals

### MODES OF IN-SEMESTER ASSESSMENT:

(40 Marks)

❖ Two Sessional Examination -

10 marks each

❖ Other (any two)

10 x 2= 20 marks

- Assignment
- Seminar Presentation on any of the relevant topics
- Field visit

### Recommended Books:

1. Roday, Biswal & Joshi: Tourism Operations and Management. Oxford University Press.
2. Swan & Mishra: Tourism Principles and Practices. Oxford University Press.
3. Gupta, Singh, Kirar&Bairwa: Hospitality and Tourism Management. VikasPubilcations.

4. Kadam, Shaifaalee&Chainickaa: A Textbook of Tourism and Hospitality Management. Bookman Publications. New Delhi.

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP) IN COMMERCE (HUMAN  
RESOURCE MANAGEMENT)  
DETAILED SYLLABUS OF 2<sup>nd</sup> SEMESTER**

**SEMESTER-II**

**Title of the Course: FINANCIAL ACCOUNTING**

**Course Code: C-2**

**Nature of the Course: CORE**

**Course Credit: 04credits**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**COURSE OBJECTIVES:**

- To enable the students to acquire conceptual and practical knowledge of the Financial Accounting and to impart skills for recording various kinds of business transactions.

**Course Outcome and Learning Outcome:**

**CO1:** Analyzing Financial Statements to assess the financial health and performance of a company

- LO1.1: Explain the process of preparation of Trial Balance, Income Statement and Balance Sheet.
- LO1.2: Creating Trial Balance, Income Statement and Balance Sheet.

**CO2:** Application of Accounting Principles and Accounting Standards in the preparation of Financial Statements

- LO2.1: Explain accounting concepts, conventions, Ind-AS, IFRS etc.

**CO3:** Demonstrating the knowledge of Accounting for Partnership firm and Single-Entry System

- LO3.1: Discuss the admission, retirement, death, and dissolution of Partnership firm.
- LO3.2: Explain the statement of affairs, ascertainment of profit under single entry system and conversion into double entry system.

**CO4:** Creating Accounts of Non-Profit Organization

- LO4.1: Explain the preparation of Receipts and Payments Account, Income and Expenditure Account and Balance Sheet

**CO5:** Demonstrating the knowledge of Depreciation Accounting.

- LO5.1: Practice various methods of Depreciation Accounting.

**CO6:** Application of Hire Purchase and Installment System of Accounting in Business organizations

- LO6.1: Explain Accounting process of Hire Purchase and Instalment System

**CO7:** Demonstrating knowledge of Corporate Accounting.

- LO7.1: Define the concept of Corporate Accounting and its legal provisions.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO2	CO2, CO3 CO7		CO1		
Conceptual knowledge		CO2,CO3 CO5	CO6	CO1		CO4
Procedural knowledge			CO6			CO4
Meta-cognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	S	S	M	M	M
CO2	S	S	S	S	S	S	S	M	M	M
CO3	S	S	S	S	S	S	S	S	S	S
CO4	S	S	S	S	M	S	S	S	S	S
CO5	S	S	S	S	M	S	S	S	S	M
CO6	S	S	S	S	M	S	S	S	S	S
CO7	S	S	S	S	M	S	S	S	S	S

UNIT	Contents	L	T	P
<b>I</b> <b>Recording and Presentation of Accounting Transactions</b> (15 Marks)	<b>Preparation of Financial Statements:</b> Preparation of Trial Balance including adjustments and preparation of Financial Statements.	08	-	-
	<b>Financial Accounting Principles:</b> The nature of financial accounting principles – Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosures.	02	-	-
	<b>Financial accounting standards:</b> Concept, benefits, procedure for issuing accounting standards in India. Salient features of First-Time Adoption of Indian Accounting Standard (Ind-AS), International Financial Reporting Standards (IFRS): - Need and procedures.	03	-	-
<b>II</b> <b>Accounting Process</b> (15 Marks)	<b>Accounting for Partnership Firm:</b> Admission, Retirement, Death and Dissolution of Firms;	10	02	01
	<b>Single Entry System:</b> Meaning of single entry or incomplete records and distinction between single entry v/s double entry; statement of affairs and ascertainment of profit under single entry system; conversion into double entry system – steps involved – missing figures – comprehensive problems relating to conversion.	05	02	01

<b>III</b> <b>Accounting for Not-for-profit Organisation and Depreciation Accounting</b> (15 Marks)	<b>Preparation of Accounts of Not-for-profit Organisation:</b> Introduction, Preparation of Receipts and Payment Account, Income and Expenditure Account, Balance Sheet, Distinction between Receipts and Payments account and Income and Expenditure Account, Peculiar items used in the Accounts of Non-Trading Concerns.	06	01	01
	<b>Depreciation Accounting:</b> The nature of depreciation. The accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets-change of method.	04	01	01
<b>IV</b> <b>Accounting for Hire Purchase, Instalments, and Introduction to Corporate Accounting</b> (15 Marks)	<b>Hire Purchase and Instalment System:</b> Calculation of interest, partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors' system; Instalment Purchase System.	06	01	01
	<b>Introduction to Corporate Accounting:</b> Meaning and Importance of Corporate accounting. Books of Accounts; legal provisions relating to books of accounts, legal provisions relating to financial statements. Report of Director's or Board's Report, audit of company accounts. (As per Company's Act, 2013). Book-Building process of allotment of shares	07	01	01
	TOTAL	49	08	06

**MODES OF IN-SEMESTER ASSESSMENT:**

- Two Sessional Examination -
- Other (any two)
- Seminar Presentation on any of the relevant topics
- Assignment

**(40 Marks)**

**10 marks each**

**10 x 2= 20 marks**

**Suggested Readings:**

1. S.N. Maheshwari, and. S. K. Maheshwari. *Financial Accounting*. Vikas Publishing House, New Delhi.
2. Deepak Sehgal. *Financial Accounting*. Vikas Publishing H House, New Delhi.
3. Bhushan Kumar Goyal and HN Tiwari, *Financial Accounting*, International Book House
4. Goldwin, Alderman and Sanyal, *Financial Accounting*, Cengage Learning
5. Tulsian, P.C. *Financial Accounting*, Pearson Education.
6. *Compendium of Statements and Standards of Accounting*. The Institute of Chartered Accountants of India, New Delhi

**Note: Latest edition of the text books should be used.**

**SEMESTER-II**  
**Title of the Course: LABOUR WELFARE**  
**Course Code: MINCOM2**  
**Nature of the Course: Minor**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**Course Objective :**

- To gain a basic understanding and implications of the structure and forms of business organisations and the primary functions of management that are vital for the smooth operation of business organisations.

**Course Outcome:**

- CO1: Demonstrate the knowledge about basics of labour welfare.
  - ✓ LO1.1: Explain the objectives, scope and need of labour welfare.
  - ✓ LO1.2: Distinguish Voluntary Welfare from Statutory Welfare measures.
- CO2: Demonstrate understanding of welfare funds.
  - ✓ LO2.1: Explain the need for welfare funds.
  - ✓ LO2.2: Describe different types of welfare funds and their usage.
- CO3: Analyze concepts and provisions related to Industrial Safety.
  - ✓ LO3.1: Categorically explain the coverage of industrial safety measures.
  - ✓ LO3.2: Discuss the treatment of accidents, professional hazards, diseases and psychological problems under Industrial Safety measures of organizations.
- CO4: Demonstrate understanding of Social Security.
  - ✓ LO4.1: Differentiate between social assistance and social assurance.
  - ✓ LO4.2: Discuss the available measures of social security to be provided in and by organizations.
- CO5: Analyze the treatment of special categories of workforce under labour welfare measures.
  - ✓ LO5.1: Apply knowledge of labour welfare measures to understand treatment of special labour categories like children, female, contractual labour, etc.
  - ✓ LO5.2: Apply knowledge of labour welfare measures to understand treatment of other special labour categories like contractual, construction, agricultural, BPOs and KPOs.

✓ **Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2 CO4				
Conceptual knowledge		CO1,CO2 CO4		CO3, CO5		
Procedural knowledge			CO5			
Metacognitive knowledge						

✓ **Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	S	M	M	S	S	M	M	M	M	M
CO2	S	S	M	M	S	S	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M	M
CO4	S	S	M	M	S	S	M	M	M	M	M
CO5	S	S	S	S	S	S	S	S	M	M	M

UNITS	COURSE CONTENTS	L	T	P
<b>I</b> <b>(15 Marks)</b>	<b>Labour welfare</b> Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures- Labour – Welfare Funds – Education and Training Schemes.	<b>12</b>	<b>02</b>	<b>-</b>
<b>II</b> <b>(15 Marks)</b>	<b>Industrial safety</b> Causes of Accidents – Prevention – Safety Preventions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological Problems – Counseling – Statutory Provisions.	<b>14</b>	<b>02</b>	<b>-</b>
<b>III</b> <b>(15 Marks)</b>	<b>Welfare of special categories of labour</b> Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour.	<b>14</b>	<b>02</b>	<b>-</b>
<b>IV</b> <b>((15 Marks)</b>	<b>Social Assistance &amp; Security</b> Concept and Scope, Social Assistance and Social Assurance, Social Security : Implications	<b>12</b>	<b>02</b>	<b>-</b>
	<b>TOTAL</b>	<b>52</b>	<b>08</b>	<b>-</b>

*Where, L=Lectures, T=Tutorials, P=Practicals*

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examinations - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics
  - Hands-on-learning

**Suggested Readings:**

- 1) Jayant S. Railkar- Labour welfare & Practice – Vipul Prakashan.
- 2) A.M. Sarma – Aspects of Labour welfare & Social Security – Himalaya Publications. 3) Punekar & Deodhar – Labour welfare Tata MC Graw Hill Publishing.
- 4) Misra & Puri – Indian Economy – Himalaya Publications.
- 5) Dutt & Sundharam - Indian Economy S. Chand Publication.
- 6) Labour Welfare, Trade Unionisms and Industrial Relations – S.D. Panekar, S.B. Deodhar, Mrs. Saraswathi Sankaram, Himalaya Publishing House

**Note: Latest edition of textbooks may be used.**

## **SEMESTER-II**

<b>Title of the Course</b>	<b>: CAREER PLANNING AND DEVELOPMENT</b>
<b>Course Code</b>	<b>: GEC-2C</b>
<b>Nature of the Course</b>	<b>: Generic Elective Course (GEC)</b>
<b>Course Credit</b>	<b>: 03 credit</b>
<b>Distribution of Marks</b>	<b>: 60 (End Sem) + 40 (In-Sem)</b>

### **Course Objectives:**

- To see themselves as purposefully active in the career/life planning process.
- To identify and evaluate personality factors that affect career decisions.
- To understand the major career development theories and decision-making models.
- To identify the major sources of career, vocational, educational, occupational, and labour market information.

### **Course Outcome:**

- CO1: Demonstrate knowledge of primary concepts and dimensions of Career Development.
  - ✓ LO1.1: Explain career anchors and personality typologies and classify them.
  - ✓ LO1.2: Relate understanding of behavioural models to career planning and development.
- CO2: Analyze different behavioural traits to plan career development.
  - ✓ LO2.1: Identify different personality types based on their exhibition of varying behavioural traits.
  - ✓ LO2.2: Describe identified behavioural traits in respect of their culture fit and suitability in different aspects and walks of life.
- CO3: Analyze corporate competencies under varying organizational roles and contexts.
  - ✓ LO3.1: Identify competencies befitting to varying organizational roles.
  - ✓ LO3.2: Describe the influence and usage of behavioural traits for various roles in organizations.
- CO4: Analyze the choice of career options based on behavioural traits and competencies.
  - ✓ LO4.1: Explain different types of companies and the need to create specific company profiles.
  - ✓ LO4.2: Discuss the significance of networking function and preparation for interview.
- CO5: Demonstrate understanding of career development theories and their corresponding role in the process.
  - ✓ LO5.1: Explain the reliability and applicability of various theories and models of career development in modern organizational context.
  - ✓ LO5.2: Discuss the inter-relationship of different dimensions of career planning with actual decision making.
- CO6: Analyze the role of information systems and strategic approach in career planning.
  - ✓ LO6.1: Explain the interplay of different information sources and systems used for career planning and development.
  - ✓ LO6.2: Describe varying career development strategies used in organizations.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2				
Conceptual knowledge		CO1,CO2, CO5		CO2, CO3, CO4		
Procedural knowledge			CO5	CO6		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	M	M	M	S	S	M	M	M	M	M
CO2	S	S	S	S	S	S	S	S	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M	M
CO4	S	S	S	S	S	S	S	S	M	M	M
CO5	S	S	S	S	S	S	S	S	M	M	M
CO6	S	M	M	M	S	S	M	M	M	M	M

Unit	CONTENTS	L	T	P
<b>I</b> (15 Marks)	<b>INTRODUCTION TO CAREER PLANNING</b> Define the starting point, Career Anchors, Behavioural Models, Personality Typology	06	02	-
<b>II</b> (15 Marks)	<b>BEHAVIOURAL TRAITS</b> Identify behavioural traits, How behavioural traits can ensure a better culture fit and impact other areas of life, Corporate Competencies	06	02	02
<b>III</b> (15 Marks)	<b>CHOOSING YOUR COMPANY</b> Researching a company: Clarifying the type of company you wish to work for, Importance of creating a company profile, Making contact with a company: Importance of networking functions, Developing your Resume, Preparing your-self for the interview.	11	02	02
<b>IV</b> (15 Marks)	<b>CAREER DEVELOPMENT:</b> Theories and models of career development, Counselling, and Decision making , Approaches for conceptualizing the interrelationships among and between work, mental wellbeing, relationships, and other life roles and factors. Processes for identifying and using career, a vocational, educational, occupational and labour market information resources, technology, and information systems, Strategies for career development program planning, Organization, Implementation, Administration,	12	02	02
	<b>TOTAL</b>	<b>35</b>	<b>08</b>	<b>06</b>

\* L= Lecture, T= Tutorial, P= Practical

#### MODES OF IN-SEMESTER ASSESSMENT:

- Two Sessional Examinations -
- Other (any two)
- Seminar Presentation on any of the relevant topics
- Assignment
- Group Discussion

(40 Marks)

10 x 2= 20 marks

10 x 2= 20 marks

**Suggested Readings:**

1. Steven D. Brown and Robert W. Lent; Career Development and Counselling: Putting Theory and Research to Work. Published by John Wiley & Sons, Inc., Hoboken, New Jersey.
2. Spencer G. Niles and JoAnn Harris-Bowlsbey; Career Development and Interventions, Pearson publications.
3. Yehuda Baruch; Managing Careers: Theory and Practice; Pearson publications.
4. Harrington B. & Hall, D.; Career Management and work Life Integration: Using Self-assessment to Navigate Contemporary Careers; Sage Publications.

## SEMESTER-II

**Title of the Course** : **EVENT MANAGEMENT**  
**Course Code** : **SEC-2**  
**Nature of the Course** : **Skill Enhancement Course (SEC)**  
**Course Credit** : **03 credit**  
**Distribution of Marks** : **60 (End Sem) + 40 (In-Sem)**

### COURSE OBJECTIVES:

- To understand the various concepts and technical nitty-gritties of the event management industry.

**Course Outcome:** After studying this course, the students should be able to identify the various prospects and operational mechanics of the event management industry.

- CO1: Demonstrate understanding of the basic characteristics of events and principles of event management.
  - ✓ LO1.1: Explain the historical and modern perspectives of event management.
  - ✓ LO1.2: Explain the scope of the events market and the role of the event manager.
- CO2: Demonstrate understating of the logistics and budgetary dimensions of event management.
  - ✓ LO2.1: Enlist and explain the workings of various constituents of the logistics framework of event management.
  - ✓ LO2.2: Draw focus to the budgetary considerations of managing events.
- CO3: Analyze the various aspects of event planning.
  - ✓ LO3.1: Examine and explain the interplay of event protocol, planning tools and staff management in event planning.
  - ✓ LO3.2: Explain the need and importance of work permits of varying types.
  - ✓ LO3.3: Describe different types of leadership abilities and skills required for managing employees as well as customers while managing events.
- CO4: Analyze various components of the event marketing function.
  - ✓ LO4.1: Demonstrate the application of marketing mix elements in event marketing.
  - ✓ LO4.2: Demonstrate the application of promotion mix elements in event marketing.
  - ✓ LO4.3: Explain the need for branding in event management.
- CO5: Analyze the role of communication and public relations in event marketing.
  - ✓ LO5.1: Explain the methods and techniques of employee communication incontext to the industry.
  - ✓ LO5.2: Describe the challenges of effective communication in the context of employees and customers.
- CO6: Demonstrate knowledge about the risk elements associated with event management.
  - ✓ LO6.1: Describe the characteristics of different stakeholders and their share in associated risks.
  - ✓ LO6.2: Evaluate possible risks associated with event management and ways to handle the same.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2 CO3				
Conceptual knowledge		CO2,CO3,		CO4,CO5		
Procedural knowledge						
Meta-cognitive knowledge					CO6	

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	M	M	M	M
CO2	S	M	M	M	S	S	M	M	M	M
CO3	S	S	S	S	S	S	M	M	M	M
CO4	S	S	S	S	S	S	M	M	M	M
CO5	S	S	S	S	S	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	M	S

UNIT	CONTENTS	L	T	P
<b>I. Principles of Event Management</b> 20 marks	Historical perspective, Introduction to Event Management, Characteristics of events, Scope of Events Market, Requirements of Events Manager	07		
	Logistics of Event Management, Initial Planning, Visualisation, Monitoring the Budget, Critical Path	05		02
<b>II. Event Planning and Marketing</b> 20 Marks	Preparing event protocol, use of planning tools, dress code, staging, staffing, leadership skill and management, guest demographics, work permits	06	02	02
	Process of event marketing, marketing mix, sponsorship, advertising, event publicity, image and branding, use of other non-conventional mode for event marketing	06	02	
<b>III. Communication, Public Relations and Risk Handling</b> 20 Marks	Public Relations – Overview, Strategy & Planning, Techniques, Journalism, Blogs, Employee communications, Lobbying, Community Relations,	07	02	
	Event Risk Assessment, Various Service Providers / Organizations / Stakeholders, Crisis Communications	04		
	<b>TOTAL</b>	<b>35</b>	<b>06</b>	<b>04</b>

\*\* L =Lectures, T =Tutorials, P =Practical

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examination -
- Other (any two)
- Seminar Presentation on any of the relevant topics
- Field Visit
- Assignment

**10 x 2= 20 marks**

**10 x 2= 20 marks**

**References:**

Abson, E., Kennell, J., Wilde, N., Bladen, C. (2017). Events Management: An Introduction. United Kingdom: Taylor & Francis.

Genadinik, A. (2015). Event Planning: Management & Marketing for Successful Events. United States: CreateSpace Independent Publishing Platform.

Quinn, B. (2013). Key Concepts in Event Management. United Kingdom: SAGE Publications.

The Business of Events Management. (2014). United Kingdom: Pearson Education.

Shone, A., Parry, B. (2013). Successful Event Management: A Practical Handbook. United Kingdom: Cengage Learning.

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP) IN COMMERCE (HUMAN RESOURCE MANAGEMENT)**

**DETAILED SYLLABUS OF 3<sup>rd</sup> SEMESTER**

**SEMESTER III**

**Title of the Course: BUSINESS ECONOMICS**

**Course Code: C-3**

**Nature of the Course: CORE**

**Course Credit: 04 Credits**

**Distribution of Marks: 60 (End Sem) + 40 (In- Sem)**

***Course Objectives:***

To gain understanding of the various economic concepts and theories that influence business operations and decisions and that determine the market forces and overall business environment.

**Course Outcome:** The student should be able to consider and interpret the primary economic factors that influence business operations and thereby, be able to take more calculated business decisions.

- CO1: Demonstrate basic understanding of the nature and scope of business economics.
  - ✓ LO1.1: Explain the salient features of business economics.
  - ✓ LO1.2: Discuss the application of economic concepts in taking different types of business decisions.
- CO2: Demonstrate the understating of differences between micro and macro economics.
  - ✓ LO2.1: Describe the features of micro and macro economics.
  - ✓ LO2.2: Describe the features of static and dynamic economy.
- CO3: Apply the knowledge of demand and supply in interpreting economic theories in the context of business decisions.
  - ✓ LO3.1: Explain the theory of demand and its prime variables.
  - ✓ LO3.2: Explain the law of supply and the exceptions to the law.
  - ✓ LO3.3: Explain the factors influencing demand and supply.
  - ✓ LO3.4: Cite examples to relate the laws of demand and supply to actual business decision making.
- CO4: Apply the theories costs in calculation and management of business costs.
  - ✓ LO4.1: Draw the interface between costs, prices and profits.
  - ✓ LO4.2: Explain the treatment of different types of costs in business.
  - ✓ LO4.3: Apply understanding of costs to design different methods of pricing.
  - ✓ LO4.4: Describe the applicability of various profit theories in actual business context.
- CO5: Analyze the consumption theories and relate them to business decisions in respect of demand, supply, procurement, production and others.
  - ✓ LO5.1: Compare and contrast between production function and production possibility.
  - ✓ LO5.2: Explain the application of different consumption theories to draw opinions about production possibility.
- CO6: Demonstrate understanding of different types of market structure.
  - ✓ LO6.1: Explain the characteristics of different types of markets.
  - ✓ LO6.2: Explain price-output determination under each of the market situations.
- CO7: Apply the knowledge about factors of production in interpreting production decisions.
  - ✓ LO7.1: Explain the characteristics of the four primary factors of production.
  - ✓ LO7.2: Describe the salient considerations of factor pricing.
  - ✓ LO7.3: Demonstrate knowledge of factors of production in the context of national and international trade.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO1	CO1,CO2				
Conceptual knowledge		CO1,CO2 CO6	CO3,CO4, CO7	CO5 ,CO6		CO7
Procedural knowledge			CO3,CO4, CO7			CO7
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	M	M	M	S	S	M	S	S	M
CO2	M	M	M	M	S	S	M	S	S	M
CO3	M	M	M	M	S	S	M	S	S	S
CO4	M	M	M	M	S	S	M	S	S	S
CO5	M	M	M	M	S	S	M	S	S	M
CO6	M	M	M	M	S	S	M	S	S	S
CO7	M	M	M	M	S	S	M	S	S	S

### Course Contents:

UNIT	Contents	L	T	P
<b>I</b> (15 Marks)	Nature and Scope of Business Economics; Role and Responsibility of a Business Economist	06	-	-
	Micro and Macro Economics – features, scope, merits and demerits; Static and Dynamic Analysis	06	02	-
<b>II</b> (15 Marks)	Demand – Law of Demand, Determinants of Demand, Need and Types of Demand Analysis	06	02	-
	Supply – Law of Supply, Exceptions to the Law, Determinants of Supply; Market Equilibrium – Concept and Determinants	06	-	-
<b>III</b> (15 Marks)	Theory of Consumption; Theory of Production – Production Function, Production Possibility	07	02	-
	Cost Theories, Types of Costs; Price and Pricing – Features, Types and Process; Profit – Features, Theories of Profit	06	02	-
<b>IV</b> (15 Marks)	Market Structure, Types of Market Competition – Monopoly, Duopoly, Oligopoly, Monopolistic	08	02	-
	Factors of Production, Factor Pricing; Trade Cycles; National Income and International Trade – Features and Types	07	-	-

UNIT	Contents	L	T	P
	<b>TOTAL</b>	<b>52</b>	<b>08</b>	<b>-</b>

**L= Lectures, T= Tutorials, P= Practicals**

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examination - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group discussion
  - Seminar Presentation
  - Assignment

**Recommended Books:**

- C. Snyder and W. Nicholson, Fundamentals of Microeconomics, Cengage Learning(India)
- Aryasri and Murthy, Business Economics, Tata McGraw Hill
- Mithani, Fundamentals of Business Economics, Himalaya Publishing House
- V.C. Sinha, Business Economics (According to Minimum Uniform Syllabus prescribed by National Education Policy 2020), Sahitya Bhawan

**SEMESTER-III**  
**Title of the Course: Entrepreneurship**  
**Course Code : C-4**  
**Nature of the Course: CORE**  
**Course Credit: 04 Credits**  
**Distribution of Marks: 60 (End Sem) + 40 (In- Sem)**

**Course Objective:** This paper shall help students to understand some important concepts and practices of entrepreneurship and induce them to undertake entrepreneurship as a career.

**COURSE OUTCOME:**

- **CO 1:** Explore the fundamental concepts of entrepreneurship:
  - ✓ LO 1.1: Identify important concepts and terms related to entrepreneurship.
  - ✓ LO 1.2: Explain the behavioural patterns of entrepreneurs and how they differ from managers.
- **CO 2:** Analyze competing theories of entrepreneurship:
  - ✓ LO 2.1: Identify key theories of entrepreneurship, such as those advanced by Schumpeter, Walker, and Drucker.
  - ✓ LO 2.2: Apply the theory of transaction cost to analyze entrepreneurial decisions.
- **CO 3:** Evaluate the relationship between entrepreneurship and economic development:
  - ✓ LO 3.1: Explore the opportunities, challenges, and solutions for entrepreneurial development, particularly in the Northeast region.
  - ✓ LO 3.2: Assess the impact of entrepreneurial development on economic growth and recommend solutions to regional entrepreneurial issues.
- **CO 4:** Study the Behavioural Patterns of Entrepreneurs
  - ✓ LO 4.1: Explore how psychological and social factors influence entrepreneurial activity.
  - ✓ LO 4.2: Consider their personal behavioral tendencies and how they connect or differ from successful entrepreneurial traits.
- **CO 5:** Analyze Industrial Policies and Their Impact on Entrepreneurship.
  - ✓ LO 5.1: Develop recommendations for policy changes to more effectively encourage entrepreneurship.
  - ✓ LO 5.2: Consider the effectiveness of governmental policies in promoting entrepreneurial growth and development.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2		CO2		
Conceptual knowledge				CO4	CO3	
Procedural knowledge			CO5	CO4,CO5	CO5	CO5
Metacognitive knowledge						

**Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	M	M	M	S	S	M	S	S	M
CO2	M	M	M	M	S	S	M	S	S	M
CO3	M	M	M	M	S	S	M	S	S	S
CO4	M	M	M	M	S	S	M	S	S	S
CO5	M	M	M	M	S	S	M	S	S	M

UNIT	CONTENTS	L	T	P
1 (15 Marks)	Introduction – The Entrepreneur – Definition; Evolution of the term entrepreneur, who is an entrepreneur, entrepreneur and enterprise, entrepreneurs and managers, behavioural pattern of entrepreneurs.	09	-	-
2 (15 Marks)	Competing Theories of Entrepreneurship – Definitions of entrepreneurship, characteristics of entrepreneurship, A conceptional model, views of Schumpeter, Walker and Drucker. Theories of entrepreneurship, The theory of invisible cost or the theory of transaction cost.	13	02	02
3 (15 Marks)	Entrepreneurship and Economic Development: Factors impeding the growth of entrepreneurship, how to encourage entrepreneurship; Prospects, problems and solutions for entrepreneurial development (with special reference to North East). Industrial Policies of the state of Assam	16	02	-
4 (15 Marks)	Entrepreneurial Development Programmes in India: entrepreneurial development programmes – their relevance and achievements, role of government in organising such programmes.	12	03	04
	<b>TOTAL</b>	<b>50</b>	<b>07</b>	<b>06</b>

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examination - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group discussion
  - Seminar Presentation
  - Assignment

**Suggested readings:**

1. Khanka S S: "Entrepreneurial Development" S Chand; Reprint Edn. 2006 edition (December 1, 2007)
2. Dr P T Vijayashree& M Alagamma: "Entrepreneurial Development and Small Business Management" Margham Publications; 2016th edition (1 January 2010)
3. Vasant Desai: "Entrepreneurial Development" Himalaya Publishing House (1 September 2014)

### SEMESTER-III

**Title of the Course: MANAGERIAL BEHAVIOUR & EFFECTIVENESS**

**Course Code: MINCOM3**

**Nature of the Course: Minor**

**Course Credit: 04 credits**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

#### Course Objective :

- To gain a basic understanding and implications of the structure and forms of business organisations and the primary functions of management that are vital for the smooth operation of business organisations.

#### Course Outcome:

- CO1: Demonstrate a firm grasp of the managerial job.
  - ✓ LO1.1: Explain the descriptive and time dimensions of managerial jobs.
  - ✓ LO1.2: Explain the functional differences in dimensions of managerial jobs.
- CO2: Apply knowledge of job dimensions to design the managerial job.
  - ✓ LO2.1: Identify managerial job competencies and traits.
  - ✓ LO2.2: Describe the role of carefully designed recruitment and selection process on better design of managerial jobs.
- CO3: Analyze different factors that may contribute towards greater effectiveness of managerial job designs.
  - ✓ LO3.1: Explain the need and significance of managerial skill development.
  - ✓ LO3.2: Describe the influence of performance appraisal techniques and results on career management and effectiveness.
- CO4: Demonstrate a strong grasp of Managerial Effectiveness.
  - ✓ LO4.1: Explain ways to measure managerial effectiveness in organizations.
  - ✓ LO4.2: Discuss the current industry and government practices with regard to management of managerial effectiveness.
- CO5: Analyze the environmental issues related to managerial jobs and their effectiveness.
  - ✓ LO5.1: Explain the role of organizational processes and organizational climate in shaping managerial environment.
  - ✓ LO5.2: Explain the influence of leader-group interactions and managerial styles on managerial environment and effectiveness.

#### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2				
Conceptual knowledge		CO1,CO2, CO4, CO5	CO2	CO3, CO5		
Procedural knowledge		CO3				
Metacognitive knowledge						

#### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	M	S	M	S	S	M	M	M	M	M
CO2	S	S	S	S	M	M	S	M	S	S	M
CO3	S	S	S	S	M	M	S	M	M	M	M
CO4	S	S	S	S	M	M	S	S	M	M	M
CO5	S	S	S	S	M	M	S	S	S	S	S

UNITS	COURSE CONTENTS	L	T	P
<b>I</b> (15 Marks)	<b>DEFINING THE MANAGERIAL JOB</b> Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job Behaviour – Functional and Level differences in Managerial Job behaviour.	12	02	-
<b>II</b> (15 Marks)	<b>DESIGNING THE MANAGERIAL JOB</b> Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard – Feedback – Career Management – Current Practices.	14	02	-
<b>III</b> (15 Marks)	<b>CONCEPTS OF MANAGERIAL EFFECTIVENESS</b> Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness – the Effective Manager as an Optimizer.	14	02	-
<b>IV</b> (15 Marks)	<b>ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS</b> Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.	12	02	-
	<b>TOTAL</b>	<b>52</b>	<b>08</b>	<b>-</b>

*Where, L=Lectures, T=Tutorials, P=Practicals*

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examinations - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics
  - Hands-on-learning

**Suggested Readings:**

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3rd edition, 2006.
6. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1st edition, 2008.
8. Richard L.Daft, Leadership, Cengage, 1st Indian Reprint 2008.

**Note: Latest edition of textbooks may be used.**

### SEMESTER-III

<b>Title of the Course</b>	:	<b>Labour Welfare and Social Security</b>
<b>Course Code</b>	:	<b>GEC-3C</b>
<b>Nature of the Course</b>	:	<b>Generic Elective Course (GEC)</b>
<b>Course Credit</b>	:	<b>03 Credits</b>
<b>Distribution of Marks</b>	:	<b>60 (End Sem) + 40 (In- Sem)</b>

#### Course Objectives:

This course shall help students understand the concept and significance of Labour welfare and Social Security in organisations. Also, students shall be made aware about certain important legal provisions in this regard.

#### Course Description :

#### Pre-requisites :

#### Course Objective :

- To gain a basic understanding and implications of the structure and forms of business organisations and the primary functions of management that are vital for the smooth operation of business organisations.

#### Course Outcome:

- CO1: Demonstrate understanding of the concept and dimensions of labour welfare.
  - ✓ LO1.1: Describe the scope and coverage of labour welfare measures.
  - ✓ LO1.2: Explain the types and approaches of labour welfare measures.
- CO2: Demonstrate understanding of labour security and safety.
  - ✓ LO2.1: Discuss industrial health and hygiene as stated in various industrial and labour laws.
  - ✓ LO2.2: Explain the meaning and treatment of industrial accidents, occupational diseases and hazards.
- CO3: Analyze the functioning and significance of different labour welfare agencies.
  - ✓ LO3.1: Distinguish between statutory and non-statutory labour welfare.
  - ✓ LO3.2: Differentiate between intra mural and extra mural labour welfare.
  - ✓ LO3.3: Discuss the role of various government and voluntary agencies in dealing with labour welfare issues.
- CO4: Analyze the various legal provisions and schemes in respect of social security and labour welfare.
  - ✓ LO4.1: Discuss the highlights of various government welfare and social security schemes available in the country.
  - ✓ LO4.2: Discuss the provisions social security as stated in some important labour legislation.

#### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2				
Conceptual knowledge		CO1,CO2		CO3,CO4,		
Procedural knowledge				CO3,CO4,		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	S	M	M	S	S	M	M	M	M	M
CO2	S	S	M	M	S	S	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M	M
CO4	S	S	M	M	S	S	M	M	M	M	M

Block	Contents	L	T	P
<b>I Labour Welfare (15 Marks)</b>	Concept, Scope, Importance, Types, Approaches	06		-
	Industrial Health and Hygiene, Industrial Accidents and Safety, Occupational Diseases and Hazards	04		01
<b>II Labour Welfare: Agencies and Introduction to Social Security (15 Marks)</b>	Statutory and Non-Statutory Labour Welfare: Intra-mural and Extra-mural Welfare; Agencies of Employee Welfare: State, Employer, Unions, Voluntary Agencies	06	01	01
	Highlights of Government Welfare and Social Security Schemes	04	01	01
<b>III Social Security (Provisions I) (15 Marks)</b>	Employee's Compensation Act, 1923 (Amendment Act, 2017); Maternity Benefit Act 1961 (Amendment Act, 2017)	04	01	01
	Employees Provident Fund and Miscellaneous Provisions Act, 1952 (Amendment Act, 2017)	04	01	01
<b>IV Social Security (Provisions II) (15 Marks)</b>	Employees' State Insurance Act, 1948 (Amended, 2019)	04	01	01
	Minimum Wages Act, 1948 (Amended, 2021)	04	01	
	<b>TOTAL</b>	<b>36</b>	<b>06</b>	<b>06</b>

L= Lecture, T= Tutorial, P= Practical

#### MODES OF IN-SEMESTER ASSESSMENT:

(40 Marks)

- Two Sessional Examinations - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group discussion
  - Seminar Presentation
  - Assignment

#### Recommended Books:

1. Sharma: Aspects of Labour Welfare and Social Security. Himalaya Publishing House.
2. Kumar: Labour Welfare and Social Security. Deep & Deep Publications (P) Ltd. New Delhi.
3. The Employee's Compensation Act, 1923 - Bare Act with Amendments, 2017.
4. Employees Provident Fund and Miscellaneous Act, 1952 - Bare Act with Amendments, 2017.
5. Employees' State Insurance Act, 1948 - Bare Act with Amendments, 2019.
6. Minimum Wages Act, 1948 - Bare Act with Amendments, 2021.

### SEMESTER-III

**Title of the Course: Introduction to Investing and Trading**

**Course Code: SEC-3A**

**Nature of the Course: Skill Enhancement Course**

**Course Credit: 03 Credits**

**Distribution of Marks:60 (End Sem) + 40 (In- Sem)**

#### **COURSEOBJECTIVES:**

- The students will be able to understand the basics of Investing and Trading
- They will understand the avenues of investment and also analyse the Risk and return associated with it.
- They will learn the process of trading and Investment which can be carried out through demat account.

#### **Course Outcomes**

CO1: Demonstrating understanding of investing and trading.

LO1.1: Explain the avenues of investment in stock market.

LO1.2: Discuss the concept of time value of money to beat the inflationary effect

CO2: Analyze the structure of capital market of India

LO2.1: Define the concept of primary and secondary market

LO2.2: Discuss regulations of Indian FINANCIAL MARKET

CO3: Demonstrate Understanding of major stock exchange of India

LO3.1: Explain different types of market indices

LO3.2: Discuss depositaries and their role.

CO4: Investing and trading in stock market by opening DEMAT account

LO4.1: Explain process and documentation to open a DEMAT account and its application.

#### **Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO3	CO1,CO2				
Conceptual knowledge		CO1,CO2	CO4	CO2		
Procedural knowledge			CO4			
Metacognitive knowledge						

#### **Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	S	S	M	S	M
CO2	S	S	S	S	S	M	S	S	S	M
CO3	S	S	S	S	S	M	S	M	S	S
CO4	S	S	S	S	S	S	S	M	S	S
CO5	S	M	M	S	S	S	M	S	S	M

Units	Contents	L	T	P
<b>I (15Marks)</b>	Introduction: Meaning of Investing and Trading, Difference between Savings and Investment, Risk and Return, Time value of Money .Investment Opportunities: Savings Bank Deposits, Fixed Deposits, Post office Deposits-its Schemes, Recurring Deposits ,RealEstate, Gold ,Mutual Funds, Stocks ,ETF,Crypto Currencies	9	1	1
<b>II(15 Marks)</b>	Capital Market: Structure of capital market of India, Meaning of Primary and Secondary Markets, Instruments of Primary and Secondary Markets, Regulators regulating Indian Financial Markets.	9	1	1
<b>III(15 Marks)</b>	Share Market: Introduction to BSE and NSE, Introduction to Market Indices, Depositories and their Role, Methods of Analyzing the Share Market, CreditRating, and its Role.	9	1	2
<b>IV(15 Marks)</b>	Role of Demat Account Trading and Investing in Share Market, Process, and documentation to open a demat account, Introduction to Mobile Application based trading and investing.	9	1	4
	<b>TOTAL</b>	<b>36</b>	<b>4</b>	<b>8</b>

Here,L=Lecture,T=Tutorial,P=Practical.

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examination - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group discussion
  - Seminar Presentation
  - Assignment

**Suggested Readings**

- Pathak.B,'IndianFinancialSystem',PearsonIndia Pvt.Ltd,5thEdition, 2018.
- KhanM. Y.,IndianFinancialSystem,TataMcGrawHillCompany,10thEdition 2017.
- Bhole:IndianFinancialSystem:HimalayaPublishers, Mumbai.
- Madura:InternationalCorporateFinance:Thomsons,USA

### **SEMESTER-III**

<b>Title of the Course</b>	<b>:</b>	<b>Hospitality Management</b>
<b>Course Code</b>	<b>:</b>	<b>SEC-3B</b>
<b>Nature of the Course</b>	<b>:</b>	<b>Skill Enhancement Course (SEC)</b>
<b>Course Credit</b>	<b>:</b>	<b>03 Credits</b>
<b>Distribution of Marks</b>	<b>:</b>	<b>60 (End Sem) + 40 (In- Sem)</b>

#### **Course objective:**

This paper shall introduce students to some of the basic but significant aspects of the Hospitality Industry.

#### **Course Outcome**

CO1: Demonstrate understanding of the concept and dimensions of hospitality.

LO1.1: Cite examples of different types of hospitality products.

LO1.2: Explain the various components of the hospitality industry.

CO2: Demonstrate understating of hospitality management in the context of economic development.

LO2.1: Explain the influence of internal and external factors in the operation of hospitality establishments.

LO2.2: Explain the influence oof controllable and uncontrollable factors in the operation of hospitality establishments.

CO3: Apply the understanding of basic types of hospitality sector to differentiate their functioning and management.

LO3.1: Differentiate between commercial and non-commercial establishments.

LO3.2: Distinctively explain the operations and management treatment of commercial and non-commercial establishments.

CO4: Analyze the marketing and legal aspects of hospitality management.

LO4.1: Discuss the various specifications and laws relating to hotel grading, amenities and management.

LO4.2: Explain the distinctive challenges and practices in respect of communication in the hospitality sector.

CO5: Analyze the functioning of key departments and services in hospitality establishments.

LO5.1: Explain the operations of various key departments of hospitality establishments.

LO5.2: Explain the significance and role of services in the hospitality sector.

CO6: Analyze the management of finance and tracking mechanisms in hospitality.

LO6.1: Discuss the critical considerations in managing finance in hospitality establishments.

LO6.2: Cite examples to explain the significance and role of proper tracking mechanism in hospitality

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1,CO2				
Conceptual knowledge		CO1,CO2	CO3,CO4,	CO5,CO6		
Procedural knowledge			CO3,CO4,			
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	S	S	M	S	M
CO2	S	S	S	S	S	M	S	S	S	M
CO3	S	S	S	S	S	M	S	M	S	S
CO4	S	S	S	S	S	S	S	M	S	S
CO5	S	M	M	S	S	S	M	S	S	M

UNIT	CONTENTS	L	T	P
<b>I. Concept and Types of Hospitality Industry</b>	Definition of Hospitality management, meaning & significance of hospitality management, basic components of hospitality, history of hospitality industry, hospitality products, importance of hospitality management for the economic development of the country	06		-
	Hospitality Industry Services: Accommodation, Food & Beverages, Entertainment, Event Management, Recreation, Functions & Banquets, Business Centre Services, Security, Gaming-seminars, conferences, exhibitions & sales meet, Tourism, Aviation, Railway Catering, Cruise Line Services	07	02	02
<b>II. Factors Influencing Operation of Establishment</b>	Internal and external factors, controllable and uncontrollable factors; market needs and expectations, economics, climate, seasonal conditions, industry regulations	08	02	-

UNIT	CONTENTS	L	T	P
	Commercial and Non-commercial Establishment; Marketing Communications, Hotel Grading and Laws governing the Hotel Industry	06	02	02
<b>III. Key Department and Service</b>	Front Office, Housekeeping, Food & Beverages, Sales & Marketing, Human Resources, Front Office Accounting, Finance: Maintenance of accounts, Tracking Transactions	06		02
	<b>TOTAL</b>	<b>33</b>	<b>06</b>	<b>06</b>

**\*\* L =Lectures, T =Tutorials, P =Practicals**

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examination - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group discussion
  - Seminar Presentation
  - Assignment

***Suggested Readings:***

1. Wood, R. C. (2015). Hospitality Management: A Brief Introduction. United Kingdom: SAGE Publications.
2. Reynolds, D. R., Rahman, I., Barrows, C. W. (2021). Introduction to Hospitality Management. United Kingdom: Wiley.
3. Pont, L. (2014). Hospitality Management: People Skills and Manners on and Off the Job. United States: Universe.
4. Key Concepts in Hospitality Management. (2013). India: SAGE Publications.
5. Manohar, G. (2009). Hospitality Management. India: Laxmi Publications Pvt Limited.
6. Tesone, D. (2017). Principles of Management for the Hospitality Industry. United Kingdom: Taylor & Francis Group.

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP)  
IN COMMERCE (HUMAN RESOURCE MANAGEMENT)**

**DETAILED SYLLABUS OF 4th SEMESTER  
4<sup>th</sup> Semester**

**Title of the course: Business Environment**

**Course Code: C-5**

**Nature of the Course: CORE**

**Course Credit: 4**

**Distribution of Marks: 60 (End Sem) +40 (In Sem)**

**COURSE OBJECTIVE:**

1. To impart knowledge about business and the external forces that influence business.

**Course Outcome:**

- CO1: Understand the concept of Business environment.
  - LO1.1: Cite examples of different factors that affect a business establishment.
- CO2: Demonstrate the factors of Business environment and their impact on business.
  - LO2.1: Identify the various factors and how they affect in business policy decisions and its implementation.
  - CO3: Analyse the ethical issues in business, Environmental Scanning.
  - LO3.1: Explain the ethical business issues and scanning of the same to judge the impact
- CO4: Identify various internal and external factors that affect a business. Apply the theories of motivation
  - LO4.1: Explain and differentiate contemporary theories of motivation.
- CO5: Analyze the impact of various such factors and how it play role in business performance.
  - LO5.1: Explain various environmental factors and can identify the positive and negative factors that contribute to business environment.
  - LO5.2: Implement suitable strategies to deal with different factors of business environment.
- CO6: Apply the concepts of Business process outsourcing (BPO), KPO in the business on experimental basis.
  - LO6.1: Explain the ways how to take advantage of BPO, KPO, digital economy, E-Commerce platform.
- CO7: Identify the legal provision relating to protection under the cyber law, analyse the impact of information technology and its impact on business environment.
  - LO7.1: Use the advantage of cyber laws for protecting from financial scam under the provisions of IT Laws.

**Cognitive Map of Course Outcomes with Bloom’s Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO4,CO7	CO1		CO5		
Conceptual knowledge		CO1	CO4	CO2,CO3, CO5,CO7	CO2	
Procedural knowledge		CO7		CO3,CO5		
Metacognitive knowledge			CO6			

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	M	M	M	M	M	M
CO2	S	S	M	S	M	M	M	M	M	M
CO3	S	S	M	S	M	S	S	S	M	M
CO4	S	S	M	S	M	S	S	S	M	S
CO5	S	S	S	S	S	S	S	S	S	S
CO6	S	S	S	S	S	S	S	S	S	S
CO7	S	S	S	M	M	M	S	S	M	M

Unit	Contents	L	T	P
Unit 1 Marks 15	Meaning- Scope and Characteristics of Business Environment—Factors affecting micro and macro environment, Significance for economic policies and decisions in organizations. Environmental Scanning. Economic Environment, Cultural Environment. Characteristics of the Indian Economy, factors affecting the economy, economic resources (natural, industrial and technological) impact of liberalization, privatization, globalization and digitization on Indian business.	12	1	1
Unit 2 Marks 15	Environment- Internal to the Enterprise---(Micro) -Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Physical Assets, Facilities, Research & Development, Value creation of Intangibles, Competitive Advantage. External to the Enterprise (Macro) Suppliers, Customers, Market Intermediaries; Macro Demography, Natural, Legal & Political, Technological, Economy, Competition, Socio-cultural and International;	14	1	1
Unit 3 Marks 15	Emerging Trends in Business Concepts, Advantages and Limitations- Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy.	12	2	2
Unit 4 Marks 15	Elements of Information Technology Act Cyberspace; Cyber laws; Scope of Cyber Laws; Classification of Cyber Crime; Information Technology Act 2000 (with latest amendments); Regulation of Certifying Authorities; Adjudication. Financial scam and its impact on business environment.	12	2	2
	Total	50	6	6

**L= Lectures, T= Tutorials and P= Practical**

Total Classes= 56 (L= 50, T=6/2, P=6/2)

Modes of Semester Assessment

40 Marks

- Two sessional examination each

10 marks

- Others (any one of the following)

10 marks

✚ each Seminar presentation on any of the relevant topics

✚ Study (by visiting) one select organisation.

✚ Assignment from a real life situation of an organisation

### REFERENCES:

1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt. Ltd, Ninth Edition 2007.
2. Rosy Joshi, Sangam Kapoor, Business Environment, Kalyani Publishers, Third Revised edition 2011.
3. Francis Cherunilam, Business Environment, Himalaya Publishing House, Himalaya Publishing House Pvt. Ltd., 22nd Edition 2013.
4. M. Adhikari- Business Environment. Sultan Chand & Sons. Delhi
5. Misra and Pun- Business Environment
6. Dutta R. and Sundaram, K.P.S - Business Environment
7. Chidambara K- Business Environment, Vikas Publishing House

**4<sup>th</sup> Semester**  
**Course Title: Advanced Marketing Management Course Code: C-6**  
**Nature of the Course: CORE**  
**Course Credit: 4**  
**Distribution of Marks: 60 (End Sem) +40 (In Sem)**

**Course Objective:**

The objective of the course is to help the students understand:

- The concepts of marketing.
- The knowledge of consumer behavior.
- The process of market segmentation.
- The concept of marketing mix.
- The significance of marketing research.

**COURSE OUTCOME:**

**CO 1:** Grasp the Components of the Marketing Mix:

- **LO 1.1:** Discuss how the various aspects of the marketing mix interact to achieve marketing objectives.
- **LO 1.2:** Develop a detailed marketing strategy for different product or service.

**CO 2:** Analyze Consumer Behavior and Product Strategies

- **LO 2.1:** Explain product characteristics, classifications, planning and development, product mix, and product life cycle.
- **LO 2.2:** Assess the influence of customer behavior understanding on product strategy design.

**CO 3:** Explore Promotion Strategies and Service Marketing

- **LO 3.1:** Discuss the unique challenges and strategies of service marketing.
- **LO 3.2:** Develop a promotion strategy incorporating various elements of the promotion mix.

**CO 4:** Have a firm Grasp the concepts and importance of branding and packaging.

- **LO 4.1:** Outline different types of brands and packaging features and types.
- **LO 4.2:** Assess the value of excellent branding and packaging in establishing a strong market presence.

**CO 5:** Develop and Apply Marketing Research:

- **LO 5.1:** Identify the objectives, importance, and methods of marketing research.
- **LO 5.2:** Analyze marketing research data to gain meaningful insights and guide marketing initiatives.

**CO 6:** Get acquainted with emerging marketing concepts and trends

- **LO 6.1:** Identify key emerging marketing concepts such as service marketing, social marketing, and online marketing.
- **LO 6.2:** Apply emerging marketing concepts to develop innovative marketing strategies.

**Cognitive Map of Course Outcomes with Bloom’s Taxonomy**

Knowledge	remember	Understand	apply	analyze	evaluate	create
decision						
Factual knowledge		CO4				
Conceptual knowledge		CO1,CO4	CO5	CO2,CO3	CO2,CO3, CO4,CO6	CO3
Procedural knowledge			CO1	CO5,CO6		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	S	M	M	M	M
CO2	S	S	S	M	S	S	M	M	M	S
CO3	S	S	S	S	S	S	S	S	M	M
CO4	S	S	S	S	M	S	S	M	M	S
CO5	S	S	S	S	S	S	S	M	M	M
CO6	S	S	S	S	S	S	M	M	M	M

UNIT	CONTENTS	L	T	P
<b>I (15 Marks)</b>	Meaning, Definition and Classification of Market; Marketing: Concepts, Features, Objectives, Importance; Marketing Functions, Marketing Environment; Market Segmentation: Bases and Criteria; Marketing Mix: The 4 + 3 Ps of Marketing.	<b>12</b>	<b>2</b>	<b>2</b>
<b>II (15 Marks)</b>	Consumer Behavior: Need and Importance, Buying Motives, Consumer Decision Making Process, Types of Consumer Behaviour. Product: Features, Classification, Product Planning and Development, Product Mix, Product Life Cycle. Brand: Brand vs Branding, Types of Brand, Need for Branding, Process of Branding. Brand: Brand vs Branding, Types of Brand, Need for Branding, Process of Branding.	<b>12</b>	<b>2</b>	<b>2</b>
<b>III (15 Marks)</b>	Price: Importance of Price. Pricing: Objectives, Determinants, and Methods Promotion: Need, Importance and Objectives, Promotion Mix. Ps of Service Marketing.	<b>12</b>	<b>2</b>	<b>2</b>
<b>IV (15 Marks)</b>	Place: Channels of Distribution: Types, Functions, Choice of Distribution Channels, Physical Distribution, Packaging: Features and Types. Marketing Research: Objectives, Importance and Methods. Some Important Marketing Concepts: Service Marketing, Social Marketing, Online Marketing, Direct Marketing	<b>12</b>	<b>2</b>	<b>2</b>
	<b>TOTAL</b>	<b>48</b>	<b>8</b>	<b>8</b>

**L= Lectures, T=Tutorials, P=Practical**

Total Classes= 56 (L= 48, T=8/2, P=8/2)

#### Modes of In-Semester Assessment:

**(40 Marks)**

- Two Sessional Examination **10x2=20 marks.**
- Other (Any Two) **10x2=20 marks.**
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics

#### Suggested Readings:

Reference Books:

- Principles of Marketing: A Global Perspective by Philip Kotler et al, Pearson Publication
- Text Books:
- Marketing Management by RSN Pillai and V Bhagavathi, S. Chand, 1<sup>st</sup> Edition, 2010
- Marketing Management: Concepts, Cases, Challenges and Trends by Govindarajan Madabusi, PHI Publication
- Marketing Management by Amit Kumar and Jagdish Rao, Sahitya Bhawan Publications, 3<sup>rd</sup> Revised Edition, 2017



Unit	Contents	L	T	P
I (15 Marks)	Financial Management: Concept and Objective of Financial Management Capital Structure Decisions: Concept & importance, Determinants of capital structure, theories of capital structure, optimum capital structure, financial indifference point; Leverage: Operating, financial & combined leverage.	12	2	2
II (15 Marks)	Cost of Capital- Meaning, Definition and Sources of long-term financing; Estimation of components of cost of capital; Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) (Theory and Numerical). Capital Investment Decisions with Risk Analysis	12	2	2
III (15 Marks)	Dividend Decisions: Types & determinants of dividend decisions, Dividend models- relevance theory-Walters Model; Irrelevance theory-MM Model, corporate dividend practices in India.	12	2	2
IV (15 Marks)	Working Capital Management: Concept, Objective, Need. Sources of Working Capital, Estimation of working capital; Management of Inventories, techniques of inventory management- EOQ, Stock levels, maintaining stock levels, Management of Receivables, policies for managing receivables.	12	2	2
		48	8	8

L =Lectures (48), T =Tutorials (8/2), P =Practical (8/2)  
Total Classes= 56 (L= 48, T=8/2, P=8/2)

#### **MODES OF IN-SEMESTER ASSESMENT: (40 Marks)**

- Two sessional Examination - 10 Marks each
- Others (Any two) - 10 Marks each
  - Seminar Presentation on any of the relevant topics
  - Assignment
  - Field Survey

#### ***Suggested Readings:***

1. Khan, Y. M., & Jain, K. P. (2018) Financial Management (text, problems and cases).Chennai: Tata McGraw Hill Publication.
  2. Sharma, R. K., & Gupta, K. S. (2011). Financial Management. New Delhi: KalyaniPublication.
  3. Pandey, I.M. (2011).Financial Management. New Delhi: Vikas Publication.
  4. Gupta, P., & Arora, A. K. (2013). Financial Management. New Delhi: Vayu
- Note: Advised to refer latest edition of text books.***

**4<sup>th</sup> Semester**  
**Course Title: Business Statistics**  
**Course Code: C-8**  
**Nature of the Course: CORE**  
**Course Credit: 04**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**Course Objective:** To familiarize students with the basic concepts of statistical tools used for managerial decision-making in the face of uncertainty.

**Course Outcome:**

CO1: Understand the meaning of central tendency and various methods of measures of central tendency.

- LO1.1: Explain the process of measuring various central values for different kinds of data.
- LO1.2: Explain the importance of skewness and kurtosis in statistics and elaborate how they are measured.
- LO1.3: Explain the concept of population and sample in statistics.

CO2: Understand various methods of data analysis and their working mechanism.

- LO2.1: Explain various how correlation and regression is performed and elaborate how their results can be analyzed and applied in real life situations.

CO3: Understand the concept of probability and various theories under probability.

- LO3.1: Explain how probability differently theories are performed numerically and how they can be applied in real life situations.

CO4: Understand the concept of index numbers and its types.

- LO4.1: Explain how index numbers can be generated and justify their significance in economic transactions.
- LO4.2: Explain what are time series data and its relevance in statistics
- LO4.3: Explain what is forecasting and different methods of forecasting.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1				
Conceptual knowledge		CO1,CO2, CO3,CO4				
Procedural knowledge		CO1		CO4		
Metacognitive knowledge		CO2				

**Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	S	M	M	S	M	S
CO2	S	M	S	S	S	M	M	S	M	S
CO3	S	M	S	S	S	M	M	S	M	S
CO4	S	M	S	S	S	M	M	S	M	S

UNIT	CONTENTS	L	T	P
<b>I</b> <b>(15 Marks)</b>	<b>Descriptive Statistics:</b> Measures of Central Tendency; Measures of Dispersion; Concept of Skewness and Kurtosis. <b>Concept of Sampling:</b> Population and Sample, Parameter and Statistic; Sampling methods (including Simple Random sampling, Stratified sampling, Systematic sampling, Judgement sampling, and Convenience sampling).	12	2	2
<b>II</b> <b>(15 Marks)</b>	<b>Simple Correlation and Regression Analysis:</b> Meaning of Correlation and its different types, Scatter diagram, Pearson's co-efficient of correlation; Rank Correlation. Concept of Regression, Regression equations and estimation; Properties of regression coefficients.	12	2	2
<b>III</b> <b>(15 Marks)</b>	<b>Fundamentals of Probability and Probability Distributions:</b> Definitions of Probability, Addition and multiplication laws of probability, Conditional probability and Bayes' Theorem. Mathematical Expectation and variance of a random variable. Standard probability distributions: Binomial, Poisson and Normal.	12	2	2
<b>IV</b> <b>(15 Marks)</b>	<b>Index Number:</b> Meaning, types and uses, Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain base index numbers; Base shifting, Splicing and deflating, Problems in constructing index numbers, Consumer price index and Important share price indices. <b>Time Series Analysis:</b> Components of time series; Additive and multiplicative models; Moving averages; Determination of Trend: Fitting of trend line (only linear trend). Seasonal variations: Measurement of Seasonal effects using Simple averages and Ratio-to-trend method.	12	2	2
<b>Total</b>		48	8	8

**L = Lectures, T = Tutorials, P = Practicals**

Total Classes= 56 (L= 48, T=8/2, P=8/2)

**MODES OF IN-SEMESTER ASSESSMENT:** (40 Marks)

Two Sessional Examinations - 10 marks each Other (any two) 10 marks each

- Group Discussion
- Assignment
- Seminar Presentation on any topic from the syllabus contents.

**Suggested Readings:**

1. Sharma, J.K., Business Statistics, Pearson India.
2. Gupta, S.C. and Kapoor, V.K., Fundamentals of Mathematical Statistics, Sultan Chand and Sons, New Delhi.
3. Gupta, S.C. and Kapoor, V.K., Fundamentals of Applied Statistics, Sultan Chand and Sons, New Delhi.
4. Hazarika, P., A Textbook of Business Statistics, S Chand & Company.
5. Vohra N. D., Business Statistics, McGraw Hill Education.
6. Siegel Andrew F. Practical Business Statistics. McGraw Hill Education

**4<sup>th</sup>Semester**  
**Course Title: Consumer Affairs and Customer Care**  
**Course Code: Minor 4**  
**Nature of Course –Minor**  
**Course Credit –4**  
**Distribution of marks – 60 (End Sem) + 40 (In-Sem)**

**Course Objective:**

- This paper seeks to familiarise the students with of their rights as a consumer, the social framework of consumer rights and legal framework of protecting consumer rights.
- It also provides an understanding of the procedure of redress of consumer complaints, and the role of different agencies in establishing product and service standards.

**COURSE OUTCOME:**

- CO 1: Define and Explain Key Consumer Concepts.
  - ✓ LO 1.1: Analyze the impact of pricing strategies on consumer behavior.
  - ✓ LO 1.2: Explain the concept of price in retail and wholesale settings.
  - ✓ LO 1.3: Define fair price and its significance for consumers.
- CO 2: Analyze consumer behavior and redress mechanisms.
  - ✓ LO 2.1: Analyze different types of consumer complaints and grievances.
  - ✓ LO 2.2: Evaluate the effectiveness of available alternatives for dissatisfied consumers.
- CO 3: Employ the Consumer Protection Act (CPA) principles.
  - ✓ LO 3.1: Identify different types of unfair and restrictive trade practices.
  - ✓ LO 3.2: Evaluate the effectiveness of the CPA in protecting consumer rights.
- CO 4: Utilize Grievance Redress Mechanisms under the CPA.
  - ✓ LO 4.1: Recognize the grounds for filing a consumer complaint.
  - ✓ LO 4.2: Outline the remedies available under the CPA (such as compensatory damages, replacement, and so on).
  - ✓ LO 4.3: Recognize the consequences of frivolous and vexatious complaints.
- CO 5: Develop Critical Thinking Skills for Consumer Advocacy.
  - ✓ LO 5.1: Develop strategies to advocate for consumer rights and ethical business practices.
  - ✓ LO 5.2: Evaluate the strengths and weaknesses of the consumer protection system in India.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge	remember	Understand	apply	analyze	evaluate	create
decision						
Factual knowledge	CO1	CO1			CO2	
Conceptual knowledge		CO1,CO3, CO4		CO1,CO2	CO3, CO4	
Procedural knowledge						CO5
Metacognitive knowledge		CO5			CO5	

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	S	M	M	M	M
CO2	S	S	S	M	S	S	M	M	M	S
CO3	S	S	S	S	S	S	S	S	M	M
CO4	S	S	S	S	M	S	S	M	M	S
CO5	S	S	S	S	S	S	S	M	M	M

UNIT	CONTENT	L	T	P
<b>Unit 1</b> <b>Marks 15</b>	Conceptual Framework Consumer and Markets: Concept of Consumer, Nature of markets, Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP) and Local Taxes, Fair Price, labeling and packaging Experiencing and Voicing Dissatisfaction: Consumer Satisfaction/dissatisfaction-Grievances complaint, Consumer Complaining Behaviour: Alternatives available to Dissatisfied Consumers; Internal and External Complaint handling: Corporate Redress Systems and Public Redress Systems.	12	2	2
<b>Unit 2</b> <b>Marks 15</b>	The Consumer Protection Act, 2019 (CPA) Objectives and Basic Concepts: Consumer, goods, service, defect in goods, deficiency in service, spurious goods and services, unfair trade practice, restrictive trade practice. Organizational set-up under the Consumer Protection Act: Advisory Bodies: Consumer Protection Councils at the Central, State and District Levels, Basic Consumer Rights; Adjudicatory Bodies: District Forums, State Commissions, National Commission: Their Composition, Powers, and Jurisdiction (Pecuniary and Territorial), Role of Supreme Court under the CPA.	12	2	2
<b>Unit 3</b> <b>Marks 15</b>	Grievance Redressal Mechanism under the Consumer Protection Act, 2019: Who can file a complaint? Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases, Relief/Remedy to be provided; Temporary Injunction, Enforcement of order, Appeal, frivolous and vexatious complaints; Offences and penalties. Seven Leading Cases decided under Consumer Protection Act: Medical Negligence; Banking; Insurance; Housing & Real Estate; Electricity, Water, and Telecom Services; Education; Defective Product; Unfair Trade Practice.	12	2	2
<b>Unit 4</b> <b>Marks 15</b>	Industry Regulators and Consumer Complaint Redress Mechanism Banking: RBI and Banking Ombudsman Insurance: IRDA and Insurance Ombudsman Telecommunication: TRAI Food Products: FSSAI (an overview) Electricity Supply: Electricity Regulatory Commission Advertising: ASCI	12	2	2
	<b>TOTAL</b>	<b>48</b>	<b>8</b>	<b>8</b>

**L = Lectures, T = Tutorials, P = Practicals**

Total Classes= 56 (L= 48, T=8/2, P=8/2)

#### MODES OF IN-SEMESTER ASSESSMENT:

**(40 Marks)**

Two Sessional Examinations -

10 marks each

Other (any two)

10 marks each

- Group Discussion
- Assignment
- Seminar Presentation on any topic from the syllabus contents.

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP)  
IN COMMERCE (HUMAN RESOURCE MANAGEMENT)  
DETAILED SYLLABUS OF 5<sup>th</sup> SEMESTER**

**5<sup>th</sup> Semester**

**Course Title: Advanced Human Resource Management**

**Course Code: C 9**

**Nature of Course: Core**

**Total Credit:4**

**Total Marks: 60 (End Sem) + 40 (In Sem)**

**Course Objective:**

The objective of the course is to understand the various functions of Human Resource Management. It helps students develop the knowledge, skills and concepts needed to resolve actual HR issues.

**Course Outcome:**

- CO1: Demonstrate knowledge of basic HR concepts.
  - ✓ LO1.1: Explain basic HR concepts and functions.
  - ✓ LO1.2: Apply the knowledge of basic Hr concepts and practices to arrive at the need and significance of HRM.
- CO2: Analyze various aspects of HRP.
  - ✓ LO2.1: Explain and compare the processes of job evaluation, job analysis and job specification.
  - ✓ LO2.2: Describe the phases of the recruitment and selection process and the sources of recruitment.
- CO3: Demonstrate understanding of the training and development process adopted by organizations.
  - ✓ LO3.1: Differentiate between training and development.
  - ✓ LO3.2: Describe the various methods of training and development.
- CO4: Analyze various modern concepts and practices in HRM.
  - ✓ LO4.1: Elaborately outline the process and application of HR Mapping.
  - ✓ LO4.2: Discuss the concepts and application of Emotional Intelligence Management and Intellectual Asset Management.
- CO5: Demonstrate understanding of compensation management.
  - ✓ LO5.1: Enlist and explain the various components of compensation.
  - ✓ LO5.2: Explain different schemes in respect of compensation.
- CO6: Analyze different contemporary dimensions of HRM.
  - ✓ LO6.1: Explain the process and application of personnel audit and Human Resource Research functions.
  - ✓ LO6.2: Describe the stand of workforce diversity in modern organizations and their influence thereof.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO5	CO5			CO5	
Conceptual knowledge		CO1,CO3, CO4	CO1	CO2,CO4	CO6	
Procedural knowledge		CO2,CO3, CO6		CO4		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	M	M	M	M	M
CO2	S	S	M	M	M	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M
CO4	S	M	M	M	M	M	M	M	M	M
CO5	S	S	S	S	S	S	S	S	S	S
CO6	S	S	S	S	S	S	S	S	S	S

UNIT	CONTENTS	L	T	P
<b>Unit 1</b> <b>15 Marks</b>	Introduction to Human Resource Management, HRM in the Global Environment, Concept and nature of HRM, Objectives, Evolution of Human Resource Management, Function and scope of HRM, Environmental factors of HRM, Emerging Challenges to HRM, Strategic Human Resource Management, Integration of Business Strategy with Human Resource Strategy.	13	2	-
<b>Unit 2</b> <b>15 Marks</b>	Human Resource Planning-Process and levels. Job analysis and Job Design: Job analysis techniques, job evaluation techniques, job description, job specification, job design approaches, job characteristics, approach to job design. Choosing a career, The Resume Factors affecting recruitment, sources of recruitment (internal and external), Basic Selection Model, Psychological tests for selection. Emerging Trends in HRM: Outsourcing and its HR dimensions; Downsizing	12	2	2
<b>Unit 3</b> <b>15 Marks</b>	Training and development-Concept and Importance, Training Process, Training methods- On the Job and Off the Job training ( Knowledge Based Simulation and Experiential Methods) Performance Management-, Performance Appraisal and Potential Appraisal, 360 Degree Performance Appraisal, HR mapping and Career Development, Emotional Intelligence Management, and Intellectual Asset Management	12	2	2
<b>Unit 4</b> <b>15 Marks</b>	Compensation-meaning and objective. Components of compensation system. incentives schemes, fringe benefits. Personnel audit and research. Diversity at work: Managing diversity, the paradox of diversity, diversity with special reference to differently able, women and gender issues.	13	2	-
	<b>TOTAL</b>	<b>50</b>	<b>8</b>	<b>4</b>

L= Lectures, T= Tutorials, P= Practical

Total Classes= 56 (L= 50, T=8/2, P=4/2)

#### MODES OF IN-SEMESTER ASSESSMENT: (40 Marks)

- ❖ Two Sessional Examinations - **10 x 2= 20 marks**
- ❖ Other (any two) **10 x 2= 20 marks**
  - Assignment
  - Seminar Presentation on any of the relevant topics
  - Field visit
  - Group Discussions

#### Suggested Readings:

De Cenzo and Robins, Fundamentals Human Resource Management, Prentice Hall of Inia, Decenzo, David A. and Robbins, S.P. Fundamentals of Human Resource Management Wiley and Sons Ltd., John.

Raymond, N. and Kodwani, A.D., Employee training and development, McGrawHill Education India

Rao, T.V., HRD score card 2500: Based on HRD audit, Response Books, SAGE Publications. Flippo, EdwinB., Personnel Management, McGraw Hill, Tokyo, 1984-2000.

**5th Semester**  
**Course Title: Business Law**  
**Course Code: C 10**  
**Nature of Course: Core**  
**Total Credit:4**  
**Total Marks: 60 (End Sem) + 40 (In Sem)**

**Course Objectives:** To impart basic knowledge and understand some important concept and practices of Business Law. To be acquainted with the essential provisions relating to Business Law.

**COURSE OUTCOMES:**

CO1: Analysing various concepts of contracts and understand the requisites of valid contract and sale:

LO1.1: Explain the different types of contracts and essentials of a valid contract

LO1.2: Understanding the process of discharge of a contract and its breach.

CO2: Understanding the rules as to a contract of sale:

LO2.1: Analysing the essentials of a contract of sale

LO2.2: Explain the rights exercised by an unpaid seller and the concepts of Conditions and Warranties

CO3: Demonstrating the knowledge of Negotiable Instruments Act, 1881.

LO3.1: Discuss the features and types of negotiable instruments

LO3.2: Analysing the rules as to cheque, bill of exchange and promissory note

CO4: Demonstrating the knowledge of Consumer Protection Act, 2019

LO4.1: Learning the rules regarding the Consumer Protection Act, 2019

LO4.2: Explain the various machineries for grievance redressal

CO5: Demonstrating the provisions of Partnership Act, 1932 and LLP Act, 2008:

LO5.1: Analysing the provisions of the Partnership Act and understanding the rights and duties of partners

LO5.2: Explain the need of LLP and differences between Partnership and LLP

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge	remember	Understand	apply	analyze	evaluate	create
decision						
Factual knowledge	CO5	CO1,CO2, CO3,CO4		CO1.CO5		
Conceptual knowledge		CO3,CO4	CO4	CO2,CO3	CO3,CO5	
Procedural knowledge		CO1,CO4				
Metacognitive knowledge						

**Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	S	S	M	M	M	M
CO2	S	S	M	S	S	S	M	M	M	M
CO3	S	S	M	S	S	S	M	M	S	S
CO4	S	S	M	S	S	S	M	M	S	S
CO5	S	S	M	S	S	S	M	M	S	S

UNIT	CONTENTS	L	T	P
I (15 Marks)	<b>Indian contract Act, 1872</b> <ul style="list-style-type: none"> <li>• Definition of contract, Nature and essentials elements of contract, Classifications of contracts, Consideration, Essentials of valid Consideration.</li> <li>• Modes of Discharge and remedies for Breach</li> </ul>	12	2	2
II (15 Marks)	<b>Sales of Goods Act, 1930</b> <ul style="list-style-type: none"> <li>• Definition of sale as per contract, Essentials elements of contract of sale</li> <li>• Caveat Emptor, Exemptions of Caveat Emptor</li> <li>• Unpaid Seller, Rights of an Unpaid seller against the goods and the buyer</li> <li>• Conditions and Warranties</li> </ul> <b>Negotiable Instruments Act, 1881</b> <ul style="list-style-type: none"> <li>• Definition, Features and Types of Negotiable Instruments</li> <li>• Bills of Exchange, Promissory Note and Cheque</li> <li>• Endorsement – Meaning, Types of Endorsement, Discharge of Parties Holder and Holder in Due Course</li> </ul>	12	2	2
III (15 Marks)	<b>Consumer Protection Act, 2019</b> Concept of Consumer, Types of Consumers, need for consumer protection, methods of consumer protection Measures of Consumer Protection in India, Basic Provision of Consumer protection Act, 2019, Organizational set up: National and State Consumer Protection Council, District Forum, State Commission and National Commission, Their Functions, Powers and jurisdiction.	12	2	2
IV (15 Marks)	<b>Partnership Laws</b> <ul style="list-style-type: none"> <li>• The Partnership Act, 1932 – Definition, Characteristics, Partnership Deed, Types, Rights and Duties of Partners.</li> <li>• LLP Act, 2008 – Definitions, Salient features of LLP, Advantages and Disadvantages of LLP, Incorporation of LLP, Conversion of LLP, Difference between LLP/Partnership/Company</li> </ul>	12	2	2
	<b>TOTAL</b>	48	8	8

L = Lecturers, T = Tutorials, P = Practical  
 Total Classes = 56 (L = 48, T = 8/2, P = 8/2)

**Modes of In-Semester Assessment      40 Marks**

- Two Sessional Examination each      10 Marks
- Other (Any One) each      10 marks
  - Assignment
  - Seminar Presentation on any of the relevant topics
  - Case Studies

**Suggested Readings:**

1. N. D. Kapoor – elements of business Law – S. Chand & Sons
2. P. R. Chadha – Business Law – Galgotia Publishing Company
3. Dr. P. K. Pnadey – Business Law – Mahaveer Publications

**5<sup>th</sup> Semester**  
**Course Title: INDUSTRIAL RELATIONS**  
**Course Code: C-11 Nature of Course: Core**  
**Total Credit: 4**  
**Total Marks: 60 (End Sem) +40 (In-Sem)**

**Course Objective:** The objective of the course is to acquaint students with the different aspects of Industrial Relations and Government Labour policies. Industrial relations including trade unions, workers participation in management, collective bargaining, industrial disputes, grievance handling and various labour enactments.

**Course Outcome:**

- CO1: Demonstrate knowledge about parties to industrial relations.
  - ✓ LO1.1: Describe the Trade Union Movement.
  - ✓ LO1.2: Explain the functions of trade unions and employers' associations.
- CO2: Demonstrate knowledge of the legal framework of trade unions.
  - ✓ LO2.1: Explain the various provisions of the Trade Union Act.
  - ✓ LO2.2: Describe measures to evaluate the effectiveness of trade unions.
- CO3: Analyze the dimensions of industrial disputes and conflicts.
  - ✓ LO3.1: Explain the causes of industrial disputes.
  - ✓ LO3.2: Discuss the mechanisms for settlement of industrial disputes.
- CO4: Analyze the role of workers' participation in management and collective bargaining.
  - ✓ LO4.1: Explain the process of collective bargaining in organizations.
  - ✓ LO4.2: Discuss the need and process of workers' participation in management.
- CO5: Analyze gender issues in organizations and their treatment.
  - ✓ LO5.1: Discuss the gender sensitized issues often reported in organizations and their treatment.
  - ✓ LO5.2: Relate professional ethics and workers' responsibility to sensitization and industrial relations in organizations.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO2	CO1,CO2		CO3,CO5	CO5	
Conceptual knowledge		CO1,CO4		CO2,CO3,CO4		
Procedural knowledge				CO4	CO3	
Metacognitive knowledge				CO5		

**Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	S	M	M	S	S	M	M	M	M	M
CO2	S	S	M	M	S	S	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M	M
CO4	S	S	M	M	S	S	M	M	M	M	M
CO5	S	S	S	S	S	S	S	S	M	M	M

UNITS	COURSE CONTENT	L	T	P
<b>I</b> <b>(15Marks)</b>	Industrial Relation: Concept, Objectives ,factors influencing IR; Trade Union: Meaning- Function –Trade Union Movement in India-Problems of Trade Unions- Impact of Globalization on Trade Unions-Employers Association-Objective of Employers Organization-National Level Associations, White collar Unions and Blue collar Unions	13	2	-
<b>II</b> <b>(15Marks)</b>	Industrial Dispute: Concept, Approaches and Organization Management of strikes and lockouts: Industrial Dispute Preventive Measures: Tripartite and Bipartite Bodies, Standing Orders and Grievance Procedure, Workers Participation in Management, Collective Bargaining	12	2	2
<b>III</b> <b>(15 Marks)</b>	Settlement Machinery of Industrial Dispute: Conciliation, Arbitration and Adjudication, Labour Court, Industrial Tribunal and National Tribunal	12	2	2
<b>IV</b> <b>(15 Marks)</b>	Workplace-Gender Sensitization, Rights of Worker, Mechanism to address Gender-Based Grievances and Issues, Code of Conduct for workers relating to Professional Ethics, Workers Responsibility	13	2	-
<b>TOTAL</b>		<b>50</b>	<b>8</b>	<b>4</b>

**Where: L= Lectures, T= Tutorials, P= Practical**  
Total Classes= 56 (L= 50, T=8/2, P=4/2)

Modes of In- Semester Assessment:

(40 Marks)

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (Any two) 10 x 2= 20 Marks
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant Topic

**Reference:**

1. Katz, H. C., Kochan, T. A., & Colvin, A. J. S. (2007). An introduction to collective bargaining and industrial relations. (4th ed.). McGraw-Hill Higher Education.
2. Padhi, P. K. (2019). Industrial relations. (4th ed.). Prentice Hall India.
3. Ratnam, C. S. V. (2006). Industrial relations: text and cases. Delhi, India: Oxford University Press.
4. Sinha, P.R.N., Sinha, I. & Priyadarshini, S. (2019). Industrial relations, trade unions and labour legislations (3rd ed.). Pearson Education.
5. Matoria C.B., Dynamics of Industrial relations in India, Himalaya Publishing House, New Delhi.
6. Bangoo K.S., Dynamics of Industrial relations, Deep & Deep Publications, New Delhi.

**5<sup>th</sup> Semester**  
**Course Title: Supply Chain Management**  
**Course Code: Minor 5**  
**Nature of the Course: Minor**  
**Course Credit: 4 credits**  
**Marks: 60 (End Sem)+40(In Sem)= 100**

**Course Objectives:**

The objective of the course is to help the students understand:

- Concepts, processes and functions of Supply Chain Management.
- The challenges faced in designing and coordinating the elements of Supply Chain Network.
- The various parties associated with the entire process of delivering a product from the manufacturer to the final consumer.
- The need for proper planning and forecasting in this respect.

**Course Outcome:**

This course will enable the students to:

- CO1: Demonstrate understanding of the concepts of Supply Chain Management in practice.
  - ✓ LO1.1: Describe drivers of supply chain management.
  - ✓ LO1.2: Describe the elements of distribution networks in supply chain.
- CO2: Analyse the challenges and obstacles of the process and be able to identify ways to overcome the same.
  - ✓ LO2.2: Discuss the challenges in planning and management of supply chain networks.
  - ✓ LO2.2: Describe the functioning of Inventory Management System and Reverse Logistics.
- CO3: Design strategies with a clear knowledge of the governing policies and determining factors.
  - ✓ LO3.1: Discuss different policy interventions with regard to transportation, logistics and supply infrastructure in the Indian context.
  - ✓ LO3.2: Analyze design options in respect of transportation and infrastructure for supply management.
- CO4: Create distinctive strategies in respect of e-businesses and conventional physical businesses.
  - ✓ LO4.1: Describe various developments in respect of logistic partners, replenishment and vendor-managed inventories in reference to conventional and modern electronic modes.
  - ✓ LO4.2: Discuss the obstacles to coordination and implementation in SCM.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1				
Conceptual knowledge		CO1,CO2, CO3		CO2,CO3		CO3
Procedural knowledge		CO4		CO2		CO4
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	M	M	M	M	S	M	M	M	M	M
CO2	S	S	S	M	S	S	M	M	M	S	M
CO3	S	S	S	S	S	S	S	S	M	M	S
CO4	S	S	S	S	M	S	S	M	M	S	S

UNIT	CONTENTS	L	T	P
<b>I (15 Marks)</b>	Introductory Concepts: Objectives, Importance, Process, Supply Chain Drivers, Obstacles; Inventory, Types of Cargoes, Transportation, Information, Sourcing, Pricing Distribution Network: Design Options, Role, Determinants/Factors influencing Distribution, Network Design in the Supply Chain, Impact of e-business on Distribution	13	2	
<b>II (15 Marks)</b>	Planning and Management: Demand and Supply Forecasting, Approaches to Forecasting, Role of IT Inventory Management: IMS, Emerging development & issues in SCM, Reverse Logistics	13	2	
<b>III (15 Marks)</b>	Transportation: Role and Modes of Transportation, Transportation Infrastructure and Policies (with reference to India), Design Options, Sourcing: In-house or Outsource: 3 <sup>rd</sup> and 4 <sup>th</sup> PLs	13	2	
<b>IV (15 Marks)</b>	Coordination and Implementation: Obstacles to Coordination, Challenges in SCM, logistic Partners, Building Partnerships, Collaborative Planning: forecasting and Replenishment, Vendor-managed inventories.	13	2	
	<b>TOTAL</b>	52	8	

**L= Lecture, T= Tutorial, P= Practical**

Total Classes= 56 (L= 52, T=8/2)

#### Modes of In-Semester Assessment:

**(40 Marks)**

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (Any Two) 10 x 2= 20 Marks
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics

#### Suggested Readings:

##### Reference Books:

- Supply Chain Management: Creating Linkages for Faster Business Turnaround, Sarika Kulkarni and Ashok Sharma, Tata McGraw Hill Publication Company Ltd
- Supply Chain Project Management: A structured, Collaborative and Measurable Approach, James B. Ayers, CRC Press

##### Text Books:

- Supply Chain Management: Strategy, Planning and Operation, 4<sup>th</sup> Edition, Sunil Chopra and Peter Meindl, Prentice Hall of India, 2010
- Principles of Supply Chain Management: A Balanced Approach, Wisner, Keong Leong and Keah-Choon Tan, Thompson Press, 2005
- Supply Chain Management, K. Shridhara Bhat, Himalaya Publishing House, India

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP)  
IN COMMERCE (HUMAN RESOURCE MANAGEMENT)  
DETAILED SYLLABUS OF 6<sup>th</sup> SEMESTER  
6<sup>th</sup> Semester**

**Course Title: Indian Financial System**

**Course Code: C - 12**

**Course Credit: 4**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**Course objectives:**

On successful completion of the course, the students will be able to

- Understand the financial system, Institutions, financial markets and services.
- Analyse the concepts relevant to Indian financial market and relevance.
- Understand concept of financial services, types and functions.
- Understand the types of financial Instruments.
- Demonstrate an understanding the functioning of stock markets

**COURSE OUTCOMES:**

CO1: Demonstrate an understanding on the structure of Financial System in India:

LO1.1: Explain the constituents of Financial System. LO1.2: Discuss overview of Financial System in India.

CO2: Understanding the functioning of Financial Institutions:

LO2.1: Discuss the working mechanism of various types of financial institutions in India

CO3: Demonstrating the knowledge of Financial Services and Mechanism of Stock Exchange in India:

LO3.1: Discuss the various types of financial services provided in India.

LO3.2: Explain the functioning of the stock market and gaining knowledge on trading of securities in the stock exchange

CO4: Demonstrating the constituents of Financial Market:

LO4.1: Explain the constituents of financial markets and their working mechanism.

LO4.2: Discuss the various instruments traded in financial markets.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO1	CO4				
Conceptual knowledge	CO1	CO2,CO4		CO3		
Procedural knowledge			CO3, CO4			
Metacognitive knowledge						

**Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	S	S	M	S	M
CO2	S	S	S	S	S	M	S	S	S	M
CO3	S	S	S	S	S	M	S	M	S	S
CO4	S	S	S	S	S	S	S	M	S	S

Units	Course Contents	L	T	P
Unit I (15 Marks)	Overview of financial system:-Introduction to Financial System – Features, Constituents of Financial System; Financial Institutions; Financial Services; Financial Markets and Financial Instruments.	12	2	2
Unit II (15 Marks)	Financial Institutions:-Characteristics of Financial Institutions, Broad Categories – Money Market Institutions and Capital Market Institutions. Objectives and Functions of Industrial Finance Corporation of India, Industrial Development Bank of India, National Small Industrial Development Corporation, National Industrial Development Corporation, RBI Measures for NBFCs.	12	2	2
Unit III (15 Marks)	Financial Services :- Meaning, Objectives, Functions, Characteristics; Types of Financial Services - Merchant Banking – Functions and Operations, Leasing, Mutual Funds, Venture Capital & Credit Rating; Functions of Stock Exchange; Stock Market Operations - Trading, Settlement and Custody (Brief discussion on NSDL & CSDL); Brief discussion of BSE, NSE	12	2	2
Unit IV (15 Marks)	Financial markets and instruments:- Meaning and Definition, Role and Functions of Financial Markets, Constituents of Financial Markets; Money Market Instruments, Capital Market and Instruments; SEBI guidelines for Listing of Shares and Issue of Commercial Papers.	12	2	2
TOTAL		48	8	8

**L= Lectures, T= Tutorials and P= Practical**

Total Classes= 56 (L= 48, T=8/2, P=8/2)

**Modes of Semester Assessment 40 marks**

Two sessional examination

10 marks each

- Others (any one of the following)
- Visit any financial institution and prepare a report regarding its structure, functions and performance.
- Presenting the report in a class room seminar.

10 marks each

**Reference Books**

- L.M. Bhole, Financial Institutions & Markets, McGraw Hill
- Khan, M.Y, Indian Financial System, McGraw Hill
- Sharma, Meera, Management of Financial Institutions, Eastern Economy Edition
- Bhole and Mahakud, Financial Institutions and Markets – Structure, Growth and Innovations, McGraw Hill
- Guruswamy, S., Financial Services and System, McGraw Hill
- Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill
- Khan. M.Y, Indian Financial System, Vikas Pub. House
- H.R Machiraju, Indian Financial System, Vikas Pub. House
- E. Gorden & K. Nataraj, Financial Markets and Services, HPHNote: Latest edition of text books may be used.



UNITS	COURSE CONTENTS	L	T	P
<b>I (15 Marks)</b>	Introduction to Compensation Management: Nature and Objectives of Compensation, Factors affecting Compensation Policy, Concept of Wages and Salary, Minimum Wages, Fair Wages and Living Wages; Understanding Elements of Compensation Structure- Fixed Pay, Variable Pay, Cash Benefits, Incentives, Executive Compensation, Stock Options; Understanding Salary Slip	13	2	-
<b>II (15 Marks)</b>	Concept of Social Security: Evolution of Social Security of workers in India; Introduction to Provident Fund; Employees State Insurance; Gratuity; Superannuation; Bonus; Reward Systems; Retirement; VRS / Golden Handshake Contemporary Issues: OPS, NPS, UPS	12	2	2
<b>III (15 Marks)</b>	Laws relating to Social Security: The Workmen 's Insurance Act; The Worker's State Insurance Act; The Maternity Benefits Act, 1961; The Workers Provident Fund Act, 1952; Payment of Gratuity Act, 1972	12	2	2
<b>IV (15 Marks)</b>	Relationship between Compensation and Employee Performance; Performance Management System: Introduction and Objectives of PMS; Determinants of Performance; Diagnosing the Causes of Poor Performance Performance Appraisal: Uses of Performance Appraisal; Methods of Appraisal – Traditional Methods and Modern Methods	13	2	-
	TOT AL	50	8	4

**Where: L= Lectures, T= Tutorials, P= Practical**

Total Classes= 56 (L= 50, T=8/2, P=4/2)

**Modes of In-Semester Assessment:**

**(40 Marks)**

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (Any Two) 10 x 2= 20 Marks
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics

**Reference Books:**

1. S.K. BHATIA, New Compensation Management in Changing Environment: Managerial Remuneration and Wage & Salary Administration: a Professional Manual, Deep & Deep Publications PVT. LTD
2. Dev Tapomoy: Compensation Management, Text and Cases, EXCEL BOOKS, A-45, Naraina, Phase-I, New Delhi-110 028
3. Singh B.D.: Compensation & reward Management, EXCEL BOOKS, A-45, Naraina, Phase-I, New Delhi-110 028
4. Richard Henderson: Compensation Management: Rewarding Performance.
5. Milkovich, G., Newman, J. & Ratnam, C.S.V. (2009). Compensation. Tata Mc Graw Hill, Special Indian Edition.

**6<sup>th</sup> Semester**  
**Course Title: Global Human Resource Management**  
**Course Code: C-14**  
**Nature of the Course: Core**  
**Total Credit: 4**  
**Total Marks: 60 (End Sem) +40(In-sem)**

**Course Objective:** The objective of the course is to prepare the students aware about the recruitment opportunities and challenges in global perspective. Moreover, the course is to provide students with a robust understanding of international HR practices and issues.

**Course Outcome:**

- CO1: Demonstrate knowledge about various facets of managing people under global context.
  - ✓ LO1.1: Differentiate between HRM and Global HRM.
  - ✓ LO1.2: Explain concepts, functions and practices that are specific to global organizations and global workforce.
- CO2: Demonstrate understanding of current global human resource practices.
  - ✓ LO2.1: Describe contemporary issues and challenges faced by global HR.
  - ✓ LO2.2: Suggest mechanisms to resolve such issues.
- CO3: Analyze environmental variables and their influence on HRM from a global perspective.
  - ✓ LO3.1: Explain the significant role of human and cultural variables in Global HRM.
  - ✓ LO3.2: Discuss the influence of technical variables in Global HRM.
- CO4: Analyze Quality management dimensions of HRM in the international context.
  - ✓ LO4.1: Outline the process of practicing TQM for ensuring quality performance of HRM in global organizations.
  - ✓ LO4.2: Discuss the significance and relativity of quality management in different global locations.
- CO5: Apply the knowledge of global HRM challenges to interpret control mechanisms.
  - ✓ LO5.1: Explain different control mechanisms like Human Resource Audit and Accounting for putting a check on HR performance in global organizations.
  - ✓ LO5.2: Describe the use of software solutions for checking issues related to HR in the global context.
- CO6: Demonstrate understanding of international workforce planning and staffing.
  - ✓ LO6.1: Explain special variables that effect international HR selection and recruitment.
  - ✓ LO6.2: Describe the various issues and mechanisms in respect of Expatriate Management.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	Create
Factual knowledge	CO1	CO1		CO2		
Conceptual knowledge		CO1,CO2, CO3,CO5, CO6	CO5	CO3,CO4, CO6	CO5	
Procedural knowledge				CO4		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	M	M	M	M	M	M	M	M	M	M
CO2	S	S	M	M	M	M	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M	M
CO4	S	M	M	M	M	M	M	M	M	M	M
CO5	S	S	S	S	S	S	S	S	S	S	M
CO6	S	S	S	S	S	S	S	S	S	S	M

UNITS	COURSE CONTENT	L	T	P
<b>I (15 Marks)</b>	HRM VS Global HRM, Contemporary issues in Global Human Resource management, necessity, significance, scope, and challenges of GHRM, Practices of GHRM in India, Strategic HRM	13	2	-
<b>II (15 Marks)</b>	HRM in dynamic environment: Human and cultural variables in Global Organization, Technical Changes, Total Quality Management (TQM), Workforce Diversity, Employee related problems: Discipline, Turnover, Absenteeism, Morale, Health, and safety.	12	2	2
<b>III (15 Marks)</b>	International Workforce Planning and staffing, Global Recruitment, Hiring, Outsourcing, Poaching, Global Selection Criteria- Expatriate management and cross culture.	12	2	2
<b>IV (15 Marks)</b>	HR Control, Utilization of Software Solution for manpower control & management, HR Accounting & Audit. Leading management philosophies: Japan, South Korea	13	2	-
	<b>TOTAL</b>	<b>50</b>	<b>8</b>	<b>4</b>

Where: L= Lectures, T= Tutorials, P= Practical

Total Classes= 56 (L= 50, T=8/2, P=4/2)

Modes of In- Semester Assessment:

(40 Marks)

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (Any Two) 10 x 2= 20 Marks
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant Topic

#### Reference:

1. Khanka S. S: Human resource Management (text and Cases); S. Chand and Company Ltd, Ram Nagar, New Delhi-110 055.
2. Rao V S P: Human Resource Management, Text and Cases, EXCEL BOOKS, A-45, Naraina, Phase-I, New Delhi-110 028.
3. Mangaraj Sujata: Globalization and Human Resource Management; EXCEL BOOKS, A-45, Naraina, Phase-I, New Delhi-110 028.
4. Aswathappa, K. and Dash, S. (2008). International human resource management. India: McGraw Hill Education.
5. Tayeb, M.H. (2005). International human resource management. India: Oxford University Press.

**6<sup>th</sup> Semester**  
**Course Title: Labour Laws**  
**Course Code : C-15**  
**Nature of the Course: Core**  
**Total Credit: 4**  
**Total Marks: 60 ( End Sem) +40 ( In-sem)**

**Course Objective:** The objective of the course is to apprise the students about the various labourrelated issues of India and International perspective.

**Course Outcome:**

- CO1: Demonstrate the evolution of labour legislation and its significance in themanagerial world.
  - ✓ LO1.1: Trace out the history of labour legislation with special reference to India.
  - ✓ LO1.2: Explain the significance of different labour laws for different sectors ofthe economy.
- CO2: Demonstrate the understating of different matters related to workers in factories.
  - ✓ LO2.1: Explain the role of trade unions in respect of safeguarding and representingthe labour front in industries.
  - ✓ LO2.2: Discuss the different types of issues that need to be addressed by tradeunions.
- CO3: Design and understand the disciplinary measures and grievance mechanisms ofMinimum Wages, bonus and gratuity payment.
  - ✓ LO3.1: Explain the disciplinary measures that can be taken in case of any unjustpractice with regard to compensating workers in an industry.
  - ✓ LO3.2: Describe the legal provisions restricting and prohibiting malpracticestowards labour compensation and other labour issues.
- CO4: Analyze the legal structure provided for handling the industrial disputes.
  - ✓ LO4.1: Explain the causes and parties to an industrial dispute.
  - ✓ LO4.2: Discuss the functioning of different dispute settlement bodies.

**Cognitive Map of Course Outcomes with Bloom’s Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO1,CO3	CO4				
Conceptual knowledge		CO1,CO2, CO4				
Procedural knowledge				CO4		CO3
Metacognitive knowledge						

**Mapping of Course Outcomes to Program Outcomes**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	S	M	M	S	S	M	M	M	M	M
CO2	S	S	M	M	S	S	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	M	M	M
CO4	S	S	M	M	S	S	M	M	M	M	M

UNITS	COURSE CONTENT	L	T	P
<b>I</b> <b>(15 Marks)</b>	Constitution of India VIS- a VIS Labour Law, Emergence and objective of Labour Laws Basics of Labour Legislation in India, Principles of Labour Legislation, Usefulness and Importance of Labour Legislations.	13	2	-
<b>II</b> <b>(15 Marks)</b>	Factories Act, 1948: Objective, Provision, Penalties and Procedure Plantation Labour Act 1951	12	2	2
<b>III</b> <b>(15 Marks)</b>	The Minimum Wages Act 1948, The Payment of Bonus Act 1965, The Payment of Gratuity Act, 1972, Payment of Wages Act	12	2	2
<b>IV</b> <b>(15 Marks)</b>	The Trade Union Act 1926 and current amendment, Industrial Relation Code, 2020	13	2	-
	<b>TOTAL</b>	<b>50</b>	<b>8</b>	<b>4</b>

**Where: L= Lectures, T= Tutorials, P= Practical**

Total Classes= 56 (L= 50, T=8/2, P=4/2)

**Modes of In- Semester Assessment:**

(40 Marks)

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (Any two) 10 x 2= 20 Marks
- Group Discussion
- Assignment
- Seminar Presentation on any of the relevant Topic

**Reference:**

1. Mamoria, C. B., Mamoria, S., &Gankar. (2010). Dynamics of Industrial Relations. Delhi,India: Himalaya Publishing House.
2. Monappa, A. (2012). Industrial Relations and Labor laws. Delhi, India: Tata McGraw HillEdition.
3. Monappa, A., Nambudiri, R., & Selvaraj P. (2012). Industrial Relations and Labour Laws.Delhi, India: Tata McGraw Hill Education.
4. Padhi, P. K. (2019). Industrial Relations and Labour Law. Delhi, India: PHI Learning.
5. Sharma, J. P. (2018). Simplified Approach to Labour Laws. Delhi, India: Bharat Law House.
- 6 Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). Industrial Relations, Trade Unions andLabour Legislation. Delhi, India: Pearson Education.
7. Srivastava, S. C. (2009). Industrial Relations and Labour Laws. Delhi, India: Vikas PublishingHouse.

**6<sup>th</sup> Semester**  
**Course Title: Customer Relationship Management**  
**Course Code: Minor 6**  
**Nature of the Course: Minor**  
**Course Credit: 4 credits**  
**Marks: 60 (End Sem)+40(In Sem)= 100**

**Course Objectives:**

The objective of the course is to help the students understand:

- The need and significance of CRM in marketing.
- The dynamics of behavioral and psychological aspects of customer in relationship management.
- The many concepts associated with CRM along with the workings of CRM with the advent of technology.
- The finer details of CRM data and CRM Planning.

**Course Outcome:**

This course will enable the students to understand and apply:

- CO1: Demonstrate understanding of CRM concepts in dealing with customers more effectively.
  - ✓ LO1.1: Explain the evolution of CRM practices and as a field of study.
  - ✓ LO1.2: Describe the interface of human psychology and CRM.
- CO2: Demonstrate understanding of CRM practices in different types of markets.
  - ✓ LO2.1: Discuss the CRM practices in respect of managing customer expectations and satisfaction.
  - ✓ LO2.2: Describe the CRM practices intended at customer acquisition, retention, loyalty and lifetime value.
- CO3: Analyze the application of Basic technology-driven CRM elements.
  - ✓ LO3.1: Explain the key elements of e-CRM.
  - ✓ LO3.2: Explain Customer Strategy Grid and Customer Metrics.
- CO4: Analyze the dimensions of planning and implementation in CRM.
  - ✓ LO4.1: Explain the focal elements of planning and implementation in case of CRM practices.
  - ✓ LO4.2: Identify data requirements for CRM planning and for setting desired outputs

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge	remember	Understand	apply	analyze	evaluate	create
decision						
Factual knowledge	CO1	CO1		CO4		
Conceptual knowledge		CO1,CO2, CO3,CO4			CO3	
Procedural knowledge				CO3		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	M	M	M	M	S	M	M	M	M	M
CO2	S	S	S	M	S	S	M	M	M	S	M
CO3	S	S	S	S	S	S	S	S	M	M	S
CO4	S	S	S	S	M	S	S	M	M	S	S

UNIT	CONTENTS	L	T	P
<b>I</b> <b>(15 Marks)</b>	Customer vs Consumer Overview of CRM: Evolution of CRM practice, Concepts, Need, Features, Importance, Trends in CRM, Scope CRM and Relationship Marketing, Human Psychology towards Relationship	13	2	
<b>II</b> <b>(15 Marks)</b>	CRM Concepts: Customer Value, Customer Expectation and Customer Expectation Management, Customer Satisfaction and Measurement of Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer retention, Customer Loyalty, Customer Lifetime Value	13	2	
<b>III</b> <b>(15 Marks)</b>	Web-based Customer Support Types of CRM Systems: Operational, Analytical, Collaborative, Strategic Key Components of CRM: Contact Management, Sales Force Automation, Marketing Automation, Customer Service and Support, Analytics and reporting Campaign Management, Geographic CRM	13	2	
<b>IV</b> <b>(15 Marks)</b>	CRM Planning and Implementation: Steps in CRM Planning: Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs CRM Strategy: Strategy Development Process, Customer Strategy Grid, Challenges of CRM Implementation, CRM Metrics CRM in Consumer Markets, CRM in Service Sector, CRM in Manufacturing Sector	13	2	
	<b>TOTAL</b>	<b>52</b>	<b>8</b>	

**L= Lecture, T= Tutorial, P= Practical**

Total Classes= 56 (L= 52, T=8/2)

#### Modes of In- Semester Assessment:

(40 Marks)

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (Any two) 10 x 2= 20 Marks
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant Topic

#### Suggested Readings:

##### Reference Books:

- Customer Relationship Management: Concepts and Cases, Alok Kumar Rai, PrenticeHall, India
- Customer Relationship Management: A strategic Approach to Marketing, KaushikMukherjee, Prentice Hall, India
- Customer Relationship Management, N Mullick, Oxford University Press

**Text Books:**

- Customer Relationship Management, Francis Buttle and Stan Maklan, Routledge Publication
- Customer Relationship Management, Ed Peelen Prentice Hall..

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP)  
IN COMMERCE (HUMAN RESOURCE MANAGEMENT)  
DETAILED SYLLABUS OF 7<sup>th</sup> SEMESTER  
SEMESTER-VII**

**Title of the Course: Business Analytics**

**Course Code: C-16**

**Nature of the Course: Core**

**Course Credit: 04 credits**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**COURSE OBJECTIVE:**

The objective in this course is to

- Help students grasp the fundamental concepts of business analytics.
- Equip students with the skills to apply business analytics in real-world scenarios.
- Develop students' ability to analyze and interpret data to make informed business decisions.

**COURSE OUTCOME:**

CO1: Understand the fundamental concepts and scope of business analytics.

- LO1.1: Explain the key components of business analytics including descriptive, predictive, and prescriptive analytics.
- LO1.2: Illustrate the application of business analytics in various business scenarios.

CO2: Grasp the importance of ethical data collection, management, and use.

- LO2.1: Identify ethical issues related to data privacy, security, and responsible data handling.
- LO2.2: Demonstrate knowledge of ethical practices in data analytics.

CO3: Comprehend the concept of Big Data and its five characteristics (the 5 Vs).

- LO3.1: Define Big Data and describe its five key characteristics: Volume, Velocity, Variety, Veracity, and Value.
- LO3.2: Discuss the various sources and methods of Big Data collection.

CO4: Explore the challenges associated with Big Data storage, processing, integration, and security.

- LO4.1: Analyze the storage, processing, and integration challenges in managing Big Data.
- LO4.2: Evaluate the security concerns and skills gap in handling Big Data.

CO5: Apply business analytics tools in marketing and finance for informed decision-making.

- LO5.1: Use data analytics to understand consumer behavior and market opportunities in marketing.
- LO5.2: Employ analytics to make strategic, investment, and operational financial decisions.

CO6: Utilize tools for business data analysis and visualization effectively.

- LO6.1: Create data visualizations using Google Spreadsheet and Power BI.
- LO6.2: Design comprehensive reports using sample datasets in Power BI.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	Remember	Understand	Apply	Analyze	Evaluate	Create
Factual knowledge	CO1, CO3	CO1				CO6
Conceptual knowledge		CO1, CO2	CO5	CO2, CO5, CO4	CO5	
Procedural knowledge		CO3	CO5		CO4	CO6
Meta-cognitive knowledge				CO5		CO6

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	M	M	S	M	M	M
CO2	S	S	S	M	S	M	S	M	M	M
CO3	S	S	S	S	S	M	S	M	M	M
CO4	S	S	S	M	S	M	S	S	M	M
CO5	S	S	M	S	S	M	S	S	S	M
CO6	S	S	S	S	S	M	S	S	M	M

UNITS	COURSECONTENTS	L	T	P
<b>I</b> <b>(15Marks)</b>	Business Analytics: Concept, scope and key components: (Descriptive, Predictive, and Prescriptive analytics) Data Ethics: Ethical data collection, management, and use, Data privacy, security, and responsible data handling.	<b>12</b>	<b>02</b>	-
<b>II</b> <b>(15Marks)</b>	Big Data: Concept, The 5 Vs (Volume, Velocity, Variety, Veracity, and Value). Data Sources and Collection: Structured vs Unstructured data, Data collection techniques (Surveys, Interviews, Transaction data, Social Media Monitoring, IoT Devices and Sensors, Web Scraping) and tools (SurveyMonkey, Tableau, Google Forms, Google Analytics) Challenges: Storage, processing, integration, security, and skills gap.	<b>14</b>	<b>02</b>	-
<b>III</b> <b>(15Marks)</b>	Data Analytics in Marketing: Role of data in analysing consumer behaviour and marketing activities, Application, Overview of Data collection methods, tools and software (Google Search Console, HubSpot, Active Campaigns, Qualtrics) Data Analytics in Finance: Role of analytics in financial decisions (strategic, investment, operational), Applications, Overview of Data collection methods, tools and software (Bloomberg, SQL Databases, Reuters Eikon), <b>Data Analytics in HR:</b> Role of data in HR decision making, types of HR data, Application, Overview of Data collection methods, tools and software (HRIS, SPSS, R Statistics)	<b>14</b>	<b>02</b>	-

<b>IV (15Marks)</b>	Google Spreadsheets: Creating bar charts, pie charts, line charts. Power BI Desktop: Creating simple visualizations (charts, graphs, maps), and designing reports in Power BI using sample datasets (e.g., sales data, market trends).	<b>06</b>	<b>02</b>	<b>12</b>
<b>TOTAL</b>		<b>46</b>	<b>08</b>	<b>12</b>

Where, *L=Lectures, T=Tutorials, P=Practical*  
Total Classes= 56 (L= 46, T=8/2, P=12/2)

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40Marks)**

- Sessional Examination (Two)- **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment/ Project Work
  - Seminar Presentation on any of the relevant topics
  - Hands-on-learning

**Suggested Readings:**

1. Békés, G., & Kézdi, G. (2021). *Data Analysis for Business, Economics, And Policy*. Cambridge University Press.
2. Kumar, U. D. (2021). *Business analytics: The science of data-driven decision making* (2nd ed.). Wiley India Pvt. Ltd
3. Paczkowski, W. R. (2021). *Business analytics: Data science for business problems* (1st ed.). Springer International Publishing AG
4. Prasad, R. N., & Acharya, S. (2016). *Fundamentals of business analytics* (2nd ed.). Wiley India Pvt. Ltd

## SEMESTER-VII

**Title of the Course:** Corporate Financial Reporting

**Course Code:** C-17

**Nature of the Course:** Core

**Course Credit:** 04 credits

**Distribution of Marks:** 60 (End Sem) + 40 (In-Sem)

### Course Objective:

To enable the students to acquire the basic knowledge of the corporate reporting and to learn the techniques of reading the financial statements.

### Course Outcome:

CO1: Understand the concept and analyze the corporate reports

LO 1.1: Explain the role of valuation in corporate reporting.

LO 1.2: Understand and analyse the books of accounts under the Companies Act 2013

CO2: Describe the structure of financial reporting.

LO 2.1: Understand and describe the structure of schedule III under the companies act 2013

LO 2.2: Explain the classification of equity and liabilities, current assets and non-current assets.

CO3: Understanding and analyzing the annual reports of companies.

LO 3.1: Explain the financial statements of companies.

LO 3.2: Analyze and evaluate the different reports and notes on accounts forming part of the annual reports.

LO3.3: Applying knowledge to read the financial reports

CO4: Analyze and evaluate the different types of non-accounting reports.

LO 4.1: Analyse and evaluate the different non-accounting reports.

LO 4.2: Exposure to new trends in corporate reporting.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO1				
Conceptual knowledge			CO3	CO1, CO4	CO3	
Procedural knowledge				CO3		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	M	M	S	S	S	S
CO2	M	S	S	M	M	M	M	M	M	M
CO3	S	S	S	S	S	S	S	S	S	S
CO4	M	M	S	M	M	M	M	M	M	S

UNIT	CONTENTS	L	T	P
<b>I: Corporate Reporting Framework</b> (15 Marks)	Corporate reporting - Overview, need and importance. Role of Valuation in Accounting Allocation in Accounting Financial and Physical Capital Maintenance Books of Account under the Companies Act, 2013	14	02	-
<b>II: Financial Reporting Structure &amp; Terminologies</b> (15 Marks)	Structure under Section 129 read with Schedule-III of the Companies Act, 2013 Classification of Equity and Liabilities Reserves and Surplus Non-current Liabilities Non-current Assets Current Assets	12	02	-
<b>III: Financial Reporting</b> (15 Marks)	Presentation of Standalone and Consolidated Financial Statements Independent Auditor's Report Notes on Accounts annexed to and forming part of the Financial Statements (This block should be instructed giving reference to Annual Reports of Large Companies)	14	02	-
<b>IV: Financial Reporting (Non-Accounting Reports)</b> (15 Marks)	Director's Report, Management Discussion and Analysis, Sustainability Reporting, Tripple Bottom Line Reporting, Corporate Social Responsibility Reporting and Challenges, Fair Value Measurement, Integrated Reporting, Business Responsibility Reporting.	12	02	-
	<b>TOTAL</b>	<b>52</b>	<b>08</b>	<b>-</b>

**L =Lectures, T =Tutorials, P =Practical**

Total Classes= 56 (L= 52, T=8/2)

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

❖ Two Sessional Examination -

**10 x 2= 20 marks**

❖ Other

**10 x 2= 20 marks**

▪ Assignment

▪ Seminar Presentation on any of the relevant topics

**Suggested Readings:**

1. Horngren, Sundem and Elliott: Financial Accounting: Pearson Education, New Delhi.
2. Annual Reports of Large Companies. (Listed in Bombay Sensex or NIFTY)
3. Bhattacharyya: Financial Accounting for Managers; Prentice Hall of India, New Delhi.

4. Gupta A: Financial Accounting for Managers: Pearson Education, New Delhi.
5. Tulsian: Financial Accounting for Management: Tata McGraw Hill Education, New Delhi.

*Note: Latest edition of text books may be used.*

**7<sup>th</sup> Semester**  
**Course Title: Human Resource Development**  
**Course Code: C-18**  
**Nature of the Course: Core**  
**Course Credit: 4 credits**  
**Marks: 60 (End Sem)+40(In Sem)= 100**

**Course Objectives:**

The objective of the course is to help the students understand:

- The difference between HRM and HRD.
- The need for developmental strategies for Human Resource in organizations.
- The basics of Strategic HRD.
- The nature of HRD Climate and Culture in organizations.
- The concepts and practices of HRD Interventions and Career Planning and development.

**Course Outcome:**

CO1: Demonstrate understanding of introductory concepts of HRD.

LO1.1: Differentiate between HRM and HRD.

LO1.2: Explain HRD structure, culture and system in organizations.

CO2: Demonstrate understanding of training and development concepts and practices.

LO2.1: Differentiate between training and development.

LO2.2: Explain different methods of training and development adopted by organizations.

CO3: Analyze different practices of HRD in organizations.

LO3.1: Explain the need and significance Of employee coaching and counselling in highly competitive modern organizational environments.

LO3.2: Describe different methods of performance appraisal and their purpose.

CO4: Analyze the different dimensions of HRD interventions.

LO4.1: Explain the need for HRD interventions.

LO4.2: Discuss the various strategies of HRD interventions.

CO5: Demonstrate understanding of Competency Mapping and Career Planning.

LO5.1: Explain the process of Competency Mapping in organizations.

LO5.2: Cite examples to relate competency mapping to career planning and development.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	Remember	Understand	Apply	Analyze	Evaluate	Create
Factual knowledge	CO1, CO3	CO1				
Conceptual knowledge		CO1, CO2, CO3, CO4, CO5		CO3, CO5, CO4	CO5, CO4	
Procedural knowledge		CO3, CO2		CO5	CO4	
Meta-cognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	S	M	M	M	M
CO2	S	S	M	M	S	S	M	M	M	S
CO3	M	M	S	S	S	S	S	S	M	M
CO4	S	M	S	M	M	M	M	M	M	S
CO5	M	S	M	S	S	S	S	M	M	M
CO6	M	S	S	M	M	M	M	S	M	M

UNIT	CONTENTS	L	T	P
<b>I</b> <b>(15 Marks)</b>	<b>Introduction to HRD, Structure, Ethics and Practices</b> HRD: Concept, Growth, Objectives, Nature and Scope, Importance of HRD, HRM Vs. HRD, Position of HRD in HRM, HRD Structure, HRD Climate & Culture, HRD as a System, HRD ethics, HRD Interventions and HRD Strategies. HRD practices in Indian Companies, Challenges of HRD practices, and Competency Mapping.	<b>13</b>	<b>2</b>	
<b>II</b> <b>(15 Marks)</b>	<b>Performance and Potential Appraisal</b> Performance Appraisal: Concept, Nature and scope, Objectives, Importance, and Methods of Performance Appraisal. Potential Appraisal: Concept, Nature and scope, Objectives, Importance, and Methods of Potential Appraisal.	<b>13</b>	<b>2</b>	
<b>III</b> <b>(15 Marks)</b>	<b>Career Planning &amp; Development, and Counselling &amp; Feedback</b> Career Planning and Development: Concept, Nature and scope, Objectives, Importance of Career Planning and Development. Process of Career Planning and Development, Factors to be considered in Career Planning and Development. Counselling and Feedback: Concept, Nature and scope, Objectives, and Importance of Counselling, Methods and techniques of Counselling. Employee Feedback and its significance in HRM.	<b>13</b>	<b>2</b>	
<b>IV</b> <b>(15 Marks)</b>	<b>Training &amp; Development, and Organisational Development</b> Training and Development: Concept, Importance of Training, Methods of Training, Evaluation of Training, Features of an effective Training and Development Programme.	<b>13</b>	<b>2</b>	

	Organisational Development: Concept, Objectives and essentials for Organisational Development, Significance of Organisational Development.			
	<b>TOTAL</b>	<b>52</b>	<b>8</b>	

**L= Lecture, T= Tutorial, P= Practical**

Total Classes= 56 (L= 52, T=8/2)

**Modes of In-Semester Assessment:**

**(40 Marks)**

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (Any Two) 10 x 2= 20 Marks
  - Group Discussion
  - Assignment
  - Seminar Presentation on any of the relevant topics

**Suggested Readings:**

Werner and DeSimone (2006). Human Resource Development. Thomson Press, Network.  
 David Mankin (2009). Human Resource Development, Oxford University Press: Delhi.  
 Rosemary Harison (2000). Employee Development. University Press: Hyderabad.  
 John P. Wilson (2005). Human Resource Development. Kogan Page.

**SEMESTER- VII**  
**Course Title: Retail Audit**  
**Course Code: Minor- 7C**  
**Nature of the Course: Minor**  
**Course Credit: 04 Credits**  
**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**Course Objective:**

To familiarize students with the knowledge and skills to effectively manage retail operations while ensuring compliance, efficiency, and accuracy through systematic retail auditing practices.

**Course Outcome:**

- CO1: Demonstrate basic understanding of Retail Management.
  - LO1.1: Explain the concept, scope and importance of retailing,
  - LO1.2: Determine the key drivers of Retailing
  - LO1.3: Classification of retailers based on store and non-store operations
- CO2: Demonstrate understanding of Merchandise planning in Retailing
  - LO2.1: Discuss the Merchandise planning process.
  - LO2.2: Discuss Gross Margin Return on Inventory, Mark-ups and markdowns in merchandise planning
- CO3: Demonstrate understanding of Category management in Retailing
  - LO3.1: Discuss the Category management process.
  - LO3.2: Discuss the buying function in retail.
  - LO3.3: Discuss various Buying methods and Control such as Standard Stock Method, Weeks' Supply Method and Open-To-Buy Method.
- CO4: Demonstrate understanding of Retail Store Management.
  - LO4.1: Discuss the concept of store management and the role of store managers.
  - LO4.2: Discuss the key considerations in store and location planning.
  - LO4.3: Discuss the Store Design and Retailing Image Mix.
  - LO4.4: Discuss the concept and essential considerations in store layout.
- CO5: Demonstrate basic understanding of Retail Audit
  - LO5.1: Discuss the concept, objectives and scope of Retail Audit
  - LO5.2: Discuss the importance and role of retail audits in improving operational efficiency
  - LO5.3: Identify key stakeholders and their role in retail audits.
  - LO5.4: Evaluate different types of Retail Audit
- CO6: Analyze the retail audit process
  - LO6.1: Evaluate the steps in retail audit process
  - LO6.2: Identify the possible difficulties in conducting a retail audit

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge		CO4	CO2, CO3			
Conceptual knowledge	CO1	CO1, CO4		CO5 ,CO6	CO5, CO6	
Procedural knowledge				CO2, CO3	CO2, CO3	
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	S	M	M	M	M
CO2	S	S	S	M	S	S	M	M	M	S
CO3	S	S	S	S	S	S	S	S	M	M
CO4	S	S	S	S	M	S	S	M	M	S
CO5	S	S	S	S	S	S	S	M	M	M
CO6	S	S	S	S	S	S	M	M	M	M

UNIT	Content s	L	T	P
<b>I Introduction to Retailing (15 Marks)</b>	Definition and scope of retailing; Key drivers of retailing; Benefits of Retailing; Classification of Retailers- Store-based retailers or non-store retailers, Service retailers, Omni channel retailer	13	02	-
<b>II Inventory Management (15 Marks)</b>	Merchandise planning process; Gross Margin Return on Inventory, Mark-ups and markdowns in merchandise planning; Category management process; Buying function in retail; Buying methods and Control: Standard Stock Method, Weeks' Supply Method, Open-To-Buy Method	13	02	-
<b>III Managing the Retail Store (15 Marks)</b>	Store Management, Role of Store Managers, Store Planning and Location Planning, Store Design and Retailing Image Mix, Store Layout, Effective retail floor space management, Visual Merchandizing and Displays	13	02	-
<b>IV Retail Audit (15 Marks)</b>	Concept, objectives and scope of Retail Audit; Importance and role of retail audits in improving operational efficiency; Key stakeholders and their role in retail audits. Types of Retail Audit: Merchandising audit, Loss Prevention Audits, Health and Safety Audits, Competitive Analysis Audits Steps of undertaking Retail Audit; Possible Difficulties in Conducting a Retail Audit	13	02	-
	<b>TOTAL</b>	52	08	-

**L= Lectures, T= Tutorials, P= Practical**

Total Classes= 56 (L= 52, T=8/2)

#### MODES OF IN-SEMESTER ASSESSMENT:

- ❖ Two Sessional Examination -
- ❖ Other (any two)
  - Group Discussion

**(40 Marks)**

**10 x 2= 20 marks**

**10 x 2= 20 marks**

- Assignment
- Seminar Presentation on any of the relevant topics

**Recommended Books:**

- Gibson G. Vedamani – *Retail Management: Functional Principles and Practice*, Pearson 5<sup>th</sup> Edition
- Berman B. & Evans J.E. – *Retail Management: Strategic Approach*, Pearson 12<sup>th</sup> Edition
- Dipa Mitra.- *A Handbook of Retail Management: Principles and Practices*, Archers & Elevators Publishing House
- Dr Vijayaumar – *Retail Management-* Archers & Elevators Publishing House

## **SEMESTER- VII**

**Title of the Course:** Research Methodology and Ethics

**Course Code:**

**Nature of the Course:**CORE

**Course Credit:** 04 credits

**Distribution of Marks:** 60 (End Sem) + 40 (In-Sem)

### **Objective:**

- To understand research concepts, formulate research problems, identify variables, and design hypotheses.
- To write research proposals, collect data using primary and secondary methods, and consider ethical issues in research.

### **Course Outcome:**

CO 1: Understand the concepts, characteristics, and types of research, and develop skills for formulating research problems, identifying variables, and designing hypotheses.

- LO 1.1: Define and describe the various types of research and their characteristics.
- LO 1.2: Formulate a research problem, identify relevant variables, and develop suitable hypotheses.

CO 2: Develop the ability to write a research proposal and apply various methods of data collection, considering ethical issues.

- LO 2.1: Understand the components and purpose of a research proposal.
- LO 2.2: Use primary and secondary data collection methods while considering ethical issues in research.

CO 3: Understand the steps in data processing and analysis, and develop the ability to write a comprehensive research report.

- LO 3.1: Perform data processing steps and analyze data using statistical software.
- LO 3.2: Write and draft a research report with appropriate structure and content.

CO 4: Understand the ethical principles in research and their application in ensuring integrity in research work.

- LO 4.1: Recognize and apply ethical principles and decision-making in research.

- LO 4.2: Identify and address issues such as plagiarism, data fabrication, and publication ethics in research.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	Remember	Understand	Apply	Analyze	Evaluate	Create
Factual knowledge	CO1	CO1			CO4	
Conceptual knowledge		CO1, CO2	CO2, CO3, CO4	CO3	CO4	
Procedural knowledge		CO2	CO3	CO4		CO4
Meta-cognitive knowledge			CO3		CO4	

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO 1	M	M	M	S	M	M	M	M	M	S
CO 2	M	M	M	M	S	S	M	S	M	M
CO 3	M	M	M	M	S	S	M	S	M	S
CO 4	M	M	M	M	M	M	S	M	S	M

UNITS	COURSE CONTENTS	L	T	P
<b>I: Introduction</b>  (15 Marks)	Research: Concept, Characteristics, Types, Research Process	14	01	01
	Formulating a Research Problem, Steps in Formulation			
	Identifying Variables: Definition and Types, Difference between Concept and Variable, Scaling Techniques			
	Hypothesis: Definition, Characteristics, and Types			
	Research Design: Definition and Functions			

<p align="center"><b>II: Writing a Research Proposal and Data Collection</b> (15 Marks)</p>	<p>The Research Proposal: Meaning and Concept, Contents of a Research Proposal</p> <p>Method of Data Collection: Using Primary Sources (Observation, Interview, Questionnaire) Using Secondary Sources, designing the research instrument.</p> <p>Sampling: Concept, Principles &amp; Types.</p>	12	01	01
<p align="center"><b>III: Processing, Analysis of Data and writing Research Report</b> (15 Marks)</p>	<p>Steps in Data Processing, Editing Data Collected through Structured Inquiries and Unstructured Interviewing</p> <p>Analysis of Data: Procedure – Analysis of Data Using Statistical Software</p> <p>Research Report: Types and Contents, Steps in Drafting Report</p>	12	01	01
<p align="center"><b>IV: Research Ethics</b> (15 Marks)</p>	<p>Ethics in Research; Ethical principles – other ethical consideration: Ethical Issues in Data Collection, ethical decision making.</p> <p>Plagiarism, Para phrasing, Data Fabrication and Falsification, Misrepresentation of results, Selective reporting</p> <p>Publication ethics- Authorship and Contributorship, Predatory Journal Publishers</p>	14	01	01
	<b>TOTAL</b>	<b>52</b>	<b>04</b>	<b>04</b>

Where, *L=Lectures, T=Tutorials, P=Practical*

Total Classes= 56 (L= 52, T=4/2, P=4/2)

**MODES OF FIN-SEMESTER ASSESSMENT:**

**(40Marks)**

- Sessional Examination (Two)- **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment/ Project Work
  - Seminar Presentation on any of the relevant topics

**Suggested Readings:**

1. Dangi H.K. and Dewen S., “Business Research Methods”, Cengage India Private Ltd.

2. Anderson Jonathan and Poole Millicent, “Assignment and Thesis Writing”, Wiley India Pvt Ltd.
3. S.S. Vinod Chandra and S. Anand Harrendran, “Research Methodology”, Pearson publication.
4. Alan Bryman, “Social Research Methods”, OXFORD University Press.
5. Kumar Ranjit, “Research Methodology” , Pearson Education, New Delhi.
6. Kothari C.R., “Research Methodology: Methods and Techniques”, New Age International, New Delhi.

*Note: Latest edition of textbooks may be used.*

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP)  
IN COMMERCE (HUMAN RESOURCE MANAGEMENT)  
DETAILED SYLLABUS OF 8<sup>th</sup> SEMESTER**

**SEMESTER- VIII**

**Title of the Course:** Company Law

**Course Code:** C- 20

**Nature of the Course:** CORE

**Course Credit:** 04 Credits

**Distribution of Marks:** 60 (End Sem) + 40 (In-Sem)

**Course Objectives:**

To acquire knowledge regarding Formation of Company and develop understanding of the regulatory framework of Companies with reference to various Provisions of Companies Act.

**Course Outcomes & Learning Outcomes:**

**CO1:** Understand the processes and legal requirements involved in the formation and incorporation of companies, along with the importance and procedures for drafting and altering the Memorandum and Articles of Association.

**LO1.1:** Understand the incorporation and formation of a company.

**LO1.2:** Explain the purpose and contents of the Memorandum and Articles of Association.

**LO1.3:** Describe the procedures for altering the Memorandum and Articles of Association.

**CO2:** Gain knowledge about the legal rules, contents, and importance of prospectus in the allotment of securities, and understand the consequences of misstatements in prospectus.

**LO2.1:** Understand the legal rules relating to the issue of prospectus and allotment of securities.

**LO2.2:** Identify the essential contents of a prospectus and its importance.

**LO2.3:** Recognize the liabilities for misstatements in a prospectus.

**CO3:** Develop an understanding of the various aspects of company management and administration, including membership, meetings, resolutions, and returns.

**LO3.1:** Describe the modes of acquiring membership and the rights of members.

**LO3.2:** Explain procedures for annual returns and general meetings.

**LO3.3:** Distinguish between ordinary and special resolutions.

**CO4:** Understand the rules and procedures for the declaration and payment of dividends, and the consequences of non-compliance.

**LO4.1:** Explain rules regarding the payment of dividends.

**LO4.2:** Understand the purpose of the Investor Education and Protection Fund.

**LO4.3:** Identify penalties for failure to distribute dividends.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge Decision	Remember	Understand	Apply	Analyze	Evaluate	Create
Factual Knowledge	CO1, CO2	CO1, CO2, CO3, CO4				
Conceptual Knowledge		CO1, CO2, CO3, CO4	CO3	CO3, CO4		
Procedural Knowledge	CO4		CO3	CO1, CO2		
Metacognitive Knowledge				CO2	CO3	

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	S	M	M	M	M	M	M	M
CO2	S	S	S	S	S	S	M	M	M	M
CO3	S	S	S	M	S	S	S	M	S	S
CO4	M	M	S	M	S	S	S	S	S	S

UNIT	CONTENTS	L	T	P	TOTAL HOURS
<b>I: Formation of Company</b> (15 Marks)	Incorporation of Company, Formation of Company, Memorandum and Articles of Association, Alteration of Memorandum and Articles of Association, Various kinds of Companies Case Study	10	02	02	12
<b>II: Prospectus</b> (15 Marks)	Prospectus and allotment of Securities: Legal Rules relating to the Issue of Prospectus, Contents of Prospectus, Golden Rules to the Framing of Prospectus.  Advertisement of Prospectus, Criminal liability for mis-statement in prospectus and Civil liability for mis-statement in prospectus. Conditions for Rescission of Contract, Types of Prospectus, Remedies for misleading Prospectus.  Case study	12	02	02	16
<b>III: Management and Administration of Company</b> (15 Marks)	Modes of Acquiring Membership; Rights of Members, Register of Members, Power to clear register of members or debenture holder or other security holders.  Annual Return, Annual General Meeting, Calling of Extraordinary General Meeting, Notice of meeting, Quorum for meetings, Chairman of meetings, Proxies, Voting rights and means, Representation of President and Governors in meeting.  Ordinary & Special resolutions, Inspection of Minute Books, Report on Annual General Meeting.	12	02	02	17
<b>IV: Payment and Distribution of Dividends</b> (15 Marks)	Declaration and payment of dividend: Rules regarding the Payment of Dividend, Unpaid Dividend Account. Investor Education and Protection Fund. Punishment for Failure to distribute dividends.  Case Study.	14	02	02	19
	<b>TOTAL</b>	<b>48</b>	<b>08</b>	<b>08</b>	

**Notes:** L: Lectures, T: Tutorials, P = Practicals

Total Classes= 56 (L= 48, T=8/2, P=8/2)

**Cases to be Discussed:**

1. Salomon v. Salomon & Co.Ltd. (1897)AC 22.
2. Lee v Lee's Air Farming Ltd.,(1961), AC12.
3. Nashv Lynde, (1929) AC 158.

**Modes of In-semester Assessment:**

**(40 Marks)**

- Two Sessional Examination 10 x 2= 20
- Other (any two) 10 x 2= 20
  - ✓ Group Discussion
  - ✓ Seminar Presentation
  - ✓ Assignment
  - ✓ Case studies

**Text Book:**

1. Singh Avatar, Company Law, Eastern Book Company, 2016.
2. Companies Act, 2013 with Rules; Taxman Publications(P) Ltd.
3. The Companies Act,2013; ICSI, 1<sup>st</sup>Edition, 2013.

**Reference Books:**

1. Kapoor G.K. and Dhamija Sanjay, Company Law and Practice, 2013; Taxman Publications (P) Ltd.
2. Companies Act, 2013 with Rules and Forms; Taxman Publications(P) Ltd.

## SEMESTER-VIII

**Title of the Course: Business Ethics**

**Course Code: C-20**

**Nature of the Course: Core**

**Course Credit: 04 Credits**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

### Course Objective:

1. To acquaint the students with the meaning of ethics, values, norms, and belief.
2. To make the students familiar with Business Ethics, social responsibility, and ethical thoughts of eminent Indian thinkers.

### Course Outcome:

- CO1: Understand the concept, nature, and importance of ethics and business ethics, identify their sources and types, and analyse factors influencing ethical decision-making.  
  
LO1- Developing a comprehensive understanding of ethics and business ethics, recognizing their significance in corporate decision-making, and assessing the impact of factors on ethical business practices.
- CO2: Analyse the meaning and role of values, norms, and beliefs in ethical decision-making, examine moral standards and dilemmas, and apply ethical theories.  
  
LO1- Understanding the significance of values, norms, and beliefs in shaping ethical decision-making, critically evaluating moral standards and dilemmas, and applying ethical theories through case studies.
- CO3: Evaluate the objectives and practices of ethical management, ethics compliance, and company codes, and analyse managerial dilemmas and ethics training.  
  
LO1- evaluating the objectives and practices of ethical management, assessing the role of ethics compliance, and analyzing managerial dilemmas and the impact of ethics training through practical case studies.
- CO4: Analyse the concept and objectives of social responsibility in business, examine broader ethical issues like corruption and corporate crime, evaluate CSR practices in India, and explore ethical perspectives from Gandhi, Vivekananda, and JRD Tata.  
  
LO1-analyzing the concept and objectives of social responsibility in business, critically examining broader ethical issues, evaluating CSR practices in India, and exploring the ethical perspectives of Gandhi, Vivekananda, and JRD Tata through case studies.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO4,	CO1				
Conceptual knowledge		CO1	CO4	CO1, CO2,CO3, CO4	CO2,CO3	
Procedural knowledge			CO2	CO3		
Metacognitive knowledge						

## Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	M	M	M	M	M	M
CO2	S	S	M	S	M	M	M	M	M	M
CO3	S	S	M	S	M	S	S	S	M	M
CO4	S	S	M	S	M	S	S	S	M	S

Block	Contents	L	T	P
1 (15Marks)	Meaning Ethics- definition of ethics and Business Ethics	3		
	Objectives, nature, and sources of ethics- Types of ethics-Need for business ethics-importance of business ethics	5		
	Factors influencing business ethics-business and ethical responsibility. (Practical – Case Studies)	2		2
2 (15Marks)	Values, Norms & Beliefs- meaning of values – a comprehensive view of values	4		
	Morality-moral standards-moral dilemma Beliefs and their role	4		
	Ethical codes- theories of ethics-ethical reasoning (Practical – Case Studies)	6		2
3 (15Marks)	Ethical Management- objectives of management ethics – Ethical activities	4		
	Ethics compliance management – company codes	4		
	Codes of ethics- Managerial Dilemma- Ethics Training (Practical – Case Studies)	6		2
4 (15Marks)	Social Responsibility of Business-Objective, social responsibility concept. Broader ethical issues in Society – Corruption, Bribery, Blackmarketing, Corporate Crime.	6		
	Corporate Social Responsibility CSR in India	4		
	Ethical thoughts of Gandhi, Vivekananda and JRD Tata. (Practical – Case Studies)	4		2
	<b>TOTAL</b>	<b>52</b>		<b>08</b>

**L= Lecture, T= Tutorial, P= Practical**

Total Classes= 56 (L= 52, P=8/2)

### Suggested Readings:

#### Reference Books :

1. Oswald A.J. Mascarenhas, Doris D'Souza, E. Abraham, J.R.D. Tata: ORATIONS ON BUSINESS ETHICS, Rupa Publications India
2. Institute Of Directors India , Directors Handbook on Business Ethics, Institute of Directors, India
3. Br. Prasanna Swaroopa;T. D. Chandrasekhar , Good Values, Great Business, SAGE Publications India Pvt Ltd

**SEMESTER- VIII**  
**Title of the Course: Management Information System**  
**Course Code: Minor- 8C**  
**Nature of the Course: Minor**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**Course Objective :**

The objective of this course is to provide students with a foundational understanding of Management Information Systems (MIS) and their role in modern business operations.

**Course Outcome:** Upon successful completion of this course, students will be able to:

1. **CO1:** Demonstrate conceptual and fundamental clarity on the components of Management Information Systems (MIS).
  - **LO1.1:** Identify and discuss the key elements that make up an MIS.
  - **LO1.2:** Analyse and explain the role of MIS within an organization.
  - **LO1.3:** Evaluate the advantages and limitations of implementing MIS in an organization.
2. **CO2:** Display conceptual clarity on the foundations of MIS.
  - **LO2.1:** Analyze and describe the MIS development process and its significance.
  - **LO2.2:** Classify different types of MIS and their respective purposes.
  - **LO2.3:** Evaluate the role of Decision Support Systems (DSS) in business decision-making.
  - **LO2.4:** Identify the common problems that MIS helps solve for businesses.
3. **CO3:** Demonstrate clarity on MIS reports.
  - **LO3.1:** Describe the essential components of an MIS report.
  - **LO3.2:** Analyze the process of generating MIS reports for managerial use.
4. **CO4:** Utilize Management Information Systems (MIS) to enhance decision-making in marketing, production, and financial management for improved efficiency and competitiveness.
  - **LO4.1:** Describe the role of MIS in market analysis, competitor tracking, and CRM.
  - **LO4.2:** Explain how MIS can help in identifying customer preferences and predicting market trends.
  - **LO4.3:** Explain how MIS supports **competitor analysis, quality control, and fraud detection** through data-driven insights.
  - **LO4.4:** Assess the effectiveness of MIS in improving **inventory and cash flow management**.
5. **CO5:** Demonstrate a strong grasp the role of Database Management Systems (DBMS)
  - **LO5.1:** Explain the difference between **data and information** and their role in decision-making within an MIS.
  - **LO5.2:** Explain the fundamental concepts of **DBMS, SQL, and cloud databases**, and their role in data management within MIS.
  - **LO5.2:** Examine how **cloud databases** enhance scalability, security, and accessibility in MIS.
6. **CO6:** Analyze the challenges associated with MIS security and evaluate its emerging trends
  - **LO6.1:** Explain key security challenges in MIS.
  - **LO6.2:** Examine various security measures and best practices to **mitigate MIS threats and ensure data protection**.
  - **LO6.3:** Assess emerging trends and their role in shaping the future of MIS.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge Decision	Remember	Understand	Apply	Analyze	Evaluate	Create
Factual Knowledge	CO1, CO2, CO3, CO4	CO2, CO3				
Conceptual Knowledge	CO5	CO1, CO2, CO3, CO4, CO5, CO6	CO4	CO1, CO2, CO3, CO4, CO5, CO6	CO1, CO2, CO4, CO6	
Procedural Knowledge						
Metacognitive Knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	M	M	M	M	M
CO2	S	M	M	M	M	M	M	M	M	M
CO3	M	M	M	M	M	M	M	M	M	M
CO4	M	M	M	M	S	M	S	M	M	M
CO5	M	M	M	M	S	M	M	M	M	M
CO6	M	M	M	M	S	M	M	M	M	M

UNIT	CONTENTS	L	T	P
UNIT 1 <b>Introduction to MIS</b> (15 MARKS)	Introduction to MIS: Concept, Components, Types of MIS Functions, advantages, Steps involved in developing MIS. MIS in Decision Making: Role of MIS in business decision making, Overview of Decision Support System in MIS.  MIS report: types, components and process	12	2	
UNIT 2 <b>Application of MIS</b> (15 MARKS)	Marketing Management (Market Analysis, Competitor Analysis, Customer Relationship Management) Production Management (Production Planning, Quality control, Inventory Management) Financial Management (Financial forecasting, Cash Flow and Liquidity Management, Fraud Detection and Security)	14	2	
UNIT 3 <b>Database Management System</b> (15 MARKS)	DBMS: Meaning, Types, SQL, Data Vs Information, Functions of DBMS, Cloud Databases.	12	2	
UNIT 4 <b>Challenges and Emerging Trends</b> (15 MARKS)	Challenges with MIS: Hacking, Virus, Unauthorised Access, Distributed denial-of-service attacks, Phishing, Server Error. Measures to overcome the challenges with MIS. Emerging Trends in MIS: Overview of Cloud computing (benefits, features and risks), IoT (Internet of things), AI and Machine Learning, Big Data and Data analytics.	14	2	
	<b>TOTAL</b>	52	8	

**L= Lectures, T= Tutorials, P= Practicals**

Total Classes= 56 (L= 52, T=8/2)

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- ❖ Two Sessional Examination - **10 x 2= 20 marks**
- ❖ Other (any two) **10 x 2= 20 marks**
  - Group Discussion.
  - Assignment.
  - Seminar Presentation on any of the relevant topics.
  - Field Visit.

**Suggested Readings:**

- Laudon, K. C., & Laudon, J. P. (2020). *Management Information Systems: Managing the Digital Firm*. Pearson.
- Bidgoli, H. (2019). *MIS 11*. Cengage Learning.
- Rainer, R. K., & Cegielski, C. G. (2017). *Introduction to Information Systems: Supporting and Transforming Business*. Wiley.
- O'Brien, J. A., & Marakas, G. M. (2013). *Management Information Systems*. McGraw-Hill Education.
- Joshi, G. (2013). *Information Systems for Managers*. Oxford University Press.
- Haag, S., & Cummings, M. (2020). *Management information systems for the information age* (10th ed.). McGraw-Hill Education.
- Turban, E., Sharda, R., & Delen, D. (2014). *Decision support and business intelligence systems* (9th ed.). Pearson.

**SEMESTER- VIII**  
**Title of the Course: Ethical Marketing and Consumer Trust**  
**Course Code:**  
**Nature of the Course: DSE**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

**COURSE OBJECTIVE:**

The objective in this course is to help students to:

- Gain a comprehensive understanding of ethical marketing principles and practices.
- Learn strategies to build and maintain consumer trust through ethical measures.
- Explore the relationship between ethical marketing and long-term brand loyalty.

**COURSE OUTCOME:**

- CO1: Understand the foundational principles and importance of ethical marketing.  
 LO1.1: Define ethical marketing and explain its importance in modern business practices.  
 LO1.2: Identify and describe key principles and practices of ethical marketing.
- CO2: Analyze and address various ethical issues and regulations in marketing.  
 LO2.1: Explain transparency in marketing and the importance of honest advertising and communication.  
 LO2.2: Identify and analyze misleading and deceptive practices, and understand the laws and regulations governing marketing ethics.
- CO3: Comprehend consumer rights and the significance of building consumer trust.  
 LO3.1: Describe the meaning and importance of key consumer rights.  
 LO3.2: Evaluate strategies to foster consumer trust in business relationships.
- CO4: Apply ethical decision-making models to marketing practices.  
 LO4.1: Define and explain various ethical decision-making models (Utilitarian, Rights-Based, Justice-Based, Virtue Ethics).  
 LO4.2: Apply ethical decision-making models to marketing scenarios and case studies.
- CO5: Implement sustainable and inclusive marketing strategies.  
 LO5.1: Explain the importance of sustainability in marketing and develop sustainable marketing strategies.  
 LO5.2: Create ethical brand strategies by promoting diversity and inclusion.
- CO6: Evaluate consumer feedback and handle ethical marketing crises.  
 LO6.1: Describe the role of consumer feedback in ethical marketing and methods to collect and analyze feedback.  
 LO6.2: Identify types of ethical marketing crises and develop strategies for crisis management and recovery.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	Remember	Understand	Apply	Analyze	Evaluate	Create
Factual knowledge	CO1	CO1		CO3		
Conceptual knowledge	CO2, CO4	CO1, CO2	CO4		CO6	
Procedural knowledge				CO5	CO3, CO6	CO5
Meta-cognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	M	M	M	M
CO2	S	S	S	M	S	S	M	M	M	M
CO3	S	S	S	M	S	S	M	M	S	M
CO4	S	S	S	M	S	S	M	M	S	M
CO5	S	S	S	M	S	S	M	M	M	M
CO6	S	S	S	M	S	S	M	M	M	M

UNITS	COURSE CONTENTS	L	T	P
<b>I</b> <b>(15Marks)</b>	Introduction to Ethical Marketing: Definition, Importance and Principles Ethical Marketing Practices: Transparency in Marketing, Ethical Issues in Marketing, Misleading and Deceptive Practices, Laws and Regulations Governing Marketing Communication.	<b>12</b>	<b>02</b>	<b>-</b>
<b>II</b> <b>(15Marks)</b>	Advertising Standards Council of India (ASCI) and its Role Building Consumer Trust: Importance of Trust in Consumer Relationships, Strategies to Foster Consumer Trust Ethical Decision-Making in Marketing: Ethical Decision-Making Models (Utilitarian Approach, Rights-Based Approach, Justice-Based Approach, Virtue Ethics Approach)	<b>14</b>	<b>02</b>	<b>-</b>
<b>III</b> <b>(15Marks)</b>	Sustainable Marketing Practices: Implementing Sustainable Marketing Strategies Digital Marketing Ethics: Ethical Concerns in Digital Marketing, Data Privacy and Security in Digital Marketing Inclusive Marketing: Promoting Diversity and Inclusion in Marketing, Developing Ethical Brand Strategies	<b>14</b>	<b>02</b>	<b>-</b>
<b>IV</b> <b>(15Marks)</b>	Use of Consumer Feedback in Ethical Marketing, Methods to Collect and Analyze Feedback Handling Ethical Marketing Crises: Types of Ethical Marketing Crises, Strategies for Crisis Management	<b>12</b>	<b>02</b>	<b>-</b>
		<b>52</b>	<b>08</b>	<b>-</b>

Where, L=Lectures, T=Tutorials, P=Practical

Total Classes= 56 (L= 52, T=8/2)

#### MODES OF IN-SEMESTER ASSESSMENT:

(40Marks)

- Sessional Examination (Two) - **10 x 2= 20 marks**
- Other (any two) **10 x 2= 20 marks**
  - Group Discussion
  - Assignment/ Project Work
  - Seminar Presentation on any of the relevant topics

#### Suggested Readings:

- Kotler, P., Armstrong, G., Balasubramanian, S., & Agnihotri, P. (2023). *Principles of marketing* (19th ed.). Pearson Education India.
- Fernando, A. C., Muralidheeran, K. P., & Satheesh, E. K. (2019). *Business ethics: An Indian perspective* (3rd ed.). Pearson Education India.
- Velasquez, M. G. (2016). *Business ethics: Concepts and cases*
- McKinley, M. (2011). *Ethics in marketing and communications: Towards a global perspective*
- Boatright, J. R., Smith, J. D., & Patra, B. P. (2017). *Ethics and the conduct of business* (8th ed.). Pearson Education India.

## **SEMESTER VIII**

**Title of the Course: Talent Management**

**Course Code:**

**Nature of the Course: DSE**

**Course Credit: 04 credits**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

### **Course Objective:**

- The course enables the student to understand the concept and theories underpinning Talent Management.
- To enable students to strategically analyse the Talent Management practices i.e. acquisition, training and development and retention of top talent.

### **Course Outcome:**

- CO1: Demonstrate basic understanding of Talent Management.
  - ✓ LO1.1: Define the concept of talent, talent management and importance of talent management in organizations
  - ✓ LO1.2: Trace the development and changing practices of talent management over time.
  - ✓ LO1.3: Compare and contrast Human Resource Management (HRM) with Talent Management, highlighting their distinct roles and functions.
- CO2: Understand the Talent Management approaches and theories.
  - ✓ LO2.1: Discuss the exclusive and inclusive approach of Talent Management.
  - ✓ LO2.2: Understand the key theories underpinning talent management, such as Resource-Based View (RBV), Social Exchange, and Signalling Theory.
- CO3: Understand and analyze Talent Acquisition in organizations.
  - ✓ LO3.1: Analyse the process of workforce planning, talent gaps, talent needs forecasting and risk management.
  - ✓ LO3.2: Develop and implement strategies for attracting and sourcing top talent to meet organizational needs.
  - ✓ LO3.3: Apply strategies to attract and source top talent, build an employer brand, and design effective recruitment plans for a competitive market.
  - ✓ LO3.4: Understand the importance of employer branding and develop recruitment strategies that are competitive and aligned with market demands to attract high-quality candidate
- CO4: Understand and analyze Talent Training and Development in organizations.
  - ✓ LO4.1: Develop and implement training programs that meet organizational needs and enhance employee performance.
  - ✓ LO4.2: Utilize technology to create continuous learning opportunities and promote professional development within the organization.
  - ✓ LO4.3: Recognize high-potential employees and apply strategies to cultivate leadership skills for future organizational leadership roles.
  - ✓ LO4.4: Design and execute succession planning processes and career pathing strategies to ensure organizational sustainability and talent retention.
- CO5: Understand and analyze Talent Engagement and Retention in organizations.

- ✓ LO5.1: Recognize the critical need and develop strategies for retaining top talent and high-performing employees
- ✓ LO5.2: Identify and leverage key drivers of employee engagement to foster a motivated and committed workforce.
- ✓ LO5.3: Design and implement initiatives that build an inclusive workplace, eliminate bias in talent management, and measure the effectiveness of DEI strategies.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	Remember	Understand	Apply	analyze	evaluate	create
Factual knowledge		CO1,CO2				
Conceptual knowledge	CO1, CO2	CO1,CO2	CO4,CO5	CO3,CO4, CO5	CO3, CO5	
Procedural knowledge		CO3		CO3		
Metacognitive knowledge						

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	M	M	S	S	M	M	M	M
CO2	M	M	M	M	S	S	M	M	M	M
CO3	M	M	M	M	S	S	M	M	S	S
CO4	M	M	M	M	S	S	M	M	S	S
CO5	M	M	M	M	S	S	M	S	S	M

### TALENT MANAGEMENT

UNIT	CONTENTS	L	T	P
<b>I (15 Marks)</b> Overview of Talent Management	Concept of Talent and Talent Management; Evolution of Talent Management; Human Resource Management v/s Talent Management; Approaches- inclusive and exclusive; Theories underpinning Talent Management – Resource Based View, Social Exchange and Signalling theories.	13	02	-
<b>II (15 Marks)</b> Talent Acquisition	Workforce Planning and Analysis; Forecasting Talent Needs; Talent Gaps and Risk Management; Attracting and Sourcing Talent; Building an Employer Brand; Recruitment Strategies for a Competitive Market; Candidate Experience and On boarding.	13	02	-
<b>III (15 Marks)</b> Talent Training and Development	Designing Effective Training Programs; Leveraging Technology for Continuous Learning; Leadership Development: Identifying High-Potential Employees and developing Future Leaders; Succession Planning and Career Pathing.	13	02	-
<b>IV (15 Marks)</b> Talent Engagement and Retention	Need for retaining Talent; Strategies to Retain Top Talent; Drivers of Employee Engagement; Building an Inclusive Workplace; Eliminating Bias in Talent Management; Measuring and Sustaining Diversity, Equity and Inclusion (DEI) Initiatives.	13	02	-

	<b>TOTAL</b>	52	08	-
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**L =Lectures, T =Tutorials, P =Practical**

Total Classes= 56 (L= 52, T=8/2)

**MODES OF IN-SEMESTER ASSESSMENT: (40 Marks)**

- ❖ **Two Sessional Examination - 10 x 2= 20 marks**
- ❖ **Other 10 x 2= 20 marks**
  - **Assignment**
  - **Seminar Presentation on any of the relevant topics**

**Suggested Readings:**

Berger, D. (2011). The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People. McGraw-Hill Education

Sims, D.& Gay, M. (2007). Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning. Authorhouse

Colling, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management.

**8<sup>th</sup> Semester**  
**Course Title - Project Management**  
**Course Code –**  
**Nature of Course – DSE**  
**Course Credit – 4**  
**Distribution of Marks – 60 (End Sem) + 40 (In-Sem)**

**Objective:** The objective of this course is to enable students learn the process and issues relating to planning, preparation, appraisal and review of projects.

**CO1:**

Understand the fundamentals of project management, including project attributes, life cycle, planning, monitoring, and investment opportunity identification.

**LO:**

Learning the key concepts of project management, the role of a project manager, and how to plan, monitor, and assess investment projects.

**CO2:**

Develop the ability to conduct market and demand analysis, assess technical aspects of projects, and make informed decisions on production technology, plant location, and equipment selection.

**LO:**

Learn how to gather market information, forecast demand, and evaluate technical requirements such as production methods, plant location, and equipment selection.

**CO3:**

Understand the major cost components of a project, explore various financing options, and analyze capital structure planning and financing schemes offered by financial institutions.

**LO:**

Identify project costs, evaluate financing options, and understand how to plan an effective capital structure.

**CO4:**

Analyze project risks, quality management, and performance measurement, and understand the process of project evaluation, reporting, closure, and audit.

**LO:**

Identify and assess project risks, evaluate performance, and understand the steps involved in project closure and audit.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge	CO4,	CO1				
Conceptual knowledge		CO1	CO4	CO1, CO2, CO3, CO4	CO2, CO3, CO4	
Procedural knowledge				CO3		
Metacognitive knowledge						

Unit	Contents	L	T	P
<b>I</b> (15 Marks)	<b>Introduction:</b> Concept and attributes of Project, Project Management Process and Principles, Role of Project Manager, Identification of Investment opportunities, Project life cycle, Project Planning, Monitoring and Control of Investment Projects, Pre-Feasibility study.	12	1	1
<b>II</b> (15 Marks)	<b>Project Preparation:</b> Market and Demand Analysis: Information required for market and demand analysis; Sources of information- primary and secondary; Demand forecasting; Technical Analysis: Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment.	13	2	2
<b>III</b> (15 Marks)	<b>Cost of Project and Financing:</b> Major cost components; means of financing; planning capital structure; Various financing schemes of financial institutions.	12	1	1
<b>IV</b> (15 Marks)	<b>Project Risk and Performance Assessment:</b> Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report, Project Closure and Audit.	13	2	2
	<b>TOTAL</b>	50	06	06

**L =Lectures, T =Tutorials, P =Practical**

Total Classes= 56 (L= 50, T=6/2, P=6/2)

**MODES OF IN-SEMESTER ASSESMENT: (40 MARKS)**

- Two Sessional Examinations of 10 Marks each.
- Others (Any Two) 10 Marks each-
  - Seminar Presentation on any of the relevant topics
  - Assignment
  - Group Discussion

**Suggested Readings:**

1. Chandra, Prasanna: Project Preparation, Appraisal and Implementation, Tata McGraw Hill, Delhi.
2. Pitale, R.L; Project Appraisal Techniques, Oxford and IBH.
3. Chaudhary, S: Project Management, Tata McGraw Hill, New Delhi.
4. Khatua,S.(2011).ProjectManagement andAppraisal.Oxford:OxfordPress University.

*Latest edition of textbooks should be used.*



UNITS	COURSE CONTENTS	L	T	P
<b>I: Introduction</b> (15 Marks)	Definition and Evolution of CSR in India  Corporate Social Responsibility: Concept, Scope, Relevance, and Importance of CSR in Contemporary Society  CSR and Corporate Governance in India, Concept of Charity, Corporate Philanthropy, Corporate Citizenship, CSR: Overlapping Concepts  Models of CSR in India; Carroll's Model; Initiatives in India; Emerging Ethical Issues in CSR	12	02	-
<b>II: Areas, Drivers of CSR and Global Initiatives</b> (15 Marks)	Areas of CSR: Environmental Concerns, Social Equity, Community Development  Drivers of CSR: Internal and External Drivers, Models for Implementation of CSR.  International Framework for Corporate Social Responsibility: Millennium Development Goals, Sustainable Development Goals, Relationship between CSR, SDGs and MDGs United Nations (UN) Global Compact 2011; UN Guiding Principles on Business and Human Rights; OECD CSR Policy Tool.	14	02	-
<b>III: Legal Framework for CSR in India</b> (15 Marks)	Overview of Companies Act, 2013: Section 135, CSR Committee Formation, CSR Policy Development, Mandatory CSR Spending  Schedule VII: Permissible CSR Activities in India, Compliance and Reporting Requirements in India  Government Policies and Regulations on CSR in India, Public-Private Partnerships for CSR in India	14	02	-
<b>IV: Theoretical Framework and Case Studies</b> (15 Marks)	Theoretical Perspectives on CSR: Classical Economic Theory, Stakeholder Theory, Triple Bottom Line Theory, Carroll's Pyramid of CSR  Case Studies of Successful CSR Initiatives of Indian companies: Tata, Oil India Ltd, Reliance ltd.  Future Trends in CSR in India; CSR as a Strategic Business Tool for Sustainable Development; Emerging CSR Issues; Role of Public Sector in CSR	06	02	12
	<b>TOTAL</b>	<b>46</b>	<b>08</b>	<b>12</b>

*Where, L=Lectures, T=Tutorials, P=Practical*

Total Classes= 56 (L= 46, T=8/2, P=12/2)

*Case studies on several CSR initiatives taken by Indian firms need to be discussed in the classes.*

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40Marks)**

- Sessional Examination (Two)-

**10 x 2= 20 marks**

- Other (any two)

**10 x 2= 20 marks**

- Group Discussion
- Assignment/ Project Work

- Case Studies Presentation
- Seminar Presentation on any of the relevant topics

**Suggested Readings:**

1. Carroll, A. B., & Buchholtz, A. K. (2014). Business and Society: Ethics, Sustainability, and Stakeholder Management. Cengage Learning.
2. Blowfield, M., & Murray, A. (2019). Corporate Responsibility. Oxford University Press.
3. Kotler, P., & Lee, N. (2004). Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause. Wiley.
4. Visser, W. (2011). The Age of Responsibility: CSR 2.0 and the New DNA of Business. Wiley.
5. Moon, J. (2014). Corporate Social Responsibility: A Very Short Introduction. Oxford University Press.
6. Companies Act, 2013 and Corporate Social Responsibility Provisions (India), <https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf>
7. Chatterji, M., & Listokin, D. (2020). India: CSR and Global Strategy. Routledge.
8. Blowfield, Michael and Alan Murray, Corporate Responsibility, Oxford University Press.
9. Philip Kotler and Nancy Lee, CSR: Doing the Most Good for Company and Your Cause, Wiley, 2005.
10. Joseph A. Petrick and John F. Quinn, Management Ethics: Integrity at Work, Sage Publication, 1997.
11. Francesco Perrini, Stefano and Antonio Tencati, Developing CSR: A European Perspective, Edward Elgar.
12. William B. Werther, Jr. and David Chandler, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Sage Publication, 2009.
13. Elkington, J. (1998), Cannibals with Forks: The Triple Bottom Line of 21st Century Business, New Society Publishers.
14. Crane, A. et al., (2008), The Oxford Handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.

***Note: Latest edition of textbooks may be used. Moreover, published articles on corporate social responsibility can also be accessed from reputed journals to better understand CSR and its theoretical background.***

**FIVE YEAR INTEGRATED POST-GRADUATE PROGRAMME (FYIPGP)  
IN COMMERCE (HUMAN RESOURCE MANAGEMENT)**

**SEMESTER- IX**

**Course Title: Methodological Framework for Business Research**

**Course Code: C 21**

**Nature of the course: CORE**

**Course Credit: 04 credits**

**Distribution of Marks: 60 (End Sem) + 40 (In- Sem)**

**Course Objective:**

- To provide students with a strong foundation in business research
- To develop the ability to analyse and report research findings, using basic quantitative, qualitative, and mixed-method approaches systematically and ethically.

**Course Outcome:**

CO1: Students will be able to understand business research as a systematic knowledge system.

- ✓ LO1: Explain the meaning, nature, scope, objectives, and importance of business research in managerial decision-making.
- ✓ LO2: Differentiate between ontology, epistemology, and major research paradigms relevant to business research.

CO2: Students will be able to design a basic business research study by formulating research problems, hypotheses, variables, and selecting appropriate research designs.

- ✓ LO1: Formulate business research problems and hypotheses based on literature review and managerial issues.
- ✓ LO2: Identify and select appropriate research designs (exploratory, descriptive, explanatory, case study, comparative, and longitudinal) for business research.

CO3: Students will be able to apply measurement and sampling techniques suitable for conducting quantitative and qualitative business research.

- ✓ LO1: Explain measurement concepts, scaling techniques, reliability, and validity used in business research.
- ✓ LO2: Compare probability and non-probability sampling methods and understand issues related to sample size and sampling errors.

CO4: Students will be able to select appropriate data collection methods for conducting quantitative, qualitative, and mixed-method business research.

- ✓ LO1: Identify suitable quantitative and qualitative data collection techniques for different business research objectives.

- ✓ LO2: Understand the application of mixed-methods research in business and management studies.

CO5: Students will be able to analyse business research data and report findings in a structured and meaningful manner.

- ✓ LO1: Perform basic data preparation and quantitative/qualitative analysis for business research.
- ✓ LO2: Prepare and present business research reports with clear interpretation and managerial implications.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	understand	apply	analyse	evaluate	create
Factual knowledge	CO1	CO1				
Conceptual knowledge		CO1	CO2	CO2		
Procedural knowledge			CO3	CO3	CO4	CO5
Metacognitive knowledge				CO4	CO4	CO5

### Mapping of Course Outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	M	M	M	M	M
CO2	M	S	S	M	M	M	M	M	M	M
CO3	M	M	M	S	S	M	M	M	M	M
CO4	M	S	M	S	M	M	M	M	M	M
CO5	M	M	S	M	M	S	M	M	M	M

UNIT	Contents	L	T	P
<b>I</b> <b>(15 Marks)</b>	Foundations of Business Research	<b>06</b>		
	Business Research as a Knowledge System: Meaning, nature, scope, objectives, and importance of business research. Philosophical Foundations: Ontology, epistemology, and research paradigms	<b>06</b>	<b>02</b>	

<b>II</b> <b>(15 Marks)</b>	Research Design and Conceptual Frameworks	<b>06</b>	<b>02</b>	
	Research Process-Steps in research: idea to report, Conceptualisation and operationalisation, defining variables.			
	Formulating Research Problems and Hypotheses: From literature review to hypothesis development.	<b>04</b>	<b>01</b>	<b>01</b>
	Types of Research Designs: Exploratory, descriptive, explanatory, case study, comparative, longitudinal	<b>03</b>		
<b>III</b> <b>(15 Marks)</b>	Measurement in Business Research: Levels of measurement, scales, reliability and validity.	<b>04</b>		
	Sampling Techniques: Probability vs non-probability sampling, Sample size determination, sampling errors, Quantitative vs Qualitative logic in sampling determination.	<b>04</b>		<b>01</b>
<b>IV</b> <b>(15 Marks)</b>	Quantitative Data Collection: Surveys, questionnaires, structured interviews.	<b>03</b>	<b>02</b>	<b>01</b>
	Qualitative Data Collection: Participant/ non-participant observation, semi-structured interviews, focus groups.	<b>03</b>		<b>01</b>
	Introduction to Mixed Methods	<b>02</b>		
	Data Analysis and Reporting: Data Preparation, Basic Quantitative Analysis, Qualitative Analysis, Reporting Research Findings	<b>05</b>	<b>02</b>	<b>02</b>
	<b>TOTAL</b>	<b>49</b>	<b>08</b>	<b>06</b>

**L= Lectures, T= Tutorials, P=Practical**

**L=49 T=8/2 P= 6/2**

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (any two) 10 x 2= 20 Marks
- Group Discussions
- Assignment
- Seminar Presentation on any of the relevant topics

**SUGGESTED READINGS**

- William G. Zikmund: Business Research Methods, 2011-12
- Cooper and Schindler: Business Research Methods, Tata Mc Graw-Hill, 2011
- Mark Saunders: Research Methods for Business: Pearson Education, 2010
- Cooper and Schindler: Business Research Methods, 10th edition, New Delhi
- C.R. Kothari, (2004): Research Methodology – Methods, 2nd edition. New Age Publications.
- Anil K. Mishra (2012). A Hand-Book of Research in SPSS, 1st edition. Himalayan Publishing, House, Mumbai
- Field, A. (2013). Discovering Statistics Using IBM SPSS. 4th edition, Sage Publications London.

**SEMESTER – IX**  
**Title of the Course: Digital Tools in Business Research**  
**Course Code: C22**  
**Nature of the Course: Core**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End-Sem) + 40 (In-Sem)**

**COURSE OBJECTIVE:**

The objectives of this course are to:

- Familiarise students with free and open-source / freemium tools used at every stage of business research.
- Enable students to formulate research ideas, especially in commerce and management studies, using AI tools such as Perplexity.
- Equip students to use digital tools for literature review, conceptual framework building, sample-size determination, data analysis and visualisation, and referencing and reporting.
- Prepare students for industry analytics roles and future M.Phil./PhD research through intensive hands-on practice.

**COURSE OUTCOME**

**CO1:** Understand the role of digital tools across the business research process.

- **LO1.1:** Explain how tools support idea generation, design, analysis and reporting.
- **LO1.2:** Identify appropriate tools for marketing, finance and operations research tasks.

**CO2:** Use AI and online platforms to generate and refine research ideas.

- **LO2.1:** Employ Perplexity to explore topics, variables and preliminary questions.
- **LO2.2:** Validate AI-generated ideas using scholarly search tools.

**CO3:** Conduct systematic literature reviews with digital tools.

- **LO3.1:** Search, filter and organise literature using Google Scholar/Semantic Scholar and mapping tools.
- **LO3.2:** Manage references and citations using Zotero/Mendeley.

**CO4:** Design conceptual frameworks and sampling plans using specialised tools.

- **LO4.1:** Develop visual conceptual models using diagramming/mind-mapping software.
- **LO4.2:** Determine sample size using online calculators and G\*Power/OpenEpi.

**CO5:** Analyse and interpret data with open-source analytics tools.

- **LO5.1:** Use Excel/Google Sheets and jamovi/JASP/R for descriptive and basic inferential statistics.
- **LO5.2:** Build simple dashboards using Power BI Desktop/Tableau Public.

**CO6:** Prepare well-referenced research reports and presentations.

- **LO6.1:** Generate citations and bibliographies automatically via reference managers.
- **LO6.2:** Create research reports and slide decks using Word/Google Docs and PowerPoint/Canva, adhering to ethical and plagiarism norms.

**Cognitive Map of Course Outcomes with Bloom’s Taxonomy**

Knowledge dimension	Remember	Understand	Apply	Analyse	Evaluate	Create
Factual knowledge	CO1	CO1				

Knowledge dimension	Remember	Understand	Apply	Analyse	Evaluate	Create
Conceptual knowledge	CO1	CO1, CO2, CO3	CO4	CO4, CO5	CO5, CO6	CO2, CO4, CO6
Procedural knowledge		CO3, CO4	CO2, CO3, CO4, CO5	CO5	CO5, CO6	CO4, CO5, CO6
Meta-cognitive knowledge				CO6	CO6	CO6

### Mapping of Course Outcomes to Programme Outcomes

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	M	M	S	M	M	M
CO2	S	S	S	S	S	M	S	M	M	M
CO3	S	S	S	S	S	M	S	S	M	M
CO4	S	S	S	S	S	M	S	S	M	M
CO5	S	S	S	S	S	M	S	S	M	M
CO6	S	S	M	S	S	S	S	S	M	M

(S = Strong, M = Moderate)

### UNITS – COURSE CONTENTS

UNITS	COURSE CONTENTS	L	T	P
<b>I</b> <b>(15 Marks)</b>	<p><b>Digital Tools for Research Ideas and Literature Review</b></p> <ul style="list-style-type: none"> <li>• Business research Workflow and digital tools.</li> <li>• Using AI tools for research idea formulation: creating accounts; crafting prompts; generating topic lists, variables, and preliminary research questions; refining and narrowing topics; critical use and cross verification with scholarly sources.</li> <li>• Scholarly search tools: Google Scholar, Semantic Scholar, DOAJ; search operators; using “cited by” and “related articles”; setting alerts for marketing and finance topics.</li> <li>• Literature visualisation tools: Litmaps, Elicit, Research Rabbit; identifying seminal and recent work; mapping clusters.</li> <li>• Introduction to reference managers: installation and basic use of Mendeley—capturing references from browsers, attaching PDFs, tagging and folders.</li> </ul>	12	02	02
<b>II</b> <b>(15 Marks)</b>	<p><b>Digital Tools for Conceptual Frameworks and Sample Size Determination</b></p> <ul style="list-style-type: none"> <li>• From literature to conceptual framework: identifying key constructs, independent/dependent/mediating/moderating variables.</li> <li>• Diagramming &amp; mind mapping tools: Napkin AI, diagrams.net (draw.io), Free Mind/XMind, yEd—creating causal diagrams, path models and simple conceptual frameworks.</li> <li>• Tools for sample size determination: online calculators (Raosoft, Survey Monkey/Qualtrics calculators), G*Power and OpenEpi ;population, confidence level, margin of error, effect size; saving and reporting calculations.</li> <li>• Basics of survey design tools: Digital Forms for data collection; question types, Likert scales, branching, exporting data to Sheets/Excel.</li> </ul>	14	02	02
<b>III</b> <b>(15 Marks)</b>	<p><b>Digital Tools for Data Analysis and Interpretation</b></p> <ul style="list-style-type: none"> <li>• Data management using Excel/Google Sheets: importing data (from CSV/Forms), data cleaning (missing values, coding), sorting and filtering, pivot tables.</li> </ul>	12	02	02

UNITS	COURSE CONTENTS	L	T	P
	<ul style="list-style-type: none"> <li>• Introduction to open-source statistical tools: <b>JASP</b> (GUI frontends for R) and brief orientation to <b>R + RStudio</b>; data import and saving projects.</li> <li>• Digital tools for descriptive statistics: frequencies, mean, median, mode, standard deviation; cross-tabulations; graphical representation (bar, pie, line, histogram, boxplot) using JASP and Sheets; applications to customer satisfaction and financial-return datasets.</li> <li>• Digital tools for inferential analysis: correlation and simple linear regression; independent-samples t-test / one-way ANOVA; chi-square test for association—interpreting outputs in business language.</li> <li>• Introduction to data visualisation/dashboards: Power BI Desktop or Tableau Public; connecting to Excel/CSV; creating simple marketing/finance dashboards.</li> </ul>			
<b>IV (15 Marks)</b>	<p><b>Digital Tools for Referencing, Reporting and Presentation</b></p> <ul style="list-style-type: none"> <li>• Advanced use of Mendeley: citation styles, integrating with MS Word/LibreOffice/Google Docs; generating and updating bibliographies; managing groups and shared libraries.</li> <li>• Digital writing tools: templates and styles in Word/Docs; inserting tables/figures from jamovi/JASP/Power BI; basic introduction to Overleaf for students interested in scholarly publishing.</li> <li>• Plagiarism checking and ethical AI use: application and uses of AI and plagiarism check; using Perplexity/other AI responsibly for outlining and language support; institutional rules on disclosure and citation of AI assistance.</li> <li>• Report structure and formatting: title page, abstract, introduction, literature review, methodology, results, discussion, conclusions, references and appendices; exporting to PDF.</li> <li>• Presentation and collaboration tools: PowerPoint, Google Slides, Gamma, Canva; designing concise slide decks; using Google Drive/OneDrive for team collaboration; brief on ORCID and Google Scholar profile creation.</li> </ul>	10	02	02
<b>Total</b>		48	8	8

**L – Lectures, T – Tutorials, P – Practical**  
**L=48    T=8/2    P= 6/2**

#### MODES OF IN-SEMESTER ASSESSMENT (40 Marks)

- **Sessional Examinations (Two)**
  - (Short theory + interpretation questions; tool concepts)
  - $10 \times 2 = 20$  marks
- **Other (any two) –  $10 \times 2 = 20$  marks**
  - **Tool-based Lab Test** (Perplexity + search + Zotero or jamovi/JASP practical).
  - **Assignment / Mini-Project:** end-to-end digital research workflow for a marketing/finance topic (idea → framework → sample size → analysis → dashboard → report).
  - **Seminar Presentation** using digital tools on any relevant research-methods topic.
  - **Hands-on Learning Portfolio:** screenshots and short reflections for each major tool used.

(Department may choose any two of the above as per resources.)

#### End-Semester Examination (60 Marks)

- **Part A – Theory & Interpretation:** 20 marks
  - Four short-answer/application questions (5 marks each) on concepts and tool outputs.

- **Part B – Practical Examination:** 40 marks
  - On-system tasks such as:
    - refine a topic using Perplexity and locate articles in Google Scholar;
    - modify a conceptual framework in diagrams.net;
    - compute sample size using an online calculator;
    - run basic analysis in Jamovi/JASP and interpret;
    - insert citations using Zotero in a short Word document.

#### **SUGGESTED READINGS**

- Saunders, M., Lewis, P., & Thornhill, A. (latest ed.). **Research Methods for Business Students.** Pearson.
- Kothari, C. R., & Garg, G. (latest ed.). **Research Methodology: Methods and Techniques.** New Age International.
- Wickham, H., & Grolemund, G. (2017). **R for Data Science** (online, free). O'Reilly.
- Official documentation/tutorials (online, free) for: **Perplexity, Google Scholar, Zotero, jamovi/JASP, G\*Power, Power BI Desktop/Tableau Public, Google Forms.**

**SEMESTER – IX**  
**Title of the Course: Intellectual Property Rights**  
**Course Code: C23**  
**Nature of the Course: Core**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End-Sem) + 40 (In-Sem)**

**COURSE OBJECTIVE:**

- To provide a clear understanding of Intellectual Property Rights (IPR) and why they matter for businesses.
- To familiarise students with the main Indian IPR Acts relevant to commerce.
- To explain the core rules and business implications of Patents, Trademarks, Geographical Indications and Copyright.
- To enable students to identify and manage IP issues in marketing, branding, product development and digital content.

**COURSE OUTCOMES:**

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

- **CO1:** Explain the basic concepts, scope and types of IPR and their role in business strategy.
  - ❖ **LO1.1:** Explain the importance and need for IPR in modern business environments.
  - ❖ **LO1.2:** Illustrate how IPR can be used as a strategic business asset with examples.
  - ❖ **LO1.3:** Assess the role of IPR in enhancing competitive advantage and innovation.
- **CO2:** Identify the main Indian IP Acts and their relevance to commerce.
  - ❖ **LO2.1:** List major Indian IP laws (Patents Act, Trademarks Act, Copyright Act, GI Act, Designs Act).
  - ❖ **LO2.2:** Relate different IP laws to specific business situations.
  - ❖ **LO2.3:** Compare the applicability of various IP Acts in commercial contexts.
  - ❖ **LO2.4:** Examine the effectiveness of Indian IP laws in protecting business interests.
- **CO3:** Demonstrate an understanding of key concepts and procedures related to Patents and their use in innovation and technology-driven businesses.
  - ❖ **LO3.1:** Explain the patenting process in India.
  - ❖ **LO3.2:** Assess the business value of patents in innovation-driven industries.
  - ❖ **LO3.3:** Develop a basic outline of a patent application idea for a business concept.
- **CO4:** Demonstrate clarity on how Trademarks, Branding and Geographical Indications support brand equity and regional products.
  - ❖ **LO4.1:** Demonstrate how trademarks contribute to brand positioning and recognition.
  - ❖ **LO4.2:** Critically evaluate the role of GI in promoting regional products and economic development.
  - ❖ **LO4.3:** Design a basic branding strategy incorporating trademarks and GI elements.
- **CO5:** Elaborate on Copyright protection and common issues in digital and content-driven businesses.
  - ❖ **LO5.1:** Explain rights of copyright owners and the concept of fair dealing.
  - ❖ **LO5.2:** Analyze issues related to digital piracy and content misuse.
  - ❖ **LO5.3:** Formulate guidelines for ethical and legal use of digital content in business.

## Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	understand	apply	analyse	evaluate	create
Factual knowledge	CO2	CO5				
Conceptual knowledge		CO1, CO3	CO1, CO2	CO2, CO4, CO5	CO1, CO2, CO3, CO4	CO3, CO5
Procedural knowledge						
Metacognitive knowledge						

## Mapping of Course Outcomes to Programme Outcomes

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	M	M	M	M	M
CO2	S	M	S	S	M	M	M	M	M	M
CO3	S	S	M	S	S	M	S	M	M	M
CO4	S	S	M	S	M	S	S	S	S	M
CO5	S	S	S	S	M	M	M	S	M	M

UNITS	COURSE CONTENTS	L	T	P
<b>I</b> (15 Marks)	<b>General Introduction to IPR &amp; Legal Framework</b> <ul style="list-style-type: none"> <li>Intellectual Property: Meaning, Need for IPR, Types-patent, trademark, copyright, design, GI, trade secret; IP as a business asset.</li> <li>Overview of Global frameworks: WIPO, TRIPS, WTO.</li> <li>Role of Indian IP Office (Controller General of Patents, Designs &amp; Trademarks).</li> <li>Consequences of violation of IPRs</li> </ul>	10	02	02
<b>II</b> (15 Marks)	<b>Patents and Related Protection</b> <ul style="list-style-type: none"> <li>Patent: concept, business relevance, scope (What can/cannot be patented.) Patents Act, Designs Act.</li> <li>Basic conditions of patentability: novelty, inventive step, industrial applicability</li> <li>Overview of patent process in India: filing → examination → publish → grant.</li> <li>Case studies.</li> </ul>	10	02	02
<b>III</b> (15 Marks)	<b>Trademarks, Branding and Geographical Indications (GI)</b> <ul style="list-style-type: none"> <li>Trademarks: meaning and functions, Trademarks Act</li> <li>Types of marks (word, logo, label) and idea of distinctiveness vs generic terms.</li> <li>Simple outline of registration and protection; infringement / passing off.</li> <li>Trademarks and branding: role in brand equity, brand extension; issues of counterfeiting.</li> <li>Geographical Indications: concept, GI Act, GI tagged products of North East India, case studies related to GI tagged products; link to regional branding and marketing.</li> </ul>	14	02	02

UNITS	COURSE CONTENTS	L	T	P
	<ul style="list-style-type: none"> <li>• Case studies</li> </ul>			
<b>IV (15 Marks)</b>	<p><b>Copyright and Digital IPR</b></p> <ul style="list-style-type: none"> <li>• Copyright: meaning, works protected, Copyright Act 1957 (amendments).</li> <li>• Basic rights of owners and simple idea of fair dealing (education, research, private use).</li> <li>• Digital IPR: online piracy (software, movies, music), copying of images/text in websites and social media; risks for marketers and content creators.</li> <li>• Do's and don'ts for using third-party content (images, logos, music, videos) in business and digital marketing.</li> <li>• Case studies</li> </ul>	14	02	02
<b>Total</b>		48	08	08

**L – Lectures, T – Tutorials, P – Practicals**

**L=48      T=08/2      P= 08/2**

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40 Marks)**

- Two Sessional Examinations 10 x 2= 20 Marks
- Other (any two) 10 x 2= 20 Marks
- Group Discussions
- Assignment
- Seminar Presentation on any of the relevant topics

**SUGGESTED READINGS**

**Core Texts**

- Ganguli, P. (2001). Intellectual Property Rights: Unleashing the Knowledge Economy. Tata McGraw-Hill.
- N.S. Gopalakrishnan & T.G. Agitha. Principles of Intellectual Property. Eastern Book Company.
- Cornish, W., Llewelyn, D., & Aplin, T. (latest ed.). Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights. Sweet & Maxwell.

**Supplementary / Indian Context**

- B.L. Wadehra. **Law Relating to Intellectual Property**. Universal Law Publishing.
- V.K. Ahuja. **Law Relating to Intellectual Property Rights**. LexisNexis.
- World Intellectual Property Organization (WIPO) – **WIPO Intellectual Property Handbook** (free PDF).
- Government of India, **National IPR Policy** (DPIIT).

**SEMESTER – IX**  
**Title of the Course: Marketing Theories**  
**Course Code: Min-9C**  
**Nature of the Course: Minor**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End-Sem) + 40 (In-Sem)**

**COURSE OBJECTIVE:**

The objectives of this course are to:

- Familiarise students with the major classical and contemporary theories in marketing.
- Develop the ability to apply marketing theories to real business problems in products, services and digital environments.
- Strengthen conceptual foundations needed for advanced study, research and managerial decision-making.
- Enable students to critically evaluate marketing strategies of firms in Indian and global contexts using theoretical lenses.

**COURSE OUTCOME:**

**CO1:** Understand the evolution and foundations of marketing thought.

- **LO1.1:** Describe key schools of marketing thought and core concepts.
- **LO1.2:** Explain major classical theories/models that shaped modern marketing practice.

**CO2:** Analyse consumer behaviour using established psychological and behavioural theories.

- **LO2.1:** Apply motivation, learning and attitude theories to understand buying behaviour.
- **LO2.2:** Use decision-making and diffusion theories to evaluate adoption of new products and financial services.

**CO3:** Apply marketing and branding theories to segmentation, targeting, positioning and competitive strategy.

- **LO3.1:** Use STP, competitive advantage and portfolio theories to evaluate firm strategy.
- **LO3.2:** Apply brand equity and service quality models to assess and design marketing programmes.

**CO4:** Evaluate relationship, services and contemporary digital-marketing theories in practice.

- **LO4.1:** Explain relationship-marketing, service-dominant logic and service-profit chain.
- **LO4.2:** Analyse digital and social-media marketing practices using network, engagement and IMC theories.

**CO5:** Critically examine real company cases and propose improvements grounded in marketing theory.

- **LO5.1:** Diagnose strategic issues in Indian and global firms using appropriate theories.
- **LO5.2:** Recommend theory-based solutions and justify them logically.

**Cognitive Map of Course Outcomes with Bloom's Taxonomy**

<b>Knowledge dimension</b>	<b>Remember</b>	<b>Understand</b>	<b>Apply</b>	<b>Analyze</b>	<b>Evaluate</b>	<b>Create</b>
Factual knowledge	CO1	CO1				
Conceptual knowledge	CO1	CO1, CO2, CO3	CO2, CO3	CO2, CO3	CO3, CO4	CO4, CO5
Procedural knowledge		CO2, CO3	CO2, CO3, CO4	CO4, CO5	CO4, CO5	CO5
Meta-cognitive knowledge				CO5	CO5	CO5

### Mapping of Course Outcomes to Programme Outcomes

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	M	M	M	M	M	M
CO2	S	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	S	M	S	M	M	M
CO4	S	S	S	S	S	M	S	S	M	M
CO5	S	S	S	S	S	M	S	S	M	M

UNITS	COURSE CONTENTS	L	T	P
<b>I (15 Marks)</b>	<p><b>Foundations of Marketing Thought and Classical Theories</b></p> <ul style="list-style-type: none"> <li>• Evolution of marketing: from production and sales orientation to marketing and societal marketing concepts; Levitt’s “Marketing Myopia.”</li> <li>• Schools of marketing thought: commodity, functional, institutional, managerial and systems approaches.</li> <li>• <b>Classical buyer-behaviour models:</b> Nicosia Model, Howard–Sheth Model, Engel–Kollat–Blackwell (EKB) Model; relevance in consumer-durable, FMCG and banking contexts.</li> <li>• AIDA and hierarchy-of-effects models (Lavidge &amp; Steiner, DAGMAR) in advertising and promotion planning.</li> </ul>	14	02	00
<b>II (15 Marks)</b>	<p><b>Segmentation, Positioning, Branding</b></p> <ul style="list-style-type: none"> <li>• STP paradigm: Smith’s concept of market segmentation</li> <li>• Basis of segmentation (demographic, psychographic, behavioural)</li> <li>• Targeting strategies</li> <li>• Positioning theory (Ries &amp; Trout).</li> </ul>	12	02	00
<b>III (15 Marks)</b>	<p><b>Competitive Strategy Theories</b></p> <ul style="list-style-type: none"> <li>• Competitive strategy theories: Porter’s Generic Strategies, Five Forces Model and Value Chain; Resource-Based View (RBV) of the firm.</li> <li>• Branding theories: Aaker’s Brand Identity Model; Keller’s Customer-Based Brand Equity (CBBE) Model.</li> <li>• Service quality and services-marketing theories: GAP Model and SERVQUAL.</li> <li>• Rogers Diffusion of Innovation Theory</li> </ul>	14	02	00
<b>IV (15 Marks)</b>	<p><b>Relationship, Services and Contemporary Digital-Marketing Theories</b></p> <ul style="list-style-type: none"> <li>• Relationship-Marketing theories: Nordic School, Morgan &amp; Hunt’s Commitment–Trust Theory.</li> <li>• Service-Dominant Logic (Vargo &amp; Lusch).</li> <li>• Service-Profit Chain and Internal Marketing: linkages between employee satisfaction, service quality and profitability.</li> <li>• Theories in digital and social-media marketing: network theory, social exchange theory in influencer and referral marketing; Integrated Marketing Communications (IMC) frameworks in an omnichannel context.</li> <li>• Bottom of the Pyramid (BoP) and emerging-market marketing theories: Prahalad’s BoP view.</li> </ul>	12	02	00
	<b>TOTAL</b>	52	08	

L= Lectures, T= Tutorials, P=Practical

L=52, T=8/2

## MODES OF IN-SEMESTER ASSESSMENT (40 Marks)

- **Sessional Examinations (Two)**
  - Mixture of short-answer and application questions based on theories and cases.
  - $10 \times 2 = 20$  marks
- **Other (any two) –  $10 \times 2 = 20$  marks**
  - **Group Discussion / Case Study** on application of one or more theories to an Indian company (e.g., Porter's Five Forces on telecom, CBBE on a brand).
  - **Assignment / Project Work:** theory-based analysis of a marketing strategy (STP, branding, CRM, digital campaign) and recommendations.
  - **Seminar Presentation:** student presentations on selected theories and their contemporary relevance.
  - **Hands-on Learning:** live mini-projects such as mapping brand portfolios using BCG/GE matrices, analysing diffusion of fintech products, etc.

(Department will select any two of the above as per faculty preference.)

## End-Semester Examination (60 Marks)

- Four questions, one from each unit, with internal choice.
- Each question carries **15 marks** (combination of conceptual explanation and application to case/real-world situation)

## SUGGESTED READINGS

### Core Texts

- Kumar, A., Meenakshi, N. (latest ed.). **Marketing Management**. Vikas Publishing.
- Kotler, P., Keller, K. L. (latest ed.). **Marketing Management**. Pearson.
- Schiffman, L., & Wisenblit, J. (latest ed.). **Consumer Behavior**. Pearson.

### Supplementary Texts

- Pride, W. M., & Ferrell, O. C. (latest ed.). **Marketing**. Cengage.
- Baines, P., Fill, C., & Page, K. (latest ed.). **Essentials of Marketing**. Oxford University Press.
- Aaker, D. A. (1996). **Building Strong Brands**. Free Press.
- Keller, K. L. (2013). **Strategic Brand Management**. Pearson.
- Vargo, S. L., & Lusch, R. F. (2004). "Evolving to a New Dominant Logic for Marketing." *Journal of Marketing*, 68(1), 1–17.

**SEMESTER – IX**  
**Title of the Course: Human Resource Research**  
**Course Code:**  
**Nature of the Course: DSE**  
**Course Credit: 04 credits**  
**Distribution of Marks: 60 (End-Sem) + 40 (In-Sem)**

**Course Objectives:**

The objectives of this course are to:

- Familiarize students with the nature, scope, and importance of Human Resource Research in organizational decision-making.
- Develop the ability to identify HR research problems and formulate research objectives and hypotheses.
- Equip students with knowledge of research design, sampling techniques, and measurement tools in HR studies.
- Enable students to collect, analyse and interpret HR data using appropriate quantitative and qualitative methods.
- Prepare students to write structured research reports such as dissertations and theses in HRM

**Course Outcome:**

CO1: Understand the nature, scope and relevance of Human Resource Research in organisational planning and decision-making.

- **LO1.1:** Explain the meaning, evolution and scope of HR research.
- **LO1.2:** Describe the role of research in HR planning, policy formulation and organizational decision-making.

CO2: Formulate HR research problems and design appropriate research studies.

- **LO2.1:** Identify research problems from organisational and academic HR contexts.
- **LO2.2:** Frame research objectives and hypotheses for HR studies.
- **LO2.3:** Select suitable research designs such as exploratory, descriptive, causal, case study or longitudinal designs.

CO3: Apply appropriate sampling techniques and measurement tools in HR research.

- **LO3.1:** Differentiate between probability and non-probability sampling methods and determine sample size for HR surveys.
- **LO3.2:** Apply suitable levels of measurement and assess reliability and validity of HR scales.

CO4: Collect and organise HR data using appropriate research methods.

- **LO4.1:** Design and administer primary data tools such as questionnaires and interviews.
- **LO4.2:** Use secondary data sources including HR records, HRMIS and government reports.
- **LO4.3:** Apply qualitative methods such as focus groups and case studies in HR research.

CO5: Apply HR research findings and basic analytics for informed HR decision-making and reporting.

- **LO5.1:** Interpret basic HR indicators such as employee turnover, absenteeism, training outcomes and performance measures.
- **LO5.2:** Use research evidence to support HR decisions in recruitment, training, appraisal and employee engagement.

- **LO5.3:** Prepare simple HR research reports ensuring ethical use of employee data and confidentiality.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge Dimension	Remember	Understand	Apply	Analyse	Evaluate	Create
Factual Knowledge	CO1	CO1				
Conceptual Knowledge	CO1	CO1, CO2	CO3	CO2, CO4	CO5	
Procedural Knowledge		CO3	CO3, CO4	CO4, CO5	CO5	CO5
Meta-cognitive Knowledge				CO5	CO5	CO5

### Mapping of Course Outcomes to Programme Outcomes

CO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	S	M	M	M	M	M	M	M	M	M	M
CO2	S	S	S	M	M	M	M	M	M	M	M
CO3	S	S	M	M	M	M	M	M	M	M	M
CO4	S	S	M	M	S	S	M	M	M	M	M
CO5	S	S	S	S	S	S	M	M	M	M	S

UNITS	CONTENTS	L	T	P
I	<p><b>Introduction to Human Resource Research</b></p> <p>Nature and Scope of HR Research- Meaning, Evolution of HR research, Role of research in HR planning and policy formulation</p> <p>HR Research and Organisational Decision-Making.</p> <p>Case Studies</p>	13	1	
II	<p><b>HR Research Problems and Research Design:</b></p> <p>Identification of HR Research Problems- Sources of HR research problems, Industry-based and academic HR research issues.</p> <p>Formulation of Research Objectives and Hypotheses.</p> <p>Research Designs in HR Research- Exploratory, descriptive, and causal designs, Case study and comparative HR research, Cross-sectional vs longitudinal HR studies. Case Studies</p>	13	2	
III	<p><b>Sampling and Measurement in HR Research:</b></p> <p>Sampling Design for HR Studies-Population and sample in organisational research, Probability and non-probability sampling techniques, Sample size determination in employee surveys</p> <p>Measurement of HR Variables- Behaviour-based measurement scale- BARS (Behaviourally Anchored Rating Scales) and BOS (Behavioural Observation Scale), Mixed Standard Scales, Graphic Rating Scales (Behaviour Bases); Specialised</p>	14	2	

	Behavioural Measures; Organizational Citizenship Behaviour Scales; Counterproductive Work Behaviour Scales; Adaptive Performance Scales, Case Studies			
<b>IV</b>	<p><b>Data Collection Methods in HR Research:</b></p> <p>Primary Data Collection- Questionnaires and schedules , Structured and semi-structured interviews, Observation methods in HR research.</p> <p>Secondary Data Sources- HR records, company reports, HRIS, Government and industry HR reports.</p> <p>Qualitative Methods in HR Research, Identification of appropriate scales for data collection specific to HR, Case Studies</p>	13	1	
<b>Total</b>		53	6	

**L= Lectures, T= Tutorials, P=Practical**

**L=53, T=6/2**

#### **MODES OF IN-SEMESTER ASSESSMENT (40 Marks)**

- Sessional Examination (Two) –  $10 \times 2 = 20$  Marks
  - Short answer and analytical questions from Units I–V
  - Application-based questions on research design, sampling, HR indicators, and reporting

- Other (Any Two) –  $10 \times 2 = 20$  Marks

(Department may select any two of the following)

##### ▪ **Group Discussion**

Discussion on contemporary HR research issues such as employee engagement studies, HR analytics in organisations, ethical use of employee data, or evidence-based HRM.

##### ▪ **Assignment / Project Work**

Preparation of a small HR research proposal covering problem statement, objectives, sampling plan, and proposed tools of data collection.

##### ▪ **Case Study Presentation**

Analysis of a real or published HR research case (e.g., turnover analysis, training effectiveness study, employee satisfaction survey).

##### ▪ **Seminar Presentation**

Presentation on topics such as HR research design, sampling in organizational research, HR analytics indicators, or ethical issues in HR research.

#### **References**

- Saunders, M., Lewis, P., & Thornhill, A. (Latest Ed.). *Research Methods for Business Students*. Pearson.
- Kothari, C. R., & Garg, G. (Latest Ed.). *Research Methodology: Methods and Techniques*. New Age International.
- Dessler, G. (Latest Ed.). *Human Resource Management*. Pearson.
- Fitz-enz, J., & Mattox, J. (Latest Ed.). *Predictive Analytics for Human Resources*. Wiley.

**FIVE YEAR INTEGRATED POST GRADUATE PROGRAMME (FYIPGP)  
IN COMMERCE (HUMAN RESOURCE MANAGEMENT)**

**SEMESTER- X**

**Course Title: Research and Publication Ethics**

**Course Code: C 24**

**Nature of the course: CORE**

**Course Credit: 04 credits**

**Distribution of Marks: 60 (End Sem) + 40 (In- Sem)**

**Course Objective:**

To enable learners to practice ethical research and publication in commerce and management by applying principles of integrity, responsible conduct, and scholarly communication using appropriate tools, databases, and research metrics.

**Course Outcome:**

**CO1:** Students will be able to explain the basic concepts of philosophy, ethics, and values in academic and business research.

- ✓ LO1.1: Define the nature, scope, and branches of philosophy and ethics.
- ✓ LO1.2: Explain moral judgments and ethical values in academic and professional life.

**CO2:** Students will be able to apply ethical standards and integrity in commerce and management research.

- ✓ LO2.1: Identify ethical responsibilities of researchers in business and management studies.
- ✓ LO2.2: Apply principles of research integrity in academic research work.

**CO3:** Students will be able to distinguish between different forms of research and publication misconduct.

- ✓ LO3.1: Differentiate falsification, fabrication, and plagiarism (FFP).
- ✓ LO3.2: Identify issues related to redundant publication, salami slicing, and data misrepresentation.

**CO4:** Students will be able to follow ethical practices and standards in scholarly publication.

- ✓ LO4.1: Describe publication ethics guidelines such as COPE, WAME, and ICMJE.
- ✓ LO4.2: Apply authorship criteria and manage conflicts of interest responsibly.

**CO5:** Students will be able to identify credible journals and avoid predatory publishers.

- ✓ LO5.1: Recognize features of predatory journals and unethical publishers.
- ✓ LO5.2: Use journal finder and evaluation tools to select appropriate journals for publication.

**CO6:** Students will be able to use plagiarism detection and open-access tools for ethical research practices.

- ✓ LO6.1: Use plagiarism detection software such as Turnitin, Urkund, and open-source tools.
- ✓ LO6.2: Apply SHERPA/RoMEO and open-access resources to ensure copyright compliance.

**CO7:** Students will be able to access research databases and evaluate research impact using metrics.

- ✓ LO7.1: Use indexing and citation databases such as Scopus and Web of Science for literature review.

- ✓ LO7.2: Evaluate journals and authors using research metrics like Impact Factor, h-index, CiteScore, and altmetrics.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge Dimension	Remember	Understand	Apply	Analyze	Evaluate	Create
Factual Knowledge	CO1	CO1	–	–	–	–
Conceptual Knowledge	–	CO1	CO2	CO2	–	–
Procedural Knowledge	–	–	CO3	CO3	CO4	CO5
Metacognitive Knowledge	–	–	–	CO4	CO5	CO7

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	M	M	–	S	M	–	M	–
CO2	M	S	S	M	M	S	M	M	M	–
CO3	–	S	S	M	M	S	–	M	–	–
CO4	–	S	M	S	M	S	M	M	–	S
CO5	–	M	M	M	S	M	M	S	M	S
CO6	–	M	M	M	S	S	–	S	–	S
CO7	–	S	S	S	M	M	–	S	M	S

Unit	Content	L	T	P
1	<b>SCIENTIFIC CONDUCT IN COMMERCE &amp; MANAGEMENT RESEARCH</b> Ethics with respect to business and management research. Intellectual honesty and research integrity. Scientific misconducts: falsification, fabrication, and plagiarism (FFP). Redundant publications: duplicate and overlapping publications, salami slicing. Selective reporting and misrepresentation of data	10	2	2
2	<b>PUBLICATION ETHICS</b> Publication ethics: definition, introduction and importance. Best practices/standards setting initiatives and guidelines: COPE, WAME, ICMJE. Conflicts of interest. Publication misconduct: concept, problems that lead to unethical behavior and vice versa, types. Violation of publication ethics, authorship and contributorship. Identification of publication misconduct, complaints and appeals. Predatory publishers and journals, Techniques to identify Predatory Journals, Ethics reports.	14	2	2
3	<b>OPEN ACCESS PUBLISHING &amp; PUBLICATION MISCONDUCT</b> Open access publications and initiatives. SHERPA/RoMEO online resource to check publisher copyright & self-archiving policies. Journal finder/journal suggestion tools. Ethical issues in Commerce & Management, authorship. Conflicts of interest. Complaints and appeals: case studies from India and abroad. Consequences of ethics violation.	14	2	2
4	<b>DATABASES AND RESEARCH METRICS</b> Indexing databases. Citation databases: Web of Science, Scopus, etc. Impact Factor of journal as per Journal Citation	10	2	2

	Report, SNIP, SJR, IPP, and Cite Score. Metrics: h-index, g-index, i10 index, altmetrics			
<b>Total</b>		48	8	8

**L – Lectures, T – Tutorials, P – Practicals**

**L=48      T=08/2      P= 08/2**

**. MODES OF IN-SEMESTER ASSESSMENT:**

**(40Marks)**

- Sessional Examination (Two)- 10 x 2= 20 marks
- Other (any two) 10 x 2= 20 marks
- Group Discussion
- Assignment/ Project Work
- Case Studies Presentation
- Seminar Presentation on any of the relevant topics

References:

- 1) Bird, A. (2006). Philosophy of Science, Routledge
- 2) MacIntyre & Alasdair (1967). A Short History of Rthics. London.
- 3) Chaddah, P. (2108). Ethics in Competitive Research: Do not Get Scoped; Do not get Plagiarized.
- 4) National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). On Being a Acientist: A Guide to Responsible Conduct in Research: Third Edition. National Academies Press.
- 5) Resnik, D. B. (2011). What is Ethics in Research &Why is it Important. National Institute of Environmental Health Sciences, 1-10, Retrieved from <https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>
- 6) Beall, J. (2012). Predatory Publishers are Corrupting Open Access. Nature, 489(7415), 179 <https://doi.org/10.1038/489179a>
- 7) Indian National Science Academy (INSA), Ethics in Science Education, Research and Governance (2019). [http://www. Insaindia.res.in/pdf/Ethics\\_Book.pdf](http://www.Insaindia.res.in/pdf/Ethics_Book.pdf)



UNITS	COURSE CONTENTS	L	T	P
<b>I</b> <b>(15 Marks)</b>	<b>Foundations of Emotional Intelligence and Creative Thinking</b> <ul style="list-style-type: none"> <li>Emotional intelligence: Meaning; EQ vs IQ; relevance for commerce, marketing and finance careers.</li> <li>Simple EI model: Self-awareness, self-management, social awareness, relationship management.</li> <li>Creative thinking: meaning, Difference between creativity and innovation.</li> </ul>	12	02	–
<b>II</b> <b>(15 Marks)</b>	<b>Intrapersonal EI: Self-awareness and Self-Management</b> <ul style="list-style-type: none"> <li>Self-awareness: recognising feelings, strengths, weaknesses and personal values; self-assessment and reflection.</li> <li>Emotional self-management: basic techniques for managing anger, stress and anxiety; impulse control.</li> <li>Motivation and mindset: growth mindset, optimism and resilience; setting small personal and academic goals.</li> </ul>	12	02	–
<b>III</b> <b>(15 Marks)</b>	<b>Interpersonal EI, Communication and Teamwork</b> <ul style="list-style-type: none"> <li>Empathy and perspective taking in everyday interactions.</li> <li>Communication skills: active listening, clear expression, non-verbal signals, feedback.</li> <li>Conflict management: common causes, simple win–win approach.</li> <li>EI in teamwork and leadership: building trust and cooperation in small groups; application to customer service and sales situations.</li> </ul>	12	02	04
<b>IV</b> <b>(15 Marks)</b>	<b>Creative Thinking Tools and Business Applications</b> <ul style="list-style-type: none"> <li>Steps in simple problem solving: define the problem → generate ideas → choose ideas → plan basic action.</li> <li>Divergent and convergent thinking; common blocks to creativity and ways to reduce them.</li> <li>Selected tools (introductory level): brainstorming rules, SCAMPER checklist, mind mapping; Six Thinking Hats.</li> </ul>	10	02	08
<b>Total</b>		46	08	12

**L= Lectures, T= Tutorials, P=Practical**

**L=46 T=08/2 P=12/2**

#### **MODES OF IN-SEMESTER ASSESSMENT (40 Marks)**

- Sessional Examinations (Two) –  $10 \times 2 = 20$  Marks
- Other (Any Two) –  $10 \times 2 = 20$  Marks
- Group Discussion / Role Play on EI or creative-thinking situations.
- Assignment / Short Project (personal EI plan or simple creativity project for a business issue).
- Seminar Presentation on a selected EI or creativity topic.
- Hands-on learning (workshop, reflection journal, or team activity).

#### **SUGGESTED READINGS**

(Any recent editions; low-cost/Indian editions may be used)

- Goleman, D. Emotional Intelligence.
- Goleman, D. Working with Emotional Intelligence.
- Bradberry, T., & Greaves, J. Emotional Intelligence 2.0.
- Singh, D. Emotional Intelligence at Work: A Professional Guide.
- De Bono, E. Six Thinking Hats and/or Lateral Thinking.

**SEMESTER-X**  
**Course Title: Marketing Strategy**  
**Course Code: Min10C**  
**Nature of the Course: Minor**  
**Total Credit Assigned: 4 Credits**  
**Marks: 60 (End Sem) +40(In Sem) = 100**

**COURSE OBJECTIVE:**

- To develop a comprehensive understanding of marketing strategy concepts and the strategic marketing planning process
- To enable students to formulate, implement, monitor, and evaluate comprehensive marketing strategies

**COURSE OUTCOMES:**

- **CO1:** Display clarity on the importance concepts and scope of marketing strategy and differentiate it from marketing tactics.
  - ✓ **LO1.1:** Define marketing strategy and explain its role in business success.
  - ✓ **LO1.2:** display strategic thinking capacity in marketing decisions.
- **CO2:** Analyze and utilize strategic marketing planning process in alignment with business objectives.
  - ✓ **LO2.1:** Explain the components of a strategic marketing plan.
  - ✓ **LO2.2:** Examine and apply the steps involved in developing a marketing strategy.
  - ✓ **LO2.3:** Illustrate how marketing strategies work in alignment with overall business goals.
- **CO3:** Apply market research fundamentals to gather and interpret data for strategic decision-making.
  - ✓ **LO3.1:** Identify appropriate data collection methods such as surveys and focus groups.
  - ✓ **LO3.2:** Interpret market research findings to support marketing decisions.
- **CO4:** Analyze consumer behaviour elements to develop effective strategies and decision making.
  - ✓ **LO4.1:** Apply segmentation and targeting techniques to identify the right audience.
  - ✓ **LO4.2:** Develop buyer personas based on consumer insights.
- **CO5:** Conduct competitive analysis and formulate positioning and differentiation strategies.
  - ✓ **LO5.1:** display capacity to Identify competitors and analyze their marketing strategies.
  - ✓ **LO5.2:** Perform SWOT analysis and benchmarking against competitors.
  - ✓ **LO5.3:** Develop value propositions and positioning strategies.
- **CO6:** Evaluate strategies for building and sustaining brand equity and customer loyalty.
  - ✓ **LO6.1:** Assess brand extension and co-branding strategies.
  - ✓ **LO6.2:** Analyze and implement methods to enhance brand loyalty and customer retention.
- **CO7:** Demonstrate a capacity to Design digital marketing strategies using appropriate online channels and content marketing approaches.
  - ✓ **LO7.1:** Develop strategies for creating an online presence and digital brand identity.

- ✓ **LO7.2:** Display clarity on major digital marketing channels.
- ✓ **LO7.2:** Elaborate the role of content marketing in digital marketing strategy.
- **CO8:** Demonstrate a capacity to develop comprehensive marketing strategy.
  - ✓ **LO8.2:** Explain the steps in developing a marketing strategy.
  - ✓ **LO8.2:** Formulate SMART objectives and measurable KPIs.
  - ✓ **LO8.1:** Prepare a marketing budget and allocate resources effectively.
- **CO10:** Effectively utilize data for decision making.
  - ✓ **LO10.1:** Leverage data analytics and data for strategic decision-making

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	Understand	apply	analyze	evaluate	create
Factual knowledge						
Conceptual knowledge	CO1	CO1, CO2, CO3, CO5, CO8, CO10	CO2, CO3, CO10	CO2, CO4, CO5, CO6, CO8	CO2, CO6, CO10	CO4, CO5, CO7, CO8
Procedural knowledge						CO5, CO7, CO8,
Metacognitive knowledge		CO1				

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	M	M	M	S	M	M
CO2	S	S	S	M	M	M	S	M	M	M
CO3	M	M	M	M	M	M	M	M	M	S
CO4	S	S	S	M	M	M	M	S	S	M
CO5	M	M	S	M	M	M	M	M	M	M
CO6	S	S	S	M	M	M	M	M	S	M
CO7	S	S	S	M	M	M	S	M	S	M
CO8	S	S	M	M	M	M	S	M	S	M
CO9	S	S	M	M	M	M	S	M	S	M
CO10	S	S	M	M	M	M	M	M	S	M

BLOCK	CONTENT	L	T	P
1: Introduction to Marketing Strategy	<ul style="list-style-type: none"> <li>● Definition and importance of marketing strategy</li> <li>● Difference between marketing strategy and tactics</li> <li>● Key components of a marketing strategy</li> <li>● Aligning marketing strategy with business goals</li> <li>● Role of marketing strategy in business success</li> <li>● Steps to develop a comprehensive marketing strategy</li> <li>● Setting smart objectives and Key Performance Indicators</li> <li>● Budgeting and resource allocation</li> </ul>	13	2	
2: Digital Marketing Strategy	<ul style="list-style-type: none"> <li>● Overview of digital marketing channels -SEO, SEM, social media, email, content Marketing, Influencer Marketing, Affiliate marketing.</li> </ul>	12	2	

	<ul style="list-style-type: none"> <li>• Creating an online presence and digital brand identity</li> </ul>			
3: Competitive Analysis	<ul style="list-style-type: none"> <li>• Identifying competitors and analysing their strategies; Core Competitive Strategies- Cost Leadership, Differentiation, Focus (Niche) strategy,</li> <li>• Differentiation strategies- Product Based, Service Based, Brand Based Differentiation, Price, Channel Based, Relationship Based Differentiation</li> </ul>	14	2	
4. Positioning	<ul style="list-style-type: none"> <li>• Market Positioning strategies- Competitive Positioning, Situational Positioning, Perceptual Positioning; Price Based, Quality Based, Customer Based Positioning.</li> <li>• SWOC analysis (Strengths, Weaknesses, Opportunities, Challenges)</li> <li>• Brand extension and co-branding strategies</li> </ul>	13	2	
<b>Total</b>		52	8	

**L= Lectures, T= Tutorials, P=Practical**

**L=52, T=8/2**

**MODESOFIN-SEMESTERASSESSMENT: (40Marks)**

- TwoSessional Examination 10x 2= 20 marks
- Other(any two)
- GroupDiscussion.
- Assignment.
- Project.
- SeminarPresentation onanyother relevant topics.

**RecommendedBooks:**

- Strategic Marketing Management: Planning, Implementation and Control by **Alexander Chernev**
- Strategic Marketing: Creating Competitive Advantage by **Douglas West, John Ford & Essam Ibrahim**
- Marketing Strategy: Text & Cases by **V.S. Ramaswamy & S. Namakumari**
- Essentials of Marketing Research by **William G. Zikmund, Barry J. Babin, Jon C. Carr & Mitch Griffin**
- Digital Marketing: Strategy, Implementation and Practice by **Dave Chaffey & Fiona Ellis-Chadwick**
- Marketing Strategy: Indian Perspectiveby**Varadarajan& Yadav**

## **SEMESTER- X**

**Course title: Strategic Human Resource Management**

**Course Code:**

**Nature of the course: DSE**

**Course Credit: 04 credits**

**Distribution of Marks: 60 (End Sem) + 40 (In- Sem)**

### **COURSE OBJECTIVE:**

To develop a comprehensive understanding of Strategic Human Resource Management by examining its theoretical foundations, strategic alignment with corporate objectives, contribution to business performance, and contemporary global challenges, enabling students to critically evaluate and apply strategic HR frameworks in dynamic organisational contexts.

### **COURSE OUTCOME:**

CO 1: Students will be able to explain the conceptual foundations of SHRM and analyse how HR strategies align with corporate strategy to create sustainable competitive advantage.

- ✓ LO1: Differentiate between traditional HRM and SHRM and explain the evolution and theoretical foundations.
- ✓ LO2: Analyse the strategic role of HR competencies and HR architecture in supporting long-term organisational goals.

CO 2: Students will be able to evaluate the strategic role of HR in organisational decision-making, workforce management, and strategic change processes.

- ✓ LO1: Assess the role of HR at corporate, business, and functional strategy levels, including workforce diversity and strategic workforce planning.
- ✓ LO 2: Examine how SHRM supports employee relations, trade union management, cultural alignment, and organisational restructuring.

CO 3: Students will be able to critically evaluate the relationship between SHRM practices and organisational performance using strategic measurement frameworks.

- ✓ LO 1: Analyse how SHRM practices such as High-Performance Work Systems (HPWS) contribute to competitive advantage and firm performance.
- ✓ LO 2: Apply HR metrics, performance measurement tools, and models such as the Human Capital Bridge Framework to evaluate SHRM effectiveness.

CO 4: Students will be able to interpret emerging global trends and assess the strategic implications of technological, ethical, and international developments in HRM.

LO 1: Evaluate the HR implications of mergers, acquisitions, outsourcing, and globalisation in diverse organisational contexts.

LO 2: Analyse the strategic impact of digital transformation, corporate ethics, and future workforce trends on SHRM practices.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge decision	remember	understand	apply	analyse	evaluate	create
Factual knowledge	CO1	CO1				
Conceptual knowledge		CO1	CO2	CO2	CO3	
Procedural knowledge			CO2	CO3	CO3	CO4
Metacognitive knowledge				CO4	CO4	CO4

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	–	M	M	–	M	–
CO2	M	S	S	M	M	S	M	M	M	–
CO3	–	S	S	M	S	M	–	M	–	–
CO4	–	S	M	S	M	S	M	M	–	S

Unit	Content	L	T	P
Unit I: Introduction to Strategic Human Resource Management	Evolution and development of Strategic Human Resource Management (SHRM); relationship between HRM, SHRM, and corporate strategy; emerging challenges in strategic HRM; Resource-Based View (RBV) of the firm; investment perspective of SHRM; HR architecture; strategic HR competencies.	12	2	2
Unit II: Human Resource Strategies and Strategic HRM in Practice	Role and significance of HR in strategy formulation; levels of strategy—corporate, business, and functional; managing workforce diversity in organisations. Identification of strategic roles and positions; management of employee relations, including trade unions and strategic collective bargaining; role of SHRM in strategic change and organisational restructuring; alignment of organisational culture with strategy.	14	2	2
Unit III: Strategic HRM and Business Performance	Role of SHRM in achieving competitive advantage; high-performance work systems (HPWS) and their strategic relevance; relationship between HRM practices and firm performance; HR Intervention Strategies: Human Process, Techno- structural, HRM and Strategic Intervention. HR metrics and measurement systems; Human Capital (HC) Bridge Framework model.	12	2	2
Unit IV: Contemporary	Human resource implications of mergers and acquisitions; outsourcing and its impact on HR strategy; strategic HRM in	10	2	2

Trends and Issues in Strategic HRM	the international and global context; HRM practices in developed vs developing economies; technology and digital transformation in HRM; corporate ethics, values, and their integration with SHRM; future directions and emerging trends in Strategic Human Resource Management.			
	<b>TOTAL</b>	48	8	8

**L=Lectures, T=Tutorials, P=Practical**

**MODES OF IN-SEMESTER ASSESSMENT:**

**(40Marks)**

- Sessional Examination (Two)- 10 x 2= 20 marks
- Other (any two) 10 x 2= 20 marks
- Group Discussion
- Assignment/ Project Work
- Case Studies Presentation
- Seminar Presentation on any of the relevant topics

Reference Books:

- · Agarwala, T., Strategic Human Resource Management. OUP (Unit II)
- · Baron, James N. & David, M. Kreps (1999). Strategic Human Resources – Frameworks For General Managers. Wiley (Chapter 19 for Unit V)
- · Greer, C.R., Strategic Human Resource Management: A general managerial approach, Pearson Education. (Unit 1 – Investment Perspective)
- · Kaufman, Bruce E. (2015). Evolution of Strategic HRM as seen through two founding books: a 30th anniversary perspective on development of the field. Human Resource Management, SHRM thirtieth anniversary review. May–June, 54(3). 389–407
- · Mello, J. A. (2006) Strategic Management of Human Resources. South Western
- · Schuler, R. S. & Jackson, S. E. (2007), Strategic Human Resource Management, Wiley India.
- · Becker, B. & Gerhart, B. (1996), The impact of human resource management on organizational performance: Progress and prospects. Academy of Management Journal, 39, 779-812.
- · Becker, B. E. & Huselid, M. A. (2006), Strategic human resources management: Where do we go from here? Journal of Management, 32(6): 898–925.
- · Bhattacharya, M., Gibson, D. E. & Doty, D. H. (2005), The effects of flexibility in employee skills, employee behaviors, and human resource practices on firm performance. Journal of Management, 31, 622-640.
- · Delaney, J. T. & Huselid, M. A. (1996), The impact of human resource management practices on perceptions of organizational performance. Academy of Management Journal, 39, 949-970.
- Gerard, H. Seijts and Gary, P. Latham (2005), Learning versus Performance Goals: When Should Each Be Used? Academy of Management Executive, 19(1) (Feb), 124-131
- · Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. Academy of Management Journal, 38, 635-673.

## **SEMESTER-X**

**Title of the Course: Social and Industrial Psychology**

**Course Code:**

**Nature of the Course: DSE**

**Course Credit: 04 credits**

**Distribution of Marks: 60 (End Sem) + 40 (In-Sem)**

### **COURSEOBJECTIVE:**

Industrial Psychology focuses on the application of psychological principles in the workplace. The course explores topics such as employee motivation, job satisfaction, leadership, and the psychological aspects of work environments.

### **COURSEOUTCOME:**

**CO1:** Explain the foundational concepts, scope, and historical development of Industrial Psychology.

**LO1.1:** Describe the concept, meaning, characteristics, scope, and role of Industrial Psychology in organizational settings.

**LO1.2:** Discuss the historical development and classical contributions including Scientific Management by Frederick Winslow Taylor, the Hawthorne Studies at Western Electric Company, and the Time and Motion Study by Frank B. Gilbreth and Lillian Moller Gilbreth.

**CO2:** Analyse core concepts and research methods of Social Psychology in organizational and group contexts.

**LO2.1:** Explain the nature, goals, scope, and major methods of Social Psychology including observation, questionnaire, interview, and experiment.

**LO2.2:** Examine group structure and functions, and analyse group phenomena such as social facilitation, social loafing, and group cohesiveness.

**CO3:** Evaluate social behaviour and theoretical perspectives related to pro-social behaviour and aggression.

**LO3.1:** Describe the meaning, characteristics, and determinants (personal, situational, socio-cultural) of pro-social behaviour and explain theoretical models such as the Empathy-Altruism Hypothesis and Negative State Relief Model.

**LO3.2:** Analyse the meaning, characteristics, determinants, prevention, and control of aggression in organizational settings.

**CO4:** Assess psychological factors influencing employee well-being and workplace adjustment.

**LO4.1:** Examine workplace stress and recommend strategies for managing stress at the workplace.

**LO4.2:** Explain the concept, types, causes, and remedies of industrial fatigue and industrial boredom.

**CO5:** Apply psychological principles to promote safety, efficiency, and healthy work environments.

**LO5.1:** Identify causes of industrial accidents and suggest appropriate safety measures.

**LO5.2:** Propose psychological interventions to reduce fatigue, boredom, aggression, and stress to enhance organizational effectiveness.

### Cognitive Map of Course Outcomes with Bloom's Taxonomy

Knowledge Dimension	Remember	Understand	Apply	Analyse	Evaluate	Create
Factual Knowledge	CO1	CO1, CO5	–	–	–	–
Conceptual Knowledge	–	CO1, CO2	CO3, CO4	CO4, CO5, CO6	CO3, CO4, CO6	CO5
Procedural Knowledge	–	CO2, CO3	CO6	CO6	CO6	–
Metacognitive Knowledge	–	–	CO5	CO5	CO5	CO6

### Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	M	M	S	S	M	M	M	M
CO2	M	M	M	M	S	S	M	M	M	M
CO3	M	M	M	M	S	S	M	M	S	S
CO4	M	M	M	M	S	S	M	M	S	S
CO5	M	M	M	M	S	S	M	S	S	M

UNIT	CONTENTS	L	T	P
<b>I(15 Marks)</b>	Introduction to Industrial Psychology: Concept and Meaning, Characteristics of Industrial Psychology, Scopes of Industrial Psychology, Historical Development of Industrial Psychology, Role of Psychology in Organizational Settings  Classical Studies: Scientific Management School; Hawthorne Studies; Time And Motion Study	13	02	-
<b>II(15 Marks)</b>	Introduction to Social Psychology: Nature, goal, and scope of Social Psychology; Methods of Social Psychology Observation, Questionnaire, Interview, and Experiment  Group - Group structure and function, Social facilitation, Social loafing, Group Cohesiveness	13	02	-
<b>III (15 Marks)</b>	Social Behavior: Pro-social behavior- Meaning and Characteristics, Determinants of Pro-Social Behaviour:- personal, situational and socio-cultural, Theoretical Perspectives: Empathy-Altruism Hypothesis, Negative State Relief Model  Aggression: - Meaning and Characteristics, Determinants of Aggression: Personal, social and Situational determinants of aggression; prevention and control of aggression	13	02	-
<b>IV (15 Marks)</b>	Workplace Stress, Managing Stress at Workplace  Industrial Fatigue: Concept and Meaning, Types of Industrial Fatigue, Causes and Remedies of Industrial Fatigue	13	02	-

	Industrial Boredom: Concept and Meaning, Causes and Remedies of Boredom, remedies to Reduce Boredom Industrial Accident and Safety: Causes Of Industrial Accidents and Safety Measures			
	<b>TOTAL</b>	52	08	-

**L =Lectures, T =Tutorials, P =Practical**

**Total class=56 (L=52, T=8/2)**

**OF IN-SEMESTER ASSESSMENT:**

**40 Marks**

- Two Sessional Examination 10 x 2= 20 marks
- Other (Any two) 10 x 2= 20 marks
- Assignment
- Seminar Presentation on any of the relevant topics
- Group Discussions

**Suggested Readings:**

- Aamodt, M. G. (2019). Industrial/Organizational Psychology: An Applied Approach. Cengage Learning.
- Spector, P. E. (2019). Industrial and Organizational Psychology: Research and Practice. John Wiley & Sons.
- Baron R.A & Byrne. D. (2003). Social Psychology. 10th Edition, Prentice Hall
- Baron. R.A., Byrne, D. & Bhardwaj. G (2010). Social Psychology (12th Ed).New Delhi: Pearson
- Mohanty, N., Varadwaj, K. & Mishra, H.C. (2014). Explorations of Human Nature and Strength: Practicals in Psychology, Divya Prakashani, Samantarapur, Bhubaneswar.
- Cascio, W. F., &Aguinis, H. (2019). Applied Psychology in Human Resource Management. Pearson.
- Latham, G. P., & Budworth, M. H. (2018). The Work of Industrial-Organizational Psychologists: Science, Practice, and Ethics. Routledge.
- Landy, F. J., & Conte, J. M. (2019). Work in the 21st Century: An Introduction to Industrial and Organizational Psychology. John Wiley & Sons.

**Note: Latest edition of text books may be used.**