

ಮಂಗಳೂರು
MANGALORE



ವಿಶ್ವವಿದ್ಯಾನಿಲಯ
UNIVERSITY

ಕ್ರಮಾಂಕ/No: MU/ACC/CR 7/2024-25/A8

ಕುಲಸಚಿವರ ಕಛೇರಿ

ಮಂಗಳಗಂಗೋತ್ರಿ- 574 199

Office of the Registrar

Mangalagangothri – 574 199

ದಿನಾಂಕ/Date: 09/07/2026

NOTIFICATION

Sub: Syllabus of AEDP Programme in B.Com(Human Resource Operations) as per the SEP guidelines reg.

Ref: Approval of the Vice Chancellor dtd:

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Pursuant to the above, the syllabus of AEDP Programme in B.Com(Human Resource Operations) prepared in accordance with the guidelines of the SEP commission is hereby notified for implementation with effect from the academic year 2026-27 subject to the ratification of the Academic council.

Copy of the Syllabus shall be downloaded from the Mangalore University website [www.mangaloreuniversity.ac.in](http://www.mangaloreuniversity.ac.in).

  
REGISTRAR.

To:

- 1) The Registrar(Evaluation), Mangalore University.
- 2) The Chairpersons, U.G BOS in concerned subjects, Mangalore University.
- 3) The Director, College Development Council, Mangalore University.
- 4) The Principal's of all affiliated/Constituent colleges of Mangalore University.
- 5) The Director, computer centre, Mangalore University.
- 6) The Assistant Registrar/ The superintendent, Academic section, O/O the Registrar, Mangalore university.
- 7) Guard file.

## **AEDP -Bachelor of Commerce(Human Resource Operations)**

### **(Semester System)**

The three-year, full-time bachelor's in human resource operations aims to impart information and offer a comprehensive approach to human resource operations. This program aims to increase students' understanding of and proficiency in the human resource sector through a synthesis of strategic viewpoints and practical expertise.

Since it offers specializations in several areas of the hospitality industry together with apprenticeship training in the third year.

#### **Objectives**

The program seeks to provide students with a foundational understanding of numerous courses in hospitality, tourism, and related industries with an emphasis on shaping them as per market demands. The goals of this study program are:

- To provide students with a basic theoretical knowledge and understanding of organizations, their management, and the environment in which they operate.
- To provide students with first-hand experience of a managerial and/or management-related role and of how organizations operate in practice.
- To provide students with an integrated understanding of the important functions within management and how they interact and acquire new skills.
- To develop students' critical analysis of and reflection upon management issues and their ability to undertake serious, deep, and well-rounded research in selected areas.
- To prepare students for a career in management or management-related fields and develop their capability to contribute to society at large.
- To enhance students' lifelong learning, communication, and personal development skills.

### AEDP - B.COM(HUMAN RESOURCE OPERATIONS)

| Course Type            | Particulars                       | Category of Courses | Total Hours | Hours Per Week | Credits   | Total Credits |
|------------------------|-----------------------------------|---------------------|-------------|----------------|-----------|---------------|
| <b>1 SEMESTER</b>      |                                   |                     |             |                |           |               |
| <b>Skill Courses</b>   | Business Communication-I          | SC-1                | 48          | 4              | 3         |               |
|                        | Basic Accounting                  | SC-2                | 48          | 4              | 3         |               |
| <b>Core Courses</b>    | Human Resource Management         | DSC-I               | 48          | 4              | 4         |               |
|                        | Principles of Management          | DSC-2               | 48          | 4              | 4         |               |
|                        | Statistics for Business Decisions | DSC-3               | 48          | 4              | 4         |               |
| <b>General Courses</b> | Language I                        | CC-I                | 48          | 4              | 3         |               |
|                        | Language II                       | CC-2                | 48          | 4              | 3         |               |
| <b>Compulsory</b>      | Constitutional Values             | CC-3                | 24          | 3              | 2         |               |
|                        |                                   |                     |             | <b>31</b>      | <b>26</b> | <b>26</b>     |

| Course Type            | Particulars                                 | Category of Courses | Total Hours | Hours Per Week | Credits   | Total Credits |
|------------------------|---------------------------------------------|---------------------|-------------|----------------|-----------|---------------|
| <b>II SEMESTER</b>     |                                             |                     |             |                |           |               |
| <b>Skill Courses</b>   | Business Communication-II                   | SC-1                | 48          | 4              | 3         |               |
|                        | Corporate Accounting                        | SC-2                | 48          | 4              | 3         |               |
| <b>Core Courses</b>    | Talent Acquisition and Employee Development | DSC-I               | 48          | 4              | 4         |               |
|                        | Organizational Behaviour                    | DSC-2               | 48          | 4              | 4         |               |
|                        | Human Resource Development                  | DSC-3               | 48          | 4              | 4         |               |
| <b>General Courses</b> | Language I                                  | CC-I                | 48          | 4              | 3         |               |
|                        | Language II                                 | CC-2                | 48          | 4              | 3         |               |
| <b>Compulsory</b>      | Environmental Studies                       | CC-3                | 24          | 3              | 2         |               |
|                        |                                             |                     |             | <b>31</b>      | <b>26</b> | <b>26</b>     |

| Semester I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Course Title: <b>Business Communication-I</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Hours Per Week -4 | Credits: 3 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------|
| <b>Course Outcomes:</b> After the completion of the course the student will<br>CO1: Explain the concepts, principles, process, channels, and barriers of business communication.<br>CO2: Demonstrate effective managerial communication, interpersonal skills, and professional etiquette in organizational settings.<br>CO3: Prepare various forms of business correspondence and official documents using appropriate formats.<br>CO4: Draft management reports and utilize modern digital communication tools for effective business communication. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |            |
| Module                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | No. of Hours      |            |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Fundamentals of Business Communication</b><br>Meaning, Definition, Importance of Communication, Objectives and Functions of Business Communication, Communication Process<br>• Types of Communication – Upward, Downward, Horizontal and Diagonal Communication, Internal and External Communication<br>Verbal, Non-verbal, Written and Visual- Formal and Informal, Grapevine<br>• Channels of Communication -Principles (7 Cs) of Effective Communication<br>• Barriers to Communication and Measures to Overcome Them | 12                |            |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Managerial and Organizational Communication</b><br>• Meaning and Importance of Managerial Communication<br>• Listening Skills and Effective Feedback<br>• Meetings and Group Communication<br>• Presentation Skills<br>• Business Etiquette and Professional Ethics<br>• Cross-cultural Communication and Workplace Diversity                                                                                                                                                                                            | 12                |            |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Business Correspondence</b><br>• Essentials of Business Writing, Parts of Letter<br>• Layout and Formats of Business Letters,<br>• Drafting emails, letters, notices, and reports in workplaces.<br>• Preparing meeting agendas, minutes, and presentations.<br>• Employment Communication -Resume and Job Application, Calling for Interview, Appointment Order, Termination Letter                                                                                                                                     | 12                |            |
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Management Reports and Modern Business Communication</b><br>• Meaning, Importance and Types of Reports<br>• Structure and Format of Management Reports<br>• Report Writing Process<br>• Executive Summary<br>• Digital Business Communication – E-mail Etiquette, Video Conferencing, Virtual Meetings<br>• Communication through social media in Business<br>• Collaborative Communication Tools (Microsoft Teams, Google Workspace, Zoom)<br>• Responsible Use of AI Tools in Business Communication                   | 12                |            |

**Application:** The subject can be taught through a learner-centred and activity-based approach that combines theoretical concepts with practical business applications. Classroom teaching may include interactive lectures, group discussions, case studies, role plays, presentations.

**Additional Resources and Tools:** MOOCs on business communication, presentation skills, and workplace communication from SWAYAM, NPTEL, and Coursera.

**Evaluation and Assessment:** Written Assignments, Business Letter Drafting, Report Writing, Oral Presentation, Classroom Participation, Practical Communication Exercises and Internal and Semester Examination

## References:

- Bhushan, Y. K. Report Writing and Correspondence. Sultan Chand & Sons, New Delhi.
- Doctor, R., & Doctor, E. Business and Managerial Communication. Himalaya Publishing House, Mumbai.
- Gulshan, S. S., & Shukla, G. Report Writing and Correspondence. S. Chand & Company Pvt. Ltd., New Delhi.
- Kaul, Asha. Business Communication. PHI Learning Pvt. Ltd., New Delhi.
- Pal, Rajendra, & Korlahalli, J. S. Essentials of Business Communication. Sultan Chand & Sons, New Delhi.
- Raj Kumar. Basic Business Communication: Concepts, Applications and Skills. Excel Books, New Delhi.
- Raman, Meenakshi, & Singh, Prakash. Business Communication. Oxford University Press, New Delhi.
- Ramesh, M. S., Pattanshetti, C. C., & Kulkarni, Madhumati M. Business Communication. S. Chand & Company Pvt. Ltd., New Delhi.
- Sehgal, M. K., & Khetarpal, Vandana. Business Communication. Excel Books, New Delhi.
- Sinha, K. K., & Mohindra, Ruchi Sehgal. Business Communication. Taxmann Publications.
- Steve Mandel. Effective Presentation Skills: A Practical Guide to Better Speaking. Viva Books Pvt. Ltd., New Delhi.

| Semester I                                                                                                                                                                                     | Course Title: <b>Basic Accounting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Hours Per Week -4 | Credits: 3 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------|
| <b>Course Outcomes:</b> After the completion of the course the student will                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |            |
| CO1: Define accounting & accountancy, identify users of accounting, and apply key terms like capital, assets, liability, debtor, creditor.                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |            |
| CO2: Describe accounting concepts, conventions, and accounting equation. Explain meaning, objectives, and applicability of Accounting Standards and Ind AS.                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |            |
| CO3: Apply rules of debit/credit under double entry system and pass journal entries for general business and HR-specific transactions like salary, advances, reimbursements, recruitment fees. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |            |
| CO4: Post journal entries to ledger accounts, balance them, and prepare a trial balance to check arithmetical accuracy.                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |            |
| CO5: Prepare Trading Account, Profit & Loss Account, and Balance Sheet, incorporating adjustments such as outstanding wages, prepaid expenses, closing stock, and provision for gratuity.      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |            |
| CO6: Interpret employee benefit expenses in financial statements and understand recent trends like computerized accounting, cloud computing, and big data analytics in HR/accounting roles.    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |            |
| Module                                                                                                                                                                                         | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | No. of Hours      |            |
| 1                                                                                                                                                                                              | <b>Introduction to Accounting:</b><br>Meaning of accounting, accountancy, need/objectives, and users of accounting. Basic Terms in Accounting –Entity, Business Transaction, Capital, Drawings, Assets, Liability, Debtor, Creditor, Stock, Purchases and Sales. Accounting principles & concepts, accounting conventions. Accounting equation: Assets = Liabilities + Capital. Types of accounts: Real, personal, nominal. Systems of accounting -single entry and double entry. Accounting standards – Meaning, Objectives. Indian Accounting Standards – Meaning, Objectives, Benefits/Advantages, Procedure to issue, and applicability. Recent trends in Accounting- Computerized Accounting, Big data analytics, Cloud computing, Accounting with drones | 12                |            |
| 2                                                                                                                                                                                              | <b>Recording Transactions:</b><br>Double entry system and rules of debit/credit. Journal, Passing of Journal entries, Journal entries for HR transactions - Salary, advance, reimbursements, recruitment fees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 12                |            |
| 3                                                                                                                                                                                              | <b>Ledger:</b><br>Meaning, need, posting of journal entries to ledger, balancing ledger accounts and preparation of Trial Balance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 12                |            |
| 4                                                                                                                                                                                              | <b>Final Accounts:</b><br>Meaning, need, Preparation of final accounts – Trading account, profit and loss account and Balance sheet-Adjustments: Outstanding wages, prepaid expenses, outstanding expenses, incomes received in advance, closing stock, Depreciation, Bad debts, provision for bad debts, provision for gratuity, focus on                                                                                                                                                                                                                                                                                                                                                                                                                     | 12                |            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | employee benefit expenses. |  |
| <b>Application:</b> The course helps students to prepare books of accounts and financial statements, analyse employee-related transactions and understand their impact on business performance. The course also develops analytical, numerical, and problem-solving abilities that are essential for careers in accounting                                                                                                                                                                                      |                            |  |
| <b>Additional Resources and Tools:</b> Students are encouraged to supplement classroom learning through SWAYAM and NPTEL courses on Financial Accounting, Accounting Fundamentals, and Business Finance. Students may also refer to learning resources and publications of the Institute of Chartered Accountants of India (ICAI), Institute of Cost Accountants of India (ICMAI), and the Ministry of Corporate Affairs (MCA) for accounting standards, financial reporting practices, and regulatory updates. |                            |  |
| <b>Evaluation and Assessment:</b> Evaluation of the course shall be based on a combination of continuous internal assessment and semester-end examination. Continuous assessment may include class tests, quizzes, numerical problem-solving exercises, assignments, preparation of journal entries, ledger posting, trial balance and final accounts, case-based accounting problems.                                                                                                                          |                            |  |

#### References:

- B. S. Raman. Financial Accounting, Vol. I & II. United Publishers & Distributors, Mangalore.
- Dr. S.N. Maheshwari – Corporate Accounting, Vikas Publishing House.
- Jain, S.P. & Narang, K.L. – Advanced Accountancy (Vol. I & II), Kalyani Publishers.
- P.C. Tulsian & Bharat Tulsian – Corporate Accounting, S. Chand Publishing.
- R.L. Gupta & M. Radhaswamy – Advanced Accountancy (Vol. I & II), Sultan Chand & Sons.
- S.N. Maheshwari & S.K. Maheshwari – Advanced Accountancy (Vol. I & II), Vikas Publishing House.
- Shukla, M.C., Grewal, T.S. & Gupta, S.C. – Advanced Accounts, S. Chand Publishing.

| Semester I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Course Title: <b>Human Resource Management</b>                                                                                                                                                                                                                                                                                                                                                                               | Hours Per Week -4 | Credits: 4 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------|
| <b>Course Outcomes:</b> After the completion of the course the student will<br>CO1: Explain the meaning, nature, scope, and functions of HRM and differentiate it from traditional Personnel Management.<br>CO2: Outline the qualities and roles of an HR Manager, and describe how HR departments are organized in small vs large organizations.<br>CO3: Explain the meaning, types, sources, and essentials of sound HR policies and their relevance in day-to-day HR decisions.<br>CO4: Discuss the objectives, process, and barriers of Human Resource Planning and suggest guidelines for effective implementation.<br>CO5: Prepare a basic Job Description and Job Specification using Job Analysis data, and explain key Job Design approaches like Job Rotation, Enlargement, and Enrichment.<br>CO6: Identify various job and career opportunities in HRM and relate current HR challenges to the evolving role of HR Managers. |                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |            |
| Module                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Contents                                                                                                                                                                                                                                                                                                                                                                                                                     | No. of Hours      |            |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Introduction to Human Resource Management</b><br>Meaning and definition of Human Resource, Management, Human Resource Management. Nature, Scope, objectives, significance and functions of Human Resource Management. Difference between HRM and Personnel Management, Qualities of Human Resource Manager-Role of HR Manager- Challenges of HR Managers.                                                                 | 12                |            |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Organisation for Human Resource Development</b><br>Role and significance of HR Department in an organisation, Human resource management in small scale and large-scale organisation.<br>HR Policies: Meaning & Definition of HR Policies-Nature-Importance, coverage, sources of content for formulating HR policies-Types and Essentials of sound HR Policies.<br>Job and career opportunities in HRM.                   | 12                |            |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Human Resource Planning</b><br>Concept of HR Planning- Nature, Objectives, Importance, Process/Implementation, Guidelines to make an effective HR Planning, barriers in implementation of Human Resource Planning.                                                                                                                                                                                                        | 12                |            |
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Job Analysis</b><br>Meaning, Nature, Objectives importance and process of Job Analysis.<br>Job Design – meaning, significance, Methods, Job Design approaches- Job rotation, Job engineering, Job Enlargement and Job Enrichment. Job Specification, Job Description.<br>Job Evaluation: Meaning, objectives, essentials, principles, procedure, techniques of job evaluation, advantages and problems of Job evaluation. | 12                |            |
| <b>Application:</b> This course enables students to understand the strategic role of Human Resource Management in achieving organisational goals and managing people effectively. The course develops competencies in recruitment planning, employee documentation, communication, problem-solving, and decision-making, thereby preparing students for careers in human resource management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |            |

**Additional Resources and Tools:**Students may refer to publications of the Society for Human Resource Management (SHRM), National HRD Network (NHRDN), National Skill Development Corporation (NSDC), and the Ministry of Labour and Employment, Government of India for contemporary HR practices and labour regulations.Students are encouraged to supplement classroom learning through SWAYAM and NPTEL courses on Human Resource Management.

**Evaluation and Assessment:**Evaluation shall be based on continuous internal assessment and semester-end examination. Continuous assessment may include class tests, quizzes, assignments, case study analysis, preparation of job descriptions and job specifications, HR policy drafting exercises, group discussions, role plays, classroom presentationsand participation in classroom activities.

#### References:

- Ashwathappa, K. Human Resource Management: Text and Cases. McGraw Hill Education (India) Pvt. Ltd., New Delhi.
- Flippo, Edwin B. Personnel Management. McGraw-Hill Book Company.
- Gupta, C. B. Human Resource Management. Sultan Chand & Sons, New Delhi.
- Khanka, S. S. Human Resource Management: Text and Cases. S. Chand Publishing, New Delhi.
- Memoria, C. B. Personnel Management. Himalaya Publishing House Pvt. Ltd., Mumbai.
- Rao, P. Subba. Human Resource Management: Text and Cases. Himalaya Publishing House Pvt. Ltd., Mumbai.
- Rao, V. S. P. Human Resource Management: Text and Cases. Excel Books, New Delhi.
- Singh, N. K. Human Resource Management. Excel Books, New Delhi.
- Tripathi, P. C. Personnel Management and Industrial Relations. Sultan Chand & Sons, New Delhi.
- Yoder, Dale. Personnel Management and Industrial Relations. Prentice-Hall of India, New Delhi.

| Semester I                                                                                                                                                                          | Course Title: Principles of Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Hours Per Week -4 | Credits: 4 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------|
| <b>Course Outcomes:</b> After the completion of the course the student will                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |            |
| CO1: Explain the concepts, principles, evolution, functions, and significance of management and describe various approaches to management.                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |            |
| CO2: Apply planning techniques and decision-making tools for solving business problems in dynamic organizational environments.                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |            |
| CO3: Analyse organizational structures, delegation, decentralization, coordination mechanisms, and team dynamics for effective organizational functioning.                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |            |
| CO4: Examine emerging trends in management including Artificial Intelligence, digital transformation, sustainability, innovation, and ethical leadership in business organizations. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |            |
| Module                                                                                                                                                                              | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | No. of Hours      |            |
| 1                                                                                                                                                                                   | <b>Introduction to Management</b> <ul style="list-style-type: none"><li>• Meaning, Definition, Nature and Importance of Management, Management as an Art, Science and Profession, Characteristics and Objectives of Management, Functions of Management, Levels of Management, Managerial Roles (Mintzberg)</li><li>• Evolution of Management Thought<ul style="list-style-type: none"><li>○ Scientific Management (F.W. Taylor)</li><li>○ Administrative Theory (Henri Fayol)</li><li>○ Bureaucratic Theory (Max Weber)</li><li>○ Human Relations Approach (Elton Mayo)</li><li>○ Behavioural Approach</li><li>○ Systems and Contingency Approaches</li></ul></li><li>• Principles of Management</li><li>• Challenges of Modern Managers</li></ul> | 12                |            |
| 2                                                                                                                                                                                   | <b>Planning and Decision Making</b> <ul style="list-style-type: none"><li>• Planning: Meaning and Importance , Nature and Characteristics, Types of Plans, Planning Process, Limitations, Planning Tools and Techniques</li><li>• Management by Objectives (MBO): Meaning, Features and Steps</li><li>• Decision Making: Meaning and Importance, Types of Decisions, Decision-Making Process, Techniques of Decision Making</li></ul>                                                                                                                                                                                                                                                                                                               | 12                |            |
| 3                                                                                                                                                                                   | <b>Organising and Directing</b> <ul style="list-style-type: none"><li>• <b>Organising:</b> Meaning, Nature and Purpose, Principles of Organisation, Organising Process</li><li>• Organisation Structure – Formal and Informal Organisation</li><li>• Types of Organisation Structure – Line, Functional, Line &amp; Staff and Matrix Organisation</li><li>• Delegation of Authority- Centralisation and Decentralisation, Departmentation – Meaning, Span of Management</li><li>• <b>Directing:</b> Meaning and Significance of Directing</li><li>• Motivation – Meaning, Importance and Basic Theories (Maslow's Need Hierarchy and Herzberg's Two-Factor Theory)</li></ul>                                                                        | 12                |            |

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|                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Leadership – Meaning, Importance</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |    |
| 4                                                                                                                                                                                                                                                                                                                  | <b>Controlling and Emerging Trends in Management</b> <ul style="list-style-type: none"> <li>Controlling: Concept and Process of Control in the Organisation, Control and Performance-Direct and Preventive Control - Reporting</li> <li>Recent Trends in Management: Digital Transformation, Artificial Intelligence in Management, Total Quality Management (TQM), Six Sigma, Green Management, Corporate Social Responsibility (CSR), Innovation Management, Change Management, Knowledge Management, Diversity, Equity and Inclusion (DEI)</li> </ul> | 12 |
| <b>Application:</b> This Course will be taught practically using case studies on managerial roles in an organization. Compare management practices of traditional and digital businesses.                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    |
| <b>Additional Resources and Tools:</b> related to the subject can be obtained from business newspapers and magazines, annual reports of companies, journals on management and commerce, company websites, and online learning platforms.                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    |
| <b>Evaluation and Assessment:</b> Students will be assessed through a combination of internal tests, assignments, case study analysis, seminars, group discussions, presentations, and role play to evaluate their knowledge, analytical ability, decision-making skills, leadership, communication, and teamwork. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    |

#### References:

- C.B. Gupta – Business Organization and Management. Sultan Chand & Sons.
- K. Aswathappa – Principles of Management. Himalaya Publishing House.
- Koontz, Harold, Weihrich, Heinz & Cannice, Mark V-Essentials of Management. McGraw-Hill.
- L.M. Prasad – Principles and Practice of Management. Sultan Chand & Sons.
- P.C. Tripathi & P.N. Reddy – Principles of Management. McGraw Hill Education India.
- R. Srinivasan & S.A. Chunawalla – Management Principles and Practice. Himalaya Publishing House.
- R.K. Sharma & Shashi K. Gupta – Principles of Management. Kalyani Publishers.
- Robbins, Stephen P. & Coulter, Mary-Management. Pearson.
- T.R. Ramaswamy – Principles of Management. Himalaya Publishing House.
- Y.K. Bhushan – Fundamentals of Business Organization and Management. Sultan Chand & Sons.

| Semester I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Course Title: Statistics for Business Decisions                                                                                                                                                                                                                                                                                                                                              | Hours Per Week -4 | Credits: 4 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------|
| <p><b>Course Outcomes:</b> After the completion of the course the student will</p> <p><b>CO1:</b> Explain the fundamental concepts, scope, functions, and limitations of statistics and demonstrate the methods of collecting, classifying, and presenting business data.</p> <p><b>CO2:</b> Compute and interpret measures of central tendency and positional measures to summarize and analyse business data for decision-making.</p> <p><b>CO3:</b> Analyse the relationship between business variables using correlation and regression techniques to support forecasting and managerial decision-making.</p> <p><b>CO4:</b> Use statistical methods to interpret real-life business data and communicate findings effectively through tables, graphs, and analytical reports.</p> |                                                                                                                                                                                                                                                                                                                                                                                              |                   |            |
| Module                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Contents                                                                                                                                                                                                                                                                                                                                                                                     | No. of Hours      |            |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Introduction to Statistics</b> <ul style="list-style-type: none"> <li>Definition and functions</li> <li>Scope and limitations of statistics</li> <li>Collection of data and formulation of frequency distribution.</li> <li>Diagrammatic presentation of data - bar graphs and pie charts.</li> <li>Graphical presentation of frequency distribution, Histograms, ogive curves</li> </ul> | 12                |            |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Measures of Central Tendency</b> <ul style="list-style-type: none"> <li>Arithmetic Mean and its properties. Methods of calculating Mean - the Weighted Arithmetic Mean, Correcting incorrect mean</li> <li>Median and Mode, Significance of median and mode, Relation among Mean, median, and Mode.</li> <li>Partition values: quartiles</li> </ul>                                       | 12                |            |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Measures of Dispersion</b> <ul style="list-style-type: none"> <li>Introduction to Dispersion, range, IQR, and quartile deviation.</li> <li>Methods of calculating Mean deviation</li> <li>Methods of calculating standard deviation and coefficient of variance</li> </ul>                                                                                                                | 12                |            |
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Relationship between variables</b> <ul style="list-style-type: none"> <li>Basic Linear correlation (Two variables), Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient</li> <li>Simple and Multiple Linear regression</li> <li>Problems based on correlation and regression</li> </ul>                                                                       | 12                |            |
| <p><b>Application:</b> This Course will be taught practically using data collection tools, classification, and presentation of business data using tables, charts, and graphs. Examination of relationships between business variables through correlation and regression for forecasting and decision-making.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                              |                   |            |
| <p><b>Additional Resources and Tools:</b> Mini Survey: Conduct a survey among 30–50 students on spending habits and analyse the data. NPTEL Courses on Business Statistics. SWAYAM Online Courses</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                              |                   |            |
| <p><b>Evaluation and Assessment:</b> Problem-solving exercises and assignments on mathematical and statistical concepts<br/>Data analysis projects<br/>Exams and quizzes assessing understanding and application of business statistics principles and application of different concepts</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                              |                   |            |

## References

- Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). *Statistics for Business and Economics* (14th ed.). Cengage Learning.
- Gupta, C. B. (2021). *An Introduction to Statistical Methods*. Sultan Chand & Sons, New Delhi.
- Gupta, S. C., & Kapoor, V. K. (2020). *Fundamentals of Applied Statistics*. Sultan Chand & Sons, New Delhi.
- Gupta, S. P. (2022). *Statistical Methods*. Sultan Chand & Sons, New Delhi.
- Hooda, R. P. (2020). *Statistics for Business and Economics*. Macmillan India Ltd.
- Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2017). *Statistics for Management* (8th Indian ed.). Pearson Education.
- Sancheti, D. C., & Kapoor, V. K. (2019). *Business Statistics*. Sultan Chand & Sons, New Delhi.
- Sharma, J. K. (2021). *Business Statistics* (4th ed.). Pearson Education India.

| Semester II                                                                                                                                                                                           | Course Title: <b>Business Communication-II</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Hours Per Week -4 | Credits: 3 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------|
| <b>Course Outcomes:</b> After the completion of the course the student will                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |            |
| <b>CO1:</b> Prepare professional resumes, cover letters, and digital professional profiles, and demonstrate appropriate workplace etiquette for career opportunities.                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |            |
| <b>CO2:</b> Demonstrate effective group discussion, negotiation, decision-making, and interpersonal communication skills in business situations.                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |            |
| <b>CO3:</b> Develop confidence in employment communication by applying interview techniques, participating in mock interviews, and analysing interview performance.                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |            |
| <b>CO4:</b> Apply contemporary digital communication tools, AI-enabled communication platforms, social media etiquette, and virtual collaboration techniques for professional business communication. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |            |
| Module                                                                                                                                                                                                | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | No. of Hours      |            |
| 1                                                                                                                                                                                                     | <b>Career Communication and Professional Employability</b><br><b>Resume and Professional Profile</b> <ul style="list-style-type: none"><li>• Meaning and importance of Resume (CV)</li><li>• Types of Resumes</li><li>• Components of an effective Resume</li><li>• Preparing Cover Letter and Job Application</li><li>• Preparing LinkedIn and Digital Professional Profile</li><li>• Professional Email Etiquette</li><li>• Workplace Communication Etiquette</li><li>• Personal Branding and Employability Skills</li></ul>                                                                                                                                                                                                                                              | 12                |            |
| 2                                                                                                                                                                                                     | <b>Interpersonal Communication and Decision-Making Skills</b><br><b>Group Communication</b> <ul style="list-style-type: none"><li>• Group Discussion: Meaning, Objectives and Importance</li><li>• Types of Group Discussions</li><li>• Stages and Process of Group Discussion</li><li>• Do's and Don'ts in GD</li><li>• Leadership and Team Communication</li></ul> <b>Negotiation Skills</b> <ul style="list-style-type: none"><li>• Meaning and Importance, Principles and Stages of Negotiation, Negotiation Strategies and Tactics</li></ul> <b>Decision-Making</b> <ul style="list-style-type: none"><li>• Meaning and Importance, Steps in Decision-Making</li><li>• Individual and Group Decision-Making</li><li>• Decision-Making in Business Situations</li></ul> | 12                |            |
| 3                                                                                                                                                                                                     | <b>Interview Skills and Employment Communication</b><br><b>Interview Skills</b> <ul style="list-style-type: none"><li>• Meaning and Objectives</li><li>• Types of Interviews<ul style="list-style-type: none"><li>○ Face-to-Face</li><li>○ Panel</li><li>○ Telephonic</li><li>○ Virtual/Online</li><li>○ Stress Interview</li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                               | 12                |            |

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|                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Interview Preparation</li> <li>• Frequently Asked HR Questions</li> <li>• Verbal and Non-verbal Communication during Interview</li> <li>• Body Language and Professional Grooming</li> <li>• Interview Etiquette</li> <li>• Post-Interview Follow-up</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |    |
| 4                                                                                                                                                                                                                                                                                                                                                                                           | <b>Contemporary Trends in Business Communication</b><br><b>Emerging Trends</b> <ul style="list-style-type: none"> <li>• Digital Business Communication</li> <li>• Communication using Artificial Intelligence (AI)</li> <li>• Chatbots and AI Writing Assistants</li> <li>• Virtual Meetings and Video Conferencing</li> <li>• Communication through Collaboration Platforms</li> <li>• Social Media Communication for Business</li> <li>• Digital Networking</li> <li>• Cross-cultural Business Communication</li> <li>• Data Privacy and Digital Communication Ethics</li> <li>• Future Trends in Business Communication and Workplace Communication</li> </ul> | 12 |
| <b>Application:</b> The course enables students to develop practical communication skills required in professional and business environments.Students prepare resumes, participate in group discussions, negotiate business situations, make business decisions, attend mock interviews, and use digital communication platforms effectively.                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |
| <b>Additional Resources and Tools:</b> Students are encouraged to supplement classroom learning through books, e-books, online journals, SWAYAM, NPTEL, the National Digital Library of India (NDLI), professional webinars, LinkedIn Learning, company career portals, business magazines, and annual reports.                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |
| <b>Evaluation and Assessment:</b> Evaluation shall be based on continuous internal assessment and end-semester examination. Internal assessment may include class tests, quizzes, assignments, resume preparation, LinkedIn profile creation, group discussions, negotiation role plays, mock interview drills, presentations, case study analysis, viva voce, and classroom participation. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |

#### References:

- Asha Kaul – Effective Business Communication, PHI Learning.
- Barun K. Mitra – Personality Development and Soft Skills, Oxford University Press.
- C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan – Business Communication, Himalaya Publishing House.
- Erica Dhawan – Digital Body Language, St. Martin's Press.
- K. Alex – Soft Skills: Know Yourself and Know the World, S. Chand Publishing.
- Matt Abrahams – Think Faster, Talk Smarter, Simon & Schuster.
- Meenakshi Raman & Prakash Singh – Business Communication, Oxford University Press.
- P.C. Pardeshi – Managerial Communication, Nirali Prakashan.
- P.D. Chaturvedi & Mukesh Chaturvedi – Business Communication: Concepts, Cases and Applications, Pearson India.
- Rajendra Pal & J.S. Korlahalli – Essentials of Business Communication, Sultan Chand & Sons.

- S. Hariharan, N. Sundararajan & S.P. Shanmugapriya – Soft Skills, MJP Publishers.
- Sanjay Kumar & Pushp Lata – Communication Skills, Oxford University Press.

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| Semester II                                                                                                                                                                             | Course Title: Corporate Accounting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Hours Per Week -4 | Credits: 3   |
| <b>Course Outcomes: At the end of the course, the students will be able to:</b>                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |              |
| CO1: Explain the concepts, objectives, legal provisions, and framework of corporate financial reporting under the Companies Act, 2013 and applicable Accounting Standards.              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |              |
| CO2: Prepare the financial statements of companies in accordance with Schedule III of the Companies Act, 2013.                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |              |
| CO3: Analyse and interpret corporate financial statements using comparative statements, common-size statements, trend analysis, and ratio analysis to support business decision-making. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |              |
| CO4: Determine the value of goodwill and shares using appropriate valuation techniques for business acquisitions, mergers, and investment decisions.                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |              |
| CO5: Prepare accounting statements relating to internal reconstruction of companies and evaluate restructuring measures undertaken for corporate revival.                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |              |
| Module                                                                                                                                                                                  | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                   | No. of Hours |
| 1                                                                                                                                                                                       | <b>Introduction to Corporate Financial Statements</b> <ul style="list-style-type: none"><li>• Nature and objectives of Corporate Accounting-Regulatory framework – Companies Act, 2013 and Schedule III</li><li>• Accounting Standards applicable to companies (overview)</li><li>• Components of Financial Statements</li><li>• Statement of Profit and Loss</li><li>• Balance Sheet</li><li>• Cash Flow Statement (overview)</li><li>• Statement of Changes in Equity (overview)</li><li>• Notes to Accounts and disclosures</li><li>• Preparation of Final Accounts of Companies as per Schedule III of the Companies Act, 2013-Practical problems</li></ul> |                   | 12           |
| 2                                                                                                                                                                                       | <b>Analysis and Interpretation of Financial Statements</b> <ul style="list-style-type: none"><li>• Meaning, objectives and limitations of financial statement analysis, Types of Analysis</li><li>•Techniques of Analysis</li><li>Comparative Financial Statements</li><li>Common-size Financial Statements</li><li>Trend Analysis</li><li>Ratio Analysis</li><li>• Interpretation of ratios for managerial decision-making</li><li>•Practical problems</li></ul>                                                                                                                                                                                               |                   | 12           |
| 3                                                                                                                                                                                       | <b>Valuation of Goodwill and Shares</b> <ul style="list-style-type: none"><li>• Meaning and need for valuation of goodwill and shares</li><li>• Factors affecting valuation of goodwill and shares</li><li>• Valuation of Goodwill<ul style="list-style-type: none"><li>– Average Profit Method</li><li>– Super Profit Method</li><li>– Capitalization Method</li></ul></li><li>• Valuation of Shares</li></ul>                                                                                                                                                                                                                                                 |                   | 12           |

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|                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>– Net Assets Method</li> <li>– Yield (Earnings) Method</li> <li>– Fair Value Method</li> <li>• Practical problems</li> </ul>                                                                                                                                                                                                                                                                                                              |    |
| 4                                                                                                                                                                                                                                                                                                                                                                | <b>Internal Reconstruction of Companies</b> <ul style="list-style-type: none"> <li>• Meaning, objectives and legal provisions</li> <li>• Forms of internal reconstruction</li> <li>• Alteration and reduction of share capital</li> <li>• Reorganization of assets and liabilities</li> <li>• Accounting entries for internal reconstruction</li> <li>• Preparation of Capital Reduction Account and Balance Sheet after reconstruction</li> <li>• Practical problems</li> </ul> | 12 |
| <b>Application:</b> Students will interpret real corporate financial data, solve practical accounting problems, and use financial ratios for decision-making, thereby integrating theoretical concepts with practical corporate accounting applications.                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |
| <b>Additional Resources and Tools:</b> Institute of Chartered Accountants of India (ICAI) study materials, Accounting Standards (AS), Indian Accounting Standards (Ind AS), Guidance Notes, and educational publications. Company prospectuses, annual reports, auditor's reports, and corporate governance reports for classroom discussions and case analysis. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |
| <b>Evaluation and Assessment:</b> Continuous Internal Assessment (CIA), Class Tests and Practical Accounting Problems, Assignments, Analysis of Annual Reports of Listed Companies, Ratio Analysis Exercises                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |

### References:

- Arulanandam, M. A., & Raman, K. S. Corporate Accounting. Himalaya Publishing House.
- Gupta, R. L., & Gupta, V. K. Corporate Accounting. Sultan Chand & Sons.
- Gupta, R. L., & Radhaswamy, M. Corporate Accounting. Sultan Chand & Sons.
- Hanif, M., & Mukherjee, A. Corporate Accounting. McGraw Hill Education (India).
- Jain, S. P., & Narang, K. L. Corporate Accounting. Kalyani Publishers.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, Sharad K. Corporate Accounting. Vikas Publishing House.
- Monga, J. R. Corporate Accounting. Mayur Paperbacks.
- Shukla, M. C., Grewal, T. S., & Gupta, S. C. Advanced Accounts (Vol. II). S. Chand Publishing.
- Tulsian, P. C., & Tulsian, Bharat. Corporate Accounting. S. Chand Publishing.

| Semester II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Course Title: Talent Acquisition and Employee Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Hours Per Week -4 | Credits: 4 |
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| <b>Course Outcomes:</b> After the completion of the course, the student will be able to:<br>CO1: Explain meaning, objectives, and factors affecting recruitment. Compare internal vs external sources and select appropriate recruitment techniques for given job roles.<br>CO2: Describe steps in selection, types of selection tests, and interviews. Identify limitations of interviews and apply guidelines to conduct effective interviews.<br>CO3: State objectives of induction and training. Differentiate between on-the-job and off-the-job training methods and recommend suitable methods for specific employee groups.<br>CO4: Explain meaning, types, objectives, and policies related to transfer, promotion, demotion. Distinguish between types of separation: layoff, retrenchment, dismissal, and suspension<br>CO5: Outline the performance appraisal process, list its merits/demerits, and explain essentials of effective appraisal. Compare traditional and modern methods like MBO, 360-degree. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   |            |
| Module                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | No. of Hours      |            |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Recruitment:</b><br>Meaning & Definition of recruitment, Objectives, Factors affecting recruitment- Sources of recruitment (Internal and External)-Techniques of recruitment.                                                                                                                                                                                                                                                                                                                                                 | 12                |            |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Selection:</b><br>Meaning and Definition of Selection-Steps in selection process-selection tests.<br><b>Interview</b> -Meaning, types, steps, limitations of interview and Guidelines to make effective interview. Meaning of placement and Socialization.                                                                                                                                                                                                                                                                    | 12                |            |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Induction and Training:</b><br>Meaning and objectives of Induction.<br><b>Training:</b> Meaning, objectives, importance, methods of training-on -the -job training and off-the job training.<br><b>Transfer, Promotion, Demotions and Separations:</b> Transfer-Meaning & Definition, Objectives, Types, Transfer Policies. Promotion-Meaning, Basis /Criteria of Promotion, Benefits of Promotion and Promotion Policies. Meaning of Demotion. Separations-Meaning and Types (lay off, Retrenchment, Dismissal, Suspension). | 12                |            |
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Performance Appraisal:</b><br>Meaning, definition objectives, process, merits and demerits of performance appraisal. Essentials of effective performance appraisal, methods of performance appraisal -traditional and modern methods.                                                                                                                                                                                                                                                                                         | 12                |            |
| <b>Application:</b> This course enables students to apply talent acquisition and employee development practices in business organizations by preparing job descriptions, designing recruitment advertisements, conducting mock interviews, evaluating candidates using selection tests, planning induction programmes, recommending suitable training methods, and understanding employee career progression through transfer, promotion, and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   |            |

performance appraisal.

**Additional Resources and Tools:** Students are encouraged to refer to HR policy manuals, recruitment advertisements, company websites, annual reports, and industry publications to understand contemporary HR practices. Practical learning can be enhanced through the use of online job portals, LinkedIn, case studies, expert talks, internships, and interactions with HR professionals, enabling students to connect theoretical concepts with current organizational practices.

**Evaluation and Assessment:** Evaluation and assessment for this course shall be based on a combination of continuous internal assessment and end-semester examination to measure both conceptual understanding and practical HR skills. Continuous assessment may include class tests, quizzes, assignments, case study analysis, seminar presentations, group discussions, role plays, mock interviews, resume preparation, and participation in classroom activities.

### References:

- Ashwathappa, K. Human Resource Management: Text and Cases. McGraw Hill Education (India) Pvt. Ltd., New Delhi.
- Flippo, Edwin B. Personnel Management. McGraw-Hill Book Company.
- Gupta, C. B. Human Resource Management. Sultan Chand & Sons, New Delhi.
- Khanka, S. S. Human Resource Management: Text and Cases. S. Chand Publishing, New Delhi.
- Memoria, C. B. Personnel Management. Himalaya Publishing House Pvt. Ltd., Mumbai.
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- Rao, V. S. P. Human Resource Management: Text and Cases. Excel Books, New Delhi.
- Singh, N. K. Human Resource Management. Excel Books, New Delhi.
- Tripathi, P. C. Personnel Management and Industrial Relations. Sultan Chand & Sons, New Delhi.
- Yoder, Dale. Personnel Management and Industrial Relations. Prentice-Hall of India, New Delhi.

| Semester II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Course Title: <b>Organisational Behaviour</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Hours Per Week -4 | Credits: 4 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------|
| <p><b>Course Outcomes:</b> After the completion of the course, the student will be able to:</p> <p><b>CO1:</b> Explain the concepts, nature, scope, and significance of Organisational Behaviour and the contribution of behavioural sciences to organisational effectiveness.</p> <p><b>CO2:</b> Analyse the impact of personality, perception, attitudes, and learning on individual behaviour and workplace performance.</p> <p><b>CO3:</b> Evaluate group behaviour, team dynamics, and various group decision-making techniques for improving organisational performance.</p> <p><b>CO4:</b> Identify different forms of organisational conflict and workplace stress and recommend suitable behavioural strategies for conflict resolution and stress management.</p> <p><b>CO5:</b> Apply Organisational Behaviour concepts to analyse workplace situations and improve interpersonal relationships, teamwork, and organisational effectiveness.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |            |
| Module                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | No. of Hours      |            |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Introduction to Organisational Behaviour:</b><br/> Definition-natureandscope-needforstudyingOB-<br/> ContributingdisciplinestoOB-ModesofOB-Challengesand<br/> opportunities of OB</p> <p>Personality: Meaning and definitions-Determinants of<br/> Personality-Personality Traits: Personality Traits influencing OB-<br/> Theories of Personality-Intra-Psychic Theory of Sigmund Freud,<br/> Carl Jung's Introvert Extrovert Theory, Sheldon's Physiognomy<br/> Theory, Carl Roger's Self Theory</p> | 12                |            |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>PerceptionandLearning</b><br/> Perception-meaning-process-<br/> improvingperception,Factorsinfluencingperception,Errors-<br/> HaloEffect,Stereotype, Projection</p> <p>Attitudes-components,functions,andjob-relatedattitude</p> <p>Personalitydevelopment-determinantsofpersonality-<br/> personalitytraits</p> <p>Learning-TheoriesandPrinciplesofLearning</p>                                                                                                                                       | 12                |            |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>GroupsandTeams</b><br/> Group-Definition-types-development-Groupnorms-<br/> Groupcohesiveness.<br/> GroupDecisionMakingprocessandTechniques-<br/> Brainstorming,NominalGroupTechnique,DelphiTechnique,Soc<br/> ial Loafing and Groupthink</p> <p>Team:Meaning,Differencebetweengroupsandteams,typesofteams</p>                                                                                                                                                                                         | 12                |            |
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Conflicts and Stress</b><br/> Conflict- Meaning-Intrapersonal Conflict- Reasons- Inter-personal<br/> Conflict- Reasons-TransactionalAnalysis-Life Positions and Johari<br/> Window-Intergroup Conflict-Causes-Resolution of different types of<br/> Conflicts</p>                                                                                                                                                                                                                                      | 12                |            |

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|                                                                                                                                                                                                                                                                                                                                                                               | Stress: Meaning, Definition, Causes of Stress-Work Stress<br>Stress Management: Individual and Organizational Strategies |  |
| <b>Application:</b> Students will understand human behaviour in organisations, improve communication and interpersonal relationships, work effectively in teams, make informed decisions, resolve conflicts constructively, and manage workplace stress.                                                                                                                      |                                                                                                                          |  |
| <b>Additional Resources and Tools:</b><br>Additional learning resources for this course include SWAYAM and NPTEL online courses on Organisational Behaviour, Human Resource Management, Leadership, and Soft Skills.                                                                                                                                                          |                                                                                                                          |  |
| <b>Evaluation and Assessment:</b> Continuous evaluation should focus on both conceptual understanding and behavioural skill development through:<br>Internal Assessment (CIA), Case Study Analysis, Individual and Group Presentations, Role Plays and Behavioural Simulations, Group Discussions, Conflict Resolution and Stress Management Exercises, Semester Examination. |                                                                                                                          |  |

### Reference Books

- Appanniah, H. R. Management and Behavioural Process. Himalaya Publishing House.
- Aquinas, P. G. Organisational Behaviour: Concepts, Realities and Challenges. Excel Books.
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| Semester II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Course Title: <b>Human Resource Development</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Hours Per Week -4 | Credits: 4 |
| <b>Course Outcomes:</b> After the completion of the course, the student will be able to:<br><b>CO1:</b> Explain the concepts, objectives, mechanisms, and significance of Human Resource Development and evaluate its role in improving organizational effectiveness.<br><b>CO2:</b> Design and implement HRD programmes by identifying organizational training needs and applying suitable HRD interventions and training methods.<br><b>CO3:</b> Evaluate the effectiveness of HRD programmes using appropriate evaluation models and demonstrate an understanding of career development and employee socialization practices.<br><b>CO4:</b> Analyse employee counselling, wellness initiatives, performance improvement strategies, workforce diversity, globalization, and contemporary HRD practices for sustainable organizational development. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                   |            |
| Module                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | No. of Hours      |            |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Conceptual Analysis of HRD:</b><br>Introduction – Meaning and Definition of HRD, Need for HRD- Multiple Goals of HRD, HRD Department and its Task, HRD for Organizational Effectiveness, HRD in the Indian Context, HRD Mechanisms, Employee Empowerment, HRD as a MotivationalFactor, Concerns of Trade Unions.                                                                                                                                                                                                                                                                        | 12                |            |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Frame work of Human Resource Development:</b><br><br>HRD Processes - Assessing HRD Needs- HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations – T-Groups - Transactional Analysis.                                                                                                                                                                    | 12                |            |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Evaluating HRD Programs:</b><br>Introduction- - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.                                                                                                                                                                                                                                                                                                                | 12                |            |
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Management Development and HR Performance</b><br>Introduction - Employee counselling and wellness services – Counselling as an HRD Activity Counselling Programs - Issues in Employee Counselling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.<br><b>HR Performance</b> - Introduction -Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development. | 12                |            |
| <b>Application:</b> The concepts learned in this course can be applied in a variety of organizational and professional settings. Apply counselling and employee wellness practices to improve workplace productivity. Support career planning and succession management activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                   |            |

**Additional Resources and Tools:**

Students are encouraged to refer to HRD policy manuals, company websites, annual reports, and industry publications to understand contemporary HRD practices. Students are encouraged to supplement classroom learning through books, e-books, online journals, SWAYAM, NPTEL.

**Evaluation and Assessment:** Evaluation and assessment for this course shall be based on a combination of continuous internal assessment and end-semester examination to measure both conceptual understanding and practical HR skills. Continuous assessment may include class tests, quizzes, assignments, case study analysis, seminar presentations, group discussions, role plays and participation in classroom activities.

**References:**

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- Rao, T. V. Human Resource Development: Experiences, Interventions, Strategies. Sage Publications.
- Rao, V. S. P. Human Resource Management: Text and Cases. Excel Books.
- Singh, N. K. Human Resource Management. Excel Books, New Delhi.
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