

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

PROGRAMME PROJECT REPORT

ON

MASTER OF COMMERCE

(HUMAN RESOURCE DEVELOPMENT)

*(Two Year Postgraduate Programme to be Offered from 2023-24 Academic
Session in UGC-CBCS Mode)*



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**KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY
(KKHSOU)**

PROGRAMME PROJECT REPORT

**M. COM. (HUMAN RESOURCE DEVELOPMENT) PROGRAMME FOR
THE ACADEMIC SESSION 2023-24**

1.1 PROGRAMME'S MISSION AND OBJECTIVES:

Maniram Dewan School of Management of KKHSOU has been established with the objective of meeting the career needs of working people, professionals and entrepreneurs in the field of commerce and management. The School continuously thrives for bridging the gap of industry requirement for the right human resources by preparing the skilled people with the right attitude and capabilities.

The M. Com. (Human Resource Development) programme of Maniram Dewan School of Management of KKHSOU is designed to equip the learners with the industry relevant skills and knowledge of trade and commerce. The M. Com. (HRD) programme aims to provide learning opportunities to the learners in the specific domains like Management, HRD and Finance for the development of leadership qualities, entrepreneurial talent and professional competence. Syllabi of M. Com. (HRD) programme have been finalized after a series of deliberations and discussions with academic experts in the respective field from Gauhati University and other institutions. This programme has been thoroughly revised in accordance with the UGC Regulations on Open and Distance Learning, 2020. The Curriculum and Syllabus of this programme has been so designed to accommodate the recent developments in the field of higher education in general, and business and commerce in particular.

The overall mission of M. Com. (HRD) programme is to provide quality higher education at door step through barrier less, flexible and open learning mode in conformity with national priority and societal need. The University strives to provide 'education beyond barriers'. To achieve this mission, the M. Com. (HRD) programme has the following objectives:

- a) To train the manpower required in the field of academics, research and industry;
- b) To meet the needs of higher education of the learners by focusing on the emerging issues in different functional areas of trade and commerce like, business management, marketing, human resource and finance;
- c) To facilitate career development of the working people who wish to upgrade their professional skills in business and commerce;
- d) To nurture entrepreneurial talent by providing the relevant knowledge and skills to start own enterprises;
- e) Contribute to the University's mission of regional development by putting importance on regional issues concerning business.

1.2 RELEVANCE OF THE PROGRAMME WITH KKHSOU'S MISSION AND GOAL:

KKHSOU attempts to provide higher education and training in various skills using the latest educational inputs and technology. KKHSOU formulates its academic programmes in such a way that it attracts learners among the under-educated as well as highly educated groups of people. The University thrives to achieve the following-

- a) To expand the higher education to increase GER by covering the maximum number of population.
- b) To maintain equity and justice in the field of higher education.
- c) To ensure quality and excellence in the higher education.
- d) To enhance research aptitude both qualitatively and quantitatively.

The M. Com. (HRD) programme would contribute towards accomplishment of the mission and goals of KKHSOU in the following manner.

- a. Ensuring that M. Com. (HRD) programme is made accessible, inclusive and responsive to the needs of diverse groups of learners with special focus on learners from disadvantaged population groups, particularly youth with special needs and with various forms of disabilities, and ensuring that all enrolled learners are supported to enable them to achieve the expected learning outcomes;
- b. Providing the employed and self-employed individuals the opportunity for education in the field of commerce.
- c. Ensuring elimination of social, regional and gender gaps and establishing gender equality and women empowerment throughout the education system;
- d. Ensuring integration of information and communication technologies (ICTs) in M. Com. (HRD) programme, especially for improving access to education, enhancing the quality of teaching-learning process, and strengthening educational planning and management.

1.3 NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

KKHSOU specially strives to cater to the needs of the learners from far flung areas cutting across of age, gender and backwardness so that they can have access to quality education and it functions with a motto of "*Education beyond Barriers*".

KKHSOU offers its M. com. (HRD) programme specially designed and developed for the learners to make them acquainted with different business philosophies such as understanding of theoretical concepts in business, marketing, human resource management, financial management and information systems. To achieve the mission of KKHSOU, the M. Com. (HRD) programme has emphasized the following prospective target groups of learners:

- Working people who wish to upgrade their professional skills in areas of business and management.

- People engaged in different services, business or other professions.
- Working professionals in the lower or mid-level management, who are not able to complete their masters, and maybe experiencing a stalled career stage, as a result.
- Young entrepreneurs who need specific skills in field of business.
- Women learners who want to get empowered with business education and acquire professional skills and start any entrepreneurial venture.
- People hailing from far flung remote areas and living in other disadvantageous conditions.
- Learners who are deprived of higher education in conventional system for varieties of reasons.

1.4 APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The M. Com. (Human Resource Development) programme of KKHSOU has been designed to enable the learners imbibe the concepts and practices of business through open and distance learning mode. The methodology of instruction of KKHSOU is different from that of the conventional Universities. The Open University system is more learner-oriented and the learner is an active participant in the pedagogical (teaching and learning) process. Most of the instructions are imparted through distance education methodology as per the requirement. KKHSOU follows a multidimensional approach for instruction, which comprises:

- a. The printed study material termed as 'Self Learning Materials' (written in self-instructional style) for both theory and practical components of the programmes would be supplied to the learners. The syllabi of the M. Com. (HRD) programme have been upgraded as per the recommendations of the Report of the *Committee to Regulate the Standards of Education being imparted through Distance Mode* constituted by the Ministry of Human Resource under the chairmanship of N R Madhava Menon, popularly known as the Madhava Menon Committee Report.

The SLMs have the following features:

- i. ***Self-Explanatory and Self-contained:*** The content is presented in such a style so that the learners can go through the materials without much external support, for additional sources or even a teacher.
- ii. ***Self-Directed:*** The SLMs of M., Com. (HRD) programme are aimed at providing necessary guidance, hints and suggestions to its learners at each stage of learning. It is presented in the form of easy explanation, sequential development, illustrations, learning activities etc.
- iii. ***Self-Motivating:*** In ODL system, the learners remain off the campus for most of their study time. Therefore, the SLMs of M. Com. (HRD) Programme are designed in such a way that it arouses curiosity and relates knowledge to familiar situations

and makes the entire learning meaningful for them.

- iv. The SLMs of M. Com. (HRD) programme includes ‘Let Us Know (Additional Knowledge)’, ‘Illustrations’, ‘Check your Progress’, ‘Model Questions’ etc. so that the learners become self- motivated and develop the skill of self- evaluation.
- b. **Audio-Visual Material Aids:** The learning package contains audio and video materials which have been produced by KKHSOU for better clarification and enhancement of understanding of the course material given to the learners. The AV materials are uploaded in a dedicated Youtube channel (<https://www.youtube.com/user/kkhsou?app>). Moreover, LMS based services are also being worked out (<https://www.lmskkhsou.in/web/>). The Ekalavya and community radio service are broadcasting curriculum based audio programmes.
- c. **Counseling Sessions:** Normally counselling sessions are held every Sunday at the study centers. Additionally, the University prepares a schedule of online counseling sessions.
- d. **Learners’ Engagement:** Keeping the learners engaged is a challenge in ODL scenario. While conducting the M. Com. (HRD) programme, the learners are made part of designated WhatsApp/Telegram Groups through which communications about commencement of counseling sessions and examinations, uploading of assignments, submission of assignments, project preparation and submission guidelines etc. are made. Two projects worth 8 credits each year will keep the learners engaged with learning and application orientation of the concepts learnt.

1.5 INSTRUCTIONAL DESIGN:

1.5.1 Curriculum Design: Curriculum of the M. Com. (HRD) programme has been designed by taking help of experts in the subject from other reputed Universities in the region like Gauhati University. The contents of the syllabi are updated. While preparing the syllabi, UGC Model Syllabi and syllabi of other Universities and recommendations of Madhava Menon Committee have been consulted. (*Structure of the M. Com. HRD programme is placed at Annexure-I and Detailed Syllabi are presented in Annexure- II*)

The following instructional instruments are provided to the learners of M. Com. (HRD) programme:

- i. **Self-Learning Materials (SLM):** SLMs of M. Com. (HRD) programme are written by the experts from the field of commerce and management education in tune with the demand of the industry and the learners. SLMs are specially prepared for the target group of M. Com. learners. In addition to the printed materials e-services are also provided through the website of the university (<https://www.lmskkhsou.in/web/>). Learners can also make use of e-SLMs, old question papers etc. from the University website.
- ii. **Counselling sessions at the study centre:** The counseling sessions are held in all study

centers for the M. Com. (HRD) Programme. Normally, the counseling sessions are held on Sundays. Besides, it may have held in other days of the week as mutually agreed upon by the study centre and learners.

- iii. **Online Counselling by the University faculty:** The Maniram Dewan School of Management (MDSOM) of the University prepares a schedule of online counseling sessions during the entire semester. The benefits of these online counseling sessions can be availed by all the M. Com. learners of the University irrespective of the study centres.
- iv. **Multimedia study material:** In addition to SLMs in print form, KKHSOU has developed audio-visual materials related to M. Com. (HRD) programme. These are usually made available in a KKHSOU designated Youtube channel at (<https://www.youtube.com/user/kkhsou?app>). These are prepared with the learning objectives in view for facilitating better understanding among the learners. The state-of-the-art facilities of EMPC (Electronic Multimedia Production Centre) of KKHSOU are used while preparing these videos.
- v. **Learner Support services:** The student support services available in the University would be extended to the learners of this M Com HRD Programme. All these support services would help the learners to imbibe the required knowledge and skills; to seek avenues in employment; to go for higher studies; and to know about the subject in an in depth manner. Learner support services include the following among others.
 - a) **KKHSOU City Campus:** The KKHSOU City Campus at Guwahati organises training for coordinators, counsellors, and other functionaries. The City centre provides a venue for learners and academic counsellors to interact on a particular subject matter. Responsibility for Admission, distribution of SLMs and Examination also lies with City Campus. Online counselling for all learners of all semesters of all programmes are centrally organised from city campus.
 - b) **Regional Centres:** The Regional centre of KKHSOU at Jorhat in upper Assam provides training for coordinators, counsellors, and other functionaries. The centre provides a venue for learners and academic counsellors to interact about a particular subject matter. Responsibility for Admission, distribution of SLMs and Examination in select districts of upper Assam also lies with Regional Centres. Establishment of some other regional centres is in the pipeline.
 - c) **Study Centres:** Study centres are the backbone of an open and distance learning institution. On behalf of the university, the study centres cater to the various requirements of learners, viz. Admissions-related information, delivering Self Learning Materials, conducting counselling sessions, distributing assignments and evaluating them, conducting term-end exams, etc. The study centers throughout the state handle these affairs on behalf of the University.

- d) **Pre-enrollment Counselling:** In cooperation with study centres, the university provides pre-enrollment counselling for all the programs through online and offline modes. It provides basic knowledge of the programs, counselling sessions, etc. Moreover, programme specific pre-enrollment counselling is also organised.
- e) **Sikshartha Mitra:** A few employees of the University have been engaged as Sikshartha Mitra in order to provide better technical support and assistance to the candidates during online admission process.
- f) **Learners' Charter:** The University has brought out a Learners' Charter pronouncing the basic rights and responsibilities of its learners. In the Induction Programmes at the Study Centres, the learners are sensitized about this Charter.
[http://kkhsou.in/web_new/viewDocumentPdf.php?pdf=pdf/student/Standee%204%20Assameseconverted\(1\).pdf&q=Learners%27%20Charter](http://kkhsou.in/web_new/viewDocumentPdf.php?pdf=pdf/student/Standee%204%20Assameseconverted(1).pdf&q=Learners%27%20Charter)
- g) **Handbook/SOP:** The University has brought out a Handbook for the Study Centres and a Standard Operating System (SOP) of Examination.
http://kkhsou.in/web_new/ugcinfo-2018/SOP%201-32.pdf
- h) **Audio CDs for Visually Impaired Learners:** The visually impaired learners are provided with free audio SLMs in CDs to overcome their difficulties of learning. The University has installed Braille printers for this category of special learners in the University SLM branch.
- i) **Face-to-face/Online Ticketing/Complaint System:** Learners' queries are attended in the face-to face mode and digital mode as well in a continuous way, through telephone, SMS and emails. There is a dedicated online portal through which the queries received automatically move to concerned department for solving the same. Once the problem is solved, the learner is informed by SMS and email.
- j) **Face to face and Walk-in Counselling:** M Com (HRD) Programme learners will receive face-to-face counselling from study centers. The University also provides face-to-face counselling/walk-in-counselling to learners at the specially maintained city learner support center located at the city campus on Sundays or weekdays.
- k) **ICT Support:** ICT support is a major component of any ODL system of education. Some of the ICT-based support systems provided by the university, which can be availed by the learners of M Com (HRD) Programme are listed below:
- **Website:** The University has developed a full-fledged official website www.kkhsou.in for learners and the general public. The website has a dedicated Learners' Corner (http://kkhsou.in/web_new/learner_corner.php) that

contains exhaustive information and links to useful resources which is accessible to the vast learner population. Furthermore, the Website links to social-networking sites like Facebook where learners, faculty members, and stakeholders can interact. Additionally, the site offers a tailored search by district or program. And most of the audio-visual programmes are accessible online through YouTube videos (web link: <https://www.youtube.com/user/kkhsou>)

- **Community Radio Service:** Jnan Taranga (90.0 MHz) is the first Community Radio station in the North Eastern part of the country administered by the University. Community Radio, being a platform for the community for taking up community issues, is also a platform for broadcasting educational programmes. This includes debates, discussions, and talk shows.

Links: <http://jnantaranga.kkhsou.in/index.php>

- **e-Bidya:** As part of its ongoing attempts to enhance student learning, the university has developed a Learning Management System (LMS) portal called e-Bidya using open source MOODLE which can be accessed via <https://ebidya.kkhsou.ac.in/>. The site allows learners to access e-resources 24 X 7, regardless of where they are in relation to the particular programme they are enrolled in. Learners can interact with experts in the discussion forum. Learners can experience the benefits of online learning through their mobile devices as well. The same facilities are being imparted for the M Com (HRD) Programme as well.
- **Open Access Journals Search Engine (OAJSE):** The OAJSE (www.oajse.com) can be used to browse and search 4,775 Open Access Journals from the rest of the World excluding India, 532 journals from India, and 32 Indian Open Access Indian Repositories. It provides all pertinent information about KKHSOU's central library, including access to electronic resources, the Online Public Access Catalogue (OPAC), and subscribed journals and databases. It also provides an email alert service (current awareness service) to learners and is linked with major social networks including Facebook and Twitter.
- **KKHSOU Mobile App:** The university has developed a mobile application "KKHSOU" that allows students to access the university website 24x7. Download

Link: https://play.google.com/store/apps/details?id=soft.bdeka.kkhsou.androidapp&hl=en_IN

- **SMS Alert Facility:** The University has implemented an SMS alert system for learners which notify of university news, events, and learner-related information.
- **E-Mentoring Groups:** The e-mentoring system, which utilizes the Telegram App/WhatsApp, helps learners acquire all the characteristics of open and distance learners, so that they can continue their studies with self-confidence, self-esteem, morale, and a feeling of identity. It is the main objective of this initiative to help learners minimize personal difficulties and identify the obstacles they face due to the diverse needs and backgrounds they have. During this process, they are also guided to develop appropriate and suitable learning strategies for overcoming all these difficulties and problems.
- **E-mail:** Learners can also write emails to any officials/faculty members of the University. For this a general email ID: info@kkhsou.in has been created. Concerns raised through email to this email address are addressed by the University's relevant officials or faculty members. Apart from that, the email and phone numbers of all faculty members are available on the website and Information Brochure. Any learners can write directly to them as well.
- **Online Counselling:** The University's faculty conducts online counselling sessions through different online platform like Zoom, Google Meet, Cisco Webex and Facebook etc. in addition to regular counseling sessions in study centers. It provides direct interaction of learners with the regular faculty members of the University which creates a greater sense of inclusion and reduces feelings of isolation by offering personal care and guidance to all learners.
- **KKHSOU in Social Media:** KKHSOU has incorporated social media sites like Facebook pages, Whatsapp group, Twitter Account (<https://twitter.com/KKHSOU1?s=09>) that enables sharing and interaction with the students' community. Official Facebook Group of KKHSOU can be reached at <https://www.facebook.com/groups/272636986264210/>

1.5.2 Duration of the programme: The M. Com. (HRD) programme comprises of four semesters and is of minimum 2 years duration. The programme has 4 courses in each semester carrying 100 marks (70 marks for summative assessment and 30 marks for formative assessment). However, the second semester includes additionally one **Industry or Society Based Project of 100 marks** and the 4th semester includes additionally one course of **Cyber Security** as per UGC guidelines and a **project of 200 marks**. Therefore, all the four semesters of the programme will have 17 courses of 4 credit each (17x4=68

credit) with two Project Study (100 marks for the industry or society based project (4 credits) and 200 marks for the second project (8 credits). The maximum duration for completion of the programme is 4 years as stated below:

- Minimum Duration :4 semesters (2 years)
- Maximum Duration :4 years (maximum of 4 attempts in 1 course/paper)

In case, a learner is not able to qualify a course in its first attempt, he/she has to qualify in the particular course within the next four attempts, subject to maximum duration of the study.

1.5.3 Credit Distribution: As per the credit definition given in the UGC ODL Regulations of 2020, the University follows the system of assigning 30 hours of study per credit of a course. Thus, following this norm, a 4 credit course constitutes a total of 120 hours of study. Out of the total credit hours, a minimum of 10 percent, i.e., minimum 12 hours of counselling per course is offered to the learners at their respective study centres and through online counseling as well. This programme has 80 credits in total. (**Ref. Annexure-I**)

1.5.4 Faculty and Support Staff Requirement: The Discipline of Commerce is functioning under the Maniram Dewan School of Management headed by Director of School. The University currently has 3 full time faculty members in the Discipline of Commerce, viz., one Associate Professor and two Assistant Professors. As the Programme requires support of the faculties of Economics, Statistics and Commerce, fulltime course based services are availed from the faculty members of the other disciplines of the University. A list of faculty members and course coordinators against each course offered by the Commerce discipline is presented in **Annexure IV**.

1.5.5 Specialization: All the courses of M. Com. (HRD) Programme are compulsory. The specialization courses are offered in specific M. Com. (HRD) programmes of the University.

1.5.6 Project Study: The objective of the Project is to help the learners to acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical framework. The duration of both the project works are six months. For the project of the forth semester, the learners need to submit a Project Synopsis of topic of their choice related to their Specialization followed by a Progress Report of the project. At the end of the term, the learners need to submit the Final Project Report and appear for a Viva. The project carries 300 (100+200) marks and it is mandatory to submit the Project Report before the completion of the programme. (**Project Study details are presented in Annexure III of this Report**)

1.6 PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION FOR M. COM. PROGRAMME:

1.6.1 Admission Procedure:

For admission into M. Com. (HRD) programme for 2023-24 session, any graduate can directly apply. There will be no entrance test. The announcement for admission in M. Com. (HRD) Programme would be made through University Website, newspaper, social media etc. Candidates seeking admission will have to apply with adequate supporting evidences. All the enrolled learners will be provided with the self-learning materials, registration number, programme guidelines and identity cards.

- i. **Online Admission:** Admission to this M. Com. HRD programme would be offered by KKHSOU through online in the University website: www.kkhsou.in. A prospective learner may take admission as per his/her choice in KKHSOU City Study Centre, Khanapara, Jorhat Regional Centre, Jorhat or any other recognized study centre for this programme in the State of Assam. A learner is to submit all relevant documents for admission through the online admission portal. The course fee is to be paid through credit card/ debit card/ net banking or UPI- Bharat QR, BHIM, PhonePe, GPay, Paytm, WhatsApp and other UPI. After admission is done, a unique Registration / Enrollment Number is automatically generated which will have to be used for future communications with the University. Based on his/her choice, and operational conveniences, a learner shall be assigned to a particular study centre for availing of dedicated services and counseling/tutoring facilities. The newly admitted learners will receive the SLMs through a dedicated study centre and in certain cases SLMs may be sent to the learners' home address also. e-SLMs are also available in the University website. The University has a Credit Transfer Policy which is being revised to facilitate course exemption in order to promote dual degree.
- ii. **Refusal/Cancellation of Admission:** At the time of admission the candidate must submit a declaration that he/she is not pursuing more than two degree programmes under KKHSOU/any other recognised University or Institution simultaneously. If any false declaration is detected at any stage, his/her admission/mark sheets/ certificates may be cancelled by the University.
- iii. **Continuous Admission:** By paying the necessary fees, a learner can obtain admission to the next semester once a particular semester is completed. Admission to the subsequent semester is not determined by the results of the previous semester. One may take admission in the next semester even without appearing in the previous semester examination. The admission period should be continuous from the date of completion of the previous semester's exams until 60 days after the start date. Incomplete exams, including back papers, will be allowed to be taken up when announcements of examination results are made. Learners are advised to regularly

visit the University's website (www.kkhsou.in) and maintain regular contact with their allotted study centres.

- iv. **Pursuing Two Academic Programmes Simultaneously:** As per UGC guidelines dated April 2022 a learner can pursue two academic programmes simultaneously, one in full time physical mode and another in Open and Distance Learning (ODL)/Online mode; or up to two ODL/Online programmes.
- v. **Fee Waiver for Differently Able Persons (DIVYANGJAN):** The fee waiver will be applicable for differently able learners in all semesters of the programme where he/she has enrolled. Such learners must submit 'Form no. IV' issued by the Social Welfare Department or Disability and a copy of the Certificate issued by the Department of Empowerment of Persons with Disabilities, Ministry of Social Justice and Empowerment, Govt. of India. The forms/certificates of differently able learners which are verified by the Social Welfare Department, Govt. of Assam will be allowed the fee waiver for the eligible learners of this M. Com. (HRD) programme also.
- vi. **Economically Weaker Section (EWS):** The learners applying for admissions in EWS category shall submit EWS documents as per the latest Govt. of Assam guidelines.
- vii. **Fee Structure:** The fee structure of the M. Com. (HRD) programme would have a break-up across semesters of the programmes. The fee is inclusive of Enrollment fees, Course fee, Examination fee, Exam centre fee and Mark-sheet fee. Currently the fee charged for one semester of this M. Com. (HRD) programme is R. 5000.00 per semester.
- viii. **Financial Assistance:** The University offers free education to jail inmates and differently abled learners. At present, the University offers free of cost education to jail inmates in 16 district jails of the state. The University is in the process of including more numbers of Central/District Jails in the coming Academic Session.

1.6.2 Lateral Admission

A candidate may be allowed lateral entry into 3rd Semester of M. Com. (HRD) programme provided the candidate have successfully completed two semesters of the concerned master degree programme from KKHSOU or any recognized Indian/foreign University. Lateral admission will require prior approval from the University authority. The candidates will have to apply to 'The Registrar' of KKHSOU furnishing details of supporting evidence for consideration regarding suitability.

1.6.3 Continuous Admission:

- i. After completion of a particular semester, admission into the next semester is required to be taken within one month from the last date of examination of the previous semester. It does not depend on whether the candidate has appeared in examination, or on the result of the earlier semester. Admission will have to be taken continuously in the programme without any break. A learner will be allowed to appear in all the examinations including

back within the stipulated time of the programme.

- ii. A learner will be allowed to take admission to the next semester beyond one month but within two months from the last date of examination of the previous semester with a late fine.
- iii. Under special circumstances and on special consideration, a learner may be allowed admission in the next semester even beyond two months but before issue of notification for filling up of forms for examination of that semester by the University on individual application with sufficient reasons and on payment of a late fine.

1.6.4 Fee Structure:

The following is the fee structure of M. Com. (Human Resource Development) Programme:

Semester	Fees
1 st Semester	Rs. 5000.00
2 nd Semester	Rs. 5000.00
3 rd Semester	Rs. 5000.00
4 th Semester	Rs. 5000.00

1.6.5 Financial assistance:

The University offers free education to jail inmates and differently abled learners. At present, the University offers free of cost education to jail inmates in 16 district jails of the state.

1.6.6 Curriculum Transaction and Activity Planner:

An activity planner, that guides the overall academic activities in the M. Com. (HRD) Programme shall be made available prior to the admission schedule of the University. The newly constituted CIQA office as per UGC guidelines and the office of the Academic Dean would upload the Academic Plan and Academic Calendar to enable the learners to plan their studies and activities accordingly.

1.6.7 The evaluation system of the Programme:

The system of evaluation of KKHSOU has a multi-tier system of evaluation.

- a) The University would adopt both ongoing and term- end evaluation. Ongoing evaluation is conducted in two modes: internal and external. The internal evaluation is to be undertaken by the learner himself. For this, the University has designed some Check Your Progress questions, which would help the learners to self-check his/ her progress of study. However, this is undertaken at the learners' end themselves and is non-credit based.
- b) Self-assessment exercises within each unit of study.
- c) Continuous evaluation mainly through assignments which are tutor-marked, practical assignments and seminar/workshops/extended contact programmes
- d) For overall evaluation of a course, the University follows the two types of evaluation:

Continuous Evaluation (Assignments)	: Weightage assigned 30%
Term End Evaluation (Semester-end Examinations)	: Weightage assigned 70%

- e) The learners have to submit the assignments within the schedule of a semester at the respective study centres. The counsellors at the study centres would evaluate the assignments and return them to the learners with feedback.
- f) Semester end examinations are conducted on scheduled dates at selected examinations centres which are fixed by the Controller of Examinations adhering to the norms of UGC ODL Regulations of 2020. As per the UGC's Curriculum and Credit Framework for UG Programme, 2022, the "Letter Grades" will be provided to the learner after due assessment and evaluation. Evaluations are done by the external examiners at zonal centres.
- g) Learners would be able to get their scripts re-evaluated if they are not satisfied with evaluation.
- h) Questions for the Term- end paper would be set as per the Evaluation policy of the University to have coverage of all the modules of the respective courses.
- i) The University is using high security and eco-friendly synthetic (water proof and termite proof) papers for mark sheets and certificates. Moreover, use of interactive kiosk at study centres for issue of admit card and modification of the existing EDPS system for quick publication of results of examinations are also being planned. Similarly, introduction of biometric identity of learners is also being planned.
- j) Project work (300 marks with 12 credit): The evaluation of learners depends upon various instructional activities undertaken by them. A learner has to make seminar/presentation and prepare a project/dissertation on a particular topic under the guidance of a professionally qualified supervisor/guide in Semester
- k) Plagiarism checks are conducted to ensure the compliance of similarity norms.

1.7 REQUIREMENTS OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES:

The University has a well-equipped computer lab for the learners of the university. The M. Com. learners along with the other learners of the university can make use of the laboratory. Library services are offered to the learners through physical library facilities set up by the University at the respective study centres. Reference books are suggested by the faculty members of the University, and are supplied to the study centres's library.

The Central Library at KKHSOU has a sizeable repository of relevant reference books and textbooks of commerce stream. The books available at the Central Library are quite helpful for the faculty members and the SLM writers as well as the content editors. It may be mentioned here that copies of relevant reference books and textbooks have also been sent to the libraries of the respective study centres which can be accessed by the learners.

The digital version of the University Central Library, KKHSOU is also available on the website: <http://www.kkhsou.in/library/> which is an online platform for collecting, preserving

and disseminating the teaching, learning and intellectual output of the University to the global community. On this website the entire catalogue (title/ author/ publisher wise) of library resources including books and other literature relating to this particular course and the Open Access Search Engine (OAJSE).

1.8 COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS:

The office of the Finance Officer of KKHSOU keeps all the records of finances regarding print of SLMs, honorarium paid to the members of the Expert Committee, honorarium to be paid to Content Writers, Content Editors, Language Editors, Translators, Proof Readers and also the expenditure related with organizing counsellors' workshops, meeting of the co-ordinators of the study centres etc. Moreover, the finance office also maintains records of purchase of computers, online space, books, journals etc. The accounts are maintained as per the laid down procedures of government.

1.8.1. Programme Development Cost (in Rs.)

English Medium per Unit		7,600.00
Writing	4,000.00	
Content Editing	2,000.00	
Language Editing	1,000.00	
Translation	-	-
DTP (Avg. 40 pages per unit @ 15/- per page)	600.00	
Assamese Medium per Unit		8,000.00
Writing	4,000.00	
Content Editing	2,000.00	
Language Editing	1,000.00	
Translation	-	-
DTP (Avg. 40 pages per unit @ 25/- per page)	1,000.00	

1.8.2. Printing Cost per SLM (for 1000 learners) (in Rs.)

Printing (inside pages avg. 80 both side pages @ 690/- per page)	55,200.00	69.00
Cover Page	5,850.00	
Binding	2,400.00	
Packing	5,500.00	
Total	68,950.00	

1.8.3. SLM Delivery Cost:

Average 2.2 kg per learner @ Rs. 60/- per semester	240.00
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1.8.4. Programme Maintenance Cost: **Rs. 1,750.00**

1.9 QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES:

- a) **Quality Assurance Mechanism:** With regard to quality assurance of all the Programmes of the University including the M Com (HRD) Programme, the University is involved in the

following activities:

- The programme design and structure is decided upon after a series of discussions and deliberations with a team of a few carefully chosen subject experts, who are mostly eminent scholars and professionals from the reputed institutions of higher education. Formed with due approval from the University authority, this Committee on Courses is helped by the in-house discipline and School faculties while preparing the framework of the programme. For implementation of NEP 2020, the University has networked with IGNOU, State Open Universities in India and other Universities in Assam by organizing workshops and participating in various meetings and seminars. Inputs from these discussions were used as quality benchmarks in designing the academic programmes.

- The university has a SLM Policy which is followed in development of SLM. SLM Audit is a regular feature of the University which is conducted by CIQA. The course material writers and content editors are mostly in academics from reputed higher educational institutions. SLMs are distributed through a well laid down mechanism to all the learners by a mix of modes. Moreover, eSLM has been made available. Like the SLM Policy, the University has adopted University wide approaches for development of policies, Strategic Action Plan and their implementation.

- CIQA takes care of the following among others to enhance the quality of the various facets of the University:

- Counsellors' workshops
- Stakeholders' meetings
- Feedback responses from the learners from various programmes
- SLM Audit

- In order to keep the M Com (HRD) programme updated, the programme would be revised and necessary changes would be incorporated for the benefit of the learners, based on the inputs received from the mechanism as mentioned above. Learners' and stakeholders' feedback is regularly collected and based on that, remedial measures and improvement mechanisms are worked out.

(http://kkhsou.in/web_new/learner_feedback_all.php)

b) **Expected Programme Outcomes:** The outcomes of the programme are manifold:

- It will enable the learners to acquire knowledge enabling them to articulate the conditions around them.
- Enhancing career prospect avenues in corporate, non-corporate and development sectors

- The programme will also help the learners to seek employment and career prospect avenues in the development sector, entrepreneurial venture, self-employment and/or other upcoming sectors like banking, insurance and other service sectors.
- Enabling to take up entrepreneurial ventures and self-employment
- Acquiring self-management tips to apply in conditions around them.
- Producing quality practitioners and entrepreneurs having sound knowledge of management and managerial skills.
- Encouraging the learners for higher studies and research in the field of management.
- Preparing the learners for competitive examinations etc.
- Producing community leaders for developments of the masses.
- Ensuring lifelong learning opportunities for management graduates in specific and common graduates in general.

ANNEXURE-I**STRUCTURE OF THE M. COM. (HUMAN RESOURCE DEVELOPMENT)
PROGRAMME**

Maniram Dewan School of Management is offering M. Com. (Human Resource Development) Programme under the Discipline of Commerce. The core courses of the M. Com. (Human Resource Development) programmes are listed below. The evaluation framework for each course comprises assignments and semester- end examination besides project works and viva voce.

	Course Code	Title of the Course	Marks	Credit
Semester 1	Course Code 1	Management Process and Organizational Behaviour	30+70	4
	Course Code 2	Managerial Economics	30+70	4
	Course Code 3	Business Environment	30+70	4
	Course Code 4	Information Technology in Business	30+70	4
Semester 2	Course Code 5	Marketing Management	30+70	4
	Course Code 6	Financial Reporting and Analysis	30+70	4
	Course Code 7	Advanced Financial Management	30+70	4
	Course Code 8	Business Laws	30+70	4
	Course Code 9	Project (Industry or Society based)	50+50	4
Semester 3	Course Code 10	Human Resource Management	30+70	4
	Course Code 11	Research Methodology	30+70	4
	Course Code 12	Project Management and Operation Research	30+70	4
	Course Code 13	Strategic Management and Corporate Governance	30+70	4
Semester 4	Course Code 14	Industrial Relations and Labour Legislations	30+70	4
	Course Code 15	Organisational Change and Development	30+70	4
	Course Code 16	Performance Management and Compensation Management	30+70	4
	Course Code 17	Manpower Planning and Resourcing	30+70	4
	Course Code 18	Cyber Security	30+70	4
	Course Code 19	Project	100+100	8
Total Marks / Total Credit			2000	80

ANNEXURE -II**DETAILED SYLLABUS OF M.COM. (HUMAN RESOURCE DEVELOPMENT) PROGRAMME****SEMESTER 1*****COURSE CODE 1: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR***

Objectives: To acquaint learners with the basics of management process and organizational behavior of a business organization.

Learning Outcomes: After completion of the course, the learners will be able to:

- Distinguish and explain management and management process;
- Know the importance of planning and forecasting along with organizing and staffing;
- Identify the process of communication;
- Analyse the role and theories of leadership;
- Explain the concept and importance of group and team building.

Unit 1: Introduction to Management and Management Process: Introduction, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View Concept of management:

Unit 2: Levels of Management and Functions of Management: Planning, organizing, staffing, directing, controlling and coordination.

Unit 3: Planning and Forecasting: Planning and Forecasting: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making, meaning of forecasting, Relationship between planning and forecasting, advantages and disadvantages of forecasting, techniques of forecasting.

Unit 4: Organizing and Staffing: Introduction, Importance of Organizing, Types of Organizations, Organizational division and span of control, Departmentation, Staffing and its importance in the organization, Line and staff concept, Staffing

concept and HR Management

Unit 5: Controlling: Meaning of control, control process, types of control, dimensions of control, resistance to control, techniques of controlling.

Unit 6: Appraising Human Resource: Meaning of performance appraisal, characteristics of an effective appraisal system, methods of performance appraisal, career development and career planning

Unit 7: Communication: Process of communication, elements of effective communication. Decision making, group decision-making process

Unit 8: Motivation: Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization

Unit 9: Introduction to OB: Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB

Unit 10: Personality and Perception: Introduction, Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others

Unit 11: Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence.

Unit 12: Leadership: Introduction, Overview of Leadership, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories

Unit 13: Group and Team: Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Definition and concept of a Team, Characteristics of an Effective Team, Designing a Team, Seven Step of Intact Team Building, Cross Functional Teams

Unit 14: Power, Politics, Conflict, Negotiation and Stress: Introduction, Power, Politics, Conflict, Negotiations and Stress

Unit 15: Case Study**Suggested Readings:**

- Drucker, Peter F. (2014), Practice of Management, Allied Publications, New Delhi.
- Koontz, Harold and Wehrich, Heinz (2007), Essentials of Management, Tata McGraw Hills, New Delhi.
- Gupta R.N. (2006). Business organisation and management, New Delhi, S. Chand & Company Ltd.
- P. C. Tulsian & Pandey Vishal (2008). Business organization and management. New Delhi, Pearson Education Ltd.
- L.M Prasad (2015); “Principles and Practice of of Management”, Ninth Edition, Suttan Chand and sons, New Delhi.
- R.N. Gupta, S (2010); “Principles of Management”, S Chand & Company Pvt Ltd, New Delhi.
- Shyamal Banerjee (1981), ‘Principles and Practice of Management’, Oxford and IBH Publishing Co. Pvt. Ltd, New Delhi.

***COURSE CODE 2:
MANAGERIAL ECONOMICS***

Objectives: The course aims to acquaint the learners with fundamental economic theories and their impact on pricing, demand, supply, production, and cost concepts.

Learning Outcomes: After completion of the course, the learners will be able to:

- Know the meaning, scope and importance of managerial economics;
- Examine how different economic systems function and evaluate implications of various economic decisions;
- Understand how consumers try to maximize their satisfaction by spending on different goods;
- Analyse the relationship between inputs used in production and the resulting outputs and costs;
- Analyse and interpret market mechanism and behaviour of firms and response of firms to different market situations;
- Examine various facets of pricing under different market situations.

Unit 1: Introduction to Managerial Economics: Introduction, Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economist

Unit 2: Demand Analysis: Introduction, Meaning and Law of Demand, Nature and types of demand; Determinants of Demand, Law of Demand, Elasticity of Demand

Unit 3: Demand Forecasting: Introduction, Meaning of Demand Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Products

Unit 4: Supply and Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium

Unit 5: Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production

Unit 6: Cost Analysis- Introduction, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run

Unit 7: Objectives of Firm- Introduction, Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory

Unit 8: Revenue Analysis and Pricing Policies- Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods

Unit 9: Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition

Unit 10: Price Determination under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis

Unit 11: Macro Economics and some of its measures- Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators

Unit 12: Consumption Function and Investment Function- Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Unit 13: Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions

Unit 14: Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

Unit 15: Case Study

Suggested Readings:

- Ahuja, H.L. (2003). Advanced Economic Theory; New Delhi: S.Chand & Co.
- Koutsoyiannis, A (1979). Modern Microeconomics; New Delhi: Macmillan.
- Jhingan, M.L. (1986). Micro Economic Theory; New Delhi: Konark Publications.
- Keats and Young (2004): Managerial Economics, Pearson Education
- Peterson et al. (2008): Managerial Economics, Pearson Education
- Pindyck, R.S and D.L. Rubinfeld (2004): Microeconomics, Prentice-Hall India

***COURSE CODE 3:
BUSINESS ENVIRONMENT***

Objective: The course aims to give an understanding about the different compelling factors on the basis of which business organisations have to function.

Learning Outcomes: After completion of the course, learners will be able to:

- Explain the basic concept and scope of business environment;
- Analyse the regulatory framework of the business sector;
- Know the composition of business environment;
- Explain the social responsibility of business;
- Distinguish and explain Patents and Trademarks;
- Describe the globalization of business;

UNIT 1: Introduction to Business Environment: Types of Environment, nature scope

and objectives of business, environmental analysis and forecasting

UNIT 2: Business and Society: Social environment, social responsibility of business and corporate governance

UNIT 3: Industrial Policies: Industrial policy upto 1991, new industrial policy, privatization and disinvestment, IRDA

UNIT 4: Trade Environment: Industrial growth and diversification, Public and private sector industries, small scale industries and cottage industries

UNIT 5: Village and Small Industries: Definition of small and village industries, state industrial policies, khadi and village industries

UNIT 6: Industrial Sickness: Definition, causes of sickness, preventive and curative measures

UNIT 7: Labour Environment: Principles of labour legislation, labour legislation, labour welfare, definition of industrial relation; trade union; workers participation in management; quality circles, VRS and Golden handshakes

UNIT 8: Financial Environment: Introduction to money market and capital market with special reference to India, organized and unorganized money market; Disinvestment, Demonitization.

UNIT 9: Political Environment: Introduction, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy, Business Risks Posed by the Indian Political System

UNIT 10: Globalization of Business: Concept and evolution (GATT, WTO and Uruguay Round Agreement), meaning and features of international business, importance of international business

UNIT 11: Multinational Corporations: Definition and meaning, MNCs and International trade, Merits and demerits of MNCs, MNCs in India

UNIT 12: Patents and trademarks: Definition of Patent and trademarks, falsifying and falsely representing trademarks as registered, registration of trade marks as

associated trademarks.

UNIT 13: Economic Planning: Planning in India, planning commission, formulation of plan, twelfth plan, NITI Aayog

UNIT 14: Economic Development: Industrial development, salient features of industrial planning and development, role of public and private sectors, import and export, Leasing out, PPP.

UNIT 15: Cases related to Business Environment

Suggested Readings:

- Francis Cherunilam (2014), Business Environment- Text and Cases, Himalaya Publishing House; Mumbai
- Saroj Upadhyay (2005), Business Environment; 2nd Edition, Asian Books Private Ltd. New Delhi,
- Pippa Riley (2011), Business Environment, 1st Edition, Viva Books, New Delhi
- Cherunilam Francis. International Business- Text and Cases (Fifth Edition). PHI Learning Private Limited, New Delhi. (2010)
- Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar (2013), Marketing Management, 14th Edition, Pearson Education, New Delhi,

COURSE CODE 4:

INFORMATION TECHNOLOGY IN BUSINESS

Course Objectives: The objectives of the Course are to help the learners' in:

- Understanding the concepts of Information Technology
- Explaining the learn the features and advantages of LibreOffice software suite, and develop proficiency in using its components, including Writer, Calc, Impress, and Base.
- Acquiring practical skills in document formatting, spreadsheet calculations, presentation design, and database management using LibreOffice tools.
- Understanding the concept of internet, internet tools and Management Information System

Course Outcomes: After successful completion of the course, the learners will be able to:

- Use LibreOffice suite to create, edit, format, and present documents, spreadsheets, and presentations, as well as to manage databases, using templates, styles, formulas, and advanced formatting features.
- To work with internet and use internet tools
- Use Management Information System in their work.

UNIT 1 : Information Technology

Areas of Information Technology, Advantages and Disadvantages of Information Technology, Application of Information Technology

UNIT 2: Introduction to LibreOffice

Overview of LibreOffice software suite and its features, Advantages of using LibreOffice as an alternative to proprietary software, Installation and configuration of LibreOffice on different platforms

UNIT 3: Getting started with Writer

Launching Writer and creating a new document, Navigating the Writer interface and understanding the different components of the document window, Entering and formatting text, applying font styles, and working with paragraphs, Saving, closing, and opening existing documents in different formats

UNIT 4: Working with templates and styles in Writer

Creating and using document templates for consistent formatting and layout, Creating and modifying paragraph and character styles for consistent text formatting, Managing styles in the Styles and Formatting dialog box

UNIT 5: Formatting documents in Writer

Adding and formatting images, tables, and other objects in a document, applying advanced formatting options, such as page borders, columns, and page backgrounds, Using Writer's built-in tools for spell-checking, grammar-checking, and language translation

UNIT 6: Introduction to Calc

Overview of Calc and its features as a spreadsheet program, Launching Calc and creating a new spreadsheet, Navigating the Calc interface and understanding the different components of the worksheet window, Entering and formatting data, applying cell formatting, and working with formulas

UNIT 7: Working with functions and formulas in Calc

Using built-in functions and formulas for common calculations in Calc, creating custom functions and formulas for complex calculations, using conditional formatting to highlight data based on certain criteria

UNIT 8: Advanced formatting and charting in Calc

Applying advanced formatting options, such as conditional formatting, data validation, and custom number formats, Creating and modifying charts to visualize data in different ways, Using Calc's built-in tools for filtering, sorting, and analyzing

data

UNIT 9: Introduction to Impress

Overview of Impress and its features as a presentation program, Launching Impress and creating a new presentation, Navigating the Impress interface and understanding the different components of the slide window, Adding and formatting slides, applying transitions, and customizing presentation setting

UNIT 10: Working with multimedia and animations in Impress

Adding images, audio, and video to a presentation, Creating and modifying animations to enhance visual effects, Using Impress's built-in tools for recording and rehearsing presentations

UNIT 11: Introduction to Base

Overview of Base and its features as a database management tool, Launching Base and creating a new database, Navigating the Base interface and understanding the different components of the database window, creating tables, forms, queries, and reports using Base's built-in tools

UNIT 12: Working with Internet

Introduction to Internet, Internet Architecture, Evolution of Internet, Basic Internet Terminologies, getting connected to Internet, Application of Internet

UNIT 13: Internet Tool

Web Browsers, Web Server, Electronic Mail, Search Engines, World Wide Web, Internet Security, Types of Attack and Malicious Software

UNIT 14: Management Issues in MIS

Concept of MIS, Information Security and Control, Quality Assurance, Ethical and Social Dimensions, Intellectual property rights as related to IT services/IT products and Managing Global Information systems.

Suggested Readings:

- Parameswaram, R. (2010), 'Computer Applications in Business'. S. Chand & Company.
- Rajaraman, V. (2013), 'Fundamentals of computer', Practice Hall India Learning Private Ltd.
- Saxena, Sanjay & Chopra, P. (2006), 'Computer Application in Management', Vikash Publication House Pvt. Ltd.

- <https://documentation.libreoffice.org/assets/Uploads/Documentation/en/GS7.0/GS70-GettingStarted.pdf>

SEMESTER 2

COURSE CODE 5: MARKETING MANAGEMENT

Objective: The course aims to provide basic knowledge of concepts, principles, tools and techniques of marketing management and to provide knowledge about various developments in the marketing management.

Learning Outcomes: After completion of the course, learners will be able to:

- Develop understanding of basic concepts of marketing management;
- Analyse the process of marketing decisions involving product development and its role in value creation;
- Develop understanding about Segmentation, Targeting and Positioning along with Brand and Branding Strategy
- Analyse the process of marketing decisions involving product promotion vis a vis consumer buying behavior;
- Learn various developments in marketing management area.

Unit 1: Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations

Unit 2: Marketing Environment: Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning,

Unit 3: Marketing Mix: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.

Unit 4: Consumer Buying Behavior: Introduction, Characteristics, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buyer Decision

Process for New Products, Buying Motives, Buyer Behaviour Models

Unit 5: Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process

Unit 6: Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P)

Unit 7: Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)

Unit 8: Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development

Unit 9: Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

Unit 10: Marketing Channels: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling

Unit 11: Personal Selling: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing

Unit 12: Customer Relationship Management: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations,

Significance of Customer Relationship Management,

Unit 13: Contemporary Issues in Marketing: Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing

Unit 14: International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Pricing

Unit 15: Case Study

Suggested Readings:

- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham and Jha, Mithileshwar. (2007). Marketing Management. Pearson Education.
- Rajan, Saxena. (2007). Marketing Management (3rd Edition). Tata McGraw Hill Publication.
- Ramaswami, V. S. and Namakumari, S. (2003). Marketing Management. Macmillan India Limited.
- Schiffman, Leon G. and Kanuk, Laslie Lazar. (1997). Consumer Behaviour. (Ninth Edition) Prentice Hall International Edition.
- Kaptan, S. S. and Pandey, S. (2004). Brand Imitation. Himalaya Publishing House.
- Drucker, Peter F. (2014), Practice of Management, Allied Publications, New Delhi.

COURSE CODE 6:

FINANCIAL REPORTING AND ANALYSIS

Objective: The course aims to help the learners to analyse accounting and other information incorporated in the corporate annual reports, to analyse operating, financial, and structural performance of business firms with the help of appropriate analytical tools.

Learning Outcomes: After completion of the course, learners will be able to:

- Analyse and interpret the qualitative features of information provided in the Financial Statements of a company;
- Develop understanding about Accounting Standards and International Financial Reporting Standards
- Know about the regulatory framework for the preparation and presentation of financial statements;
- Compute and analyse accounting ratios of a company;
- Conduct fund flow and working capital analysis;
- Conduct cash flow analysis.

Unit 1: Accounting Concepts and Principles: Meaning and Importance of Accounting Concepts and Principles; GAAP; IFRS: GAAP Vs IFRS, Convergence of IFRS and GAAP.

Unit 2: Accounting Standards: Meaning, Objectives, Advantages and Disadvantages **Accounting Standards;** Procedure for issuing Accounting Standards by the ICAI; Indian Accounting Standards.

Unit 3: International Financial Reporting Standards and their Scope and Objectives: International Accounting Standards Committee Foundation (IASCF) and its objectives and responsibilities; International Financial Reporting Interpretations Committee (IFRIC); Objectives, scope and process of issuing International Financial Reporting Standards (IFRS).

Unit 4: The Conceptual Framework for the Preparation and Presentation of Financial Statements: Meaning and significance of conceptual framework of financial statement: conceptual framework:

- a) Issued by the ICAI, and
- b) Issued by the International Accounting Standards Board ('IASB') – under IFRS covering (i) objectives and users of financial statements, (ii) the reporting entity, (iii) the qualitative characteristics that determine the usefulness of information in financial statements, (iv) the definition of the elements of financial statements, (v) the recognition of the elements from which financial statements are constructed (vi) the measurement of assets and liabilities reported in financial statements and (vii) concepts of capital and capital maintenance.

Unit 5: Regulatory Framework and National differences:

- (a) The regulatory frameworks for the preparation and presentation of financial statements: Relevant provisions of Companies Act and compliance with the Accounting Standards and SEBI Guidelines.
- (b) National differences in financial reporting practices; Reasons for national differences in financial reporting practices; Attempts to reduce national differences.

Unit 6: Reporting Criteria: Criteria for information appearing in a published income statement and balance sheet; Reporting comprehensive income; Segmental reporting;

Accounting policies; Directors' report; Notes to the accounts.

Unit 7: Consolidated Financial Statements: Meaning of Consolidated Financial Statements; Definition of Parent and Subsidiary Companies; Advantages and Disadvantages of Holding Companies; Consolidated Financial Statement as per AS 21: Minority Interest, Cost of Control; Capital and Revenue Profit; Controlling Interest acquired during the year; Treatment of Preference Shares of Subsidiary, Mutual owing, Bonus shares, Change in value of Fixed assets, Intercompany Holding and Cross Holding, Consolidation of Financial Statements.

Unit 8: Fund Flow Statement: Meaning, Objectives, Advantages and Disadvantages of Fund Flow Statement, Preparation of Fund Flow Statement.

Unit 9: Cash Flow Statement: Meaning, Objectives, Advantages and Disadvantages of Cash Flow Statements; Distinctions between Cash Flow Statement and Fund Flow Statement; Preparation of Cash Flow Statement.

Unit 10: Budget and Budgetary Control: Meaning and Importance of Budget; Types of Budget: Functional Budget, Cash Budget, Master Budget, Fixed and Variable Budget, Zero-based Budgeting; Budgetary Control: Meaning, Objectives, Scope, Advantages and Disadvantages; Techniques of Budgetary Control: Budget Centre, Operation Chart, Budget Committee, Budget Manual, Budget Period.

Unit 11: Corporate Financial Reporting: Corporate Financial Reporting: Concept and Practices of Financial Reporting; Objectives of Financial Reporting; Users of Financial Reporting; General and Specific Purposes of Financial Reporting; Qualitative Characteristics of Financial Reporting Information; Benefits of Financial Reporting.

Unit 12: Application of Accounting Ratio's in Decision Making: Predictive Value of Accounting Ratios. Ratio Analysis for Performance Evaluation (Activity and Profitability). Ratio Analysis for Financial Health (Solvency and Structural Analysis).

Unit 13: Liquidity Analysis Application of Accounting Ratios in the Analysis of Working Capital and Inter Firm Comparison.

Unit 14: Social Responsibility Accounting: Reporting and Social Audit: Concept of Social Accountability; Concept, Objectives of Social Responsibility Accounting; Functional areas of Social Responsibility Accounting; Reporting of Social Responsibility Accounting; Limitations of Social Responsibility Accounting; Social Audit.

Unit 15: Emerging new concepts of Corporate Reporting: Human Resource

Accounting-[HRA] and Reporting: Introduction-meaning- Cost and expenses' of human resources- Aims and objectives- Importance-benefits and limitations of HRA- HR evaluation Methods and Models- HR evaluation and Reporting- Indian Scene;
Environmental Accounting-Reporting and Audit: Introduction to Environment- Environmental Acts in India-Meaning- Basics- Evaluation of natural resources- Purposes-needs- benefits and limitations.

Suggested Readings:

- Bhattacharya, Ashis. Financial Accounting. New Delhi: Prentice hall of India Pvt. Ltd.
- Dam, B. B. and Gautam, H. C. Theory and Practice of Financial Accounting. Guwahati: Capital Publishing Company.
- Gupta, R. L. and Radhaswamy, M. Accountancy. New Delhi: Sultan Chand & Sons.
- Maheshwari, S. N. Financial Accounting. New Delhi: Vikash Publishing House Pvt. Ltd.
- Khan and Jain. Management Accounting. Delhi: Tata Mc-graw Hills Ltd.
- Sharma and Gupta. Management Accounting. Delhi: Kalyani Publishers.
- Pillai & Bhagawathi. Management Accounting. Delhi: S. Chand & Co. Ltd.

***COURSE CODE 7:
ADVANCED FINANCIAL MANAGEMENT***

Objective: The course aims to impart advanced knowledge on financial management applicable in business enterprises.

Learning Outcomes: After completion of the course, learners will be able to:

- Develop understanding about financial management, financial planning, etc.;
- Compute and calculate the valuation of Bonds and Shares;
- Find out the cost of capital collected from different sources;
- Develop knowledge about capital budgeting and risk associate with it;
- Acquire knowledge about working capital management.

Unit 1: Financial Management: Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and Other Business Functions

Unit 2: Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalisation

Unit 3: Valuation of Bonds and Shares: Introduction, intrinsic value, book value,

Valuation of Bonds, Valuation of Shares

Unit 4: Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital

Unit 5: Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage

Unit 6: Capital Structure: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure

Unit 7: Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria

Unit 8: Risk Analysis in Capital Budgeting: Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach

Unit 9: Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Approaches to Capital Rationing.

Unit 10: Working Capital Management: Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital

Unit 11: Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash Forecasting and Budgeting

Unit 12: Inventory Management: Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with

Inventories, Inventory Management Techniques, Importance of Inventory Management Systems

Unit 13: Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy

Unit 14: Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

Unit 15: Case Study

Suggested Readings:

- Chandra, Prasanna. (2011). Financial Management: Theory and Practice (8th edition). McGraw Hill Education.
- Jain, P. K. & Khan, M. Y. (2014). Financial Management: Text, Problems and Cases. McGraw Hill Education.
- Pandey, I. M. (2010). Financial Management (10th edition). Vikas Publishing House.
- Banerjee, Arindam. (2016). Financial Management (1st Edition). Oxford University Press.
- Gupta, S. K. & Sharma, R. K. (2016). Financial Management: Theory and Practice (8th Edition). Kalyani Publishers.
- Khan, M. Y. (2017). Financial Management (7th Edition). McGraw Hill Education.
- Shrivastava, R. M. (2010). Financial Management and Policy. Himalaya Publishing House.
- Srivastava, Rajiv & Mishra, Anil (2011). Financial Management (2nd Edition). Oxford University Press.

***COURSE CODE 8:
BUSINESS LAWS***

Objective: The course aims to give the learners understanding about important aspects of legal environment of business and to impart knowledge about legal agreement so that they get acquainted with the process of establishing legal relationships and to have knowledge of various measures protecting the interest of the consumers.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Examine various aspects of entering into a contract and implications of different types of contract;
- Interpret the regulation governing the Contract of Sale of Goods;

- Discuss the laws governing partnership and legal consequences of their transactions and other actions in relation with the partnership, and examine contractual obligations and provisions governing limited liability partnership;
- Describe the significant provisions of the Competition Act to prevent practices having adverse effect on competition and provisions of the Consumer Protection Act to protect the interest of the consumers;
- Explain the law governing regulation and management of foreign exchange under FEMA.

Unit 1: Law of contract –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract.

Unit 2: Contracts of Guarantee, Indemnity and Bailment – Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety; Introduction, Bailment and its Kinds, Definition of bailment, Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee

Unit 3: Contract of Agency: Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal’s Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney

Unit 4: Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution.

Unit 5: The Limited Liability Partnership Act, 2008: Definitions under the Act, Nature of Limited Liability Partnership, Incorporation of Limited Liability Partnership, Partners and their Relations, Extent and Limitations of Liability of Limited Liability Partnership and Partners; Winding up and Dissolution.

Unit 6: Law of Sales of Goods – Contract of sale, Goods and their classification, meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract

Unit 7: Law of Negotiable Instruments – Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying and Collecting Banker.

Unit 8: Banking and Insurance Law - Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector

Unit 9: The Consumer Protection Act- Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers

Unit 10: The Companies Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.

Unit 11: The Foreign Exchange Management Act- Introduction, Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties [Sections 13-15], Adjudication and Appeal [Sections 16-35], Directorate of Enforcement, Miscellaneous Provisions

Unit 12: The Competition Act: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations, Miscellaneous Provisions, Finance, Accounts and Audit

Unit 13: Regulation to Information: Introduction, Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000

Unit 14: Intellectual Property Laws: Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.

Unit 15: The Prevention of Money- Laundering Act, 2002: Definitions under the Act, Offence of money-laundering, Punishment for money-laundering, Attachment, Adjudication And Confiscation of Property, Obligations of Banking Companies, Financial Institutions and Intermediaries, Appellate Tribunal, Authorities under the Act.

Suggested Readings:

- Arun Kumar Sen and Jitendra Kumar Mitra (1977). Commercial Law (including Company Law and Industrial Law). World Press Private Limited.
- R. P. Maheshwari and S. N. Maheshwari (2014). Principles of Mercantile Law. New Delhi: Himalaya Pub. House.
- N. D. Kapoor (2014). Elements of Mercantile Law. Sultan Chand & Sons.
- K. C. Garg, V. K. Sareen, Mukesh Sharma & R. C. Chawla (2014). Mercantile Law. Kalyani Publishers.
- V. K. Sareen, Mukesh Sharma & K. C. Garg (2015). Business Law. Kalyani Publishers.
- The Consumer Protection Act, 1986 (Bare Act).

COURSE CODE 9:**INDUSTRY OR SOCIETY/COMMUNITY BASED PROJECT****PROJECT GUIDELINES:**

The project carries 100 marks (50 marks for Report and 50 Marks for Viva-Voce) and its duration is six months. The learners will visit an industry or a business entity or a society/community and prepare a report of 40-60 pages. The report may be prepared either hand written or computer typed. It is mandatory to submit the report and appear for viva-voce to complete the programme successfully. The project report is to be submitted in the respective Study Centre before 20 days from the commencement of the semester-end examination. Viva-voce will be held as per the notification made by the Controller of Examination. The report may reflect the following areas:

1. For Industry base Project:

- i) Industry profile
- ii) Management
- iii) Employees' information
- iv) Financial information / Hierarchical structure in flow chart
- v) Nature of works
- vi) Technology / machineries used
- vii) Total turnover
- viii) Environmental issues
- ix) Grievance redressal
- x) SWOT analysis
- xi) Any other information

2. For Society based Project:

- i) Name and geographical location of the society/community

- ii) Population
- iii) Education / skill based training
- iv) Governance
- v) Livelihood and financial literacy
- vi) Government schemes availed
- vii) Cultural information
- viii) Social integrity
- ix) Disputes and redressal
- x) Transportation and communication
- xi) Any other information

SEMESTER 3

COURSE CODE 10: HUMAN RESOURCE MANAGEMENT

Objective: The course aims to acquaint learners with the techniques and principles to manage human resources of an organisation.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Develop necessary understanding about the meaning, functions and scope of human resource management;
- Develop necessary skills to prepare an HR policy to enable the employees attain work life balance;
- Prepare a Human Resource Plan and a report on job analysis in an organisation;
- Analyse the applicability and use of different kinds of training and development strategies in real life scenarios;
- Create HR policies related to grievance redressal, employee health, safety, welfare, and their social security in an organization.

Unit 1: Introduction to Human Resource Management: Concept of Human Resource Management, Evolution of Human Resource Management, Functions of Human Resource Management, Scope of Human Resource Management, Difference between Human, Resource Management and Personnel Management, Role of HR Executive and Challenges of Human Resource Management

Unit 2: Human Resource Planning: Concept of Human Resources Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Importance of Human Resource Planning, HRP Process, Methods of Demand Forecasting, Methods of Supply Forecasting, Labour Wastage and Essentials for

the success of Human Resource Planning.

Unit 3: Recruitment and Selection: Concept of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Recruitment Policy, Concept of Selection, Selection Process, Selection tests, Concept of Evaluation, Placement and Induction, Concept of Evaluation and techniques of Evaluation, Concept of Placement and Induction

Unit 4: Training and Development: Concept of Training and Development, Meaning and significance of Training, Methods of Training, Concept of Management

Unit 5: Performance Appraisal: Concept of Performance Appraisal, Need for performance appraisal, Types of Appraisal Methods, Benefits of performance appraisal and Reviews

Unit 6: Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning

Unit 7: Compensation Management: Wage and Salary Administration, Definitions and Concepts, Need for sound salary administration, Objective of wage and salary administration, Guiding principles of wage and salary administration, Factors influencing wage and salary administration, Methods of payment of wages, Concept of Rewards and Incentives, Types of wage incentive plans and Fringe Benefit

Unit 8: Job Evaluation: Concept of Job evaluation, Objectives of Job Evaluation,

Unit 9: Job Analysis and Design: Concept of Job Analysis, Purpose of Job Analysis, Process of Job Analysis, Methods of Job Analysis and Concept of Job Design

Unit10: Grievance and Grievance Procedure: Concept of Grievance, Causes of Grievance, Forms and effects of grievance, Grievance handling procedure, Grievance handling procedure in Indian Industry and Need for Grievance Redressal Procedure

Unit 11: Employee Misconduct and Disciplinary Procedure: Meaning and objectives of discipline, Principles for maintenance of discipline, Essentials of a good disciplinary system, Disciplinary Action, Punishment for disciplinary action and Procedure for disciplinary action

Unit 12: Human Resource Information System: Concept of Human Resource Information System, Components of Human Resource Information System, Types of Human Resource Information System, Applications of Human Resource Information System, Implementation of Human Resource Information System

and Benefits of Human Resource Information System

Unit 13: Contemporary Challenges in HRM: The Job and Challenges, The New Professional Approach, Challenges in Human Resource Management, HR in Mergers and Acquisitions, New Organisational Forms, HR Professional as Change Agent, KPO, BPO

Unit 14: Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities

Unit 15: Human Resource Management: Case Studies: Case 1: Baibhab International, Case 2: Coca Cola, Case 3: Hindustan Unilever, Case 4: When an employee says he is HIV Positive, Case 5: Training - so difficult!!!

Suggested Readings:

- S.S. Khanka (2007), 'Human Resource Management: Text and Cases', 1st Edition, S. Chand and Company Ltd, New Delhi.
- K. Aswathappa (2013), 'Human Resource Management: Text and Cases', 7th Edition, McGraw Hill Education (India) Private Limited.
- K. Aswathappa (2005), 'Human Resource and Personnel Management', 4th Edition, Tata McGraw Hill Education.
- Seema Sanghi; (2011), 'Human Resource Management', India, Macmillan.
- Dr C B Mamoria, S V Gankar: (2009), 'Personnel Management', India, Himalaya.
- S K Sharma, (2009), 'Handbook of HRM Practices: Management Policies and Practices', Global India Publications Pvt. Ltd.
- C S Venkata Ratnam, B K Srivastava, (1991), 'Personnel Management and Human Resource', Tata McGraw-Hill Education, India

***COURSE 11:
RESEARCH METHODOLOGY***

Objective: The course aims to inculcate research aptitude among the learners and to enable them to conduct research works.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Develop knowledge about meaning, types and process of research;
- Outline the significance of Research and Research Methodology and to analyse the problems in conducting social science research.
- Formulate Research Problem and Research Design;
- Determine the sample size in consonance with the research problem and research design;
- Collect and tabulate required primary and secondary data for analysis;
- Prepare a report on the basis of collected data.

Unit 1: Introduction to Research: Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.

Unit 2: Research Design: Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design

Unit 3: Reviewing the Literature: Functions of the literature review in research, process of carrying out a literature search, difference between a literature review and a summary, uses of internet for a literature review.

Unit 4: Research Problem and Formulation of Research Hypotheses: Defining the Research problem; Management Decision Problem vs. Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.

Unit 5: Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method

Unit 6: Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non- Comparative scales, Measurement Error, Criteria for Good Measurement

Unit 7: Sampling: Sampling concepts- Sample vs. Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion

Unit 8: Questionnaire Design: Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method.

Unit 9: Data Processing: Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.

Unit 10: Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data

Unit 11: Testing of Hypotheses: Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.

Unit 12: Chi-square Analysis: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions

Unit 13: Analysis of Variance: Completely randomized design in a one-way ANOVA; Randomized block design in two-way ANOVA; Factorial design

Unit 14: Research Report Writing: Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.

Unit 15: Ethics in Research: Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research

Suggested Readings:

- Malhotra, N.K. and Dash, S. (2011); Marketing research: An Applied Orientation (6th edition); New Delhi: Pearson Education.
- Shields, Patricia; Rangarjan, Nandhini (2013). A Playbook for Research Methods: Integrating Conceptual Frameworks and Project Management. Stillwater, Oklahoma: New Forums Press.
- Kothari, C.R. and Garg, G. (2014), 'Research Methodology - Methods and Techniques', New Age International Publishers
- Kothari, B. L. (2007). Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
- Madan, P., Paliwal, V., & Bhardwaj, R. (2012). Research Methodology- Methods & Techniques. New Delhi: New Age International Publishers.
- Borse, M. N. (2012). Research Methodology—Modern, Methods & New Techniques. Jaipur: Shree Niwas Publishers.
- Sharma, R. D., & Chahal, H. (2006). Research Methodology in Commerce and Management. New Delhi: Anmol Publications.

COURSE CODE 12:

PROJECT MANAGEMENT AND OPERATION RESEARCH

Objective: The course aims to inculcate knowledge about the concept of project Management and concepts related to project analysis, selection and planning. It also aims to develop knowledge about the basic concept of operation research and various techniques of operation research.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Develop knowledge about project management and organizational strategy;
- Analyse projects for identification of investment opportunities;
- Develop understanding about meaning, types, scopes and phases of operation research;
- Analysis of Linear Programming Problems.

Unit 1: Introduction to Project Management: Meaning and scope, Need of project management, Life cycle of a project - conception and selection, planning and scheduling, implementation and control, evaluation and termination.

Unit 2: The Organizational Context: Project and Organizational Strategy; Stakeholder Management: Identifying Project Stakeholders, Managing Stakeholders; Forms of Organizational Structure: Functional Organization, Project Organization, Matrix Organization, Impact of Organizational Structure on Project Performance; Meaning of

Organizational Culture; Organizational Culture and Project Management.

Unit 3: Project Analysis and Selection: Identification of investment opportunities, project initiation, Market and Demand Analysis, Technical Analysis, Economic and financial Analysis, Social Cost and Benefit Analysis, Formulation of Detailed project report.

Unit 4: Project Planning: Planning Resources, Planning of Physical Resources, Planning of Human Resources, Planning Financial Resources, Project organizing.

Unit 5: Project Scheduling and PERT-CPM: Introduction, Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT.

Unit 6: Implementation and Control: Project Management Information System, Monitoring and Reporting -Physical resources, human resources, and financial resources- cost control.

Unit 7: Project Completion and Evaluation: Integrated Project Management Control System, managing Transition for project to operation, project completion and evaluation, project review, project termination.

Unit 8: Introduction to Operations Research: Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research.

Unit 9: Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations.

Unit 10: Graphical Analysis of Linear Programming Problems: Introduction, Graphical Analysis, Some Basic Definitions, Graphical Methods to Solve LPP, Some Exceptional Cases, Important Geometric Properties of LPP.

Unit 11: Simplex Method: Introduction, Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method, The Simplex Algorithm, Penalty Cost Method or Big M-method, Two Phase Method, Solved Problems on Minimisation.

Unit 12: Duality in Linear Programming Problem: Introduction, Importance of Duality Concepts, Formulation of Dual Problem, Economic Interpretation of Duality, Sensitivity Analysis.

Unit 13: Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality.

Unit 14: Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem.

Unit 15: Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance.

Suggested Readings:

- Rory Burke (2013), Project Management: Planning and control techniques, Wiley.
- Kanti Swarup, P. K. Gupta, Man Mohan (2017), Operations Research, Sultan Chand and Sons, New Delhi.
- Prem Kumar Gupta, D. S. Hira (2007), Operations Research, S Chand and Company Limited, New Delhi.
- R. Panneerselvam (2006), Operations Research, Prentice Hall of India Private Limited, New Delhi.
- Project Management (The Open University of Hong Kong).
- Fundamentals of Project Management by James P. Lewis (AMACOM, 3rd edition).
- Project Management (2013), DMGT 521 Lovely Professional University
- Dr. B. Charumathi: Project Management, Pondicherry University.

COURSE CODE 13:

STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE

Objective: The course aims to provide knowledge of strategic management. It also aims at inculcating understanding about corporate governance, procedures, and techniques in accordance with current legal requirements and professional standards.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Develop knowledge about the strategic management and strategic decision making;
- Describe environmental and organizational appraisal;
- Analyse corporate and business level strategies;
- Explain the concept and importance of corporate governance in a business setup;
- Explain the concept of corporate governance in organisations and its essence for management;
- Describe corporate governance framework in India;
- Explain the linkage between ethics, corporate governance, and corporate social responsibility and analyse specific cases of corporate governance failures.

- Unit 1: Introduction to Strategic Management:** Historical development and Evolution of strategic management in India, concept and definition of Strategy, levels at which strategy operates, Strategic Decision Making, the process strategic management, strategists and their role in strategic management.
- Unit 2: Strategic Intent:** concept of strategic intent, stretch, leverage and fit, concept of vision defining vision, benefits of having vision, process of envisioning and defining mission, characteristics of mission statement, definition of business, dimensions of business definition, business models and their relationship with strategy.
- Unit 3: Environmental Appraisal:** Concept of environment, characteristics of environment, internal and external environment, classification of environmental sectors (economic environment, international environment, market environment, political environment, regulatory environment, socio-cultural environment, supplier environment and technological environment), factors and approaches to environmental scanning, methods and techniques used for environmental scanning, factors affecting environmental appraisal.
- Unit 4: Organizational Appraisal:** Organisational Resources, Organisational behaviour, its strength and weakness, **competencies, strategic and competitive advantages.** organizational capability factors (Financial Capability, marketing Capability, Operations Capability, Personnel Capability, Informational Management Capability); Factors affecting organizational appraisal, approaches to Organisational Appraisal; methods and techniques used for organizational appraisal (Internal Analysis, Comparative Analysis, Comprehensive Analysis)
- Unit 5: Corporate Level Strategies:** Concentration, Integration and Diversification: Corporate Level Strategies (Expansion Strategies, Stability Strategies, Retrenchment Strategies, combination Strategies), Concentration strategies; Integration strategies (Horizontal Integration and Vertical Integration), diversification strategies (Concentric Diversification, Conglomerate Diversification); Need for Diversification Strategies; Risk of Diversification.
- Unit 6: Business Level Strategies:** Foundation of business level strategies, industry

structure, positioning of firm in industry, generic business strategies: cost leadership business strategy, differentiation business strategy, Focus business strategy, Integrating cost leadership and differentiation; Tactics for business strategies: Timing Tactics, Market Location tactics; Business strategies for different Industry Conditions: Embryonic Stage, Growth Stage, maturity Stage, Decline Stage

Unit 7: Strategic Analysis and Choice: Introduction, Strategy Analysis and its Importance; Process of Strategic Choice: Focusing on Strategic Alternatives, analyzing the Strategic Alternatives, choosing from the Strategic Alternatives; Tools and Techniques for Strategic Analysis, corporate portfolio analysis, SWOT Analysis, Experience curve analysis, Life cycle Analysis, Industry Analysis, Strategic Groups Analysis, competitors analysis; Contingency Strategies.

Unit 8: Strategy Implementation: Nature and barriers to strategy Implementation; Model of Strategy implementation, Project Implementation: Project management and Strategy Implementation; Procedural implementation: Regulatory mechanism in India; Resource Allocation: Strategic budgeting, factors affecting resource allocation, Difficulties in Resource Allocation

Unit 9: Structural Implementation: Concept of Structure, Structure and Strategy, stages of Development of Organizations; Types of organisational structures: Entrepreneurial Structure, Functional Structure, Divisional Structure, SBU Structure, Matrix Structure, Network Structure, Other types of Structures; Organisational Design and Change; Organisational systems and Process: Information system, Control system, Reward system.

Unit 10: Behavioural Implementation: Stakeholders and Strategic management: stakeholders Relationship management, Stakeholders Analysis; Corporate Governance and Strategic Management: Corporate Governance, relating corporate governance to Strategic Management; Role of Board of Directors in Strategic management; Strategic Leadership: tasks, styles and role of Strategic Leaders; Corporate culture and strategic management: composition of corporate culture and impact of culture on Corporate, Personal values and Business Ethics: Meaning and

importance of values and ethics; social responsibility and strategic management: views on social responsibilities and social responsibility in Indian Context

Unit 11: Strategic Evaluation and Control: Nature, Importance and requirements for effective of Strategic Evaluation; strategic control: implementation control and strategic surveillance; Operational Control: process of Evaluation, setting of Standard, measurements of Performance, analyzing variances and taking corrective actions; Techniques of Strategic Evaluation and control; Role of Organisational Systems in Evaluation

Unit 12: Conceptual Framework of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.

Unit 13: Corporate Governance Framework in India: Corporate boards and its powers, responsibilities, disqualifications; board committees and their functions-remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

Unit 14: Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

Unit 15: Whistle-blowing and Corporate Governance: The Concept of whistle-blowing; types of whistleblowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

Suggested Readings:

- Cherunilam Francis (2015), Business Policy and Strategic Management, Himalaya Publication House, New Delhi

- C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna (2008), Strategic Management and Business Policy, Excel Books, Nerw Delhi
- Tandon A (2010), Business Policy and Strategic Management; Anmol Publications Pvt.Ltd.
- Rao Subba P, Business Policy and Strategic Management: Text and Cases; Himalaya Publication House, New Delhi
- Chakraborty, SK (1989), Foundations of Managerial Work- Contributions from Indian Thought; Himalaya Publishing House, Mumbai
- Alan R. Andreasen and Philip Kotler (2003), Strategic Marketing for Non Profit Organisations 6th Edition, Pearson Education

SEMESTER 4

COURSE CODE 14:

INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

Objective: The course aims to develop a theoretical understanding among learners to apply the important concepts of industrial relations including trade unions, discipline, and various labour enactments.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Develop knowledge about meaning, evolution and approaches to Industrial Relations;
- Explain the evolution and factors influencing industrial relations in changing environment;
- Evaluate the effectiveness of trade unions and factors influencing their growth;
- Analyse industrial dispute and employee grievance and also know the machinery to be used for prevention and settlement of industrial dispute;
- Develop understanding about concept, features and objectives of workers participation in management;
- Interpret the regulation governing the labour legislation;
- Discuss the laws governing labour legislation and their legal consequences.

Unit 1: Industrial Relations: An Introduction, Meaning and definition of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relation, Trade unionism, Tripartite and Bipartite bodies and Industrial disputes.

Unit 2: Influencing factors of IR: Influencing factors of IR in enterprise and the consequences, employment structure, social partnership, labour market in India

Unit 3: Trade Unions: Growth of Trade union in India, legal framework, union recognition, union problems. Employees association, membership and financial status, Trade Union Act 1926

Unit 4: Industrial Dispute and Employee Grievance: Nature and scope of Industrial Dispute, causes and consequences of Industrial Dispute, Prevention and settlement of Industrial dispute in India, Nature of Grievance, Causes of Grievance, the grievance redressal procedure.

Unit 5: Machinery for prevention and settlement of Industrial Dispute: Statutory and non-statutory measures and other statutory measures

Unit 6: Collective Bargaining: Meaning and concept of collective bargaining, Features and strategies of Collective Bargaining, approaches to collective Bargaining, Impact of collective bargaining and workers participation in management on Industrial Relations.

Unit 7: Workers Participation in Management: Concept of Workers Participation in Management, Features and objectives of workers participation in management, Forms of workers participation in India, Merits of workers participation in management, Demerits of workers participation in management, W.P.M in India and Making WPM effective.

Unit 8: Concept of Wages: Meaning and concept of wages, Objectives of wage and salary administration, Theory of Wages, Methods of Wage Payment and Wage differentials

Unit 9: Social security in India: health and occupational safety programs – salient features of workmen compensation Act and Employees' State Insurance Act relating to social security. Objectives of workers' education.

Unit 10: Introduction to Labour Legislation: Social legislation and Labour Legislation, Forces influencing Labour Legislation in India, Principles of modern Labour Legislation, types of Labour Legislation

Unit 11: The Factories Act, 1948: Objective, coverage, welfare measures, administrative machinery, recommendations of Second National Commission on Labour.

Industrial Employment (standing order) Act, 1946: Objective, coverage, Benefits and main provisions of the act.

Unit 12: Industrial Disputes Act, 1947: Objective, Coverage, Benefits, strikes and lockout, Conciliation Officers, Board, Court of enquiry, Labour Court, tribunals, National tribunals, Amendments, Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India

Unit 13: The Workmen's Compensation Act, 1923: Objective, Coverage, Benefits, Main provisions. Employee's State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals, critical appraisal of the Act

Unit 14: The Employee's Provident Fund and Miscellaneous Provision Act, 1952: objective, coverage, employers' obligations, benefits, penalties, critical appraisal of the Act.

Unit 15: Social Security Act: Minimum wage Act 1948, Payment of wages Act 1936, Payment of Bonus Act 1965, Equal remuneration Act 1976.

Suggested Readings:

- Ratnam C S V (2013), Industrial Relations, Oxford University Press, New Delhi
- Monappa A et al (2012), Industrial Relations and Labour Laws, 2nd edition, McGraw-Hill Education, India
- Srivastava S C (2014), Industrial Relations and Labour Laws, 6th Revised Edition, Vikash Publishing House, India
- Misra S N (2013), Labour and Industrial Law, Central Law Publications, India.
- Kumar H L (2016), Labour Problems and Remedies, 13th Edition, Universal Law Publishing, India
- Kumar H L (2016), Obligations of Employers: Under Labour Laws, 8th Edition, Universal Law Publishing, India
- Sarma A M (2015), Aspects of Labour Welfare and Social Security, 12th Edition, Himalaya Publishing House, India

COURSE CODE 15: ORGANIZATIONAL CHANGE AND DEVELOPMENT

Objective: The course aims to develop a theoretical understanding among learners about organizational development approaches that applies range of behavioural knowledge to help organisations build their capacity to change and to achieve greatness of effectiveness including increased financial performance and organisation member engagement.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Develop knowledge about meaning, relevance, role and characteristics of Organisational Development (OD);
- Develop understanding about organisational change, strategies for change, theories of planned change;
- Know the role of organisational development professional in organisations;
- Develop understanding about impact of technology in organisations and benefits of using technology in OD.

Unit 1: Organisational development- An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD

Unit 2: Change Process and Models: Organisational Change, Strategies for Change, Theories of Planned Change (Lewin’s change model, Action research model, the positive model), Action Research as a Process, Resistance to Change

Unit 3: Role of OD Practitioner: OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

Unit 4: Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure

Unit 5: Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions

Unit 6: Values and Ethics in OD: Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement

Unit 7: Issues Faced in OD: Introduction, Issues Related to Client Relationships, Power, Politics and Organisational Development

Unit 8: Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

Unit 9: Team and Intergroup Development Interventions: Introduction, Types of Team Building Interventions- (The Formal Group Diagnostic Meeting, The Formal Group Team Building Meeting, Process Consultation Interventions, Role Analysis Technique, Role negotiation technique, Appreciations and Concerns Exercise, Responsibility Charting), Intergroup Interventions (Intergroup Team-Building Intervention, Organization Mirror Interventions, Third-Party Interventions).

Unit 10: Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions

Unit 11: Strategic Interventions: Integrated Strategic Change, Trans-organisation Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations

Unit 12: Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD

Unit 13: Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions

Unit 14: Organisational Learning: Learning Organisation, Senge's Approach Nonaka& Takeuchi's Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning

Unit 15: Future of OD: Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, Combining traditional "hard" business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation.

Suggested Readings:

- French, W., Bell H.C. and Vohra V. (2013), Organisation Development, Pearson Education, India

- Kondalkar, V.G. (2013), Organization Effectiveness and Change Management, PHI Learning Pvt Ltd, New Delhi
- Grievs, J. (2010), Organizational Change: Themes and Issues, Oxford University Press, New York
- Hersy, P. and Blanchard (1977), Management of Organizational Behaviour: Utilizing Human resources, Prentice-Hall of India, New Delhi
- Anderson, D.L. (2013), Organization Development: The Process of Leading Organizational Change, Sage Publishing, London
- Singh, K., (2010). Organisation Change and Development, Excel Books, New Delhi
- Burke, W.W. (2002). Organizational Change: Theory and Practice, Sage Publishers, London

COURSE CODE 16:

PERFORMANCE MANAGEMENT AND COMPENSATION MANAGEMENT

Objective: The course aims to develop a theoretical understanding among learners about the concept, importance, process, purposes and appraisal of performance management and compensation management.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Develop understanding about the concept, importance, process, purposes and appraisal of performance management;
- Describe the various methods of performance appraisal;
- Explain the concept and importance of reward management in service sector;
- Develop knowledge about the concept, importance, strategy and issues of compensation management;
- Explain Voluntary Retirement Scheme.

Unit 1: Introduction to Performance Management: Concept and Definition of Performance Management, Importance of Performance Management System, and Linkage of Performance Management to Other HR Processes

Unit 2: Process of Performance Management: Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Unit 3: Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal

Process

Unit 4: Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit 5: Performance Appraisal Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback

Unit 6: 360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

Unit 7: Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

Unit 8: Introduction to Compensation management –Introduction, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues

Unit 9: Wages and Salary Administration at Macro Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

Unit 10: Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

Unit 11: Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans

Unit 12: Benefits and Services: Concept and Nature of Benefits, Classification of

Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

Unit 13: Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees

Unit 14: Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

Unit 15: Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy

Suggested Readings:

- Sashi K. Gupta and Rosy Joshi (2014); Human Resource Management; Kalyani Publishers
- Goel D (2012), Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall India Learning Private Limited
- L M Prasad (2014), Principles and Practice of Management; Sultan Chand & Sons
- C.B. Mamoria (2010), Personal Management, Himalaya Publishing House
- Deb Tapamoy (2008), Compensation Management: Text and Cases, Excel Books
- Mousumi S. Bhattacharya and Nilanjan Sengupta (2008), Compensation Management, Excel Books.
- B. D. Singh (2017), Compensation and Reward Management , Excel Books
- Dipak Kumar Bhattacharyya (2014), Compensation Management, 2nd Edition, Oxford

COURSE CODE 17: MANPOWER PLANNING AND RESOURCING

Objective: The course aims to focus on theoretical understanding among learners about the different aspects of manpower planning and resourcing.

Learnin

g Outcomes: After the completion of the course, the learners will be able to:

- Develop knowledge about the relationship between human resource management and human resource development;
- Describe the meaning, importance, steps and obstacles of manpower planning;
- Explain the necessity, steps and benefits of manpower forecasting;
- Develop understanding on need, significance, objectives, advantages and methods of Human Resource Accounting;
- Explain the selection and recruitment procedures of human resources.

- Unit 1: Introduction to manpower Planning:** Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix;
- Unit 2: *Manpower Planning and Resourcing:*** Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives
- Unit 3: *Manpower Forecasting:*** Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting
- Unit 4: HRD Activities:** Employee development activities Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD;
- Unit 5: Human Resource Accounting:** Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India.
- Unit 6: HRD mechanisms for workers;** Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.
- Unit 7: Resourcing Strategy:** Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

- Unit 8:** **Sourcing & Recruitment:** Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications
- Unit 9 :** **Selection Tests:** Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages
- Unit 10** **Induction:** Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training
- Unit 11: Career Management:** Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning
- Unit 12: Employee Turnover:** Introduction, Employee turnover – causes & remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release)
- Unit 13: Train to Hire:** Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum
- Unit 14: HRD in Organisations:** Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.
- Unit 15: Recent Trends in Human Capital Development and Planning:** Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning

Suggested Readings:

- Gupta Santosh (2008), Human Resource Development: Concept and Practices, Second Edition,
- Rao, T. V. (2005), Future of HRD; Macmillan India
- Jerry Gilley, Steven Egglund, Ann Maycunich Gilley (2002); Principles of Human Resource Development, Basic Books
- John P. Wilson (2005); Human Resource Development: Learning & Training for Individuals & Organizations; Kogan Page Publishers
- John Renesch, Sarita Chawla (2006); Learning Organizations: Developing Cultures for Tomorrow's Workplace; CRC Press
- Gary Dessler and Biju Varkkey, Human Resource Management, Pearson India
- K Aswathappa, Human Resource Management: Text and Cases, Tata McGraw Hill

Education Pvt. Ltd., New Delhi

- V S P Rao Human Resource Management: Text and Cases, Excel Books

COURSE CODE 18:

CYBER SECURITY

Objectives

- Learn the foundations of Cyber security and threat landscape.
- To equip students with the technical knowledge and skills needed to protect and defend against cyber threats.
- To develop skills in students that can help them plan, implement, and monitor cybersecurity mechanisms to ensure the protection of information technology assets.
- To expose students to governance, regulatory, legal, economic, environmental, social and ethical contexts of cyber security
- To expose students to responsible use of online social media networks
- To systematically educate the necessity to understand the impact of cyber-crimes and threats with solutions in a global and societal context
- To select suitable ethical principles and commit to professional responsibilities and human values and contribute value and wealth for the benefit of the society

Course Outcomes

On completion of this course, the learners will be able to:

- Understand the cyber security threat landscape
- Develop a deeper understanding and familiarity with various types of cyber attacks, cyber-crimes, vulnerabilities and remedies thereto
- Analyse and evaluate existing legal framework and laws on cyber security
- Analyse and evaluate the digital payment system security and remedial measures against digital payment frauds
- Analyse and evaluate the importance of personal data its privacy and security
- Analyse and evaluate the security aspects of social media platforms and ethical aspects associated with use of social media
- Analyse and evaluate the cyber security risks
- Based on the Risk assessment, plan suitable security controls, audit and compliance
- Evaluate and communicate the human role in security systems with an emphasis on ethics, social engineering vulnerabilities and training
- Increase awareness about cyber-attack vectors and safety against cyber-frauds
- Take measures for self-cyber-protection as well as societal cyber-protection

MODULE 1: OVERVIEW OF CYBER SECURITY

Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack,

attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical IT and National Critical Infrastructure, Cyber warfare, Case Studies.

MODULE 2: CYBER CRIMES

Cyber crimes targeting Computer systems and Mobiles- data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cyber-squatting, Pharming, Cyber espionage, Cryptojacking, Darknet- illegal trades, drug trafficking, human trafficking., Social Media Scams & Frauds- impersonation, identity theft, job scams, misinformation, fake news cyber crime against persons - cyber grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.

MODULE 3: CYBER LAW

Cyber crime and legal landscape around the world, IT Act, 2000 and its amendments. Limitations of IT Act, 2000. Cyber crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies.

MODULE 4: DATA PRIVACY AND DATA SECURITY

Defining data, meta-data, big data, non-personal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations (GDPR), 2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media- data privacy and security issues.

MODULE 5: CYBER SECURITY MANAGEMENT, COMPLIANCE AND GOVERNANCE

Cyber security Plan- cyber security policy, cyber crises management plan., Business continuity, Risk assessment, Types of security controls and their goals, Cyber security audit and compliance, National cyber security policy and strategy.

Suggested Readings:

- Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd
- Information Warfare and Security by Dorothy F. Denning, Addison Wesley
- Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform
- Data Privacy Principles and Practice by Natraj Venkataramanan and Ashwin Shriram, CRC Press
- Information Security Governance, Guidance for Information Security Managers by W. Krag Brothy, 1st Edition, Wiley Publication
- Auditing IT Infrastructures for Compliance by Martin Weiss, Michael G. Solomon, 2nd Edition, Jones Bartlett Learning

COURSE CODE 19: PROJECT

(200 MARKS)

The objective of the Project Study is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. The duration of this component is six months. The learners need to submit a Project Synopsis/Proposal of Topic/Option of their choice followed by a Project Report at the end of the fourth semester. The Project Study carries 200 marks and it is mandatory to submit the Project Report before the completion of the programme.

ANNEXURE III

PROJECT GUIDELINES

A. PROJECT FORMULATION:

This component of Project may be taken with the following perspectives

- The component should be done in an application area of M. Com. (Human Resource Development) programme.
- Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations) also may be conducted.
- Inter-organisational study aimed at inter-organisational comparison also may be conducted.
- Evolution of any new conceptual / theoretical framework.
- Field study (empirical study).
- It may be based on primary or secondary data.

B. TYPE OF THE PROJECT:

The learners are expected to work on a real-life project preferably in some industry or any issues related to commerce and management. Learners are encouraged to work in the areas closely associated with their programme of study.

C. STEPS INVOLVED IN THE PROJECT WORK:

The project work should be done by the learner only. The role of the guide should be about guidance wherever any problem encounters during the preparation of project. The following are the major steps involved in the preparation of project, which may help learners to determine the milestones and regulate the scheduling of their projects:

- Select a guide in consultation with the coordinator (be in touch with the guide during the work)
- Select a topic
- Prepare the project proposal in consultation with the project guide
- Submit the project proposal (two copies, one to be returned to the candidate after approval) along with the necessary documents to the Coordinator of the study centre
- Receipt of the project approval from the Coordinator of the study centre

- Carry out the project-work
- Prepare the project report
- Submit the project report to the Coordinator of the study centre within 4 months from the last date of last examination of 3rd Semester
- Appear for the viva-voce as per the schedule declared by the University

D. RESUBMISSION OF THE PROJECT PROPOSAL IN CASE OF NON-APPROVAL:

- i. In case of non-approval, the suggestions for reformulating the project will be communicated to the learner by the Centre Coordinator. The revised project synopsis along with a new proforma, should be re-submitted along with a copy of the earlier synopsis and non-approval project proposal proforma to the Centre Coordinator.
- ii. If the learner wants to undertake a new project by changing his/her earlier project proposal, he will have to justify his new choice. Without valid ground and certification from his/her guide, no change in project proposal will be entertained.
- iii. In any case, changes in project proposal will not be allowed after submitting the second project proposal. The second proposal will be considered as final.
- iv. It is necessary that the learners finalize their project proposal well ahead of time.
- v. It is to be noted that changes in project proposal will not be entertained in the last month of the programme.
- vi. In order to complete the project in due time, a learner should devote at least 120 days for his/her project. This time should be judiciously divided into various phases like field study & interview, data collection, data tabulation, data interpretation and data analysis if the project is based on fieldwork.
- vii. If the learner chooses an academic area concerning evolution of any new conceptual / theoretical framework, a synopsis needs to be submitted with adequate review of literature, and formulation of research objectives, research questions and hypotheses as may be applicable.

E. PROJECT PROPOSAL FORMULATION:

The project proposal should be prepared in consultation with the guide. The project proposal should clearly state the project objectives. The project proposal should contain complete details in the following form:

- Proforma for Approval of Project Proposal duly filled and signed by both the learner and the Project Guide with date.
- Synopsis of the project proposal (4-6 pages) covering the following aspects:
 - (i) Title of the Project
 - (ii) Introduction and Objectives of the Project
 - (iii) Methodology
 - (iv) Project Planning and Scheduling
 - (v) Reference
- Violation of the project guidelines will lead to the rejection of the project at any stage.

F. PROJECT REPORT SUBMISSION:

After completion of the work two copies of the report need to be submitted to the Centre Coordinator and a copy of the report should be kept by the candidate. The candidate should carry the copy of the report at the time of viva voce examination. Out of the two copies submitted to the respective Study Centre, one copy is to be marked as 'University Copy' and the second copy is to be marked as 'Study Centre Copy'.

G. ASSESSMENT GUIDELINES FOR PROJECT EVALUATION:

Each component of the project work and the viva voce carries its own weightage, so the learner needs to concentrate on all the sections given in the project report formulation.

H. PROJECT EVALUATION:

The Project Report is evaluated for 200 marks. Viva-voce is compulsory and it is a part of evaluation. A learner in order to be declared successful in the project must secure 40% marks in each component (i) Project Evaluation and (ii) Viva-voce. The learners must compulsorily clear both the components of the project. If a learner submitted the project report as per the schedule and fails to attend viva, her/his Project will remain incomplete.

I. ARRANGEMENT OF CONTENTS:

The project report must be prepared in consultation with the guide. The sequence in which the project report should be arranged and bound should be as follows:

1. Cover Page
2. Inside cover page
3. Certificate of Originality by the Project Guide
4. Acknowledgement
5. Abstract
6. Table of Contents
7. List of Tables
8. List of Figures
9. Chapters
10. References

J. PAGE DIMENSION AND BINDING SPECIFICATIONS:

The project report should be prepared in A4 size paper. It should be submitted with spiral binding.

- a. Abstract:** Abstract should be a one-page synopsis of the project work, typed in double line spacing (about 300 words with maximum 6 key words). Font Style Times New Roman and Font Size 12.
- b. Table of Contents:** The table of contents should list all headings and sub-headings. The title page and Certificate will not find a place among the items listed in the Table of Contents.
- c. List of Tables:** The list of table should use exactly the same captions as they appear above the tables in the body of the report.
- d. List of Figures:** The list of figures should use exactly the same captions as they appear below the figures in the body of the text.
- e. Chapters:** The chapters may broadly be divided into the following parts:
 - (i) Introductory chapter
 - (ii) Objectives of the study
 - (iii) Significance of the Study,
 - (iv) Research Methodology opted for the Study (stating nature, sources, collection of data; research tools and techniques to be used; sampling procedure etc.)
 - (v) Limitations and Scope of the Study
 - (vi) Data Analysis and Interpretation
 - (vii) Findings, conclusion and suggestions

(viii) References

- f. List of References:** Listing of references should be typed in alphabetical order.
- g. Typing Instructions:** The report is to be typed on A4 size paper and 1.5-line spacing should be used for typing the general text. The impression on the typed copies should be black in colour. The general text shall be typed in the 'Times New Roman' Font and Font size -12. Use only one side of the paper for all printed/typed matter.
- h. Page Numbering:** Every page in the project report, except the project report title page, must be numbered. The page numbering, starting from acknowledgement and till the beginning of the Introductory chapter should be printed in small Roman numbers, i.e, i, ii, iii, iv..... The page number of the first page of each chapter should not be printed. All page numbers from the second page of each chapter should be printed using numerical, i.e. 2,3,4,5... All printed page numbers should be located at the bottom centre of the page.
- i. Chapter Numbering:** Use only Roman numerical. Chapter numbering should be centered on the top of the page.
- j. Text-Color:** Black
- k. Section Headings:** Times New Roman 12 size, bold print and all capitals.
- l. Subsection Headings:** Times New Roman 12 size., bold print and only first letter in each word should be in capital.
- m. Justification:** The text should be fully justified margins. The margins for the regular text are as follows:

Left = 1.50"

Right = 1.00"

Top = 1.00"

Bottom = 1.00

K. ELIGIBILITY CRITERIA OF A PROJECT GUIDE

- i. A Faculty of the Maniram Dewan School of Management, KKHSOU.
- ii. Any university teachers in the area of Commerce, Management and Economics with minimum five years of teaching experience (Preferably PhD /M.Phil).
- iii. Any college teachers in the area of Commerce, Management and Economics affiliated to any Indian University recognized by UGC and having minimum five years of teaching experience. (Preferably PhD /M.Phil).

- iv. Faculties in the departments of Commerce, Business Management or Economics in colleges/institutions which are recognized Study centres of KKHSOU and having minimum five years of teaching experience.

ANNEXURE IV

LIST OF COURSE COORDINATORS

M. COM. (HUMAN RESOURCE DEVELOPMENT) PROGRAMME

Semesters	Course Code	Title of the Course	School	Discipline	Faculty/Course Coordinator
Semester 1	Course Code 1	Management Process and Organizational Behaviour	MDSOM	Commerce	S Choudhury
	Course Code 2	Managerial Economics	MDSOM	Management	P Dutta
	Course Code 3	Business Environment	MDSOM	Commerce	G Deka
	Course Code 4	Computer Applications in Business	HCBSST	Computer	Tapashi K Das
Semester 2	Course Code 5	Marketing Management	MDSOM	Commerce	D Goswami
	Course Code 6	Financial Reporting and Analysis	MDSOM	Commerce	D Malakar
	Course Code 7	Advanced Financial Management	MDSOM	Commerce	D Malakar
	Course Code 8	Business Laws	MDSOM	Commerce	G Deka
	Course Code 9	Project	MDSOM	Commerce	GD/DG/DM
Semester 3	Course Code 10	Human Resource Management	MDSOM	Management	C Senapati
	Course Code 11	Research Methodology	MDSOM	Commerce	G Deka
	Course Code 12	Project Management and Operation Research	HCBSST	Maths	H K Deka
	Course Code 13	Strategic Management and Corporate Governance	MDSOM	Commerce	D Goswami
Semester 4	Course Code 14	Industrial Relations and Labour Legislations	MDSOM	Commerce	D Goswami
	Course Code 15	Organisational Change and Development	MDSOM	Commerce	G Deka
	Course Code 16	Performance Management and Compensation Management	MDSOM	Commerce	D Malakar
	Course Code 17	Manpower Planning and Resourcing	MDSOM	Commerce	D Goswami
	Course Code 18	Cyber Security	MDSOM	Commerce	D Malakar
	Course Code 19	Project	MDSOM	Commerce	GD/DG/DM