ಕ್ರಮಾಂಕ/No. : MU/ACC/CR.21/2025-26/A2

NOTIFICATION

Sub: Revised syllabus of M.Com [H.R.D] I & II Semester Programme.

Ref: Academic Council approval vide agenda No.:ಎಸಿಸಿ:ಶೈ.ಮ.ಸಾ.ಸ.1:1 (2025-26) dtd 18.07.2025.

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The revised syllabus of M.Com. [H.R.D] I and II semester Programme which has been approved by the Academic Council at its meeting held on 18.07.2025 is hereby notified for implementation with effect from the academic year 2025-26 and onwards.

Copy of the Syllabus shall be downloaded from the University Website (www.mangaloreuniversity.ac.in)

REGISTRAR

To,

1. The Registrar (Evaluation), Mangalore University.
2. The Chairman, UG & PG Board of Studies in Commerce, Dept. of Commerce, Mangalore University.
3. The Chairman, Dept. of Commerce, Mangalore University.
4. The Asst. Registrar (ACC), O/o the Registrar, Mangalore University.
5. The Director, DUIMS, Mangalore University – with a request to publish in the website.
6. Guard File.

MANGALORE UNIVERSITY

Post Graduate Department of Studies and Research in Commerce
Mangalagangotri, Konaje-574199, Karnataka, India

Prof.Y.Muniraju
Chairman, BOS in M.Com- HRD
June 2025

Credits Pattern, Scheme of Examination and Syllabi
for Two years Master of Commerce -
(Human Resource Development) (M.Com-HRD)
Post Graduate Programme (4 Semesters)
Choice Based Credit System (CBCS)
2025-2026 onwards

Credits Pattern, Scheme of Examination and Syllabi for Two Years Master of Commerce – (Human Resource Development) (M.Com-HRD) Post Graduate Degree Programme (CBCS Semester Scheme)

Programme Outcomes (PO's)

PO1:   To develop Human Resource Leadership Skills.
PO2:   The main motto is to formulate Global Human Resource Policies and Standards.
PO3 :   To provide excellent theoretical and practical knowledge enhance skills and develop talent in relation to human resource management and development.
PO4 :   To enhance competencies to work in multinational companies as managers of Human Resource.
PO5 :   To advise, guide and provide counseling to create employee-friendly culture in organizations and institutions.
PO6 :   To develop finest human beings and ethical based decision makers to lead organizations /institutions.

Programme Objectives (PO's)

1 :   To develop visionary human resource leaders.
2 :   To develop a trusted Human Resource Professionals and Human Resource Psychologists.
3 :   To transform students to human resource trainers and Counselors.
4 :   To provide training in the areas of finance, marketing, e-commerce and human resource management segments.
5 :   To provide training to become effective communicators, both in writing and oral presentation.
6:          To develop and promote socially and ethically responsible professionals at the workplace.

Course Outcomes (CO's)

1 :   To teach and train students on various aspects of Human Resource Management, Organizational Behavior, Labour Economics, Talent Management and E-Commerce aspects.
2:          To equip with super specialty knowledge and skills of Human Resource Management and development.
3:          To create efficient Human Resource Managers.
4:          To enhance knowledge on academic orientation as well as become industry ready professionals.

Credits Pattern and Minimum Credits Required for M.Com-HRD Post Graduate Degree

Minimum Credits Required for M.Com-HRD Degree

	Hard Core Course		Soft Core Course		Open Elective Course		Total	
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits
I to IV Semester	10 Internship Project Report	40 04 04	Papers -08	32	02	06	20 and Internship, Project Report	86

Minimum credits to be registered by a student in a normal phase to successfully complete M.Com-HRD Degree in four semesters

Semesters	Hard Core Course		Soft Core Course		Open Elective Course		Total	
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits
I	03	12	02	08	-	-	05	20
II	03	12	02	08	01	03	06	23
III	02 and **Internship**	12	02	08	01	03	05 and **Internship**	23
IV	02 and **Project Report**	12	02	08	-	-	04 and **Project Report**	20
Total	**10**	**48**	**08**	**32**	**02**	**06**	**22**	**86**

Note: **Students have to select two Soft Core papers out of three in the second semester.**

Hard core courses total credits   =   **48**

Soft core courses total credits   =   **32**

Open elective total credits   =   **6**

Total credits of the programme   =   **86**

I SEMESTER M.COM-HRD- 2025-20256 onwards

Course Code	Title of the Course	Hardcore (HC) Softcore (SC) Open elective (OE)	Number of Credits L – Lecture T-Tutorial P-Practical				Marks IA-Internal Assessment SE-Semester Exams			Duration of the semester end Exam in Hours	Teaching hours per week
			L	T	P	Total	IA	SE	Total Marks		
CRH401	Human Resource Management	HC	3	1	-	4	30	70	100	3	5 hours
CRH402	Organizational Behaviour and Human Relations	HC	3	1	-	4	30	70	100	3	5 hours
CRH403	Contemporary Finance and Investment Practices	HC	3	1	-	4	30	70	100	3	5 hours
CRS404	Business Communication Skills	SC	3	1	-	4	30	70	100	3	5 hours
CRS405	Corporate Insights and Academic Training	SC	3	1	-	4	30	70	100	3	5 hours
CRS406	Indian Labour Legislation	SC	3	1	-	4	30	70	100	3	5 hours

Note: Students have to select two Soft Core papers out of three in the first semester.

II SEMESTER M.COM-HRD

Course Code	Title of the Course	Hardcore (HC) Softcore (SC) Open elective (OE)	Number of Credits L – Lecture T-Tutorial P-Practical				Marks IA-Internal Assessment SE-Semester Exams			Duration of the semester end Exam In Hours	Teaching hours per week
			L	T	P	Total	IA	SE	Total Marks		
CRE451	Soft Skills Management	OE	2	1	-	3	30	70	100	3	4 hours
CRH452	Talent Management and Development	HC	3	1	-	4	30	70	100	3	5 hours
CRH453	Business Research Methods	HC	3	1	-	4	30	70	100	3	5 hours
CRH454	Entrepreneurial Innovation and Development	HC	3	1	-	4	30	70	100	3	5 hours
CRS455	Personal and Interpersonal Effectiveness	SC	3	1	-	4	30	70	100	3	5 hours
CRS456	E-Commerce and Computing Skills	SC	3	1	-	4	30	70	100	3	5 hours
CRS457	Business Analytics	SC	3	1	-	4	30	70	100	3	5 hours

CRH 401: HUMAN RESOURCE MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits **(70 hours)**

Objective: To make the learner understand the basic functioning of organisations from the human resource point of view and to explore the role of people and the functions related to employees in organisations.

Outcomes: The learner understands the concept of HRM and learns effective HR Management in organizations.

Unit -1: The Strategic Role of Human Resource Management: Management- Functions of Management Evolution and Growth of Management- HRM-Objectives and HRM-Functions, role and significance of HR department, difference between HRM, SHRM and HRMS-Changing role of Managers, A Strategic Model of HRM – SHRM Process.**(12 hours)**

Unit -2: Human Resource Planning (HRP)– Characteristics, significance, factors affecting HRP, HRP process, Job Analysis – Competency based Job Analysis – job descriptions, Job Specification, Employee Specification, Recruitment – Sources and Methods- Social Media Recruitment-Selection Process, Placement, Induction- on boarding process-Internal Mobility and Separations – Reemployment - Recent Trends. **(16 hours)**

Unit-3: Developing Effectiveness in Human Resource: Training Vs Development, Types of Training, Executive Development – Methods of Management Development – Succession Planning – Career Management-Knowledge Management- Human Resource Information Systems (HRIS), objectives, components, HR metrics- Steps- Levels of metrics, types of HR metrics and recent trends. **(14 hours)**

Unit-4: Appraising and Managing performance: Appraising performance– Appraisal process, appraisal methods, problems and solutions, role of appraisal in managing performance, performance evaluation- process- methods, Issues in performance evaluation, recent trends. **(14 hours)**

Unit-5: Digital Transformation and HR technology – Diversity, Equity, Inclusion (DEI)- Changing skill requirements and training-Gamification-Grievance Management–Human Resource Accounting (HRA) HR Audit- Stay Interview-data driven HR approaches, Downsizing, Retraining and Redeployment, Technology in human resource Management – HR chat bots – Developing digital skills – recent trends. **(14 hours)**

References:
1. Charles R Greer, Strategic Human Resource Management Global Economy, Excel Books, New Delhi.
2. Gary dessler Human Resource Management, ninth edition
3. Janathamcrawshawpawanbudhawaranndavis: human resource management-strategic and international perspective
4. K Aswathappa, Human Resource Management,
5. Michael harris Human Resource Management A practical approach
6. Rajib Lochan Dhar, Human Resource Management Excel books – New Delhi

CRH 402: ORGANIZATIONAL BEHAVIOUR AND HUMAN RELATIONS

Workload:3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits(70 hours)

Objective: To study as to why people, behave the way they do as individuals, as members of a group and as employees in organizations as well as the need for organization to develop.
Outcomes: Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon which helps understand patterns in behavior in organizations.

Unit -1: Foundations to Organisational Behaviour: Definition- History of OB- The conceptual Models of OB- Understanding Human Behaviour- Role and objective of OB- Organisational Effectiveness- OB and quality at work, Challenges and Opportunities of OB.
(16 hours)

Unit -2: Individual Process and Behaviour: Personality- Determinants of Personality, The Big Five Personality Dimensions-MBTI-Perception-Factors Influencing Perception- Perceptual Process- Social Identity Theory- Attribution Theory- Perceptual Errors, Impression Management- Psychological Contract. Attitudes-Components - Types of Job Attitudes- Motivation: Theories of Motivation-Behaviour Modification Learning and Behaviour, Cross cultural and gender issues. **(14 hours)**

Unit -3: Human Relations and Group Dynamics: Interpersonal skills- Problem solving – conflict resolution - Foundations of group behavior- Group Development- Stages- Group conformity and Grievance- The Informal organization and understanding work teams- Group decision making, behaviourial aspects of decision making- Groups Vs Teams –Types, Team effectiveness – Power and Influence – Employee Stress- Employee Counselling. **(10 hours)**

Unit -4: Organisational System: Organisational Structure-Elements, Organisational design, key factors in organization design - Contingencies of Organisational Design- Organisational culture, Dimensions of culture, Cultural Diversity, Systems thinking – organizational learning. **(16 hours)**

Unit -5: Organisational Dynamics: Organisational Change- Resistance to Change- Dealing with resistance to change- Cross Cultural and ethical issues in Organisational Change. Organizational Agility- Organisational Development- OD Values and Principles, Managing diversity in Organisations- Social responsibilities of organizations. **(14 hours)**

References:
1. Adler N.J., International Dimensions of Organisitional Behaviour, Kent
2. Campbell J P and Campbell R J (eds), Productivity in Organisations: New Perspectives from Industrial and Organisational Psychology, Jossey-Bass
3. Cotton J.L., Employee Involvement, Sage
4. Lorsch J. W. (ed), Hand Book of Organisational Behaviour, Prentice Hall
5. P.G Aquinas, Organizational Behaviour- Concepts, Realities, Applications and Challenges, Excel Books
6. Pfeffer J, Managing with Power, HBS Press
7. Price J.L. and Mueller C.W., Handbook Of Organisational Measurement, Pitman
8. Schein E H, Organisational Psychology, Prentice-Hall
9. Senge Peter M., The Fifth Discipline, Doubleday
10. Stephen P. Robbins, Organizational Behavior, Prentice-Hall

CRH 403: CONTEMPORARY FINANCE AND INVESTMENT PRACTICES

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits (70 hours)

Objective:
- To help students understand the basics of accounting and financial management.
- To provide knowledge about savings, investments, and their importance.
- To develop the ability to understand and make financial and investment decisions.

Outcomes:
On successful completion of the course, students will be able to understand the principles of accounting and financial reporting analyse investment avenues and their performance, evaluate the role of finance in business, and comprehend the impact of digital transformation in the financial sector.

Unit -1: Fundamentals of Accounting and Accounting Standards: Meaning and Scope of Accounting, Accounting Principles Concepts and Conventions, Ratio Analysis-Classification of ratios, An overview of Indian Accounting Standards – Role of IFRS.   **(15 hours)**

Unit -2: Savings and Investments: Meaning, Difference between savings and Investment, Investment Avenues, Mutual Funds, Performance Criteria- Sharpe's Measure, Treynor's measure and Jensen's Alph.   **(12 hours)**

Unit -3: Overview of Financial Management: Role of finance in business firms, Profit maximization v/s Wealth maximization, Managerial actions to maximize share holders' wealth, Functions of Financial manager, Dividend theories**.**   **(16 hours)**

Unit -4: Digital Transformation in Finance: Regulatory Framework, Computerization of banks, e-services-Debit and Credit card-Internet Banking- ATM, ETF, MICR, RTGS- NEFT-SWIFT - Demat Account-Mobile banking and Insolvency Bankruptcy Code(IBC), Fintech Integration.   **(12 hours)**

Unit -5: Global Financial Management: Meaning, Scope, Motives, evolution, international financial markets, International Financial Institutions-IMF, WTO, GATT, IBRD-Foreign Direct Investment (FDI)   **(15 hours)**

References:
1. Dsouza, D. Indian Accounting Standard (IND AS): Interpretation, Issues & Practical Application. Mumbai: Snow White Publications Pvt. Ltd.
2. Kishore, R.M., & Arora, P.S. Financial Management: Theory, Problems, Cases, New Delhi: Taxmann Publications.
3. P.G. Apte, International Financial Management
4. Pandian P, Security Analysis and Portfolio Management, Noida: Vikas Publishing House.
5. Prof. Madhu Vij, International Financial Management
6. T. S. Grewal, Double Entry Book Keeping, Sultan Chand & Sons, New Delhi.

CRS 404: BUSINESS COMMUNICATION SKILLS
Workload:3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits (70 hours)

Objectives:
- To develop the ability to communicate effectively in professional business settings.
- To enhance proficiency in written, oral and non-verbal communication.
- To provide exposure to various forms of business correspondence and presentation techniques.

Outcomes:
- Learners will be able to demonstrate effective business communication in both oral and written forms.
- Students will be capable of preparing professional documents such as emails, reports and memos.
- Individuals will gain confidence in delivering presentations and engaging in formal discussions.

Unit-1: **Foundation to Business Communication**: Significance, Nature-Scope of Communication-process, Types, Barriers to communication- listening- importance and nature of listening-improving listening abilities, Inter Cultural Communication. **(12 hours)**

Unit-2: Fundamentals of Business Writing:Forms of business writing-adaptation and selection of Words- Importance of Adaptation-Creative writing –Persuasive writing- Reports-Report writing- Difference between report and other forms of writing- Types of reports- Parts of report- Project report-Business writing in the digital age. **(16 hours)**

Unit-3: Applications of Business Communication: Negotiation- Negotiation skills-negotiation process-Presentation skills-elements of presentation, Group presentation- business etiquette -business to business etiquette -business manners of people of different countries-workplace etiquettes, drafting and application letter-guidelines to prepare a good CV- email etiquette- Structure of an email- Norms of quick communication. **(14 hours)**

Unit-4: Interpersonal Communication: Effective interpersonal communication – Interpersonal skills face to face communication - Assertiveness – Body Language, Cues-Organizational culture and communication- Use of Information and communications technology (ICT) in communications – Recent Trends. **(14 hours)**

Unit-5: Public Speaking:Terms of Public speaking- Oratory- speech- Lecture- Discourse-Rhetoric- Foundation of Public speaking- Speaking competencies, Public speaking skills-informative speaking- visual aid presentation-audience engagement- Ethics in Public speaking. **(14 hours)**

Reference:
1. Biswajit Das, IpseetaSatpathy, Business communication and personality development, ExcelBooks (2009).
2. Lesikar, Pettit & Flatley, Lesikar's basic business communication, Eighth edition, Tata Mc Graw- Hill Publishing Company Ltd.
3. PD Chaturvedi & Mukesh Chaturvedi, Business Communication, Pearson education (Singapore) Pte Ltd. 2005
4. Peter Hartley and Clive G. Bruckman, Business communication.
5. Raymond V Lesikar, Marie E Fatley, Kathryn Rentz, Neeraj Pande, Business Communication, Eleventh edition, Mc Graw- Hill Publishing Company Ltd.
6. RC Sharma, Krishna Mohan, Business correspondence and report writing, Third edition, Tata Mc Graw- Hill Publishing Company Ltd.

CRS405 : CORPORATE INSIGHTS AND ACADEMIC TRAINING

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits (70 hours)

Objectives: To explore to real business/corporate would perspectives and to learn the etiquettes and skills needed to be corporate or academic ready.

Outcome: The intent is to focus on having experimental learning & industry relevant practices. Where in the learner will have courage and knowledge to explore the job opportunities.

Unit-1: Corporate insights skills– skill set- Skill Inventory Analytical Skills- Communication skills problem solving skills- Leading with compassion- Elements of corporate insights- External Benchmarking – Insights training- Insights excellence – Insights Generation – Insights Activation- Recent Trends. **(16 hours)**

Unit-2: Business operations and Business Intelligence – Data Visualization – Data Management – Data Governance- Data Integration and Management – Data Engineering. Role of a business analyst – Operational Intelligence Vs Business Intelligence – Business Intelligence Process Role of Performance Management- Business Engagement – Business Operations and Administration – Recent Trends. **(14 hours)**

Unit-3: Corporate Decision Making - Strategic Analysis- Risk Assessment- Strategic Decision Making Process - Change Management - Dynamic Systems and Sustainability- Influence of game theory in Strategic Decision Making - Competitive Dynamics - International Corporate Governance. **(10 hours)**

Unit-4: Academic Training – Educational Psychology – Relevance of teaching- Curriculum Planning – Classroom Management- Assessment and Evaluation – Inclusive Education- Create Effective Learning Experiences – Adaptability and Flexibility in Teaching and Research – teaching skills. **(16 hours)**

Unit-5: ICT in education and learning – Teaching techniques – Skills of integrating technology in classroom teaching – virtual classroom – Multimedia in classroom – Websites with educational content – Classroom Management tools – LMS-Interactive learning tools – Digital initiatives in higher education – uses of AI in education. **(14 hours)**

References :
1. Semenov, A. (2005). Information and communication technologies in schools: A handbook for teachers. UNESCO.
2. Anderson, J., & van Weert, T. (2002). Information and communication technology in education: A curriculum for school and programmes of teacher development. UNESCO.
3. Adam, D. M. (1985). Computers and teacher training: A practical guide. The Haworth Press, Inc.
4. Behara, S. C. (1991). Educational television programmes. Deep and Deep Publications.
5. Evaut, M. (n.d.). The international encyclopaedia of educational technology.
6. Haas, K. B., & Packer, H. Q. (1990). Preparation and use of audio visual aids (3rd ed.). Prentice Hall, Inc.
7. Kumar, K. L. (1996). Educational technology. New Age International Pvt. Ltd. Publishers.

M.Com-HRD
I Semester

CRS406: INDIAN LABOUR LEGISLATION

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits(70 hours lectures)

Objective: To familiarize the students about the legal framework regulating the behavior, working conditions, economic benefits, and union-management relationship.

Outcomes: Provides the students with practical legal knowledge of general labour laws and topics.

Unit– 1 : Introduction : Labour Legislation: Nature, Objectives, Need, Classification/Types of Labour Legislation; Principles of Modern Labour Legislation; Factors Influencing Labour Legislations; Indian Constitution and Labour Legislation.   **(10 hours)**

Unit- 2: Jurisprudence : Meaning and Scope f Industrial Jurisprudence, Principles of Industrial Adjudication, Challenges and Problems in Labour laws, Approaches to Labour Laws Enforcement in India.   **(15 hours)**

Unit– 3: Protective and wage related Labour Legislations: The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948. The companies act 2013, the minimum wages act, 1948, the payment of bonus act, 1965, the equal remuneration act, 1976 and the code on wages act, 2019.   **(15 hours)**

Unit–4: Laws Relating to Contract Labour Protection of Child Labour and Women at Workplace : Major Legal Provisions of the Contract Labour(Regulation and Abolition) Act, 1970, the Child Labour (Prohibition and Regulation) Act,1986. Sexual Harassment at Workplace : Meaning and Definition, Legal Analysis, Judicial View, International Norms, National Norms, Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.   **(15 hours)**

Unit– 5: Social Security Labour Legislation : The workmen compensation act, 1923, the employees state insurance act, 1972, the employees PF and Miscellaneous Provisions Act, 1952, the Maternity benefit act, 1961, the payment of gratuity act, 1972. Information Technology Act 2000, The Consumer Protection Act 1986, Environment Protection Act 1986.   **(15 hours)**

References:
1. Dr. DevanandGiradkar, Labour Legislation- Satyam Publishers &Distributors, Jaipur-2022.
2. Suresh C Srivastava, Industrial relations and Labour Laws -Vikas Publishing House Pvt.Ltd -2020.
3. Surya Narayan Misra, Labour and Industrial Laws -Central law Publications -2024.
4. P.C Tripathi, C.B Gupta, N.D Kapoor, Industrial Relations and Labour Laws- Sultan Chand
     & Sons educational Publishers, New delhi-2020.

M.Com (HRD)
II Semester
CRS 451 : SOFT SKILLS MANAGEMENT
Workload: 2 hours Lecture and 2 hours Tutorial per week: Total 3 Credits(64 hours)

Objective: To enhance the personal and professional effectiveness of the students by exposing them to the art and science of self-awareness and development.
Outcomes: It equips the learner with the skill set required by core HR professionals.

Unit-1:Self-awareness and Development: self-discovery, self-analysis and self-development-TA-Johari Window-Transactional Analysis. Over-confidence, arrogance, ego, superiority and inferiority complex, introvert Vs extrovert, type-A&B personality, Handling criticisms and toxic behaviours of others.Self-esteem personal SWOT Analysis. Fear & Phobia Basic Types, Perception- Factor influencing perception-perceptual process-improving perception.   **(14 hours)**

Unit-2: Beliefs, values and opinions-Beliefs Vs Faith-Needs, wants, preferences, demands and expectations- Failure-causes and management of failure-self-discipline- 7 habits of highly effective people-negative thinking- negative emotions- Positive psychological strokes. Feelings/emotions Attitude Vs Behaviour - positive, negative and hostile - Personal experiences and observations.   **(12 hours)**

Unit-3: Mentoring and learning - Mentoring and counselling- Role of Mentoring in Self development, Mutual trust, Lifelong learning- Slow Vs Advanced Learners, Learning disability, learning by committing mistakes.   **(10 hours)**

Unit-4: Qualification Vs Competency- Ability, capacity, capability, Opportunity management- Employment Vs. Employability Aptitude- Intelligence quotient (1Q), emotional quotient (EQ), spiritual quotient (SQ) Individual, interpersonal, family, community, social and national harmony - competency-Knowledge, Skill and Attitude(KSA).   **(15 hours)**

Unit-5: Effective communication skills - Conflict- Types-conflict resolution techniques, trust and teambuilding skills. Decision-making and problem-solving skills- time management and stress management, work-life balance, yoga and meditation. Self-employment VS working for others, preparation of resume, curriculum vitae, Biodata-art of facing an employment interview, current awareness and updating skills, pen practice-Reading habits- questioning skills- Group discussion skills.   **(13 hours)**

References:

1. Daniel Goleman: **Emotional Intelligence**: New York: Bantam Books. 6.

2. Napoleon Hill: **The Law of Success**, Bangalore: Master Mind Books

3. Stephen R.Covery: **The 7 Habits of Highly Effective People**, London: Simon & Schuster Ltd.

4. Dr.K.ALEX, 2016, Soft skills: **know yourself and know the world**, New Delhi, S.Chand& Company Pvt.Ltd.

5. Soma Mahesh Kumar – Soft Skills- enhancing personal and professional success- Mc Graw Hill.

6. GRK Murthy – Soft skiklls for success – Wiley India.

CRH452:TALENT MANAGEMENT AND DEVELOPMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits (70 HOURS)
Objectives:To impart comprehensive knowledge on manpower planning, talent acquisition, and talent retention strategies and to develop professional competencies in designing and implementing effective training and development initiatives.

Outcomes: Students will be able to design, implement and evaluate effective talent management and training strategies.

Unit-1:Introduction to Talent Management: Overview – Need – Talent Inventory , Talent Vs Knowledge Workers – Process of TM – Talent Management System(TMS)- Building blocks of TMS- Role of HR in Talent Management – Talent value chain; Acquire talent – Develop Talent – Engage Talent – Retain Talent. **(15 hours)**

Unit-2:Talent Acquisition : Designing and Building a Talent Reservoir – Talent Planning- Steps of talent planning- Employer branding-sources of talent acqution – recruiting and selection- on boarding and orientation – Technology adoption in talent acqution – Recent Trends. **(12 hours)**

Unit-3: Talent Development: Counseling- Coaching – Mentoring – Training Vs Development – Methods of Training- on and off the job methods – The training process- Training needs analysis – Design the training program – Evaluation of training program- Quality training – Kaizen and six sigma for continuous improvement, management, development - methods- Knowledge Management- Knowledge Audit – Balanced Scorecard – Return on investment in talent management. **(16 hours)**

Unit-4:Talent Engagement and Talent Retention:
Performance management – Performance appraisal system –Attrition- Types Compensation and reward strategies - Compensation plan for TM- TM metrics – Leadership development- Succession planning- Talent Retention strategies – Exit Policy- Organizational exit – Exit Interviews off boarding – Up skilling – reemployment assistance. **(15 hours)**

Unit 5: **Talent Mobility and Career Development:** Internal Career growth – Types of talent mobility – promotions- Lateral moves- Project based assignment – Global Mobility – Career exploration- Career planning and development – Career portfolios – TM challenges- Role of Information Technology in TM- Global TM to People Management-TM and analytics – TM and corporate restructuring – Best practices and contemporary issues. **(12 hours)**

References:
1. Talent Management Handbook, by Lance A.Berger and Dorothy R Berger
2. The Talent Era, Achieving a High Return on Talent, by Subir Chowdhury
3. Dr.Rishipal -Training and development methods. S Chand and company Ltd,publishing
4. 2.Gowri joshi, Veena Vohra-Talent management
5. shukla Ravindar: talent management-process developing and integrating skilled workers, global India publication, new Delhi.
6. T.V.Rao Human Resource Development: experience, intervention, New Delhi: Sage publication
7. 7.Camp, Blanchard & Huszezo (1986). Toward a more Oraganizationally Effective Training Strategy and Practice, New Jercy. Prentice Hall.
8. Landale (2006). Advanced Techniques for Training and Development. Infinity Book.

M.Com-HRD
II Semester
CRH 453: BUSINESS RESEARCH METHODS

Workload:3 hours Lecture and 2hours Tutorial per week: Total 4 Credits (70 hours)
Objective: The course is envisaged to provide the students with the knowledge and skill related to conduct of research related to business and familiarise the students with the technicalities of executing a research assignment.
Outcomes:

1. Enables the students to understand the techniques of doing research in the field of Business.
2. Equips the students with skills of conducting business research.

Unit-1: Research: Definition, objectives, role, Scope in management research, Business Research, Process of research, Limitations and types. Research Design : Formulating the research problem, Choice of Research design, Types of research design, Errors in research. **(16 hours)**

Unit-2 :Sampling: Importance of Sampling Methods, Sampling process, Types of Sampling: Non probability sampling techniques, Probability sampling techniques, Sampling and Non-Sampling errors. Data Collection : Primary, Secondary data collection, observation methods and survey method- Advantages and Disadvantages – Modern methods of data collection.
(14 hours)

Unit-3:Measurement Concept: Levels of measurement- Nominal, Ordinal, Interval and Ratio, Attitude Measurement: Comparative scaling techniques, Non-Comparative scaling techniques, comparison, rank order, constant sum, semantic differential, itemized ratings, Likert scale; Questionnaire-form and design. Questionnaire designing : types, guidelines for developing a good questionnaire. **(16 hours)**

Unit-4: Data preparation and Analysis: Editing, Coding, Cross Tabulation and Practices through Excel (Basic Concepts), Hypothesis testing, parametric test, Non parametric test. Central tendency, mean, median, mode, time series analysis, correlation analysis, regression analysis.
(14 hours)

Unit-5: Report writing: types of research reports, guidelines for writing a report, report format, Structure- Technical writing – Plagiasirm testing – Guidelines Proofreading - editing- Ethical-Considerations. **(10 hours)**

Reference:

1. Walter T Federer: Statistics and Society [NewYork: Marceldekkar,INC]
2. Sureshchandra,Mohitkr.Sharma:Research methodology [NowDelhi:Narosa publishing house]
3. Dr. Virender S poonja, Meenakshi poonja: Research methodology and statistical method[New Delhi: Vishvabharti publication]
4. CR Kothari, Gaurav Garg: Research methodology, methods and Techniques [New Delhi: New Age international (P) limited, publishers].
5. K V Rao, Research Methodology
6. Panneer Selvam , Research Methodology – (Prentice Hall of India, Edition 2008)
7. Gravetter, Fedrick - Research Method for Behavioural Sciences (Cengage Learning)
8. Beri G C – Marketing Research (Tata McGraw Hill, 4th Edition)

CRH 454 : ENTREPRENEURIAL INNOVATION AND DEVELOPMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits **(70 hours)**

Objective: To provide an introduction to entrepreneurship and its development process, Environment and current scenario in India. To make the students aware of the Importance of entrepreneurship opportunities available and challenges faced in the Society.

Outcomes :Provides an insight into institutional support to entrepreneurs and the project Management.

Unit -1:Introduction: Meaning, Definition and concept of Enterprise, Types of Entrepreneurs, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Manager, Wantapreneurs, Role of Entrepreneurship in Economic Development, Problems of Entrepreneurs-Stages in Entrepreneurial process – Recent trends.   **(14 hours)**

Unit -2: Entrepreneurial Competency and Development: Concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs – Stat ups-unicorns-Acceleration- Tinkering Labs-Incubation Centers and Business Labs- Recent trends.   **(14 hours)**

Unit -3: Institutions and Development of Entrepreneurship: Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Role of DIC in setting an Enterprise, Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), SIDBI, RUDSET, National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, MUDRA, Financial Institutions, Investment Institutions, Procedure to avail financial support– Recent trends.   **(14 hours)**

Unit -4: Women and Social Entrepreneurship: Meaning, Characteristic features, Problems of – Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship ; Meaning, needs of rural Entrepreneurship, how to develop rural Entrepreneurship, Concepts and Issues of Entrepreneurial failure, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship Ventures –Recent trends.   **(14 hours)**

Unit -5: Business Ideas, project identification and formulation: Forms of Business Ownership, Issues In selecting forms of ownership, Environmental Analysis, Identifying problems and Opportunities, Defining Business Idea, Idea generations and innovation, Planning Business Process, opportunity assessment- Business plan- Project Management: Concept, Features, Classification of projects, Issues in Project Management Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report –Steps to convert business idea to reality – Legal and Ethical considerations – Role of technology in entrepreneurship innovation.   **(14 hours)**

References
1. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
2. Barringer M J – Entrepreneurship (Prentice-Hall, 1999)
3. Couger, C- Creativity and Innovation (IPP, 1999)
4. Holt – Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
5. Kakkar D N – Entrepreneurship Development (Wiley Dreamtech)
6. Lall&Sahai: Entrepreneurship (Excel Books 2 edition)
7. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
8. R.V. Badi& N.V. Badi – Entrepreneurship (Vrinda Publications, 2nd Edition)
9. Sehgal &Chaturvedi-Entrepretures, Classification of projects, Issues in Project Management

M.Com-HRD
II Semester
CRE455: PERSONAL AND INTERPERSONAL EFFECTIVENESS

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 3 Credits (70 hours)

Objective: To understand and appreciate the role and relevance of soft skills and to equip the students with those competencies to enhance their personal and interpersonal effectiveness through experiential learning processes.

Outcomes : It equips the learner with the skill set required by core HR professionals.

Unit -1:Personal Effectiveness: Perception – Characteristics of the perceiver and individual differences – Perceptual object –Perceptual process – Perception Vs Reality –Human brain and its functions: Left hemisphere and right hemisphere of the brain – Conscious, sub-conscious and super-conscious mind –Low Vs High self-esteem behavioural patterns – Ideal self, social self and real self – Johari Window: open self, blind self, hidden self, unknown/ undiscovered self – Personal SWOT Analysis – Assertiveness and self-confidence, Type A, Type B personality.   **(14 hours)**

Unit -2: Values and Attitudes: Values and value system: trust, empathy, Fear and phobia – Types of fear: fear of poverty, fear of failure, fear of committing mistakes, fear of criticism, fear of loss of love of someone, fear of loss of liberty, fear of ill-health (Hypochondria), fear of retirement, fear of old age, fear of death – causes and management of success and failure – Winners and quitters -Types of attitudes: enthusiastic, indifferent, positive, negative and hostile attitudes – attitude and behavior relationship – emotional and social adjustment, 7 habits of highly effective people.
(14 hours)

Unit -3:Effective Communication and Human Relations Skills: Oral, written and non-verbal (body language/ kinesics) communication – Art of listening – barriers to effective listening – overcoming such barriers – Presentation and public speaking skills– public relations skills – interpersonal communication– Communication breakdown – Transaction Analysis: Ego states and Life positions – conflict resolution and relationship building techniques and strategies – emotional intelligence - Questioning and feedback skills- Time Management – Stress Management, team building skills.   **(14 hours)**

Unit -4:Problem-Solving, Decision-Making: Identifying and defining the problem – 5W & 1H (who, what, where, when, why, how) of problem diagnosis - analysis and procrastination – creativity and 'out of box' thinking – 'decisions-actions-consequences' Proactive, reactive and non-active persons – Well-informed decisions – Decision making skills- Employee gamification.**(14 hours)**

Unit -5:Employability and Competitive Advantage Skills: Soft skills and life skills – Role play-Competence Preparation of Biodata, Curriculum Vitae and Resume – Group discussion and role play skills – case analysis and presentation –Facing an employment interview: before, during and after processes –Internal and external locus of control - Purpose, pride and direction in life – Building a pleasing and positive personality, Learning, Experiential Learning- Life long learning.   **(14 hours)**

References:
1. Amy Morin (2015), *13 Things Mentally Strong People Don't Do*, Thomson Press India Ltd.
2. Dale Carnegie (2009), *The 5 Essential People Skills: How to Assert Yourself, Listen to Others and Resolve Conflicts*, Dale Carnegie Training.
3. Daniel Goleman: *Emotional Intelligence*: New York: BantamBooks.
4. Edgar Thorpe &Showick Thorpe (2004), Winning at Interviews, New Delhi: Pearson Education.
5. Manika Ghosh (2013), *Positivity: A Way of Life*, Orient Black Swan.
6. Napoleon Hill: *Think and Grow Rich*: New York: Ballantine Books
7. Robin Sharma (2011*), Leadership Wisdom: The 8 Rituals of Visionary Leaders*, Jaico Publishing House.
8. Shiv Khera (2013), *You Can Win*, Macmillan India Ltd.
9. Stephen R.Covery: *The 7 Habits of Highly Effective People*, London: Simon & Schuster Ltd.

CRS 456: E-COMMERCE AND COMPUTING SKILLS

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits(70 hours)

Objectives:
The course intends to share knowledge on changing E.domain in the area of business and people management with the help of ICT.
Outcomes: The learner will learn the current trends and developments happening in the business domain and learn computing skills to incorporate the dynamic trends of commerce.

Unit- 1: E-commerce: Definition and Concepts, scope, features- Evolution and History, Benefits and limitations - E-Commerce Models- Business to Consumer(B2C), Business to Business(B2B), Consumer to Consumer (C2C), Consumer to Business (C2B)Business to Administration (B2A), Business to Government (B2G) and Online to offline(O2O), Network to Network (N2N).   **(15 hours)**

Unit 2 : Consumer oriented E-commerce- E Retailing -Benefits- Models of E- Retailing -E Services- Categories of E- Services- E- Entertainment- Digital signature - Electronic payment system -Need of electronic payment system -Digital Economy- Electronic funds transfer- Electronic cards- Electronic cash, cheques and credit cards on the internet.   **(10 hours)**

Unit 3 : E- Commerce policy and governance: Need for E-Commerce policy - IT Act 2000 - Role of Net neutrality in E business - Legal environment in E-Commerce -Transaction Management -Legal and ethical considerations- E-Commerce and governance -Electronic data interchange- Benefits and security- Recent trends.   **(15 hours)**

Unit 4: ICT Applications in E-commerce: ICT- concept, importance- use of ICT in E-commerce, E-education- Computers in business- Microsoft office -Word- Excel- PPT- operating systems- Types- Role of softwares and apps in E-commerce- Microsoft of Dynamics- Quick Commerce- Recent trends.
          (16 hours)

Unit 5: Internet Commerce :Significance of internet -Limitations- Internet technology and Security management- Network etiquettes - WWW -Concept -Creating a Basic Web page -Web designing Email protocol -Recent trends in Internet and E-Commerce.   **(14 hours)**
Reference:

1. Arpita Gopal and Chandrani Singh. E- World (Emerging Trends in informationtechnology) Published by Anurag Jain for Excel books A-45 Naraina, Phase 1, NewDelhi-110028, and printed by him at Excel printers, C-205, Phase1, New Delhi- 110028
2. Efraim Turban, Jae Lee, David King H. Michael Chung. "Electronic Commerce- A Managerial Perspective". Addison- Wesely.
3. Elias M. Awad, Electronic Commerce (From Vision to Fulfilments), 3rd Edition, Judy Strauss, Adel EI-Ansary, PHI LearningPrivate Limited Delhi-110092, 2015.
4. Elias. M. Award, "Electronic Commerce", Prentice-Hall of India Pvt. Ltd.
5. Kamlesh K Bajaj and Debjani Nag, E- Commerce The Edge of Business, Tata McGraw-Hill Publishing Company limited New Delhi
6. Mamta Bhusry, E- Commerce, Firewall Media (an in-print Laxmi publication Pvt. Ltd), 13 Gloden House, Daryaganj New Delhi-110002.
7. RaviKalakota, Andrew B. Whinston, "Electronic Commerce- A Managerial Perspective".
8. Vivek Gupta, Mobile Business (Emerging Trends), Published by ICFAI Universitypress, 52 Nagarjuna hills, Hyderabad, India-500 082.
9. Sowmya Ranjan Behera- Computer Application- BK books.

CRS 457: BUSINESS ANALYTICS
Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits(70 hours)

Objective:
To provide students with a comprehensive understanding of the role of business analytics in human resource development and related functional areas. The course aims to enhance decision-making capabilities through data-driven approaches in HR, marketing, finance, and relationship management within organizational contexts.

Outcome:

On successful completion of the course, students will understand the strategic role of business analytics in HR, marketing, relationship management, and organizational finance. They will be able to apply data insights ethically to support effective decision-making and enhance organizational sustainability.

Unit -1: **Introduction** - Meaning and Significance of Business Analytics in Management-Types of Business Analytics: Descriptive Analytics, Predictive Analytics, Prescriptive Analytics-Functions and Strategic Importance of Analytics in Organizational Decision-Making- Role of Analytics in Human Resource Development-Ethical Considerations in Data Management- Introduction to Sustainability Analytics in Organizational Strategy- Relevance based case studies.   **(16 hours)**

Unit – 2: **Talent Optimization**- Meaning and definition – Features and objectives – Importance of informed decision-making - analytics in talent management – Analytical approaches used in workforce planning and development – Applications of talent analytics in recruitment, employee learning and development, compensation design, and workforce engagement – Strategic relevance of talent analytics in organizational growth and human resource planning – Overview of current trends and tools supporting effective, analytics-driven talent decisions.   **(14 hours)**

Unit- 3 : **Marketing Insights** - Meaning and Definition – Characteristics and Objectives – Importance and Functions – Types of Marketing Analytics – Understanding Buying Behavior – Trend Analysis – Target Audience Identification – Role of Advertising and Communication Strategies – Segmentation and Positioning – Competitor and Channel Analysis – Role of Social Media in Marketing Analytics – Applications of Analytics in Marketing Strategy – Ethical and Strategic Perspectives in Marketing Analytics.   **(10 hours)**

Unit-4: Relationship Management - Meaning and definition – features – Objectives – Digital platforms for relationship management (E-CRM, M-CRM) – Strategic role of relationship management in client engagement – Enhancing employee-customer interactions – Importance of communication, trust, and responsiveness – Significance of customer understanding in HR and organizational development.
                    (16 hours)

Unit – 5: **Organizational Finance** -Meaning and definition – features – Objectives and importance – Strategic role of financial understanding in human resource planning and decision-making – Employee financial wellness and support initiatives – Importance of financial awareness for organizational sustainability.   **(14 hours)**

References:

1. Prasad, and Acharya, Fundamentals of Business Analytics, Wiley India Levin, et al, Statistics for Management, Pearson India.
2. Halady, P. Business Analytics - An Application Focus, Prentice Hall India.
3. RN Prasad and Seema Acharya. Fundamentals of Business Analytics. Wiley India.
4. Banarjee and Banarjee. Business Analytics -Text and Cases, SAGE Publications.