

**FOUR YEAR UNDERGRADUATE PROGRAM(2024–28)**  
**Department of Commerce and Management**

## COURSE CURRICULUM

<b>PART-A: Introduction</b>			
<b>Program: Bachelor in Business Administration</b> <i>(Certificate / Diploma / Degree/Honors)</i>		<b>Semester-VIII</b>	<b>Session: 2024-2028</b>
1	<b>Course Code</b>	<b>BBSE -09</b>	
2	<b>Course Title</b>	<b>Elective A – Human Resource Management: Project Management</b>	
	<b>Course Type</b>	<b>Discipline Specific Elective (DSE)</b>	
4	<b>Pre-requisite (if, any)</b>	<i>As per requirement</i>	
5	<b>Course Learning Outcomes (CLO)</b>	<ul style="list-style-type: none"> <li>➤ Know the concept of Project Management.</li> <li>➤ Learn the tools and techniques of Project Management.</li> <li>➤ Compare the importance of Project Management and Project Appraisal.</li> </ul>	
6	<b>Credit Value</b>	<b>4 Credits</b>	<i>Credit=15 Hours-learning &amp; Observation</i>
7	<b>Total Marks</b>	<b>Max. Marks: 100</b>	<b>Min Passing Marks: 40</b>
<b>PART-B: Content of the Course</b>			
<b>Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)</b>			
Unit	Topics (Course contents)		No. of Period
<b>I</b>	<b>Project Management:</b> Definitions, Significance, and Characteristics of Project, Scope of Project Management, Types of Projects, Project Life Cycle and its different phases., Project Management Process: Introduction, Tools & Techniques of Project Management, Entrepreneurial Skills, Market & Demand Analysis, Collection of Primary & Secondary information, Demand Forecasting, Market Planning, Project Planning: Generation and Screening of Projects Ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening, Sources of Positive Net Present Value.		<b>15</b>
<b>II</b>	<b>Project Analysis:</b> Market Demand and Situational Analysis, Demand Forecasting. Technical analysis: Location and Site, Project Charts and Layouts. Financial Analysis: Cost of Project, Means of Finance, Cost of Production, Working Capital Requirement and its Financing. <b>Analysis of Project Risk:</b> Types and Measures of Project Risk, Identification of Critical Sources of Risk, Sensitivity Analysis, Scenario Analysis, Decision-tree Analysis, Selection of a Project-Methods.		<b>15</b>
<b>III</b>	<b>Project Appraisal:</b> Cost benefit analysis (Cash flow projections), Financial Evaluation: Capital budgeting techniques-discounted and non-discounted, Project Rating Index, Critical examination of evaluation techniques, Economic, Commercial, Social cost benefit analysis in public and private sectors, Investment criteria and choice of technique.		<b>15</b>
<b>IV</b>	<b>Project Implementation:</b> Forms of Project Organization, Project Control & Control Charts, Human aspects of project management, Prerequisites for a successful project implementation, Introduction to Project Network & Determination of critical path, Preparation of comprehensive, Project Report, Project Termination-Types and Process.		<b>15</b>
<b>Keywords</b>	<i>Project Management, Project Analysis, Project Risk, Project Appraisal, Project Implementation.</i>		
<b>PART-C: Learning Resources</b>			
<b>Text Books, Reference Books and Others</b>			

1. Project Management: A Managerial Approach, John Wiley & Sons, 7th Edition.
2. Marwah, Sanjiv (2011), Project Management, Dreamtech Press, 1st Edition
3. Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw-Hill, 9th Edition.
4. V. Desai : Project Management & Entrepreneurship.
5. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
6. B.M. Patel : Project Management
7. Stoiner & Ryam : Industrial Project Management
8. Harold Kerzner : Project Management – A systems approach to planning scheduling and controlling
9. United Nations : Manual for Evaluation of Industrial Projects
10. H.P.S. Patwa : Project Reports & Appraisals

**Online Resources–**

<https://www.kopykitab.com/>

<https://www.hitbullseye.com/grad->

**PART-D: Assessment and Evaluation**

**Suggested Continuous Evaluation Methods:**

**Maximum Marks: 100 Marks**

**Continuous Internal Assessment (CIA): 30 Marks**

**End Semester Exam (ESE): 70 Marks**

<b>Continuous Internal Assessment (CIA): (By Course Teacher)</b>	Internal Test/Quiz-(2): 20 & 20	Better marks out of the two Test/ Quiz *obtained marks in Assignments shall be considered against 30 Marks
	Assignment/Seminar- 10 Total Marks- 30	
<b>End Semester Exam (ESE):</b>	<b>Two section– A &amp; B</b> Section A: Q1. Objective–10x1=10 Mark; Q2. Short answer type–5x4=20 Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit–4x10=40 Marks	

**Name and Signature of Convenor & Members: (CBOS)**

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## FOUR YEAR UNDERGRADUATE PROGRAM(2024-28)

Department of Commerce and Management

## COURSE CURRICULUM

<b>PART-A: Introduction</b>			
<b>Program: Bachelor in Business Administration</b> <i>(Certificate / Diploma / Degree/Honors)</i>		<b>Semester-VIII</b>	<b>Session: 2024-2028</b>
1	<b>Course Code</b>	<b>BBSE -10</b>	
2	<b>Course Title</b>	<b>Elective A – Human Resource Management: Compensation &amp; Performance Management</b>	
	<b>Course Type</b>	<b>Discipline Specific Elective (DSE)</b>	
4	<b>Pre-requisite (if, any)</b>	<i>As per requirement</i>	
5	<b>Course Learning Outcomes (CLO)</b>	<ul style="list-style-type: none"> <li>➤ <i>Learn the concepts of Compensation management.</i></li> <li>➤ <i>Describe job evaluation and its methods.</i></li> <li>➤ <i>Evaluate the different methods of wages.</i></li> <li>➤ <i>Describe performance management and methods of performance management.</i></li> <li>➤ <i>Preparation of Payroll.</i></li> </ul>	
6	<b>Credit Value</b>	<b>4 Credits</b>	<i>Credit=15 Hours-learning &amp; Observation</i>
7	<b>Total Marks</b>	<b>Max. Marks: 100</b>	<b>Min Passing Marks: 40</b>
<b>PART-B: Content of the Course</b>			
<b>Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)</b>			
<b>Unit</b>	<b>Topics (Course contents)</b>		<b>No. of Period</b>
<b>I</b>	<b>Compensation Management:</b> Compensation - Definition - Classification - Types - Wages, Salary, Benefits, DA, Consolidated Pay; Equity based programs, Commission, Reward, Remuneration, Bonus, Short term and Long term Incentives, Social Security, Retirement Plan, Pension Plans, Profit Sharing Plan, Stock Bonus Plan, ESOP, Employer Benefits and Employer Costs for ESOP, Individual Retirement Account, Savings Incentive Match Plan for Employees; Compensation and Non-compensation Dimensions, Concept in Compensation Management, Compensation as Retention Strategy, Compensation Issues, Compensation Management in Multi-National organizations <b>Compensation Strategy:</b> Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies.		<b>15</b>
<b>II</b>	<b>Job Evaluation:</b> Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Point Factor Method of Job Evaluation: Combining Point factor and Factor Comparison Methods, Job Evaluation Committee, Factor Evaluation System (FES), Using FES to determine Job Worth, Position Evaluation Statements. <b>Wage and Salary Administration:</b> Theories of Wages - Wage Structure - Wage Fixation - Wage Payment – Salary Administration. Difference between Salary and Wages - Basis for Compensation Fixation - Components of Wages - Basic Wages - Overtime Wages – Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes - Effect of various Labour Laws on Wages - Preparation of Pay Roll		<b>15</b>
<b>III</b>	<b>Performance Management and Issues In Performance Management:</b> Evolution of Performance Management, Definitions of Performance Management, Importance of Performance Management, Aims and Purpose of Performance Management, Employee Engagement and Performance Management, Principles and Dimensions of Performance Management. <b>Performance Appraisal Methods:</b> Traditional Methods, Modern Methods, Performance Appraisal Feedback: Role, Types and Principles, Levels of Performance Feedback, 360-Degree Appraisal, Ethics in Performance Appraisal; Team Performance		<b>15</b>



	Management; Performance Management and Learning Organizations, Performance Management and Virtual Teams, Role of Line Managers in Performance Management, Performance Management and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward.	
<b>IV</b>	<b>Project Work:</b> 1. List the various components of total compensation in a Multinational Companies. 2. Construct a questionnaire for a salary survey on Nurses/ Teachers /IT Professionals etc. 3. Design a Performance Appraisal plan using any Modern Performance Appraisal Tool for an IT company. 4. Study any one contemporary practice of Performance Management System (Balance scorecard, Lean Management, BPRE, Six Sigma and so on)	<b>15</b>
<b>Keywords</b>	<b>Compensation Management, Job Evaluation, Wage &amp; Salary Administration, Performance Appraisal.</b>	
<b>PART-C: Learning Resources</b>		
<b>Text Books, Reference Books and Others</b>		
1. Joseph J. Martocchio, Strategic Compensation, 3rd Edition, Pearson Education 2. Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House. 3. Milkovich & Newman, Compensation, Tata McGraw Hill 4. Richard I. Anderson, Compensation Management in Knowledge based world, 10th edition, Pearson Education 5. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: People, Performance & Pay – Free Press. 6. Aguinis Herman, Performance Management, 2nd Edition, 2009 Pearson Education, New Delhi. 7. Aziz A, Performance Appraisal: Accounting and Quantitative Approaches, 1993, Pointer. 8. Bhatia S.K, Performance Management: Concepts, Practices and Strategies for Organisation Success, 2007, Deep & Deep, New Delhi. 9. BD Singh, Compensation & Reward Management, Excel Books 10. Cardy R.L, Performance Management: Concepts, Skills and Exercises, 1 <sup>st</sup> Edition, 2008, PHI, New Delhi. 11. Goel Dewkar, Performance Appraisal and Compensation Management: A Modern Approach, 2 <sup>nd</sup> Edition, 2008, PHI, New Delhi. 12. Sarma A.M, Performance Management System, 1st Edition, 2008, Himalaya Publication.		
<b>Online Resources–</b>		
<a href="https://ecampusontario.pressbooks.pub/hrforoperationsmanagers/chapter/12-9-performance-management-and-compensation/">https://ecampusontario.pressbooks.pub/hrforoperationsmanagers/chapter/12-9-performance-management-and-compensation/</a> &ved <a href="https://www.phindia.com/Books/BookDetail/9788119364039/performance-appraisal-and-compensation-management-goel">https://www.phindia.com/Books/BookDetail/9788119364039/performance-appraisal-and-compensation-management-goel</a> &ved		
<b>PART-D: Assessment and Evaluation</b>		
Suggested Continuous Evaluation Methods:		
Maximum Marks:	100 Marks	
Continuous Internal Assessment (CIA):	30 Marks	
End Semester Exam (ESE):	70 Marks	
<b>Continuous Internal Assessment (CIA):</b> (By Course Teacher)	Internal Test/Quiz-(2): <b>20 &amp; 20</b> Assignment/Seminar-10 Total Marks-30	Better marks out of the two Test/ Quiz + obtained marks in Assignments shall be considered against <b>30</b> Marks
<b>End Semester Exam (ESE):</b>	<b>Two section– A &amp; B</b> Section A: Q1. Objective–10x1=10Mark; Q2. Short answer type–5x4=20Marks Section B: Descriptive answer type qts., 1 out of 2 from each unit–4x10=40Marks	

**Name and Signature of Convenor & Members: (CBOS)**

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FOUR YEAR UNDERGRADUATE PROGRAM(2024–28)  
Department of Commerce and Management  
**COURSE CURRICULUM**

<b>PART-A: Introduction</b>			
Program: Bachelor in Business Administration (Certificate / Diploma / Degree/Honors)		Semester-VIII	Session: 2024-2028
1	Course Code	BBSE -11	
2	Course Title	Elective A – Human Resource Management: Industrial Relations	
	Course Type	Discipline Specific Elective (DSE)	
4	Pre-requisite(if,any)	<i>As per requirement</i>	
5	Course Learning Outcomes(CLO)	<ul style="list-style-type: none"> <li>➤ Sensitize the students with the Industrial Relations scenario in India</li> <li>➤ Introduce students to Basic Concepts in Industrial Relations</li> <li>➤ Enable students, understand the dynamic nature of Indian Industrial Relations</li> </ul>	
6	Credit Value	4 Credits	Credit=15Hours-learning&Observation
7	Total Marks	Max.Marks: 100	Min Passing Marks: 40
<b>PART-B: Content of the Course</b>			
Total No. of Teaching-learning Periods(01 Hr.per period)– 60 Periods(60 Hours)			
Unit	Topics(Course contents)		No. of Period
I	<b>Industrial Relations (IR):</b> Definition, Scope, Objectives, Factors affecting IR, Participants of IR, Importance of IR. Approaches to Industrial Relations, System of IR in India.		15
II	<b>Collective Bargaining:</b> Definition, Meaning, Nature, essential conditions for the success of collective bargaining, Functions of Collective Bargaining, Importance of Collective Bargaining, Collective Bargaining Process. <b>Negotiations:</b> Types of Negotiations-Problem solving attitude, Techniques of Negotiation, Negotiation Process, Essential skills for Negotiation, Workers Participation in Management.		15
III	<b>Trade Unions:</b> Meaning, Trade Union movement in India, Objective, Role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of Trade Unions, Problems of Trade Unions, Employee Relations in IT sector		15
IV	<b>Grievance:</b> Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, and model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry.. <b>Indian Industrial Relations:</b> Changes And Challenges - Liberalization and Indian Industrial Relations. The future of Industrial Relations in the wake of changes in work culture. Effects of changes in Labour Laws on Indian Industrial Relations		15
Keywords	<i>Industrial Relations, Collective Bargaining, Trade Union, Grievance.</i>		
<b>PART-C: Learning Resources</b>			
Text Books, Reference Books and Others			
<ol style="list-style-type: none"> <li>1. Bose, Subhas Chandra, <i>The Trade Union Movement, Selected Speeches of Subhas Chandra Bose, Publication Division, Government of India, New Delhi, 1992</i></li> <li>2. Giri V V: <i>Labour Problems in Indian Industry, Asia Publishing House, Mumbai, 1972</i></li> <li>3. Yoder, Dale: <i>Personnel Management and Industrial Relations, Oxford University Press, 1972</i></li> </ol>			

*Handwritten signatures and initials in blue ink.*

4. Davar R S: *Personnel Management and Industrial Relations in India*, Himalaya Publishing House, Mumbai, 1998
5. Mamoria C B: *Industrial Relations in India*, Himalaya Publishing House, Mumbai, 1998
6. Venkata Ratnam, C.S., *Industrial Relations*, Oxford University Press, New Delhi, 2006

**Online Resources–**

<https://vvnli.gov.in/en/course/online-training-programme-industrial-relations-and-trade-unionism-transforming-world-work&ved>

<https://scol.ac.in/IndustrialrelationsandLabourLaws/&ved>

**PART-D:AssessmentandEvaluation**

**Suggested Continuous Evaluation Methods:**

Maximum Marks: 100Marks

ContinuousInternalAssessment(CIA): 30Marks

EndSemesterExam(ESE): 70 Marks

ContinuousInternal Assessment (CIA): (By Course Teacher)	Internal Test/Quiz-(2):20&20	Bettermarks outofthetwoTest/ Quiz +obtainedmarksinAssignmentshallbe considered against 30 Marks
	Assignment/Seminar- 10	
	TotalMarks- 30	

EndSemester Exam (ESE):	Twosection– A &B SectionA:Q1.Objective–10x1=10Mark;Q2.Short answer type-5x4=20Marks SectionB:Descriptiveanswer typeqts.,1outof2fromeachunit-4x10=40Marks
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**Name and Signature of Convenor & Members:**

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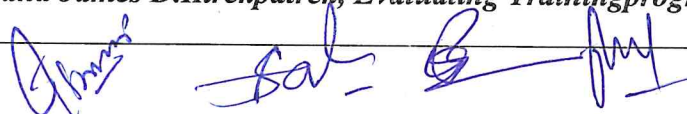
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**FOUR YEAR UNDERGRADUATE PROGRAM (2024-28)**  
**DEPARTMENT OF MANAGEMENT**  
**COURSE CURRICULUM**

<b>PART-A: Introduction</b>			
<b>Program: Bachelor in Business Administration</b> <i>(Certificate / Diploma / Degree/Honors)</i>		<b>Semester-VIII</b>	<b>Session: 2024-2028</b>
1	<b>Course Code</b>	<b>BBSE -12</b>	
2	<b>Course Title</b>	<b>Elective A – Human Resource Management: Training &amp; Development</b>	
	<b>Course Type</b>	<b>Discipline Specific Elective (DSE)</b>	
4	<b>Pre-requisite (if, any)</b>	<i>As per requirement</i>	
5	<b>Course Learning Outcomes (CLO)</b>	<ul style="list-style-type: none"> <li>➤ <i>To provide an overview of Training and Development in the organization.</i></li> <li>➤ <i>Students will be able to learn the importance of Training in organisations</i></li> <li>➤ <i>Design and evaluate the Training Programmes.</i></li> </ul>	
6	<b>Credit Value</b>	<b>4 Credits</b>	<i>Credit=15 Hours-learning &amp; Observation</i>
7	<b>Total Marks</b>	<b>Max. Marks: 100</b>	<b>Min Passing Marks: 40</b>
<b>PART-B: Content of the Course</b>			
<b>Total No. of Teaching-learning Periods (01 Hr. per period) – 60 Periods (60 Hours)</b>			
<b>Unit</b>	<b>Topics (Course contents)</b>		<b>No. of Period</b>
<b>I</b>	<b>Training Concepts:</b> Introduction - Concept - Training Process- Significance, Models of Training-Systematic Model- Transitional Model- Systems approach to Training. <b>Training Function:</b> HR and the Training function - Training and corporate strategy – Organization and Management of Training Function.		<b>15</b>
<b>II</b>	<b>Training &amp; Development Organizations and Policies:</b> Training Centers in organizations- Role of external agency in T&D- Training as consultancy - Evolving Training Policy; Training budget and schedules/calendar, <b>Training needs assessment:</b> Training Needs Assessment - Definition and purposes – Components of Needs assessment; Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.		<b>15</b>
<b>III</b>	<b>Design of Training Programme:</b> Course content design – Trainer skill development – Facilities design- Trainee design -Resistance in Training, Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.		<b>15</b>
<b>IV</b>	<b>Training Methods:</b> Indoor training methods: On-the-job Training - Off –the –job methods-Behavior Modeling- Audio Visual Enhancements to Training- Outdoor training methods: E-learning and Evaluation of T & D Programme; E-learning methods- Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of Training Programme: Conceptual model of Training – Effectiveness --Evaluation criteria- Kirkpatrick model.		<b>15</b>
<b>Keywords</b>	<i>Training, Development, Training Functions, Training Methods.</i>		
<b>PART-C: Learning Resources</b>			
<b>Text Books, Reference Books and Others</b>			
<ol style="list-style-type: none"> <li>1. <i>Employee Training and Development, Raymond A. Noe, TMH.</i></li> <li>2. <i>Effective Human Resource Training and Development Strategy, B. Rathan Reddy,</i></li> <li>3. <i>Himalaya. Donald L. Kirkpatrick and James D. Kirkpatrick, Evaluating Training programs, Tata McGraw Hill</i></li> </ol>			



<b>Online Resources–</b> <a href="https://www.coursera.org/courses%3Fquery%3Dtraining%2520and%2520development&amp;ved">https://www.coursera.org/courses%3Fquery%3Dtraining%2520and%2520development&amp;ved</a> <a href="https://inlibnet.ac.in/docs/erm_brochure.pdf&amp;ved">https://inlibnet.ac.in/docs/erm_brochure.pdf&amp;ved</a>		
<b>PART-D:AssessmentandEvaluation</b>		
<b>SuggestedContinuousEvaluation Methods:</b>		
<b>Maximum Marks:</b>	<b>100Marks</b>	
<b>ContinuousInternalAssessment(CIA):</b>	<b>30Marks</b>	
<b>EndSemesterExam(ESE):</b>	<b>70 Marks</b>	
<b>ContinuousInternal Assessment (CIA): (ByCourseTeacher)</b>	InternalTest/Quiz-(2): <b>20&amp;20</b> Assignment/Seminar- <b>10</b> TotalMarks- <b>30</b>	Bettermarks outofthetwoTest/ Quiz +obtainedmarksinAssignmentshallbe considered against <b>30</b> Marks
<b>EndSemester Exam (ESE):</b>	<b>Twosection– A &amp;B</b> SectionA: <b>Q1.Objective–10x1=10Mark;Q2.Short answer type-5x4=20Marks</b> SectionB:Descriptiveanswertypeqts., <b>1outof2</b> fromeachunit- <b>4x10=40Marks</b>	

**NameandSignatureofConvener&Members: (CBOS)**

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