

SANT GADGE BABA AMRAVATI UNIVERSITY, AMRAVATI

**Teaching Learning and Examination Scheme: for the Post Graduate Degree of
Master of Commerce (HRD) (Two Years-Four Semesters Master's Degree (HRD)
Programme)**



Faculty of Commerce & Management

Syllabus

Two Years - Four Semesters

Master's Post Graduate Degree (HRD) Programme

Teaching, Learning & Evaluation Scheme for the Degree of Master of Commerce (HRD)
with the

**Master of Commerce (HRD) (Two Years-Four Semesters Master's Degree (HRD)
Programme)**

SEMESTER - I to IV

Effective from Academic Year 2026-27

Sant Gadge Baba Amravati University, Amravati FACULTY:
Scheme of Teaching, Learning, Examination & Evaluation leading to Two Years
PG Degree Master of Commerce (H R D) (2026 - 2027)
(Two Years- Four Semesters Master's Degree Programme- NEP
With Exit and Entry Option
Programme Name: M. Com. (HRD)

PROGRAMME OBJECTIVES (POs) OF M. Com. (HRD)

The Programme Objectives of M. Com. (HRD) are:

In post-graduate commerce education under the Outcome-Based Education (OBE) framework, the **Programme Objectives (POs)**—often structured alongside **Programme Specific Outcomes (PSOs)**—for an **M. Com. (Human Resource Development)** establish a clear path from academic theory to advanced professional application.

They bridge core structural design for Industrial Relations and Labour Legislation—a core M. Com. (HRD) that bridges legal frameworks with workforce strategy.

Core Programme Objectives (POs)

PO1: Advanced Commerce & Business Integration

To instill comprehensive, high-level knowledge of advanced accounting, corporate finance, strategic management, and business environment practices, enabling students to evaluate complex organizational matrices.

PO2: Strategic HR Analytics & Critical Thinking

To build advanced analytical and diagnostic skills for interpreting industrial data, managing organizational talent metrics, and utilizing quantitative/qualitative tools to make objective, data-driven workforce decisions.

PO3: Core Competency in Talent Architecture & Intervention

To equip graduates with the professional expertise required to design, implement, and evaluate systematic training frameworks, performance appraisal structures, compensation mapping, and instructional workplace designs.

PO4: Labor Jurisprudence & Ethical Governance

To provide an in-depth understanding of industrial relations, complex labor legislations, dispute resolution frameworks, and corporate social responsibility (CSR) guidelines with high ethical standards.

PO5: Applied Corporate & Academic Research Skills

To train students in research methodologies, literature surveys, hypothesis formulation, and analytical software applications, enabling them to produce original academic or consultative industry research.

PO6: Leadership, Team Dynamics & Change Management

To cultivate essential interpersonal, managerial, and conflict-resolution skills, preparing graduates to manage diverse teams, foster positive employee relations, and steer organization development (OD) initiatives during transitions.

9	Co-curricular Courses: Health and wellness, Yoga Education, Sports and Fitness, Cultural Activities, NSS/NCC, Fine/Applied/Visual/Performing Arts During Semester I, II, III and IV	Generic Optional		90 Hours Cumulative ly From Sem I to Sem IV														
	TOTAL			15											700			

L: Lecture, T: Tutorial, P: Practical/Practicum

Pre-requisite Course mandatory if applicable: **Prq**, Theory : **Th**, Practical/Practicum: **Pr**, Faculty Specific Core: **FSC**, Discipline Specific Core: **DSC**, Discipline Specific Elective: **DSE**, Laboratory: **Lab**, **OJT**: On Job Training; Internship/ Apprenticeship; Field projects: **FP**; **RM**: Research Methodology; Research Project: **RP**, **Co-curricular Courses: CC**

Note : # On Job Training, Internship/ Apprenticeship; Field projects **Related to Major (During vacations of Semester I and Semester II) for duration of 120 hours mandatory to all the students, to be completed during vacations of Semester I and/or II. This will carry 4 Credits for learning of 120 hours. Its credits and grades will be reflected in Semester II credit grade report.**

Note: **Co-curricular Courses:** In addition to the above, CC also include but not limited to Academic activities like paper presentations in conferences, Aavishkar, start-ups, Hackathon, Quiz competitions, Article published, Participation in Summer school/ Winter School / Short term course, Scientific Surveys, Societal Surveys, Field Visits, Study tours, Industrial Visits, online/offline Courses on Yoga (Yoga for IQ development, Yoga for Ego development, Yoga for Anger Management, Yoga for Eyesight Improvement, Yoga for Physical Stamina, Yoga for Stress Management, etc.). These can be completed cumulatively during **Semester I, II, III and IV. Its credits and grades will be reflected in semester IV credit grade report.**

8	NSS/NCC, Fine/Applied/Visual/Performing Arts During Semester I, II, III and IV	Optional		s Cum ulativ ely From Sem I to Sem IV														
	TOTAL			10		8		18		20+4*						600		

L: Lecture, T: Tutorial, P: Practical/Practicum

Pre-requisite Course mandatory if applicable: **Prq**, Theory: **Th**, Practical/Practicum: **Pr**, Faculty Specific Core: **FSC**, Discipline Specific Core: **DSC**, Discipline Specific Elective: **DSE**, Laboratory: **Lab**, **OJT**: On Job Training; Internship/ Methodology; Research Project: **RP**, **Co-curricular Courses: CC**
 Note: **Co-curricular Courses:** In addition to the above, CC also include but not limited to Academic activities like paper presentations in conferences, Aavishkar, start-ups, Hackathon, Quiz competitions, Article published, Participation in Summer

Programme: Master of Commerce
(Human Resource Development) (Semester: I) NEP

101

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 101	Principles and Practices of Management	75

Course Objectives:

After successful completion of this course, students will be able to:

- Understand the fundamental concepts and functions of management.
- Analyze the evolution and development of management thought.
- Develop managerial and decision-making skills.
- Apply modern management practices in organizational settings.
- Understand ethical, professional, and socially responsible management practices.
- Enhance leadership, communication, teamwork, and strategic thinking abilities.

Course Outcomes:

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

1. Explain basic concepts, nature, and significance of management.
2. Describe the evolution of management thought and contributions of management thinkers.
3. Apply managerial functions such as planning, organizing, staffing, directing, and controlling.
4. Understand concepts of authority, delegation, coordination, and performance appraisal.
5. Analyze professional and ethical dimensions of management practices.
6. Develop leadership, teamwork, communication, and managerial competencies.

Unit	Content	No. of Periods
1	FUNDAMENTALS OF MANAGEMENT 1.1 Meaning, Nature, Scope, and Importance of Management 1.2 Functions of Management	15

	1.3 Levels of Management and Managerial Skills 1.4 Management as an Art, Science, and Profession; Management as a Social System 1.5 Principles of Management; Contemporary Challenges in Management 1.6 Role of Managers in Modern Organizations	
II	EVOLUTION OF MANAGEMENT THOUGHT 2.1 Development of Management Thought; Management in Ancient India and Antiquity 2.2 Industrial Revolution and Growth of Modern Industry 2.3 Scientific Management Theory (F.W. Taylor); Administrative Theory (Henri Fayol) 2.4 Contribution of Chester Barnard; Behavioural School of Management 2.5 Human Relations Approach; Modern Approaches to Management	15
III	PROCESS OF MANAGEMENT 3.1 Planning: Meaning, Importance, Process, Types 3.2 Decision Making: Process and Techniques 3.3 Organizing: Principles and Structure 3.4 Staffing and Human Resource Management; Directing and Leadership 3.5 Motivation and Communication; Controlling: Meaning, Process, and Techniques 3.6 Managerial Development Programmes	15
IV	MANAGERIAL CONCEPTS AND ORGANIZATIONAL PRACTICES 4.1 Cooperation and Coordination; Authority and Responsibility 4.2 Delegation and Decentralization; Line and Staff Organization 4.3 Committees and Group Decision-Making	15

	4.4 Policies, Procedures, and Strategies 4.5 Performance Appraisal and Evaluation Techniques 4.6 Conflict Management and Organizational Effectiveness	
V	PROFESSIONAL AND CONTEMPORARY MANAGEMENT 5.1 Management as a Profession; Professional Ethics in Management 5.2 Social Responsibility of Business; Corporate Governance 5.3 Management by Objectives (MBO); Strategic Management Basics 5.4 Functions of Top Management 5.5 Emerging Trends in Management: Digital Management, Green Management, Diversity & Inclusion, Innovation & Entrepreneurship	15

Project / Field Activity:

- Study of Management practices in local business organizations.
- Mini project on socially responsible business practices.

BOOKS RECOMMENDED

1. Principles of Management, by Harold Koontz & Heinz Weihrich. McGraw Hill.
2. Principles and Practice of Management, by L. M. Prasad. Sultan Chand & Sons.
3. Principles and Practices of Management, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
4. Management Theory and Practice, by P. Subba Rao. Himalaya Publishing House.
5. Essentials of Management, by Harold Koontz. Tata McGraw Hill.
6. Business Organization and Management, by C.B. Gupta. Sultan Chand & Sons.
7. Modern Management Concepts and Skills, by S.A. Sherlekar. Himalaya Publishing House.

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 102	ORGANIZATIONAL BEHAVIOUR	75

Course Objectives:

After successful completion of this course, students will be able to:

- Understand human behaviour in organizational settings.
- Explain individual, group, and organizational dynamics.
- Demonstrate leadership, teamwork, and managerial competencies.
- Analyze organizational change and development practices.
- Apply analytical, communication, and decision-making skills required in modern organizations.

Course Outcomes:

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

1. Explain the fundamentals and significance of Organizational Behaviour.
2. Analyze individual behaviour, personality, perception, and motivation in organizations.
3. Evaluate group dynamics, conflict management, and team effectiveness.
4. Apply leadership and managerial concepts for organizational effectiveness.
5. Understand organizational change, development, and planned interventions in contemporary organizations.

Unit	Content	No. of Periods
1	Introduction to Organizational Behaviour and Motivation 1.1 Meaning, Nature, Scope, and Importance of Organizational Behaviour 1.2 Understanding Organization and Human Behaviour 1.3 Scientific Study of Human Behaviour and Hawthorne Studies: Importance and Implications 1.4 Approaches to Organizational Behaviour: Cognitive, Behaviouristic, and Social Learning Approaches	15

	1.5 Motivation: Concept, Process, and Contemporary Relevance in Organizations 1.6 Theories of Motivation: Need Hierarchy Theory of Abraham Maslow and Two-Factor Theory of Frederick Herzberg	
II	Individual Behaviour in Organizations 2.1 Perspectives of Organization and Individual Behaviour 2.2 Perception: Meaning, Process, Barriers, and Impression Management 2.3 Personality: Meaning, Determinants, and Types 2.4 Attitudes, Learning, and Attitude Formation 2.5 Values, Ethics, Emotional Intelligence, and Workplace Behaviour 2.6 Work-Life Balance and Employee Well-being	15
III	Group Dynamics and Team Behaviour 3.1 Meaning, Importance, Formation, and Development of Groups 3.2 Group Behaviour, Group Interaction, and Interpersonal Relations 3.3 Formal and Informal Groups in Organizations 3.4 Team Management, Team Effectiveness, and Managing Diversity in Teams 3.5 Conflict Management: Meaning, Causes, and Resolution Techniques 3.6 Morale and Organizational Productivity	15
IV	Leadership and Managerial Effectiveness 4.1 Leadership: Meaning, Importance, Theories, and Styles 4.2 Managerial Styles and Managerial Effectiveness 4.3 Indian Managers and Their Effectiveness in Global Context	15

	4.4 Delegation of Authority, Responsibility, and Participative Management 4.5 Decision Making: Process and Techniques 4.6 Ethical Leadership, Corporate Behaviour, and Leadership Challenges in Digital Organizations	
V	Organizational Change and Development 5.1 Organizational Change: Meaning, Nature, Importance, and Process 5.2 Resistance to Change and Management of Resistance 5.3 Approaches to Planned Change and Kurt Lewin Three-Step Model of Change 5.4 Organizational Development (OD): Meaning, Objectives, Values, and Interventions 5.5 Organizational Culture and Organizational Climate 5.6 Innovation, Adaptability, Future Organizations, and Digital Transformation in Organizational Development	15

Project / Field Activity:

BOOKS RECOMMENDED

1. Organizational Behavior – Stephen P. Robbins
2. Organizational Behaviour – Fred Luthans
3. Management Concepts and Organizational Behaviour, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
4. Human Behavior at Work – Keith Davis & John Newstrom
5. Organizational Behaviour – K. Aswathappa
6. Organizational Behaviour – S.S. Khanka
7. Essentials of Organizational Behavior – Robbins & Judge

3

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 103	MANAGERIAL SKILLS DEVELOPMENT	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop managerial and employability skills among students.
- Enhance communication and interpersonal competencies.
- Build confidence in professional interaction and presentation.
- Improve writing, negotiation, leadership, and decision-making abilities.
- Prepare students for interviews, group discussions, and workplace challenges.

Course Outcomes:

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

1. Understand the importance of managerial and employability skills in professional life.
2. Demonstrate effective verbal and non-verbal communication skills.
3. Apply business writing and professional communication techniques.
4. Develop listening, negotiation, public speaking, and interpersonal skills.
5. Perform effectively in interviews, group discussions, meetings, and presentations.

Unit	Content	No. of Periods
1	Introduction to Managerial and Employability Skills 1.1 Meaning, Nature, Importance, and Objectives of Managerial Skill Development 1.2 Employability Skills: Meaning, Components, and Significance 1.3 Soft Skills, Technical Skills, Leadership Skills, and Interpersonal Skills 1.4 Time Management, Stress Management, and Emotional Intelligence in Professional Life 1.5 Professional Ethics, Workplace Behaviour, Career Readiness, and Lifelong Learning	15

II	Unit II: Communication Skills for Managers 2.1 Meaning, Nature, Process, and Importance of Communication 2.2 Principles of Effective Communication and Types of Communication 2.3 Verbal and Non-Verbal Communication: Talking and Speaking Skills 2.4 Formal and Informal, Oral and Written, Upward, Downward, and Horizontal Communication 2.5 Barriers to Communication and Remedies 2.6 Digital Communication, Virtual Communication Etiquette, and Cross-Cultural Communication	15
III	Business Writing and Professional Documentation 3.1 Essentials of Business Writing and Do's and Don'ts of Business Writing 3.2 Business Correspondence: Letters, Notices, Circulars, and Memos 3.3 Report Writing: Structure and Techniques 3.4 E-Communication, Email Etiquette, and Professional Writing Ethics 3.5 Resume Writing, Cover Letter Writing, and Curriculum Vitae (CV) Writing 3.6 Professional Documentation and LinkedIn Profile Basics	15
IV	Interpersonal and Presentation Skills 4.1 Listening Skills, Active Listening, and Interpersonal Relationship Management 4.2 Body Language, Professional Etiquette, and Confidence Building Techniques 4.3 Public Speaking Skills and Presentation Skills 4.4 Team Communication, Collaboration, Negotiation Skills, and Conflict Handling 4.5 Presentation through ICT Tools and Use of Visual Aids	15

V	Professional Competency Development 5.1 Interview Techniques, Preparation, and Types of Interviews 5.2 Group Discussion: Techniques and Evaluation 5.3 Conducting and Participating in Meetings 5.4 Brainstorming, Creative Thinking, Case Analysis, and Problem Solving 5.5 Paper Writing and Research Presentation 5.6 Professional Networking Skills, Entrepreneurship, and Workplace Readiness	15

Project/ Field Activity:

BOOKS RECOMMENDED

- Business Communication Today – Bovee & Thill
- Principles and Practices of Management, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
- Effective Technical Communication – M. Ashraf Rizvi
- Business Communication – C.S. Rayudu
- Management Concept and Organizational Behaviour, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
- Organizational Behaviour – Stephen P. Robbins
- Developing Communication Skills – Krishna Mohan & Meera Banerji
- Soft Skills – S.P. Dhanavel

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 104	MANAGERIAL ECONOMICS	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop understanding of economic principles relevant to managerial decision-making.
- Familiarize students with demand, pricing, cost, and market structures.
- Enhance analytical and problem-solving abilities in business economics.
- Understand economic fluctuations and industrial policy environment.
- Apply economic concepts to real-world managerial situations.

Course Outcomes:

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

1. Explain the nature, scope, and significance of managerial economics.
2. Analyze demand behaviour, elasticity, and demand forecasting techniques.
3. Evaluate pricing decisions under different market structures.
4. Apply cost analysis and break-even analysis in managerial decision-making.
5. Understand economic fluctuations, national income, and industrial policies in India.

Unit	Content	No. of Periods
1	Introduction to Managerial Economics 1.1 Meaning, Nature, Scope, Definitions, and Importance of Managerial Economics 1.2 Relationship of Managerial Economics with Applied Economics and Other Sciences 1.3 Role of Managerial Economics in Business Decision-Making 1.4 Fundamental Economic Concepts: Demand and Supply, Price and Competition, Monopoly, Production and Consumption, Distribution, and Profit (Total, Average,	15

	and Marginal) 1.5 Economic Principles in Modern Business Environment 1.6 Introduction to Digital Economy and Business Analytics	
II	Demand Analysis and Forecasting 2.1 Meaning, Characteristics, Demand Schedule, and Demand Curve 2.2 Law of Demand, Exceptions, and Determinants of Demand 2.3 Elasticity of Demand: Price, Income, and Cross Elasticity 2.4 Importance of Elasticity in Business Decisions 2.5 Demand Forecasting: Meaning, Objectives, and Methods 2.6 Consumer Behaviour in Digital Markets	15
III	Price Theory and Market Structures 3.1 Meaning and Importance of Price Theory 3.2 Price Determination under Perfect Competition and Monopoly 3.3 Pricing under Monopolistic Competition and Oligopoly 3.4 Price Discrimination and Pricing Strategies 3.5 Modern Pricing Methods in Competitive Markets 3.6 Government Regulation, Pricing Policies, and E-commerce Dynamic Pricing	15
IV	Unit IV: Cost Analysis and Break-Even Analysis 4.1 Meaning and Importance of Cost Analysis 4.2 Types of Costs: Fixed and Variable, Direct and Indirect, Past and Future, Short-run and Long-run Costs 4.3 Types of Costs: Book and Cash, Controllable and Uncontrollable, Sunk, Urgent	15

	and Postponable, Explicit and Implicit, Private and Social Costs 4.4 Cost-Output Relationship and Economies and Diseconomies of Scale 4.5 Break-Even Analysis: Meaning, Assumptions, and Applications 4.6 Profit Planning and Cost Control	
V	Unit V: Economic Fluctuations and Industrial Policies 5.1 Trade Cycle: Meaning, Features, Phases, and Implications 5.2 Inflation, Deflation, Business Fluctuations, and Economic Stability 5.3 National Income: Concepts, Measurement, and Importance 5.4 Economic Growth and Economic Development 5.5 Industrial Policies in India Since 1991 and Liberalization, Privatization, and Globalization (LPG) 5.6 Emerging Trends in Indian Economy, Sustainable Development, and Green Economy	15

Project / Field Activity:

BOOKS RECOMMENDED

- Managerial Economics – Dominick Salvatore
- Managerial Economics – D.N. Dwivedi
- Accounting for Managerial Decision, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
- Managerial Economics – Varshney & Maheshwari
- Managerial Economics – Mote, Paul & Gupta
- Microeconomics – H.L. Ahuja
- Business Economics – P.N. Chopra

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 105	BUSINESS ETHICS	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop ethical awareness and value-based managerial thinking among students.
- Familiarize students with Indian ethical values and management philosophy.
- Understand ethical issues and dilemmas in business organizations.
- Promote holistic management practices and professional ethics.
- Enable students to manage stress and workplace challenges ethically and effectively.

Course Outcomes:

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

1. Explain the concepts and significance of business ethics and Indian management thought.
2. Analyze ethical issues and factors influencing ethical behaviour in organizations.
3. Apply ethical theories and ethical decision-making in managerial situations.
4. Understand Indian values and holistic management approaches in modern organizations.
5. Develop strategies for stress management and workplace well-being.

Unit	Content	No. of Periods
1	Indian Management Thought and Holistic Management 1.1 Meaning, Importance, Principles, and Models of Indian Management 1.2 Theory of Karma, Work Ethics, and Indian Management Philosophy 1.3 Holistic Management: Meaning, Features, Theory, and Practice 1.4 Relevance of Indian Management Philosophy in Modern Organizations 1.5 Ethical Leadership, Sustainable Development, and Contemporary Applications of Ancient Indian Management Practices	15

II	Fundamentals of Business Ethics 2.1 Meaning, Nature, Objectives, and Sources of Ethics 2.2 Ethics versus Morals and Values 2.3 Types of Business Ethics and Factors Influencing Business Ethics 2.4 Corporate Ethics, Professional Ethics, and Ethical Governance 2.5 Ethical Issues in Contemporary and Digital Business Environment 2.6 Social Responsibility and Ethical Business Practices	15
III	Managing Ethics in Organizations 3.1 Meaning and Importance of Managing Ethics 3.2 Theories of Ethics: Utilitarian Theory, Rights Theory, Justice Theory, and Virtue Ethics 3.3 Ethical Dilemma and Ethical Decision-Making 3.4 Codes of Ethics, Corporate Conduct, and Normative Ethics in Management 3.5 Behavioural Aspects of Ethics and Values 3.6 Ethics in Global Business Environment	15
IV	Indian Values and Human Values in Management 4.1 Indian Values in Management and Value-Based Management 4.2 Secular and Spiritual Values 4.3 Science and Human Values 4.4 Lessons from Ancient Indian Educational System 4.5 Human Values, Organizational Culture, Ethics, and Social Harmony	15

	4.6 Universal Human Values and Professional Ethics	
V	Unit V: Stress Management and Workplace Well-being 5.1 Meaning and Nature of Stress: Eustress and Distress 5.2 Sources and Causes of Workplace Stress 5.3 Indian Perspective of Stress Management 5.4 Work-Life Balance, Emotional Well-being, and Positive Thinking 5.5 Coping Strategies for Stress Management 5.6 Yoga, Meditation, Mindfulness Practices, and Mental Wellness 5.7 Building Healthy and Ethical Work Environment	15

Project / Field Activity:

BOOKS RECOMMENDED

- Business Ethics – C.S.V. Murthy
- Management concepts & Organizational Behaviour, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
- Business Ethics and Corporate Governance – A.C. Fernando
- Human Values and Professional Ethics – R.R. Gaur
- Indian Ethos and Values in Management – N.M. Khandelwal
- The Bhagavad Gita – Reference Text
- Ethics in Management – S.A. Sherlekar

6

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 106	QUANTITATIVE TECHNIQUES	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop quantitative and analytical skills for solving Human Resource and managerial problems.
- Familiarize students with statistical, mathematical, and forecasting techniques used in HR analytics and decision-making.
- Enable students to apply quantitative methods in workforce planning, employee analysis, and organizational decision-making.
- Build competency in data interpretation, statistical inference, correlation, regression, and HR forecasting techniques.
- Develop problem-solving and logical reasoning abilities through quantitative decision-making models.
- Introduce the use of quantitative tools and MS Excel applications in HR analysis and planning.
- Interpret quantitative data and apply analytical reasoning for effective HR and managerial decisions.

Course Outcomes:

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

1. Explain mathematical and statistical concepts used in quantitative analysis and HR decision-making.
2. Apply measures of central tendency, dispersion, probability, and statistical inference techniques in HR-related situations.
3. Analyze relationships among HR variables using correlation and regression techniques.
4. Apply HR forecasting and workforce planning methods for manpower analysis and succession planning.
5. Use quantitative decision-making techniques such as decision trees, payoff matrices, and linear programming in HR functions.
6. Interpret quantitative data and apply analytical reasoning for effective HR and managerial decisions.

Unit	Content	No. of Periods
1	Descriptive Statistics and Data Analysis for HR 1.1 Arithmetic Progression (AP) and Geometric Progression (GP): Applications in Salary Progression and Increments 1.2 Basic Matrix Operations and Applications in HR Data Handling 1.3 Meaning and Importance of Statistics in Human Resource Management 1.4 Collection, Classification, Tabulation, and Graphical Presentation of HR Data 1.5 Measures of Central Tendency: Mean, Median, and Mode with HR Applications 1.6 Measures of Dispersion: Range, Quartile Deviation, and Standard Deviation in HR Analysis 1.7 Practical Applications using MS Excel	15
II	Probability and Statistical Inference in HR 2.1 Basic Concepts of Probability and Applications in HR 2.2 Binomial and Normal Distribution: HR-related Applications 2.3 Introduction to Inferential Statistics, Sampling, and Sample Size 2.4 Hypothesis Testing: Meaning, Steps, and Importance in HR Research 2.5 t-test and Its Applications in Employee Performance Analysis 2.6 Chi-Square Test and Its Applications in HR Decision Making 2.7 Interpretation of Statistical Results for HR Decisions	15

III	Correlation and Regression Analysis 3.1 Correlation: Meaning, Types, and Importance in HR 3.2 Karl Pearson's Coefficient of Correlation and Spearman's Rank Correlation 3.3 Simple and Multiple Regression: Concept and Applications 3.4 Applications of Regression Analysis in Employee Performance, Turnover, and Absenteeism 3.5 Interpretation of Correlation and Regression Results for HR Decisions 3.6 Practical Problems using MS Excel	15
IV	Human Resource Forecasting and Workforce Planning 4.1 Human Resource Forecasting: Concept and Strategic Importance 4.2 Methods of Forecasting HR Demand: Ratio Analysis, Trend Analysis, and Workload Analysis 4.3 Methods of Forecasting HR Supply: Skills Inventory, Replacement Charts, and Simple Markov Analysis 4.4 Workforce Planning and Manpower Planning 4.5 Time Series Analysis, Trend Analysis, and Moving Averages 4.6 Applications in Succession Planning and Career Planning	15
V	Quantitative Decision-Making Techniques 5.1 Decision Making under Risk and Uncertainty 5.2 Decision Tree Analysis and Applications in HR Decisions 5.3 Linear Programming: Concept, Assumptions, Formulation, and Graphical Method 5.4 Pay-off Matrix Approach 5.5 Cost-Benefit Analysis in HR Functions: Training ROI and Recruitment Cost	15

	Analysis	
	5.6 Ethical Issues in Quantitative Decision Making in HR	

Project / Field Activity:

BOOKS RECOMMENDED

- Quantitative Techniques in Management – N.D. Vohra
- Modern Approach To Statistics, By Dr. Varsha S. Sukhadeve, Sugawa Prakashan Pune.
- Statistics for Management – Levin & Rubin
- Business Mathematics & Statistics, By Dr. Varsha S. Sukhadeve, Sugawa Prakashan Pune.
- Business Statistics – S.P. Gupta
- Operations Research – Hamdy A. Taha
- Quantitative Techniques – C.R. Kothari
- Business Mathematics and Statistics – B.M. Aggarwal

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 107	INDUSTRIAL VISIT SHORT TOUR	

Course Objectives:

Course Outcomes:

Programme: Master of Commerce
(Human Resource Development) (Semester: II) NEP
201

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 201	MANAGEMENT OF TRAINING & DEVELOPMENT	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop understanding of training and development concepts and practices.
- Familiarize students with training policies, methods, and evaluation systems.
- Build competencies in identifying training needs and designing training programmes.
- Enable students to understand modern training methodologies and employee development.
- Enhance managerial capabilities related to training administration and organizational development.

Course Outcomes:

Programme: Master of Commerce (Human Resource Development) (Semester: II) NEP

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

1. Explain the concepts, objectives, and significance of training and development.
2. Understand the process of creating an effective training climate and training modules.
3. Analyze training needs, functions, and the role of training managers.
4. Apply training methods, techniques, and evaluation systems in organizations.
5. Evaluate training feedback, development programmes, and training practices in India.

Unit	Content	No. of Periods
1	Introduction to Training and Development 1.1 Meaning, Nature, Scope, and Concept of Training and Development 1.2 Objectives, Importance, and Advantages of Training and Development 1.3 Difference between Training, Development, and Education 1.4 Role of Training in Human Resource Development 1.5 Emerging Trends in Training and Development 1.6 Training in Digital and Hybrid Work Environments	15
II	Training Climate and Training Design 2.1 Developing a Conducive Training Climate and Organizational Support for Learning and Development 2.2 Training Policy and Its Importance 2.3 Learning Process and Adult Learning Principles 2.4 Designing Training Modules and Training Curriculum 2.5 Sensitivity Training, Behavioural Training, and Training Delivery Systems 2.6 E-Learning and Technology-enabled Training	15
III	Training Needs and Functions 3.1 Training Functions and Responsibilities 3.2 Training Need Assessment (TNA) and Methods of Identifying Training Needs 3.3 Role and Responsibilities of Training Manager 3.4 Managerial Functions in Training Administration 3.5 Knowledge, Skills, Competency Development, and Employee Learning	15

	3.6 Challenges Faced by Training Managers and Career Development	
IV	Training Methodologies and Training Process 4.1 Training Methods, Techniques, and Training Pedagogy 4.2 On-the-Job and Off-the-Job Training Methods 4.3 Vestibule Training, Apprenticeship, Simulation, and Role Play 4.4 Stages in Training Process and Employee Competency Development 4.5 Evaluation of Training System, Training Effectiveness, and Outcomes 4.6 Contemporary Training Scenario in Organizations	15
V	Training Evaluation and Development Programmes 5.1 Training Feedback and Evaluation Methods 5.2 Administration, Goals, and Objectives of Management Development Programmes 5.3 Training Budget and Cost Management 5.4 Training Audit and Training Effectiveness 5.5 Leadership Development Programmes 5.6 Training and Development Practices in India and Future Trends in Learning and Development	15

Project / Field Activity:

BOOKS RECOMMENDED

1. Employee Training and Development – Raymond A. Noe
2. Training and Development – Rolf P. Lynton & Udai Pareek
3. International Human Resource Management, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
4. Human Resource Development – T.V. Rao
5. Training for Development – Lynton & Pareek
6. Effective Training – Blanchard & Thacker
7. Human Resource Management – Gary Dessler

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 202	INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop understanding of psychological and sociological aspects of industrial organizations.
- Familiarize students with human behaviour at the workplace and organizational culture.
- Explain industrial social systems, group dynamics, and socio-technical changes.
- Enhance awareness about social responsibility and ethical practices in business.
- Promote ethical and socially responsible managerial behaviour.

Course Outcomes:

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

1. Explain the concepts, scope, and importance of industrial psychology and sociology.
2. Analyze workplace behaviour, motivation, stress, and organizational culture.
3. Understand industrial social systems, socialization processes, and group behaviour.
4. Evaluate social responsibility practices and changing trends in Indian business.
5. Apply ethical principles and behavioural approaches in industrial and organizational settings.

Unit	Content	No. of Periods
1	Introduction to Industrial Psychology 1.1 Meaning, Nature, Scope, Definitions, and Objectives of Industrial Psychology 1.2 Historical Development and Major Influences on Industrial Psychology 1.3 Human Behaviour in Industrial Organizations	15

	1.4 Organizational Morale, Leadership, and Employee Productivity 1.5 Industrial Psychology in India 1.6 Psychological Well-being and Emerging Trends in Workplace Psychology	
II	Individual Behaviour at Workplace 2.1 Individual Behaviour in Organizations 2.2 Motivation: Meaning, Importance, and Employee Performance 2.3 Job Satisfaction, Employee Engagement, and Work-Life Balance 2.4 Stress Management and Workplace Wellness 2.5 Organizational Culture and Organizational Climate 2.6 Emotional Intelligence and Behavioural Challenges in Modern Organizations	15
III	Industrial Sociology and Social Systems 3.1 Introduction, Nature, and Scope of Industrial Sociology 3.2 Industrial Sociology Process and Socialization 3.3 Obstacles and Influences on Socialization 3.4 Industrial Social System: Meaning, Features, and Industrial Relations 3.5 Modern Socio-Technical System and Organizational Change 3.6 Industrial Climate, Productivity, Group Behaviour, and Group Cohesion 3.7 Social Dynamics in Industrial Organizations	15
IV	Social Responsibility of Business 4.1 Meaning, Concept, Rationale, and Importance of Social Responsibility 4.2 Social Responsibility of Indian Business and Indian Businessmen 4.3 Changing Trends in Social Responsibility of Indian Business	15

	4.4 Corporate Social Responsibility (CSR) and Business–Society Relationship 4.5 Sustainable Development and Responsible Business Practices 4.6 Ethical Corporate Governance	
V	Business Ethics and Behavioural Aspects 5.1 Meaning, Nature, Objectives, and Principles of Business Ethics 5.2 Ethical and Unethical Practices in Industry 5.3 Code of Business Ethics and Professional Ethics 5.4 Behavioural Aspects of Ethics and Organizational Behaviour 5.5 Need and Importance of Ethics in Global Change 5.6 Ethics in Digital and Global Business Environment 5.7 Ethical Decision-Making in Organizations	15

. Project / Field Activity:

BOOKS RECOMMENDED

1. Industrial Psychology – Blum & Naylor
2. Management Concept and Organizational Behaviour, By, Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
3. Organizational Behaviour – Fred Luthans
4. Industrial Sociology – Miller & Form
5. Business Ethics – C.S.V. Murthy
6. Human Relations and Organizational Behaviour – R.S.N. Pillai & Bhagavathi
7. Organizational Behaviour – Stephen P. Robbins

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 203	STRATEGIC HUMAN RESOURCE MANAGEMENT	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop understanding of strategic human resource management concepts and practices.
- Familiarize students with aligning HR strategies with organizational goals.
- Enable students to understand strategic staffing, training, performance, and compensation systems.
- Build analytical and managerial skills for strategic HR decision-making.
- Introduce emerging trends in global and strategic HRM practices.

Course Outcomes:

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

1. Explain the concepts, importance, and strategic role of HRM in organizations.
2. Analyze the relationship between HR strategies and organizational strategies.
3. Apply strategic approaches in HR forecasting, staffing, and talent acquisition.
4. Evaluate strategic training, performance management, and compensation systems.
5. Understand contemporary issues and global trends in strategic human resource management.

Unit	Content	No. of Periods
1	Introduction to Strategic Human Resource Management 1.1 Meaning, Nature, Scope, Evolution, and Importance of Strategic Human Resource Management (SHRM) 1.2 Difference between Traditional HRM and Strategic HRM 1.3 People as Strategic Assets and Human Capital Perspective 1.4 Models Integrating Strategy and HRM: Michigan, Harvard, Guest, and Other	15

	Models 1.5 Strategic Management Process and Role of HRM in Strategy Formulation and Implementation 1.6 Challenges in Implementing Strategic HRM 1.7 Human Capital Accounting and Sources of Employee Value Creation	
II	HR and Organizational Strategies 2.1 HR and Corporate Strategy: Linkages, Alignment, and Human Resource Strategy Framework 2.2 External Environment Scanning and Internal Human Capital Assessment 2.3 Strategy Formulation and Vertical & Horizontal Fit in HRM 2.4 Job Analysis, Strategic Job Design, and Designing Work Systems 2.5 Organizational Structure, Strategic Implementation, and Organizational Restructuring 2.6 Downsizing, Redesigning, Flexibility, Agility, and Digital Transformation in Organizations	15
III	Strategic Talent Management 3.1 Human Resource Forecasting: Meaning, Strategic Importance, Demand, and Supply Forecasting 3.2 Techniques of HR Forecasting and Workforce Planning 3.3 Strategic Staffing, Talent Management, and Succession Planning 3.4 Strategic Recruitment and Selection 3.5 Technology in Recruitment: E-Recruitment, AI-based Hiring, and Applicant Tracking Systems 3.6 Career Management, Talent Acquisition, Employee Retention, Employer Branding, and Talent Pipeline Development	15

IV	Strategic Training, Development, and Performance Management 4.1 Strategic Training and Development: Linking Training with Organizational Strategy 4.2 Training Need Assessment at Organizational, Task, and Individual Levels 4.3 Continuous Learning, Learning Organizations, and Use of Technology and E-Learning in Training 4.4 Performance Management: Concept, Strategic Importance, and Strategic Dimensions of Performance Appraisal 4.5 From Traditional Performance Appraisal to Strategic Performance Management 4.6 Balanced Scorecard and Economic Value Added (EVA) Approaches 4.7 Integrating Performance Management with Training and Compensation	15
V	Strategic Compensation, Industrial Relations, and Emerging Trends in SHRM 5.1 Compensation and Strategic HRM: Meaning, Objectives, Strategic Importance, Pay Structures, Variable Pay, and Employee Benefits 5.2 Strategic Industrial Relations, Labour-Management Relations, and Collective Bargaining 5.3 Human Resource Information Systems (HRIS) and HR Analytics 5.4 Contemporary Trends in SHRM: Digital HRM, Agile HR, and People Analytics 5.5 International Human Resource Management (IHRM) and Strategic IHRM 5.6 SHRM Challenges in Multinational Corporations 5.7 Knowledge Management and Outsourcing from a Strategic HR Perspective	15

Project / Field Activity:

BOOKS RECOMMENDED

1. Strategic Human Resource Management – Jeffrey A. Mello
2. International Human Resource Management, By Dr. Varsha S. Sukhadeve, Chandralok Prakashan.
3. Strategic Human Resource Management – Charles R. Greer
4. Human Resource Management – Gary Dessler
5. Strategic Human Resource Management – Michael Armstrong
6. Human Resource Management – K. Aswathappa
7. Human Resource Management – V.S.P. Rao

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 204	COMPUTER APPLICATIONS IN HRM – I	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop understanding of computer fundamentals and IT applications in management.
- Familiarize students with HRIS and digital HR tools.
- Enable practical knowledge of databases, operating systems, and HR software.
- Build skills in computer-based HR operations and decision-making.
- Prepare students for technology-driven HR environments.

Course Outcomes:

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

1. Understand basic computer concepts, hardware, software, and system architecture.
2. Apply computer applications in managerial and HR functions.
3. Analyze the role of HRIS and IT in modern HRM practices.
4. Operate and understand operating systems and their applications in organizations.
5. Use database management systems for HR data storage, retrieval, and security.

Unit	Content	No. of Periods
1	Fundamentals of Computers and Information Technology 1.1 Introduction to Computers in Management and HRM 1.2 Generations of Computers and Evolution of Computer Technology 1.3 Functional Units of Computer System: Input, Output, CPU, and Memory 1.4 Primary Memory, Secondary Memory, and Storage Technologies	15

	1.5 Input and Output Devices 1.6 Hardware and Software: Concepts, Types, System Software, and Application Software 1.7 Operating Systems: Windows, Linux, macOS, Mobile Operating Systems, and Digital Workplace Tools	
II	Computer Applications in Business and HRM 2.1 Role of Computers in Management Functions 2.2 Computer-based Financial and Accounting Systems 2.3 Computerized Payroll and Salary Processing Systems 2.4 IT Applications in Human Resource Management 2.5 Use of Computers in Recruitment, Selection, Training, and Development 2.6 Business Software Packages: MS Office and Google Workspace 2.7 Digital Transformation in Business Operations: An Overview	15
III	Introduction to Human Resource Information Systems (HRIS) 3.1 Meaning, Concept, Evolution, and Importance of HRIS 3.2 Components, Structure, and Types of HRIS 3.3 Operational, Tactical, and Strategic HRIS 3.4 Benefits and Limitations of HRIS 3.5 HR Software Packages and Applications in HR Functions 3.6 Introduction to Cloud-based HR Systems	15
IV	Database Management Systems (DBMS) for HR 4.1 Introduction to Database Management Systems (DBMS) and their Importance in HRM	15

	4.2 Database Models: Hierarchical, Network, and Relational Models 4.3 Relational Database Management Systems (RDBMS) 4.4 Basics of Structured Query Language (SQL) 4.5 Data Storage, Retrieval, Backup, and Recovery 4.6 Database Security and Privacy Issues in HR	
V	Emerging Technologies and Digital Workplace 5.1 Digital Workplace and Remote Work Technologies 5.2 Cybersecurity, Data Protection, Computer Viruses, Malware, and Antivirus Systems 5.3 Cloud Computing and Applications in HR 5.4 Artificial Intelligence, Automation, and Emerging Technologies in HR 5.5 Ethical and Legal Issues in the Use of Technology in HRM	15

Project / Field Activity:

BOOKS RECOMMENDED

1. Fundamentals of Computers – P.K. Sinha
2. Computer Fundamentals – A. Kumar
3. Management Information Systems – Laudon & Laudon
4. Human Resource Information Systems – Michael J. Kavanagh
5. Database System Concepts – Silberschatz et al.
6. Operating System Concepts – Silberschatz & Galvin

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 205	BUSINESS LEGISLATIONS	75

Course Objectives:

After successful completion of this course, students will be able to:

- Provide understanding of fundamental business and commercial laws in India.
- Develop awareness of legal framework governing business transactions.
- Enable students to interpret and apply legal provisions in business situations.
- Build analytical skills for legal decision-making in organizations.
- Familiarize students with consumer rights, corporate law, and partnership regulations.

Course Outcomes:

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

1. Understand principles of Indian Contract Act and its application in business.
2. Analyze legal provisions of sale of goods and negotiable instruments.
3. Interpret company law provisions and corporate governance structure.
4. Apply consumer protection and partnership laws in practical situations.
5. Develop legal reasoning and compliance awareness in business operations.

Unit	Content	No. of Periods
1	Indian Contract Act, 1872 1.1 Meaning, Definition, and Essential Elements of a Valid Contract 1.2 Types of Contracts and Quasi Contracts 1.3 Offer, Acceptance, and Consideration 1.4 Capacity to Contract and Free Consent	15

	1.5 Discharge of Contract, Breach of Contract, and Remedies 1.6 Contract of Indemnity, Guarantee, Bailment, and Agency	
II	Sale of Goods Act, 1930 2.1 Contract of Sale, Agreement to Sell, and Formation of Contract of Sale 2.2 Conditions, Warranties, and Doctrine of Caveat Emptor 2.3 Transfer of Property, Ownership, and Hire Purchase Agreement 2.4 Rights of Unpaid Seller and Remedies for Breach of Contract of Sale 2.5 E-commerce and Digital Sales Regulations	15
III	Negotiable Instruments Act, 1881 3.1 Meaning, Definition, Characteristics, and Types of Negotiable Instruments 3.2 Promissory Note, Bill of Exchange, and Cheque 3.3 Parties to Negotiable Instruments, Negotiation, Endorsement, Delivery, and Transfer 3.4 Dishonour and Discharge of Negotiable Instruments 3.5 Holder in Due Course, Banking, and Digital Payment Systems	15
IV	Companies Act and Corporate Law Framework 4.1 Nature and Types of Companies 4.2 Formation, Incorporation, Memorandum of Association (MOA), and Articles of Association (AOA) 4.3 Shareholders, Debenture Holders, and Corporate Governance Principles 4.4 Management, Control, and Winding-up of Companies 4.5 Corporate Compliance and Modern Corporate Law Developments	15

V	Consumer Protection and Partnership Laws 5.1 Consumer Protection Act: Meaning, Definition, Rights of Consumers, and Consumer Protection Framework 5.2 Consumer Grievance Redressal Mechanism, Consumer Exploitation, and Remedies 5.3 E-commerce Consumer Protection 5.4 Indian Partnership Act, 1932: Meaning, Types, Formation, and Registration of Partnership 5.5 Rights and Duties of Partners, Minor's Position, and Dissolution of Partnership Firm	15

Project / Field Activity:

BOOKS RECOMMENDED

1. Mercantile Law – M.C. Kuchhal
2. Business Law – Avtar Singh
3. Business Law – P.C. Tulsian
4. Company Law – N.D. Kapoor
5. Consumer Protection Law – R.K. Bangia
6. Business Law – S.S. Gulshan

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 206	RESEARCH METHODOLOGY	75

Course Objectives:

After successful completion of this course, students will be able to:

- Develop understanding of scientific research principles and methodologies.
- Enable students to formulate research problems and hypotheses.
- Familiarize students with data collection, sampling, and measurement techniques.
- Build analytical skills for data interpretation and statistical decision-making.
- Develop competence in writing research reports and papers using ICT tools.

Course Outcomes:

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

1. Understand the fundamentals, concepts, and types of research.
2. Formulate research problems, hypotheses, and research designs.
3. Apply data collection and sampling techniques in research studies.
4. Analyze and interpret data using statistical tools.
5. Prepare research reports and papers using standard academic formats.

Unit	Content	No. of Periods
1	Introduction to Research Methodology 1.1 Meaning, Nature, Scope, Objectives, and Utility of Research in Management 1.2 Motivation for Research, Theory, and Empiricism in Research 1.3 Deductive and Inductive Approaches to Research 1.4 Scientific Method and its Characteristics 1.5 Language of Research: Concept, Construct, Definition, and Variable 1.6 Types of Research: Basic and Applied, Descriptive and Analytical, Quantitative	15

	and Qualitative Research	
	1.7 Research Process: An Overview	
II	Research Design and Problem Formulation 2.1 Meaning, Importance, and Characteristics of Research Design 2.2 Types of Research Design: Exploratory, Descriptive, and Experimental Research Design 2.3 Identification and Formulation of Research Problem 2.4 Review of Literature: Purpose and Process 2.5 Hypothesis: Meaning, Types, Characteristics, Null and Alternative Hypothesis 2.6 Variables in Research: Independent, Dependent, Extraneous, and Control Variables	15
III	Data Collection Methods and Sampling 3.1 Meaning and Types of Data: Primary and Secondary Data 3.2 Sources, Advantages, and Limitations of Secondary Data 3.3 Primary Data Collection Methods: Observation, Interview, and Questionnaire Method 3.4 Questionnaire Design: Principles, Precautions, and Scaling Techniques 3.5 Sampling: Meaning, Need, Importance, Population, Sample, Sampling Frame, and Sampling Error 3.6 Sample Size Determination and Probability Sampling Methods 3.7 Non-Probability Sampling Methods and Practical Issues in HR Research	15
IV	Data Analysis and Interpretation 4.1 Data Preparation: Editing, Coding, Tabulation, and Data Cleaning 4.2 Univariate Analysis: Frequency Distribution, Percentages, and Graphical Presentation	15

	4.3 Bivariate Analysis: Cross Tabulation and Interpretation 4.4 Introduction to Hypothesis Testing and Interpretation of Statistical Results 4.5 Parametric and Non-Parametric Tests: Basic Overview and Interpretation 4.6 Introduction to Statistical Software: MS Excel and SPSS Basics 4.7 Drawing Conclusions and Common Errors in Data Analysis and Interpretation	
V	Research Report Writing and Ethics 5.1 Research Report: Meaning, Importance, Types, Structure, and Layout 5.2 Characteristics of a Good Research Report 5.3 Referencing and Citation Styles: APA, MLA, and Harvard 5.4 Use of Computer and Statistical Software in Report Writing 5.5 Research Paper Writing, Journal Publication Process, and Conference Presentation 5.6 Plagiarism: Meaning, Types, and Methods to Avoid Plagiarism 5.7 Research Ethics, Ethical Issues in HR Research, and Academic Writing Tools	15

Project / Field Activity:

BOOKS RECOMMENDED

- Research Methodology – C.R. Kothari
- Business Research Methods – Cooper & Schindler
- Research Methodology – Ranjit Kumar
- Research Methods for Business Students – Saunders et al.
- Statistical Methods – S.P. Gupta
- Social Research Methods – Alan Bryman

Code of Subject	Title of Subject	Total Numbers of Periods
M. COM. HRD 207	INDUSTRIAL VISIT LONG TOUR	

Course Objectives:
Course Outcomes