



**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE AND SCIENCE (AUTONOMOUS)**

NAAC Reaccredited 'B++' Grade



Affiliated to the

UNIVERSITY OF MUMBAI

Program: Bachelor of Commerce (Management Studies)

A-U.G. Certificate in B. Com. (Management Studies) 2025-26

B- U.G. Diploma in B. Com. (Management Studies) 2026-27

C-Degree-Bachelor of Commerce (Management Studies)2027-28

D-Bachelor of Commerce (Management Studies) (Hons.) 2028-29

**E- Bachelor of Commerce (Management Studies) (Hons. With
Research) 2027-28**

S.Y.B. Com (Management Studies)

Semester III and IV

Choice Based Credit System (CBCS) with effect

from the Academic year 2025-2026

Academic Council No:

Agenda No:

Preamble

Introduction

Management is not only essential in all domains, but it is also a common technique used by governments and corporations. The most important aspects of daily living are all managerial components, from budgeting to reporting, from planning to managing. The students must thus be knowledgeable about every facet, from developing artificial intelligence to rural development. The development of India, one of the world's five most powerful economies, would be clear to them. It is anticipated that the students would get knowledge of these managerial aspects and understand how to build our economy and management for the next generation.

Aims and Objectives

- To introduce the students to the foundations of idea testing in management studies.
- To introduce the students to the areas of specialty in management studies using a learner-centric approach.
- To provide students the tools they need to comprehend the global views of economic management through a bottom-up strategy.
- To increase students' employability by investigating the several facets of management courses.

Program Outcome

PO1: Foundational Management Knowledge

Demonstrate a comprehensive understanding of principles and practices in marketing, finance, human resources, operations, and general management.

PO2: Problem Solving and Decision-Making

Apply analytical tools and critical thinking to identify, evaluate, and solve business problems.

PO3: Communication and Interpersonal Skills

Communicate effectively in business contexts using verbal, non-verbal, and digital platforms; collaborate efficiently in teams.

PO4: Ethical and Sustainable Practices

Recognize and apply ethical standards, corporate governance, and sustainability principles in business decisions.

PO5: Digital Literacy and Technological Application

Use modern digital tools and information technologies relevant to business functions and decision-making.

PO6: Entrepreneurial and Leadership Abilities

Exhibit innovation, initiative, and leadership to manage and develop business ventures or contribute to organizational growth.

PO7: Lifelong Learning and Industry Readiness

Engage in continuous learning to adapt to changing business environments and emerging industry trends.

Program Specific Outcome**PSO1: Marketing Competence**

Develop marketing strategies using consumer insights, digital tools, and branding techniques to drive customer engagement and market competitiveness.

PSO2: Financial Proficiency

Analyze and interpret financial data, manage budgets and investments, and apply financial regulations to ensure organizational financial health.

PSO3: HRM Expertise

Plan and execute effective HR strategies related to recruitment, performance management, talent development, and employee engagement.

PSO4: Integrated Business Understanding

Synthesize concepts from marketing, finance, and HR to formulate holistic business strategies.

PSO5: Applied Technology and Innovation

Utilize software and data analytics for marketing automation, financial forecasting, and human resource planning.

Courses Offered in SYB.Com (M S) Semester III and IV under NEP 2020

Major – Finance Minor – Operations Management

		Semester- III		Semester- IV	
Verticals		Subject	Credits	Subject	Credits
Vertical 1	Major Subjects	Introduction to HRM	4	Change and Conflict Management	4
		Training & Development	4	Organisational Development	4
Vertical 2 (ANY ONE BASED ON MAJOR)	Minor Subject	Operations Management II Production and Total Quality Management	4	Operations Management III Inventory Management	4
Vertical 3	Open Elective	Ethics and Etiquettes in Digital Technology	2	Business Economics	2
Vertical 4 (ANY ONE BASED ON MAJOR)	VSC/SEC	Recruitment and Selection (VSC)	2	Talent Acquisition & Workforce Planning (SEC)	2
Vertical 5	AEC	Hindi Bhasha Vyaavahaarik-Prayog हिंदी-भाषा-व्यावहारिक-प्रयोग	2	Business Communication Skills - II	2
Vertical 6	CC	Co-Curricular	2	Co-Curricular	2
	FP/CEP	Field Project	2	Community Engagement Project	2
		Total credits	22		22

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: III	
Course: Introduction to HRM				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 40)	Semester End Examinations (SEE) (Marks- 60 in Question Paper)
4	-	-	4	40	60

Learning Objectives:

The students should be able to

1. Understand the significance of human resources in the organization and various factors influencing HRM and different approaches of HRM.
2. Apply HR planning and job analysis techniques in organizational settings.
3. Learn about the concept of Human Relations and employee morale for effective HRM.
4. Evaluate HRM strategies for managing challenges like employee diversity and turnover, and create effective solutions

Course Outcomes:

After completing this course, students will have the knowledge and skills to

The students will be able to;

- CO 1. Acquire a perspective on the emergence and evolution of human resource management function over a period of time and explore the role of HR in any organization.
- CO 2. Analyze the effects of leadership styles and employee morale on organizational performance.
- CO 3. Understand the issues and challenges of human resource management i.e. employee turnover, employee morale, work life balance.
- CO 4. Assess HRM strategies and develop solutions for managing challenges such as employee diversity and turnover.

Pedagogy: Lectures, PowerPoint Presentations, Case Studies, Articles and Book Reviews, Class Discussions, Simulations, Role Plays and Screening of Audio Visual Content

Outline of Syllabus:

Module	Description	No of Hours
1	Introduction to Human Resource Management (HRM)	15
2	Human Resource Planning	15
3	Human Relations	15
4	Recent Trend in HRM	15
Total		60

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Unit	Topic	No. of Hours/Credits
Module 1 Introduction to Human Resource Management	<ul style="list-style-type: none"> ● Human Resource Management- Definition-Scope of HRM- Objectives of HRM Functions of HRM ● Evolution of HRM- Structure of Human Resource- Strategies of HRM- Context of HRM practices: Environmental influences ● Human Resource Manager-Role of Human Resource Manager- Qualities of a good Human Resource Manager- Challenges faced by Human Resource Manager ● 4. Influence of Rational and Social approaches on functions & policies of HRM - Types of Approaches of HRM 	15
Module 2 Human Resource Planning	<ul style="list-style-type: none"> ● Human Resource Planning (HRP)- Meaning of HRP- Definition of HRP- Factors influencing HRP- Steps involved in in process of HRP ● Job Analysis- Meaning- Process of Job analysis- Components of Job Analysis- Tools and Techniques in Job Analysis ● Job Design- Meaning- Tools and Techniques of Job Design- Psychological and Behavioral Issues in HRP--- Job Description- Job specification ● Human Resource Information System: Meaning- Significance of HR Information System- Components of HR Information System - Case Study 	15
Module 3 Human Relations	<ul style="list-style-type: none"> ● Human Resource Planning (HRP)- Meaning of HRP- Definition of HRP- Factors influencing HRP- Steps involved in in process of HRP ● Job Analysis- Meaning- Process of Job analysis- Components of Job Analysis- Tools and Techniques in Job Analysis ● Job Design- Meaning- Tools and Techniques of Job Design- Psychological and Behavioral Issues in HRP--- Job Description- Job specification ● Human Resource Information System: Meaning- Significance of HR Information System- Components of HR Information System - Employee Welfare Measures and Health and Safety Measures-Statutory Provisions for Safety of Workers (Indian and Global Scenario) ● Stress Management-Reasons/ of for Stress-Strategies for coping with Stress- Employee Welfare 	15
Module 4 Recent Trend in HRM	<ul style="list-style-type: none"> ● Quality of Work Life (QWL): Concept- Significance of QWL to employees, organization, and society ● Challenges, supportive measures (including time management grid & Flexi work hours for employees). 	15

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	<p>Internal mobility (transfer, promotion). Separation.</p> <ul style="list-style-type: none"> ● Perspectives in HRM; Redundant manpower- HR Audit, Emerging job opportunities, Talent Management, Employee Burnout ● Challenges in HRM: Employee Diversity - Labour Turnover -Absenteeism - Sexual Harassment at Workplace - Millennial Competency Mapping - International HR Practices 	
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Reference Books

1. Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
2. Prasad L M, Organizational Behaviour, Sultan Chand
3. Khanka S. S., Organizational Behaviour, S. Chand
4. P.L. Rao-International Human Resource
5. Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
6. Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	2	2	1	2	2	1	1	3	2	1
CO2	3	3	2	2	1	3	2	1	1	3	2	1
CO3	3	2	2	3	1	2	3	1	1	3	3	2
CO4	3	3	2	3	2	3	3	1	2	3	3	2

Key for Mapping

- 0 - No correlation 2 - Moderate correlation
 1 - Weak correlation 3 - Strong correlation

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
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Program: B.Com (Management Studies)				Semester: III	
Course: Training and Development				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 40)	Semester End Examinations (SEE) (Marks- 60 in Question Paper)
4	-	-	4	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To comprehend the principles and processes of training and development 2. To develop practical skills in designing and delivering training interventions. 3. To understand the strategic role of training and development in organizational success. 4. 4. To evaluate the effectiveness and return on investment of training programs. 					
Course Outcomes:					
After studying this course students will be in position to :					
CO 1 The learner will understand the importance and process of conducting a training needs analysis within organizations.					
CO 2. The learner will gain an understanding of the steps involved in designing a training program and evaluating its effectiveness.					
CO 3. The learner will demonstrate how to assess and identify training needs using person, task, and organizational analyses.					
CO 4. The learner will comprehend the tools and techniques used in management development to enhance organizational growth.					
Pedagogy: Lectures, PowerPoint Presentations, Case Studies, Articles and Book Reviews, Class Discussions, Simulations, Role Plays and Screening of Audio Visual Content					
Outline of Syllabus:					
Module	Description				No of Hours
1	Introduction to Training				15
2	Introduction to Development				15
3	Assessment of Training and MDP				15
4	New Trends in Training and Development				15
Total					60

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Unit	Topic	No. of Hours/Credits
Module 1 Introduction to Training	<ul style="list-style-type: none"> ● Overview of Training – Concept, Scope, Importance, Objectives, Features, Pre- requisites to Corporate Training. ● Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), ● Major Types of training Methods: – On the Job & Off the Job Methods, Apprenticeship vs Internship in the education sector. ● Levels of Training - Individual, operational and organizational levels – horizontal, vertical, top, bottom & official training 	15
Module 2 Introduction to Development	<ul style="list-style-type: none"> ● Overview of development– Concept, Scope, Importance & Need and Features, Human Performance Improvement ● Counselling techniques with reference to development employees, society and organization. ● Career Development – Career Development Cycle, Model for planned Self Development, Succession Planning ● Role of Training and development manager, Administrators, consultants, designers and instructors – Determining training needs – Strategic Training & Development 	15
Module 3 Assessment of Training and MDP	<ul style="list-style-type: none"> ● Assessment of Training Needs: Methods & Process of Needs Assessment, Criteria & Designing & Implementation of an effective Training Program, Evaluation of training programs ● Management Development- Concept, Meaning, Benefits and challenges of MDP, Need of MDP. ● Process of Management Development- Evaluation of Management Development ● Methods- Programs and Methods of MDP, Principles of Management Development Programme 	15

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<p>Module 4</p> <p>New Trends in Training and Development</p>	<ul style="list-style-type: none"> ● Performance Measurement- Meaning- Appraisal Methods- Pitfalls- Ethics of Appraisal ● Talent Management- Meaning, Measuring Talent Management-Integration and Future of Talent Management- Talent Management: Global Scenario ● Knowledge Management- Meaning, Definition, Evolution of Knowledge Management- Life Cycle of Knowledge Management ● Artificial intelligence: Role of AI in Training and Development and Effect of Artificial intelligence on Training and development 	<p align="center">15</p>
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Reference Books :

1. Performance Measurement- Meaning- Appraisal- Pitfalls- Ethics of Appraisal
2. Talent Management- Meaning, Measuring Talent Management-Integration and Future of Talent Management- Talent Management: Global Scenario
3. Knowledge Management- Meaning, Definition, Evolution of Knowledge Management- Life Cycle of Knowledge Management
4. Artificial intelligence: Role of AI in Training and Development and Effect of Artificial intelligence on Training and development

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpretational Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	2	2	2	2	3	1	1	3	2	2
CO2	3	3	2	2	2	2	3	1	1	3	2	2
CO3	3	3	2	2	2	3	3	1	1	3	3	2
CO4	3	3	2	2	2	3	3	1	1	3	3	2

Key for Mapping

- 0 - No correlation 2 - Moderate correlation
1 - Weak correlation 3 - Strong correlation

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: III	
Course: Operations Management - II Production and Total Quality Management				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 40)	Semester End Examinations (SEE) (Marks- 60 in Question Paper)
4	-	-	4	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To describe key functions of production and materials management, including layout, scheduling, and inventory control. 2. To explain concepts of productivity and TQM, and identify methods to enhance organizational effectiveness. 3. To use models like EOQ, ABC analysis, and JIT for effective materials planning and inventory management. 4. To apply quality improvement tools such as PDCA, Pareto charts, and cause-effect diagrams in real-world cases. 5. To compare and interpret major quality standards and certifications such as ISO 9001, Six Sigma, and Kaizen. 6. To analyze case studies to evaluate the impact of operational and quality strategies on business performance. 					
Course Outcomes:					
After studying this course students will be in position to :					
CO1: Explain the principles of production and materials management and their role in operational efficiency.					
CO2: Apply productivity improvement tools and Total Quality Management (TQM) principles in business processes.					
CO3: Evaluate and implement quality improvement strategies and global quality certifications in organizations.					
CO4: Use analytical tools to optimize production, inventory, and quality management systems.					
Pedagogy : Lectures, PowerPoint Presentations, Case Studies, Articles and Book Reviews, Class Discussions, Simulations, Role Plays and Screening of Audio Visual Content					
Outline of Syllabus					
Outline of Syllabus:					
Module	Description				No of Hours
1	Production Management				15
2	Materials Management				15
3	Basics Of Productivity & TQM				15
4	Quality Improvement Strategies & Certifications				15
Total					60

Unit	Topic	No. of Hours/Credits
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<p>Module 1</p> <p>Production Management</p>	<p>Production Management</p> <ul style="list-style-type: none"> • Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. • Product Development, Classification and Product Design. • Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. • Importance of purchase management. 	<p>15</p>
<p>Module 2</p> <p>Materials Management</p>	<ul style="list-style-type: none"> • Materials Management Concept, Objectives and importance of materials management • Types of Material Handling Systems Manual handling Mechanized systems (e.g., forklifts, conveyors) Automated systems (AGVs, robotics) • Material Handling Equipment Conveyors: belt, roller, screw Cranes and hoists Industrial trucks: pallet jacks, stackers, forklifts Storage equipment: racks, bins, carousels 	<p>15</p>
<p>Module 3</p> <p>Basics of Productivity and TQM</p>	<ul style="list-style-type: none"> • Basics of Productivity & TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy. • Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle: Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity 	<p>15</p>
<p>Module 4</p> <p>Quality Improvement Strategies & Certifications</p>	<ul style="list-style-type: none"> • Quality Improvement Strategies & Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming’s Application Prize. 	<p>15</p>

Reference Books :

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb

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3. K. Ashwathappa and K. Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, “Productivity Techniques”, Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House
7. John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann
8. David J. Sumanth, “Total Productivity Management (TPMgt): A systematic and quantitative approach to compete in quality, price and time”, St. Lucie Press

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	0	1	2	1	2	2	2	1	3	2
CO2	2	3	1	3	2	2	2	3	1	2	3	2
CO3	2	2	1	3	1	2	2	2	2	2	2	1
CO4	2	3	0	1	3	1	3	2	3	2	3	3

Key for Mapping

- 0 - No correlation 2 - Moderate correlation
1 - Weak correlation 3 - Strong correlation

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: III	
Course: Recruitment and Selection (VSC)				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 20)	Semester End Examinations (SEE) (Marks- 30 in Question Paper)
2	-	-	2	20	30

Learning Objectives:

1. The objective is to familiarize the students with concepts and principles, procedure of Recruitment and Selection in an organization.
2. To give an in-depth insight into various aspects of Human Resource management and make them acquainted with practical aspect of the subject.

Course Outcomes:

CO 1 : Understand the purpose, structure, and effectiveness of onboarding and orientation programs to enhance new employee integration

CO 2 : Compare and evaluate various internal and external sources, methods, and techniques of recruitment, including traditional and modern approaches

CO 3 : Analyze the selection process, including criteria, steps, tests, and interview types, and identify methods to overcome selection challenges.

CO 4 : Understand the purpose, structure, and effectiveness of onboarding and orientation programs to enhance new employee integration

Pedagogy: Lectures, PowerPoint Presentations, Case Studies, Articles and Book Reviews, Class Discussions, Simulations, Role Plays and Screening of Audio Visual Content

Sr. No.	Modules	No. of Lectures
1	Recruitment	15
2	Selection	15
Total		30

Unit	Topic	No. of Hours/Credits
Module 1 Recruitment	<ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment. • Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis • Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. • Source or Type of Recruitment– a) Direct/Indirect, b) Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards, Internship, Placement Consultancies-Traditional (In House, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern 	15

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	<p>(Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters).</p> <ul style="list-style-type: none"> Website/Portals – Use of AI Applications for Resume screening and recruitment Tools (Darwinbox, Keka Recruit, Zoho Recruit, LinkedIn Talent Solution) Technique of Recruitment-Traditional Vs Modern Recruitment Evaluation of the Recruitment-Outsourcing Programme 	
Module 2 Selection	<ul style="list-style-type: none"> Selection- Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). Screening-Pre and Post Criteria for Selection, Steps of Selection Interviewing: Types and Guidelines for Interviewers & Interviewees, Types of Selection Tests, Effective Interviewing Techniques. Selection Hurdles and Ways to Overcome Them Orientation & Onboarding- Programme and Types, Process. 	15

Reference Books:

1. Dipak Kumar Bhattacharya - Human Resource Management
2. Arun Monappa- Managing Human Resource .
3. C.B. Memoria -Personnel Management-
4. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.
5. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western. Motivation & Leadership

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	2	2	2	2	2	1	1	3	2	2
CO2	3	3	2	2	3	2	2	1	1	3	2	3
CO3	3	3	3	2	2	3	2	1	1	3	3	2
CO4	3	2	2	2	2	2	3	1	1	3	2	2

Key for Mapping

0- No correlation 2 - Moderate correlation, 1- Weak correlation 3 - Strong correlation

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SEMESTER IV

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
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Program: B.Com (Management Studies)				Semester: IV	
Course: Change and Conflict Management				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 40)	Semester End Examinations (SEE) (Marks- 60 in Question Paper)
4	-	-	4	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To familiarize learners with key concepts, theories, and practices related to conflict and change management. 2. To equip learners with effective conflict management skills and techniques applicable in workplace and community settings. 3. To enhance learners' understanding of various approaches and methodologies in conflict and change management. 4. To develop practical skills and strategies for effectively managing conflict and organizational change. 					
Course Outcomes:					
CO 1 : Understand the theories, models, and leadership roles associated with managing change in organizations and teams					
CO 2 : Analyze organizational resistance to change, communication strategies, and culture-related challenges in strategic change initiatives					
CO 3 : Apply conflict management and resolution techniques, including negotiation and third-party interventions, to workplace scenarios ethically and effectively.					
Pedagogy: Lectures, PowerPoint Presentations, Case Studies, Newspaper Articles, Class Discussions.					
Outline of Syllabus:					
Module	Description				No of Hours
1	Basics of Change Management				15
2	Organisational Change and Resistance to Change				15
3	Basics of Conflict Management				15
4	Methods of conflict Resolution				15
Total					60

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
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Unit	Topic	No. of Hours/Credits
<p>Module 1</p> <p>Basics of Change Management</p>	<ul style="list-style-type: none"> • Change management: Definition, Meaning, features & importance of Change. Types of Change, Process of change. Challenges of and strategies to overcome Change management. • Theories and Models of Change Management: Lewin's Change Model, Kotter's 8 Step Change Model., McKinsey 7-S Framework, ADKAR Model, Tuckman's Model of Team Change • Leadership & Change management: Concept of Leadership in change management, Role of a Leader in Change Management, Identify Leadership Issues in Change, Essential Qualities of a Change Leader. • Team Change: Concept of Team Change, Importance and Limitations of Team Change, Enhancement of Team Effectiveness while managing changes. 	15
<p>Module 2</p> <p>Organisational Change and Resistance to Change</p>	<ul style="list-style-type: none"> • Organisational Change: Meaning and Process of Organisational Change, Causes for Organisational Change, Eight-step Model for Transforming an Organization, • Resistance to Change: Meaning, Definition, Sources of Individual and Organisational Resistance. Causes, Managing stress due to change in Role, • Communication in Change management: Importance of Communication in Change, Developing a Communication Plan for Change, • Strategic Organisational Change: Strategies to Drive Successful Organizational Change, Organisational culture and dealing with change, Issues in culture change. 	15
<p>Module 3</p> <p>Basics of Conflict Management</p>	<ul style="list-style-type: none"> • Conflict Management: Definition, Types of conflict, Sources, Causes for workplace Conflicts, Organizational and individuals' perspectives of conflict. • Strategies of dealing with conflicts: Conflict Management, Conflict Resolution and Conflict transformation, Five conflict handling styles, Win – win approach. • Conflict Prevention and Early Intervention: Early Warning Signs of Conflict, Proactive Conflict Management Strategies, Conflict Prevention in Teams and Organizations, • Ethical Considerations in Conflict Management: Ethics and Morality in Conflict Resolution, Power Imbalances in Conflict Situations, Confidentiality and Trust in Conflict Resolution. 	15

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<p>Module 4 Methods of conflict Resolution</p>	<ul style="list-style-type: none"> • Conflict Resolution Techniques: Problem-Solving Approach to Conflict, The Role of Third-Party Mediators, Integrative vs. Distributive Bargaining. • Negotiation: Meaning Importance, Process, factors influencing negotiation, Types of negotiation, Outcome of negotiation, • Third party negotiation: Meaning, Role of mediator, Role of Arbitrator, role of Conciliator, Role of Consultant • 4. Managers in Conflict Management: Role of manager in conflicts, Skill of managers, strategies develop by manager in conflict Management. 	<p align="center">15</p>
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References:

1. Cummings/ Worley, Theory of Organisation Development and Change, Cengage Learning, Indian Edition 2016
2. Adrian Thornhill, Managing Change, Pearson Publications, 2016
3. Lewicki, R. J., Saunders, D. M., & Barry, B. (2015). Negotiation (7th ed.). McGraw Hill.
4. Deutsch, M. (2014). The Resolution of Conflict: Constructive and Destructive Processes. Yale University Press.
5. Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In. Penguin Books.
6. Pruitt, D. G., & Carnevale, P. J. (1993). Negotiation in Social Conflict. McGraw-Hill.
7. S.K. Bhatia, Management of Change and Organisational Development: Innovative Strategies and Approaches, Deep & Deep Publications, 2015
8. Kavitha Singh, Organisational Change and Development, Excel Books, 2015

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	2	2	1	3	2	1	1	3	2	1
CO2	3	3	3	3	1	2	3	1	1	3	3	1
CO3	3	3	3	3	1	2	3	1	1	3	3	1

Key for Mapping

0 - No correlation 2 - Moderate correlation
1 - Weak correlation 3 - Strong correlation

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: III	
Course: Organisation Development				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 20)	Semester End Examinations (SEE) (Marks- 30 in Question Paper)
4	-	-	4	40	60

Learning Objectives:

1. To understand the concept of Organisational Development and its Relevance in the organisation.
2. To Study the Issues and Challenges of OD while undergoing Changes
- 3 To get an Understanding of Phases of OD Programme
- 4 To Study the OD Intervention to meet the Challenges faced in the Organisation
- 5 To get an Insight into Ethical Issues in OD

Course Outcomes:

After completing this course, students will have the knowledge and skills to

Co 1 Learners will be able to understand the fundamental principles of financial management and grasp the relationship between risk and return.

CO 2 Learners will evaluate investment proposals using capital budgeting techniques with investment decisions and calculate the cost of capital.

CO 3 They can understand the different sources of finance available to businesses. And analyse the impact of capital structure on firm value.

CO 4 Learners will be able to manage working capital effectively to optimize liquidity and profitability and cash management strategies.

Pedagogy : Lectures, PowerPoint Presentations, Case Studies, Newspaper Articles, Class Discussions.

Outline of Syllabus:

Module	Description	No of Hours
1	International HRM – An Overview	15
2	Global HRM Functions	15
3	Managing Expatriation and Repatriation	15
4	International HRM Trends and Challenges	15
Total		60

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
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Unit	Topic	No. of Hours/Credits
Module 1 International HRM – An Overview	<ul style="list-style-type: none"> • Organisational Development – Meaning, Features, Evolution, Components, • Objectives, Principles, Process, Importance • Relevance of Organisational Development for Managers, OD-HRD Interface, • Participation of Top Management in OD • OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner • Emerging Trends in OD • OD in Global Setting 	15
Module 2 Global HRM Functions	<ul style="list-style-type: none"> • Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational • Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis • Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development • Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change • Change Agents- Meaning, Features, Types, Role, Skills required 	15
Module 3 Managing Expatriation and Repatriation	<ul style="list-style-type: none"> • OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions • Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention • Techniques of OD Intervention : Traditional: Sensitive Training, Grid Training, Survey Feedback. Modern : Process Consultation, Third Party, Team Building, Transactional Analysis • Evaluation of OD Interventions : Process, Types, Methods, Importance 	15
Module 4 International HRM Trends and Challenges	<ul style="list-style-type: none"> • Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and • OD Values in OD – Meaning, Professional Values, Value Conflict and Dilemma • Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals • Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 	15

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Reference Books :

1. Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House
2. French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.
3. Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990
4. Cummings, T. G. & Worley, C. G. (2009). Organization Development and Change (9th edition). Canada: South-Western Cengage Learning
5. Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.
6. Cummings, T. G., Theory of Organization Development and Change, South Western.
7. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.
8. Richard L, Organisation, Theory, Change and Design , India Edition (Cengage Learning)
9. Garath R Jones, Mary Mathew , Organisation Theory, Design and Change: Sixth Edition, Pearson
10. Wendell L French, Cecil H Bell, Jr, Veena Vohra , Organisation Development , Sixth Edition, Pearson Education.

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	1	1	2	2	2	1	3	1	2	2
CO2	3	3	1	1	2	2	2	1	3	1	3	2
CO3	3	3	2	2	2	2	2	1	3	1	3	2
CO4	3	3	2	1	2	2	2	1	3	1	3	2

Key for Mapping

0 - No correlation 2 - Moderate correlation
1 - Weak correlation 3 - Strong correlation

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: IV	
Course: Operations Management III Inventory Management				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 40)	Semester End Examinations (SEE) (Marks- 60 in Question Paper)
4	-	-	4	40	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Define inventory and explain its types and significance in manufacturing and service sectors. 2. Compare inventory control techniques such as ABC, VED, and FSN. 3. Derive and compute EOQ under basic assumptions. 4. Calculate reorder levels and safety stock using lead time and demand variability. 5. Analyze the trade-offs between holding cost, ordering cost, and stockout cost. 					
<p>Course Outcomes:</p> <p>Upon successful completion of this module, learners will be able to:</p> <p>CO1 Understand the fundamentals of inventory management and its role in operational efficiency.</p> <p>CO2 Apply various inventory control techniques to manage stock effectively.</p> <p>CO3 Calculate Economic Order Quantity (EOQ) and analyze its impact on inventory costs.</p> <p>CO4 Evaluate reorder level, lead time, and safety stock concepts for ensuring uninterrupted operations.</p>					
<p>Pedagogy: Lectures, PowerPoint Presentations, Case Studies, Newspaper Articles, Class Discussions.</p>					
Outline of Syllabus:					
Module	Description				No of Hours
1	Introduction to Inventory Management				15
2	Inventory Control Techniques				15
3	Economic Order Quantity (EOQ)				15
4	Reorder Level, Lead Time, and Safety Stock – Theoretical Overview				15
Total					60

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
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Unit	Topic	No. of Hours/Credits
<p style="text-align: center;">Module 1</p> <p style="text-align: center;">Introduction to Inventory Management</p>	<p>Inventory Management –</p> <ul style="list-style-type: none"> ● Concept, Definition, Features, Importance ● Understanding the role of inventory in business operations ● Types of Inventory: Raw Materials, Work-in-Progress, Finished Goods, MRO ● Inventory Costs: Ordering Cost, Holding Cost, Stockout Cost, Setup Cost ● Inventory Management in Retail and E-Commerce Contexts ● Technology in Inventory Management: Barcode, RFID, ERP Systems 	15
<p style="text-align: center;">Module 2</p> <p style="text-align: center;">Inventory Control Techniques</p>	<p>Inventory Control Techniques – Meaning</p> <ul style="list-style-type: none"> ● ABC Analysis: Categorizing inventory based on importance ● VED Analysis: Classifying items based on criticality ● FSN Analysis: Segregating items by usage frequency ● GOLF, XYZ, SOS, HML Analyses: Advanced classification methods for effective control 	15
<p style="text-align: center;">Module 3</p> <p style="text-align: center;">Economic Order Quantity (EOQ)</p>	<p>Economic Order Quantity (EOQ)</p> <ul style="list-style-type: none"> ● Definition and objectives ● Calculating optimal order quantity to minimize total inventory costs ● Understanding assumptions, limitations, and advantages of EOQ <p>Applications and Case Studies of EOQ in Real Business Contexts</p> <ul style="list-style-type: none"> ● EOQ in manufacturing vs retail ● ERP and software-based EOQ calculations ● Review of success and failure stories in EOQ implementation 	15
<p style="text-align: center;">Module 4</p> <p style="text-align: center;">Reorder Level, Lead Time, and Safety Stock – Theoretical Overview</p>	<p>Reorder Level, Lead Time, and Safety Stock – Theoretical Overview</p> <p>Reorder Level:</p> <ul style="list-style-type: none"> ● Purpose: Prevents delays in production or sales due to lack of materials or goods. ● Key Idea: When inventory reaches this predetermined level, a fresh order should be placed immediately. <p>Lead Time:</p> <ul style="list-style-type: none"> ● Time taken by the supplier to process the order. ● Shipping or delivery time. ● Any internal processing or inspection delays. 	15

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	<p>Safety Stock:</p> <ul style="list-style-type: none"> • Safety Stock is extra inventory kept on hand to deal with unexpected situations like: <ul style="list-style-type: none"> • Sudden increase in demand, • Delay in supply, • Defective or damaged inventory upon delivery. • Purpose: Acts as a buffer to protect against uncertainties and variations in demand or supply. • Strategic Value: Helps maintain customer satisfaction and production efficiency even when disruptions occur. 	
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References:

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, “Productivity Techniques”, Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House
7. John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann
8. David J. Sumanth, “Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time”, St. Lucie Press

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiency)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	0	1	1	1	2	2	2	1	2	1
CO2	2	3	1	1	2	1	2	2	2	1	3	2
CO3	2	3	0	1	3	1	2	2	3	1	2	3
CO4	2	3	0	1	2	1	3	2	2	1	3	2

Key for Mapping

- 0 - No correlation 2 - Moderate correlation
1 - Weak correlation 3 - Strong correlation

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: IV	
Course: ECONOMICS				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 20)	Semester End Examinations (SEE) (Marks- 30 in Question Paper)
2	-	-	2	20	30

Learning Objectives:

1. To understand macro-economic phenomena such as trade cycle, national income and economic growth.
2. To understand money demand, money supply and inflation.
3. To apply macro-economic theories, such as classical and keynesian approaches to real world economic issues.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Learners will be able to explain and apply key macroeconomic concepts and theories.

CO2: Understand the effects of economic policies and phenomena on the economy.

CO3: Learners will develop critical thinking skills to analyze complex economic issues.

Outline of Syllabus:

Module	Description	No of Hours
1	Overview of Macroeconomics	15
2	Money, prices and Inflation	15
Total		30

Unit	Topic	No. of Hours/Credits
Module 1 Overview of Macroeconomics	<u>Overview of Macroeconomics</u> 1.1 Macroeconomics: Meaning, Scope and Importance. 1.2 Circular flow of aggregate income and expenditure and its Importance- closed and open economy model, National Income-Concepts. 1.3 Trade Cycles: Features and Phases, Theory of Effective Demand, Consumption function. 1.4 Classical Macro economics : Say's law of Markets - Features, Implications and Criticism	15

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Module 2 Money, prices and Inflation	<u>Money, prices and Inflation</u> 2.1 Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money. 2.2 Demand for Money : Classical and Keynesian approaches and Keynes' liquidity preference theory of interest. 2.3 Money and prices : Quantity theory of money - Fisher's equation of exchange, Cambridge cash balance approach. 2.4 Inflation : Demand Pull Inflation and Cost Push Inflation - Effects of Inflation, Nature of inflation in a developing economy - policy measures to curb inflation-monetary policy and inflation targeting	15
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Reference Books :

1. Mehta, P.L.: Managerial Economics- Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)
2. Gregory Mankiw., Principles of Economics, Thomson South western (2002)
3. Hirchey.M., Managerial Economics, Thomson south western (2003)
4. Samuelson & Nordhas.: Economics(Tata McGraw hills, New Delhi, 200

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	1	1	1	1	2	2	2	1	3	1
CO2	3	2	1	3	1	1	2	2	3	1	3	1
CO3	2	3	2	2	1	2	3	2	2	2	3	1

Key for Mapping

- 0 - No correlation 2 - Moderate correlation
 1 - Weak correlation 3 - Strong correlation

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: IV	
Course: Talent Acquisition & Workforce Planning (SEC)				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 20)	Semester End Examinations (SEE) (Marks- 30 in Question Paper)
2	-	-	2	20	30
Learning Objectives:					
<ol style="list-style-type: none"> 1. To Understand the Concept and Process of HRP 2. To Understand Ways of matching Job Requirements and Human Resource Availability 3. To Explore the concept of Strategic HRP 4. To Understand the applications of HRIS 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Learners will be able to explain and apply key macroeconomic concepts and theories.					
CO2: Understand the effects of economic policies and phenomena on the economy.					
CO3: Learners will develop critical thinking skills to analyze complex economic issues.					
Pedagogy: Lectures, PowerPoint Presentations, Case Studies, Newspaper Articles, Class Discussions					
Outline of Syllabus:					
Module	Description				No of Hours
1	Overview of Human Resource Planning (HRP)				15
2	Job Analysis, Recruitment and Selection				15
Total					30

Unit	Topic	No. of Hours/Credits
Module 1 Overview of Human Resource Planning (HRP)	<ul style="list-style-type: none"> • Overview of Human Resource Planning (HRP): Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. • Process of HRP- Steps in HRP, HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables. • Barriers in Effective Implementation of HRP and Ways to Overcome Them. • Strategic Human Resource Planning –Meaning and Objectives. Link between Strategic Planning and HRP through Technology • .HR Policy –Meaning, Importance. 	15

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Module 2 Job Analysis, Recruitment and Selection	<ul style="list-style-type: none"> • Job Analysis, Recruitment and Selection: • Job Analysis-Meaning, Features, Advantages. • Job Design: Concept, Issues. • Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention- Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing-Meaning, Reasons, Layoff – Meaning, Reasons. • Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection. • Employee Selection Tests: Meaning, Advantages and Limitations. • Human Resource Audit: Meaning, Need, Objectives, Process, Areas. • HRP Management Process: Establish HRP Department Goals and Objectives Creating HRP Department Structure Staffing the HRP Department Issuing Orders Resolving Conflicts Communicating Planning for Needed Resources Dealing with Power and Politics - Meaning and Types of Power 	15
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Reference Books :

1. Bhattacharya D.K, Human Resource Planning, Excel Books.
2. John Bramham, Human Resource Planning, University Press.
3. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.
4. William J. Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .
5. Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.
6. Michael J. Kavanag, Human Resource Information Systems Basics, Applications and Future Directions, Sage Publication. Training & Development in HRM

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	3	2	1	2	1	1	2	2	2	1	2	1
CO2	3	3	2	3	1	1	2	2	3	2	3	1
CO3	2	3	2	2	1	2	3	2	2	2	3	1

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
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Key for Mapping

0 - No correlation 2 - Moderate correlation
1 - Weak correlation 3 - Strong correlation

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**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
COMMERCE**

Program: B.Com (Management Studies)				Semester: II	
Course: Business Communication Skills – II				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA)(Marks - 20)	Semester End Examinations (SEE) (Marks- 30 in Question Paper)
2	-	-	2	20	30

Learning Objectives:

1. Understand the significance of effective business communication in professional environments, including the role of public relations, business etiquette, and digital communication.
2. Develop critical soft skills such as listening, group discussion, and interview techniques for workplace readiness and personal development.
3. Acquire the ability to compose structured and purpose-driven business correspondence and reports using correct format, tone, and etiquette.

Course Outcomes:

After studying this course students will be in position to :

CO1: Describe the importance of public relations, effective listening, and business etiquette, and apply these concepts to real-life workplace situations.

CO2: Demonstrate key employability skills through effective participation in interviews and group discussions using appropriate verbal and non-verbal strategies.

CO3: Draft professional business letters and reports, including inquiry, complaint, sales, RTI letters, and formal reports, in line with modern business practices.

Pedagogy : Lectures, PowerPoint Presentations, Case Studies, Articles and Book Reviews, Class Discussions, Simulations, Role Plays and Screening of Audio Visual Content

Outline of Syllabus:

Module	Description	No of Hours
1	Relevance of Business Communication	15
2	Business Correspondence	15
Total		30

**NIRMALA MEMORIAL FOUNDATION COLLEGE OF
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Unit	Topic	No. of Hours/Credits
Module 1 Relevance of Business Communication	<ul style="list-style-type: none">• Public Relations-Meaning and Importance Scope and Job Prospects in Public Relations• Listening Skills Meaning and Importance of Listening Barriers to Good Listening Tips to improve Listening Skills• Interview Skills Meaning Types – Employment, Grievance, Exit Interview Techniques Interview Preparation on Part of a Candidate Important Interview Questions	15

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	<ul style="list-style-type: none"> Group Discussion Features Conduct Limitations Qualities required for success in a Group Discussion Business Etiquette Meaning Types – Office, Business Meeting, Mobile, Business Meals, Business Card and Handshake 	
Module 2 Business Correspondence	<ul style="list-style-type: none"> Trade letters Letter of Inquiry Letter of Complaint Sales Letter RTI letter Report Writing (types and format) 	15

Reference Books

- "Business Communication: Concepts, Cases and Applications" by P.D. Chaturvedi & Mukesh Chaturvedi . Publisher: Pearson Education
- "Business Communication" by Meenakshi Raman and Prakash Singh. Publisher: Oxford University Press .
- "Effective Business Communication" by Asha Kaul Publisher: PHI Learning
- "Modern Business Correspondence" by L. Gartside Publisher: Macdonald & Evans
- "Public Relations: The Basics" by Ron Smith Publisher Routledge

Mapping- Course outcome with Programme Specific Outcome and Programme Outcome

PO/ PSO	PO1 (Foundational Management Knowledge)	PO2 (Problem Solving and Decision-Making)	PO3 (Communication and Interpersonal Skills)	PO4 (Ethical and Sustainable Practices)	PO5 (Digital Literacy and Technological Applications)	PO6 (Entrepreneurial and Leadership Abilities)	PO7 (Lifelong Learning and Industry Readiness)	PSO1 (Marketing Competence)	PSO2 (Financial Proficiencies)	PSO3 (HRM Expertise)	PSO4 (Integrated Business Understanding)	PSO5 (Applied Technology and Innovation)
CO1	2	2	3	3	1	2	2	2	1	3	2	1
CO2	1	2	3	2	2	3	3	2	1	3	2	2
CO3	2	2	3	2	3	2	3	2	2	2	3	3

Key for Mapping

- 0 - No correlation 2 - Moderate correlation
1 - Weak correlation 3 - Strong correlation