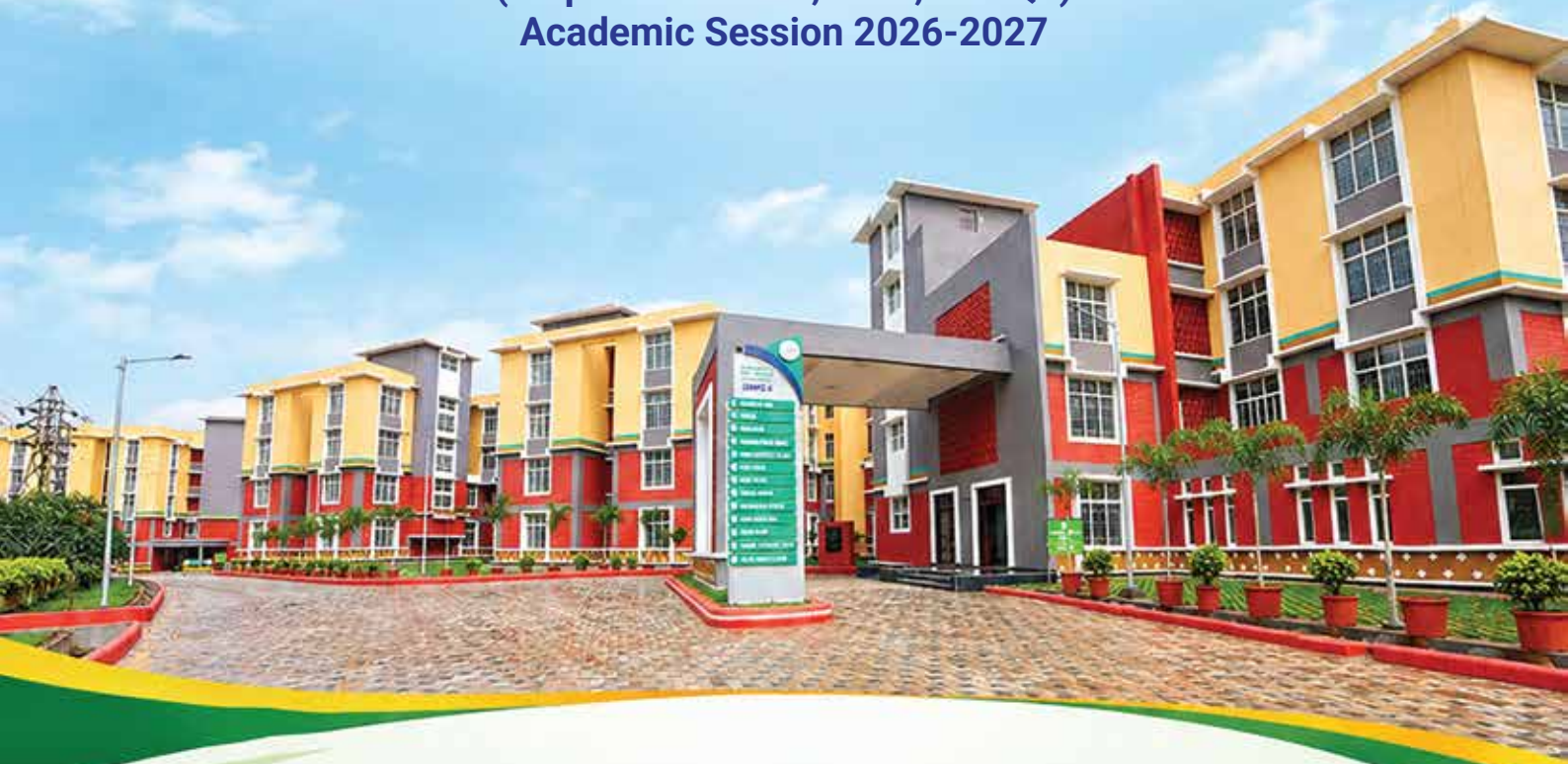
KISS

KALINGA INSTITUTE OF SOCIAL SCIENCES

CURRICULUM AND CREDIT FRAMEWORK FOR POSTGRADUATE PROGRAMME

MASTER OF COMMERCE (M.COM)

(As per NEP-2020, NCrF, NHEQF)
Academic Session 2026-2027



DEPARTMENT OF COMMERCE

SCHOOL OF TRIBAL RESOURCE MANAGEMENT

KALINGA INSTITUTE OF SOCIAL SCIENCES (KISS)
DEEMED TO BE UNIVERSITY

Higher Education Campus, KISS Campus-3, Bhubaneswar, Odisha, 751024
https://university.kiss.ac.in | https://kiss.ac.in

SCHOOL OF TRIBAL RESOURCE MANAGEMENT

The School of Tribal Resource Management, KISS Deemed to be University, established in 2017, addresses emerging academic, developmental, and societal needs through interdisciplinary and multidisciplinary programmes. The School strives to meet local, regional, national, and global standards while advancing tribal resource management, indigenous knowledge systems, and sustainable development.

DEPARTMENT OF COMMERCE

The Department of Commerce under the School, KISS Deemed to be University, established in 2017, addresses emerging academic, developmental, and societal needs through interdisciplinary and multidisciplinary programmes. The School strives to meet local, regional, national, and global standards while advancing tribal resource management, indigenous knowledge systems, and sustainable development.

VISION & MISSION OF THE SCHOOL

Vision

Emerge as an internationally acclaimed School recognized for excellence in teaching, research, consultancy, outreach, skill development, and social entrepreneurship, while promoting cultural heritage and diversity.

Mission

- Foster all-round development through multi-faceted education.
- Focus on sustainable resource management through innovative courses.
- Engage with communities to promote entrepreneurship and leadership.
- Manage resources effectively to create employment and self-employment opportunities

PROGRAMME OVERVIEW

Programme Title

Master of Commerce

Programme Type

Postgraduate

Programme Description

The Masters of Commerce (M.Com) Programme offered by Department of Commerce, School of Tribal Resource Management, KISS Deemed to be University. The education system in the emerging scenario demands to enrich the students so as to develop a holistic personality. Therefore, the focus is based on the four pillars of education which are learning to know, learning to do, learning to live together, and learning to be. The present situation of business education requires total overhauling and restructuring in the light of the changed socio-economic scenario of the global economy in the context of industry 4.0. The dynamic nature of global business demands a pool of competent human capital for which relevant education is essential in terms of timeliness, speed, flexibility, and dynamism.

The focus of the course is to improve the students' abilities and groom them to become competent business leaders who can contribute towards building Commerce education is not related only with knowing how to organize and apply skills related to business, trade, commerce, industry, and economy, but it further accelerates the process of thinking in a pragmatic manner leading through effective analytical skills, resources, manpower, and one's abilities.

The objective of the programme is to develop a commerce graduate who can meet the present and the future requirements of industry and economy. It emphasizes on developing competent persons who can work as the contemporary and future leaders of the industry and business.

The programme's teaching methodology and approach are designed to leverage technology and maximize interaction seamlessly and simultaneously. The programme follows a pedagogy that is a blend of Lectures, Case Studies, Lecture-Discussions, Behavioural and Computer-based Simulations, Projects, Assignments, Class Presentations, Quizzes, etc.

This programme also intends to offer courses that deal with poverty alleviation measures through the management of indigenous resources and meeting the sustainable development goals of the programme is inter-disciplinary and multidimensional and it focuses on sustainable and renewal of natural human resources employing traditional methods conducive to societal growth and development.

Process of Development of Courses through Stakeholder Inputs

The School of Tribal Resource Management follows a consultative process in its courses.

The following are the stages of course formation:

1. Formation of Syllabus Committee comprising members having specialized domain knowledge.
2. Consultation with stakeholders comprising alumni, students, employers, etc.
3. Approval obtained from all the faculty members of the School
4. Approval obtained from Board of Studies (Experts from Outside) and Academic Council

Silent Features of M. Com. Course Curriculum are:

- Commerce itself is an interdisciplinary subject; therefore, proper care has been taken to integrate courses covering various domains like Accounting, Management, Finance, Taxation, Law, Marketing, Human Resources, Economics, Statistics, ICT, Entrepreneurship, Sociology, Psychology, etc.

- Programme are crucial in sustaining the journey of a student from the acquirer of knowledge and creator of knowledge.
- This Programme helps students to extend their knowledge in their chosen subject and prepare them for higher research studies. The advanced knowledge and specialized skill they gain in PG programme are crucial to start a successful career.

PROCESS OF CURRICULUM DEVELOPMENT

All Schools shall follow the standard KISS-DU curriculum development protocol:

1. Formation of Syllabus Committee with domain experts.
2. Consultation with stakeholders (students, alumni, employers, community).
3. Review and approval by School faculty.
4. Vetting by Board of Studies (BoS) with external experts.
5. Final approval by Academic Council.
6. Integration of NEP-2020, CBCS, NCrF, and NHEQF guidelines.

DEFINITIONS OF COMPONENTS

a) Ability Enhancement Courses (AEC): It refers to the courses enhancing competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills not literature, prose, poetry and novel etc.

b) Academic Bank of Credits (ABC): The ABC has been envisaged by the UGC to facilitate the academic mobility of students with the freedom to study across the HEIs in the country with an appropriate 'credit transfer' mechanism from one programme to another, leading to attain a Degree/Diploma/Certificate, etc.

c) Academic Year: Two consecutive semesters constitute one academic year.

d) Choice Based : The students select courses from the prescribed courses i.e., Major, Minor, Multidisciplinary, Ability Enhancement Course (AEC), Skill Enhancement Course (SEC), Value Added Course (VAC), Summer Internship/ Lab/Research.

e) Major is the subject of main focus.

f) Credit Based Semester System (CBSS): Under the CBSS, the requirement for awarding a degree/diploma/Certificate is prescribed in terms of number of credits to be earned.

g) Credit: A unit by which the course work is measured. One credit is equivalent to one hour of lecture or tutorials or two hours of practical work/field work per week in a semester.

h) Minor Course helps a student to gain a broader understanding beyond the major discipline. The subjects mentioned in the minor (in the course structure table) will be offered only if a minimum of 10 students opt for that particular subject.

i) Multidisciplinary: It refers to the courses that a student can opt from other disciplines in order to broaden the intellectual experience.

j) Skills Enhancement Courses (SEC): It refers to the courses aiming at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students.

k) Summer Internship/Apprenticeship/Summer Project: It refers to experiential exposure of a student. Summer Internship of 6-8 weeks duration after the completion of the fourth semester, followed by a project report and viva-voce examination during the fifth semester has been made compulsory to enable the students to have hands on experience of real-life business situations.

l) Research has been provided in the Eighth semester (for students securing 7.5 CGPA or above) involving application of knowledge in exploring/critical analysis/solving issues related to a real-life situation.

m) Value Added Courses: It refers to the courses enabling the students to acquire and demonstrate the knowledge and understanding of contemporary society.

NCRF-ALIGNED COMPONENTS (NATIONAL CREDIT FRAMEWORK)

1. Operational Definition of Credit (NCrF Standard)

"1 Credit = 30 Notional Learning Hours."

A standard 4-credit course = 120 Notional Learning Hours.

NCRF-COMPLIANT COURSE ENGAGEMENT TABLE

Component	**Operational Definition**	**Hours (Example for 4-credit course)**
Face-to-Face Lectures	Concept delivery, interactive instruction	45
Tutorials / Labs / Field	Hands-on practice, experimentation	30
Independent Self-Study	Pre-reading, journal review	20
Continuous Assessment	Assignments, quizzes, mid-term	12
Final Semester Exam Preparation	Revision, project completion	13
Total Notional Hours	**Must equal 30 hours × credits**	**120**

MOOC Courses (SWAYAM and SWAYAM Plus)

According to the UGC guidelines integrated into the new curriculum structures, Higher Education Institutions (HEIs) are permitted to allow students to take up to 40% of their total courses in a semester through the national MOOC platform, SWAYAM (or SWAYAM Plus for industry-aligned courses).

Credits earned via SWAYAM are mapped directly against the appropriate NHEQF academic level and digitally stored in the student's Academic Bank of Credits (ABC) to count toward their final degree, diploma, or certificate.

These exit awards correspond to progressive NHEQF / NSQF levels and are fully NCrF-compliant for credit accumulation, mobility and re-entry through the Academic Bank of Credits. Skill Enhancement Courses (SEC), Multidisciplinary Courses (MDC), value-added courses and internships are creditised as per NCrF, recognising vocational, experiential and community based learning alongside academic coursework. These courses are designed at appropriate NSQF levels, with clear competency descriptors and notional hours.

ELIGIBILITY FOR ADMISSIONS WITH NO. OF SEATS

As per the admission guidelines and brochure of the KISS Deemed to be University.

EXAMINATION PATTERN: AS PER NEP 2020

The medium of examination is English, which will be reflected in their final grade sheet/certificate. Provided that for a language subject, answers are to be in that language. Sanskrit may be written in Odia script but language has to be Sanskrit.

DURATION OF THE EXAMINATIONS-MID SEMESTER & END SEMESTER:

Duration of examination for all term End examination shall be for 2.5 hours and for all Mid Term examination for 1 hour irrespective of full marks in the course/subjects and irrespective of credit. The practical examinations shall be of 2 hours duration.

Each School shall have a designated faculty as Examination Coordinator to be decided by the Vice Chancellor in addition to the Controller of Examinations of the University.

Continuous Evaluation and Mid Semester Examination:

a) Mid semester examination will be of 1-hour duration for20/10 marks (20 for subjects having no practical and 10 for subject with practical papers). There shall be no pass mark in Mid Semester examination.

b) The Mid-Semester Examination shall be conducted and valued by the Faculty who are teaching the corresponding paper. A student who fails to appear Mid-Semester Examination **will be allowed one more chance to** take the same examination before appearing the concerned term-end examination. There will be no provision to re-appear

in the Mid-Semester Examination for improvement.

c) For subjects with practical there will be a Mid-Semester practical examination carrying 10marks.

d) The University authority of the valuation zones will preserve the answer Script of the End Semester examination for 06 months from the date of publication of result for reference.

e) A student has to appear the mid semester examination positively. Absence in the mid semester examination will be considered as fail however the candidate may be allowed to appear the mid semester examination before commencement of the concerned Term-End examination under special case duly considered by the HoD (for the ***candidates who represent the University or State for Inter-University or inter-state competitions in Games and Sports or attending different recognized National level camps/any critical medical case duly certified by the designated medical officer).***

DISTRIBUTION OF MARKS IN END SEMESTER AND CONTINUOUS EVALUATION:
(IRRESPECTIVE OF CREDIT IN A COURSE/PAPER)

CourseType	Maximum Marks	Semester-End theory Mark	Continues Evaluation Marks /Sessional	Mid Semester Theory Mark	Semester-End and Practical mark	Mid Semester Practical Mark
Without Practical	**100**	**60**	**20**	**20**	**----**	**--**
With Practical	**100**	**50**	**10**	**10**	**20**	**10**
Thesis/ Dissertation/ Seminar/Field Work	**100**	**------**	**-------**	**-------**	**-------**	**-------**

The **modes of evaluation** of **Thesis/ Dissertation/ Seminar/Field Work** shall be as follows:

SL No	Mode of Evaluation	Credits
1	Selection of Research Topic and Synopsis Presentation	4

2	Literature Review and Preparation of Research Tools (Questionnaires and schedule)	4
3	Fieldwork and Data Collection	4
4	Data Analysis and Report Writing	4
5	Seminar Presentation and Viva voce test on dissertation	4
	TOTAL	20

DISTRIBUTION OF SESSIONAL MARKS:(CONTINUOUS EVALUATION)

Course Type	Maximum Mark	Mid Semester	Attendance	Surprise Test/Quiz/Viva	Assignment/Presentation
Without Practical	**40**	**20**	**Above 95%- 5Marks 85%-94%- 4Marks 75%-84%- 3Marks**	**10**	**05**
With Practical	**30**	(Theory10+ Practical10) =20		**05**	**Nil**

EXAMINATION QUESTION PATTERN OF END-OF-TERM EXAMINATION AND MARK DISTRIBUTION:

The evaluation process may cover summative and formative aspects and assess understanding, applications, articulation, program and course outcomes.

Question Pattern		With Practical	Without Practical
Part-I–Objective	**Answer in MCQ/ in one word/in one sentence as directed**	**1x5=5**	**1x6=6**
Part-II-Very Short Type	**Answer within 50words. Answerany3 out of 5**	**2x3=6**	**2x5=10**

	questions (with practical) and Answer any 5 out of 7 question (without practical)		
Part-III-Short Type	Answer within 250words Answerany3 out of 5 questions (with practical) and Answer any 4 out of 6 question (without practical)	5x3=15	5x4=20
Part-IV-Long Type	Answer within 800words. Answerany3outof5 questions	8x3=24	8x3=24
Total		50	60
For Practical Paper		One MajorExperiment -10 Record- 05 Vivavoce-05	---------

EXAMINATION QUESTION PATTERN OF MID-SEMESTER EXAMINATION AND MARK DISTRIBUTION

Question Pattern		With Practical	Without Practical
Part-I–Objective	AnswerinMCQ/ in one word/in one sentence as directed	1x3=3	1x6=6
Part-II-VeryShortType	Answer within 50words. Answerany1out of 2 questions (with practical) and Answer any 2 out of 3 question (without practical)	2x1=2	2x2=4
Part-III-ShortType	Answer within 250words Answerany1 out of 2 questions (with practical) and	5x1=5	5x2=10

	Answer any 2 out of 3 question (without practical)		
Total		**10**	**20**
For Practical Paper		**One MajorExperiment -5 Record- 02 Vivavoce-03**	---

DURATION AND TYPES OF COURSES AND PROCESS OF MULTIPLE ENTRY AND EXIT

NHEQF-Aligned Components (National Higher Education Qualifications Framework)

1. NHEQF Level Mapping for Multi-Entry / Multi-Exit

"This programme is structured according to the multi-entry, multi-exit parameters defined by UGC. The progressive qualification bands map directly onto the National Higher Education Qualifications Framework (NHEQF)."

Insert the following table:

Milestone / Year Completed	**Exit Award**	**NHEQF Level**	**Standard Credit Range**
Year 1 (Sem I–II)	UG Certificate	Level 4.5	~40 + 4 credits in work based vocational courses offered during summer term or internship / Apprenticeship in addition to 6 credits from skill-based courses earned during first and second semester.
Year 2 (Sem III–IV)	UG Diploma	Level 5.0	~80 + 4 credit in skill based vocational courses offered during first year or second year summer term
Year 3 (Sem V–VI)	UG Degree (3-Year)	Level 5.5	~120
Year 4 (Sem VII–VIII) **Year 1(Sem I-II)**	UG Honours / Honours with Research Post-Graduate Diploma	Level 6.0	~160

Milestone / Year Completed	Exit Award	NHEQF Level	Standard Credit Range
Year 2(Sem III-V)	Master's degree (e.g. M.A., M.Com., M.Sc., etc.)	Level 6.5	80 Credits
	Doctoral Degree	Level 8.0	Credits for coursework and, a thesis and published work

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

(Schools may adapt these based on discipline.)

PEO1: Enable students to build successful careers in public/private sectors, entrepreneurship, or community development.

PEO2: Promote interdisciplinary and multidisciplinary learning and research.

PEO3: Develop entrepreneurial, analytical, and problem-solving skills.

PEO4: Prepare students for higher education, professional certifications, and research.

PEO5: Foster lifelong learning, ethical conduct, and social responsibility.

NHEQF-Aligned Programme Educational Objectives (PEOs)

*PEOs must describe achievements expected **5–6 years after graduation**, aligned to:*

- *Employability*
- *Entrepreneurship*
- *Research readiness*
- *Social responsibility*
- *Indigenous knowledge integration*

PROGRAMME OUTCOMES (PO)

(Aligned with NEP-2020 Graduate Attributes)

PO1	Moral & Ethical Values	Ability to recognise different value systems, solve dilemmas, identify unethical behaviour, falsification, and manipulation of information; and take decisions which are ethical from the perspective of others viz. People, judiciary, sovereign etc. And use those patterns to determine outcomes and remain high in

		morale and be able to raise moral of others in the group.
PO2	Disciplinary Knowledge	Capability of executing comprehensive knowledge, including the '2030 Agenda for Sustainable Development' of United Nations and understanding of disciplines that form part of Commerce.
PO3	Communication Skills	Ability to speak, read, write, listen and understand clearly in person or through electronic media and make meaning of the world by connecting people, ideas, books, media, and technology.
PO4	Critical Thinking, Problem solving & analytical reasoning	Ability to engage in reflective and independent thinking by understanding the concepts in every area of Commerce, Business and Tribal resource management; and take informed actions after identifying the assumptions that frame their thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at ideas and decisions from different perspectives.
PO5	Indian Knowledge Systems (IKS)	Recognise and integrate Indian Traditional Knowledge and tribal ecological practices in the study of Commerce to promote sustainable resource management and community resilience.
PO6	Research-Related Skills	Ability to search for, locate, extract, organise, evaluate, and use or present information that is relevant to a particular topic; Ability to identify the research gaps and developments in various branches of Commerce, Business, and Tribal Resources.
PO7	Cooperation/Teamwork	Convey ideas and information effectively to a range of audiences for a variety of purposes and contribute positively and collaboratively to achieving common goals.
PO8	Digital Literacy	Capability to use various technical ICT tools (Data analytics, E-business, ERP for Business) for exploring, analysing, and using the information for business purposes of study, research and applications.
PO9	Experiential & Life – long learning	Capability to work independently in diverse projects and ensure detailed study of various facets of Commerce and Business relating to the management of tribal resources. Students are expected to gain knowledge and learn new skills and acquire the capability of self-paced and self-directed learning throughout life, resulting in personal development and career advancement. Students would seek hands-on learning to perform in the real world by

		acquiring knowledge, skills and attitudes, so that they will be able to present them effectively to their employers.
PO10	Leadership Qualities	Students are expected to have qualities like high integrity, accountability for actions, a sense of empathy, humanity, resilience, positivity, influence, and a vision. They are expected to engage in professional behaviour and have the potential to be entrepreneurs and take leadership roles in their chosen occupations or careers and communities.
PO11	Professional & Decision-making Skills	Students are expected to exhibit skills that would demonstrate what they are capable of contributing to their job role and fulfil the duties of the position they would seek. Ability to achieve professional integrity and professional behaviour, as well as the skills and attitudes necessary to plan for one's career and to stay current in this dynamic world.
PO12	Environment Awareness and Sustainability	Able to understand the issues of environmental trends and would endeavor for their lasting solutions.

PROGRAMME SPECIFIC OUTCOMES (PSO)

(Each Department will define 3–5 PSOs relevant to their discipline.)

PSO 1: Disciplinary Knowledge
Acquire comprehensive knowledge and understanding of the fundamental concepts, theories, principles, and practices of the discipline, and apply them effectively in academic, professional, and real-world contexts.

PSO 2: Critical Thinking and Problem Solving
Develop analytical, critical thinking, and problem-solving abilities to identify, evaluate, and address discipline-specific challenges using appropriate methodologies and evidence-based approaches.

PSO 3: Research, Innovation, and Digital Competence
Demonstrate research aptitude, data analysis skills, innovation, creativity, and proficiency in modern digital tools and technologies to generate sustainable and practical solutions.

PSO 4: Professional Ethics and Leadership
Exhibit professional competence, ethical values, leadership qualities, teamwork, effective communication, and social responsibility while working in diverse organizational and community settings.

PSO 5: Lifelong Learning, Employability, and Entrepreneurship
Cultivate lifelong learning, adaptability, entrepreneurial mindset, and professional skills to enhance employability, pursue higher education, and contribute meaningfully to sustainable development and global society.

COURSE STRUCTURE FOR POST GRADUATE PROGRAMME

SEMESTER-I

Course Code	Course Title	**Credits**			**Total Credits**
		L	**T**	**P**	
SR40001	Social Research Methods	3	1	0	4
CC40003	Strategic Management	3	1	0	4
CC40005	Organizational Behaviour	3	1	0	4
CC40007	Corporate Reporting and ESG	3	1	0	4
CC40009	Artificial Intelligence in Commerce	3	0	1	4
	Specialization: Tribal Resource Management				
TR40051	Sustainable Tribal Development	3	1	0	4
	Total				24

SEMESTER-II

Course Code	Course Title	**Credits**			**Total Credits**
		L	**T**	**P**	
CC40002	International Business	3	1	0	4
CC40004	Corporate Social Responsibility and Sustainable Development	3	1	0	4
CC40006	Project Appraisal	3	1	0	4
CC40008	Manpower Planning and Employee Relations	3	1	0	4

CC40010	Statistics for Decision Making	3	1	0	4
	Specialization: Tribal Resource Management				
TR40082	Academic Excursion Through Internship Programme	1	0	3	4
	Total				24

SEMESTER-III

(Coursework and Research)

Course Code	Course Title	**Credits**			**Total Credits**
		L	**T**	**P**	
RM50001	Research Methodology	3	1	0	4
RE50003	Research and Publication Ethics	2	0	0	2
CA50005	Computer Application and Data Analysis	3	1	0	4
	Specialization: Tribal Resource Management (Choose Any one)				
TR50051	Management of Tribal Resource	3	1	0	4
TR50053	Economics of Tribal Resource	3	1	0	4
TR50055	Resource Management and Tribal Development	3	1	0	4
	Discipline Specific Elective (Choose Any one Group)				
	Group: Accounting				
AA50031	Advanced Accounting	3	1	0	4
AA50033	Advanced Auditing	3	1	0	4

	Group: Finance				
FF50031	Security Analysis and Portfolio Management	3	1	0	4
FF50033	Risk Management and Derivatives	3	1	0	4
	Group: Marketing Management				
MM50031	International Marketing	3	1	0	4
MM50033	Logistics and Supply Chain Management	3	1	0	4
	Group: Human Resource Management				
HM50031	Strategic Human Resource Management	3	1	0	4
HM50033	Organization Change and Development	3	1	0	4
	Group: Banking and IT				
BI50031	Bank Management and Fin Tech	3	1	0	4
BI50033	ERP for Business	3	1	0	4
	Group: Entrepreneurship				
ET50031	Agriculture and Food Retailing	3	1	0	4
ET50033	Exploring Business Opportunities in Odisha	3	1	0	4
	Total				22

SEMESTER-IV

Course Code	Course Title	**Credits**			**Total Credits**
		L	**T**	**P**	

FD50082	Fieldwork and Dissertation	0	0	20	20
	Total				20

Grand Total: 90 Credits

For students who join 2-year PG programmes, there shall be only one exit point. Students who exit at the end of 1st year shall be awarded a Postgraduate Diploma

SEMESTER I

Code	Course Title	Total Credit	L-T-P
SR40001	Social Research Methods	4	3-1-0

Course Objectives:

To infuse the idea of understanding the environment through social research employing the methodologies for driving into the findings accurately.

Course Outcomes: On successful completion of this course, the student shall be able to:

CO1: Understand the role and responsibilities of a Researcher.

CO2: Formulate the research problem and research design.

CO3: Design research plan and collect relevant data applying sampling techniques.

CO4: Develop data collection process, manage fieldwork and to report research findings.

CO5: Communicate the results to society at large and follow up and report the findings of the research with suggestions and apply the research ethics in the research process.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	1	1	–	2	1	2	1	–	2	1	2	–	–	1
CO2	2	3	2	2	1	2	2	2	1	1	2	1	2	1	–	2
CO3	2	2	3	2	2	3	2	2	2	1	2	1	2	2	–	2
CO4	2	2	2	3	1	2	2	2	1	2	3	3	3	2	1	2
CO5	1	2	2	3	3	2	2	2	3	2	3	2	2	1	2	1
Average	**2.0**	**2.2**	**2.0**	**2.2**	**1.8**	**2.2**	**1.8**	**2.0**	**1.6**	**1.2**	**2.4**	**1.6**	**2.2**	**1.5**	**1.5**	**1.6**

□**1** – Weakly Mapped (Low)

□**2** – Moderately Mapped (Medium)

□**3** – Strongly Mapped (High)

□**–** – No Correlation

Course Inputs:

UNIT I: Social Research: (12 Lectures)

Research Objective, Types of Research: Basic, Applied, Historical and Empirical, case study research. Steps in Social Research: Steps of research, Formulation of research problem, Literature review, Writing a research proposal, Synopsis writing.

UNIT II: Research Design: **(12 Lectures)**

Research design: Meaning, Definition and Features, Types of research design: Exploratory, Descriptive/Diagnostic, Experimental Sampling Design: Sampling: Concept, Types: Random, stratified, proportionate, quota, cluster or multistage, purposive and systematic sampling.

UNIT III: Methods of Data Collection: (12 Lectures)

Methods of primary data collection: Observation, Schedule, Questionnaire, Interview, Case study, Focused Group discussion (FGD), Participatory rural appraisal (PRA), Guidelines and methods for collection of secondary data.

UNIT IV: Statistical Analysis: **(12 Lectures)**

Frequency distribution and graphical presentation; Descriptive Statistics: Mean, Median, Mode, Standard Deviation; Co-relation and regression. Hypothesis: Research hypothesis, Testing of Hypothesis, t, F,Z, ANOVA and Chi-Square tests.

UNIT V: Report Writing: (12 Lectures)

Format/structure of research report, Techniques of report writing, Bibliography, Referencing. Research and Publication Ethics

Recommended Learning Resources:

Textbooks

Kothari, C. R.(2020) Research Methodology, Methods and Techniques -Wiley Eastern Limited - New Delhi.

Reference Materials & Digital Resources:

1. Ahuja, Ram (2018), Research Methods. Jaipur: Rawat Publication.
2. Dash, P.R. (2017). Research Methodology using SPSS, Vrinda Publications, New Delhi.

3. Gupta, C.B and Gupta, V.(2019) An Introduction to Statistical Methods, New Delhi: Vikas Publishing House PVT Ltd
4. Seale, C. (2018). Social Research Methods: A Reader. London, Routledge.
5. Swain A.K.P.C (2018), " A Textbookof Research Methodology", Kalyani Publications
6. Wlliam G. Zicmund (2018), Business Research Methods, S. Chand and Company Ltd.

Swayam link- https://onlinecourses.swayam2.ac.in/nou24_hs38/preview

Note: The latest edition of the text books should be used.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 4	Quality Education	Skills for creating educational and community web resources
SDG 8	Decent Work and Economic Growth	Employable front-end / junior full-stack web development skills
SDG 9	Industry, Innovation and Infrastructure	Web apps as digital infrastructure for services and innovation
SDG 12	Responsible Consumption and Production	Efficient, responsible digital products

Code	Course Title	Total Credit	L-T-P
CC40003	**Strategic Management**	**4**	**3-1-0**

Course Learning Objective:

The Objective of this course is to help students understand the Conceptual Framework of Business Strategies to sustain in an economy.

Course Outcome: After completing this course, the student should be able to:

CO1: Describe the role of Strategic Management and the concepts of Strategy and identify approaches to Strategic Decision Making

CO2: Understand various levels at which Strategy exist namely Corporate, Business and Functional level.

CO3: Analyse how organisations make decisions in response to rapid changes that occur due to environmental changes.

CO4: Conduct conclusions from internal and external analyses of an organization's capabilities.

CO5: Formulate realistic strategies and develop an implementation plan to execute strategies

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	2	2	1	3	2	2	3	1	2	2
CO2	3	3	2	3	2	2	2	2	1	3	2	2	3	2	2	2
CO3	3	3	2	3	2	2	3	2	2	3	2	2	3	2	3	2
CO4	2	3	3	3	2	3	3	2	2	3	3	2	3	2	3	2
CO5	2	3	2	3	3	2	3	2	2	3	3	2	3	3	3	2
Average	**2.6**	**2.8**	**2.2**	**2.8**	**2.0**	**2.2**	**2.6**	**2.0**	**1.6**	**3.0**	**2.4**	**2.0**	**3.0**	**2.0**	**2.6**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

4 – No Correlation

Course Inputs:

UNIT-I: Introduction: (12 Lectures)

Meaning and Attributes of Sound strategy, Basic features of strategic management, Fundamentals of strategic decision, Approaches to strategic decision making, Role and limitations of strategic management. Benchmarking, Sequence of strategic management process and their implications, Strategists involved for strategic management; Board of Directors, Chief Executive Officer, Corporate Planning staff, Managers, Consultants, Limitations of strategic management process.

UNIT-II:Basics of Strategy: (12 Lectures)

Variants of stability strategy, Features of expansion strategy, variants of growth strategy, Diversification strategy, Retrenchment strategy, Turnaround strategy, Divestment strategy. Liquidation Strategy, Mergers and Acquisitions, Meaning of Strategic Choice, Factors influencing strategic choice, Approaches to strategy formulation.

UNIT-III Strategic Analysis and Choice: (12 Lectures)

Environmental threat and opportunity profile (ETOP)-Organisational capability profile-strategic advantages profile- Corporate portfolio analysis- SWOT analysis- Synergy and Dysergy- GAP analysis- Porter's five forces model of competition- McKinsey's Framework-

GE 9 cell model- Distinctive competitiveness- Selection of matrix.

UNIT-IV Strategy implementation: (12 Lectures)

Issues in Implementation-Project implementation, procedural implementation- Resource Allocation- Budgets-Organisation structure, Matching structure and strategy-Behavioural Issues-Leadership Style, Corporate Culture-Values-Power-Social Responsibilities-Ethics-Building a capable organisation-Functionalissues-Functional plans and policies-Financial, Marketing operation and Personnel plans and policies.

UNIT-V Strategy Evaluation and Control: (12 Lectures)

Concepts, Strategic and Operational Control, barriers, Role, Participants in Control Process, Techniques of Strategic Evaluation and Control

Recommended Learning Resources:

Text Books Recommended:

1. Business Policy and Strategic Management Sukul Lomash and P.K.Mishra, Vikash Publishing House Pvt. Ltd.
2. Strategic Management Text and Cases Dr. C,N.Sontakki, Kalayani Publisher
3. Business Policy & Strategic Management. P.Subba Rao, Himalaya Publishing House
4. Strategic Management. - Francis Cherunilum, Himalaya Publishing House, Mumbai
5. U.C. Mathur, Text book of Strategic Management, Macmillan Publishers India Ltd
6. Strategic Planning: Formulation of Corporate strategy-V.S. Ramaswamy, S.Namakumari- Macmillan Publishing House Ltd.

Reference Materials & Digital Resources:

1. Azhar Kazmi, Business Policy, S.Chand& Co. New Delhi

2. Upendra Kachru, Strategic Management: Concepts & Cases, Excel Books.

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_mg112/preview

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 8	Decent Work and Economic Growth	Strategic planning for business growth and employment generation
SDG 9	Industry, Innovation and Infrastructure	Encouraging innovation-driven strategies and competitive advantage

SDG 12	Responsible Consumption and Production	Promoting sustainable business practices and resource optimization
SDG 13	Climate Action	Integrating environmental sustainability into corporate strategies

Code	Course Title	Total Credit	L-T-P
CC40005	**Organisational Behaviour**	4	3-1-0

Course Learning Objectives:

The Objective of this course is to help students understand the Conceptual Framework of Interpersonal and Organisational Behaviour.

Course Outcome: After completion of this paper, the student will be able to -

CO1: Understand the Concepts of Organisational Behaviour

CO2: Have a Better Insight about Leadership Concepts, Styles, and Theories

CO3: Know the Basics of Interpersonal and Organizational Communication

CO4: Learn about Group Dynamics, Team Spirit Development, and Motivation Theories

CO5: Develop Competence on Sources and Types of Organizational Conflicts and their Resolution.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	3	2	1	2	3	1	1	2	2	2	3	1	3	1
CO2	2	3	3	2	1	2	3	2	1	2	2	2	3	2	3	1
CO3	2	3	2	3	2	2	3	2	1	2	2	2	3	2	3	2
CO4	2	2	2	3	2	3	3	2	2	2	3	2	3	2	3	2
CO5	2	2	3	3	2	3	3	2	2	3	3	2	3	2	3	2
Average	**2.2**	**2.4**	**2.6**	**2.6**	**1.6**	**2.4**	**3.0**	**1.8**	**1.4**	**2.2**	**2.4**	**2.0**	**3.0**	**1.8**	**3.0**	**1.6**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

4 – No Correlation

Course Inputs:

UNIT-I Organisational Behaviour: (12 Lectures)

Organisational Behaviour- Concept, Significance and theories. Relationship between Management and Organisational Behaviour; Attitudes; Perception; Learning; Personality. Organisational culture and climate

UNIT-II Leadership and Motivation (12 Lectures)

Meaning, importance and styles of Leadership, Leadership theories, Contingency theory of leadership, transformational leadership, Motivation- Concept, significance, theories (Need hierarchy, Two-factor, Theory XY, ERG theory, Transactional analysis.

UNIT-III Interpersonal and Organizational Communication: (12 Lectures)

Concept of Two-way Communication; Communication Process; Barriers to Effective Communication; Types of Organizational Communication; Improving Communication; Interpersonal Behaviour and Transactional Analysis in Communication, work force diversity and cross culture organizational behaviour, Organisational structure, Managerial grid.

UNIT-IV Group Dynamics and Team Development: (12 Lectures)

Interpersonal and Group Behaviour, Group Dynamics- Definition and Importance, Types of Groups, Group Formation, Group Development, Group Composition, Group Performance Factors; Group Decision Making Merits and Demerits, Team building

UNIT-V Organizational Conflict: (12 Lectures)

Sources, Patterns, Levels, and Types of Conflicts; Traditional and Modem Approaches to Conflict; Functional and Dysfunctional Organizational Conflicts; Resolution of Conflict, Organizational justice and whistle blowing. Stress management- Meaning, causes, symptom, Coping up with Stress, Techniques and Strategies, Stress management in the workplace.

Recommended Learning Resources

Text Books Recommended:

1. S.S. Khanka-, Organizational Behaviour, SChand
2. Prasad L. M., Organizational Behaviour, Sultan Chand
3. Organizational Behavior-K. Aswathapa
4. Organisation theory and Behaviour- S.K. Gupta & R. Joshi, Kalyani Publisher.

Reference Materials & Digital Resources:

1. O.P. Rai,Organisation Behaviour, Wisdom Publication (Varanasi)

2. Stephen P. and Mary Coulter, Management: Robbins, Pearson Education, Delhi.

3. Newstrom, John W, and Keith Davis, Organizational Behavior, Tata McGraw-Hill, New Delhi.

4. NY. Shukla, Madhukar, Understanding Organisations: Organisation Theory and practice in India, Pearson Education, Delhi.

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_mg87/preview

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 3	Good Health and Well-being	Promoting mental well-being, stress management, healthy work environment
SDG 5	Gender Equality	Encouraging gender-inclusive workplaces and leadership
SDG 8	Decent Work and Economic Growth	Enhancing productivity through motivation and effective team management
SDG 16	Peace, Justice and Strong Institutions	Conflict resolution, ethical practices, and strong organizational culture

Code	Course Title	Total Credit	L-T-P
CC40007	**Corporate Reporting and ESG**	4	3-1-0

Course Objectives

The course aims to help learners to know issues in Social Accounting and Reporting and how these issues can be reported more transparently and responsibly.

Course Outcomes

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

CO1: Enables and familiar with various fundamentals and legal requirements of Corporate Reporting

CO2: Converse with various types of reports published by the Indian Corporate Sector.

CO3: Compare the Conventional Accounting System with Social Accounting and analyse Corporate Social Accounting.

CO4: Evaluate the impact of corporate activities at the National and Global Levels.

CO5: Acquire knowledge on the analysis and interpretation of various financial reports

CO-PO- PSO Mapping

Course Outcomes \ Program	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4

Outcomes																
CO1	3	2	2	2	1	3	1	2	3	2	2	2	3	1	1	2
CO2	3	3	2	2	2	3	2	2	3	2	2	2	3	2	1	2
CO3	2	3	2	3	2	3	2	2	3	2	3	2	3	2	1	2
CO4	2	2	2	3	2	3	2	2	3	3	3	2	3	2	2	2
CO5	2	3	2	3	3	3	2	2	3	3	3	3	3	3	2	2
Average	**2.4**	**2.6**	**2.0**	**2.6**	**2.0**	**3.0**	**1.8**	**2.0**	**3.0**	**2.4**	**2.6**	**2.2**	**3.0**	**2.0**	**1.4**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: GAAP AND ACCOUNTING STANDARDS (12 Lectures)

Accounting Standards

Concepts, Generally Accepted Accounting Principles in India, Overview of Accounting Standards (AS), International Financial Reporting Standards, Over View of Ind AS, need for convergence in international regulatory frameworks of financial reporting standards. desirability, feasibility and implications of global financial reporting convergence using International Financial Reporting Standards (IFRS)., Differentiate between rules-based and principles-base accounting standards; the merits and demerits of international convergence of financial reporting standards;

Developments of Financial Reporting Objectives, qualities of Financial Report, Conceptual Framework of Financial Reporting by ICAI 2000, Provisions of Financial Reporting under Companies Act, 2013 Annual Report: Concept, objectives and contents.

UNIT II: Ind AS (12 Lectures)

Needs, objectives and limitations of accounting standards, standard setting in India-process and difficulties, Overview of AS, IFRS and IndAS, Convergence of a with IFRS, IND-AS and its principles Applicability in brief IndAS-1, 2, 7, 10, 12, 16, 24, 32, 36, 101 and 107. Detailed IndAS-108- Segment Reporting- Objectives, benefits, limitations applicability, Bases of segmentation, identifying, reportable segments, Disclosures in segment report, IndAS-34- Interim reporting objectives, applicability, contents, Recognition and measure, SEBI guidelines in Interim report.

UNIT III: Corporate Responsibility Approach for Reporting (12 Lectures)

Social Accounting Historical Development & Evolution of Social Accounting. Rationale for Social Accounting. Definitions of Social Accounting, Responsibility Accounting, Objectives & Scope of Social Accounting. Role & Importance. Social Accounting in India. Approaches, Challenges in Social Accounting. Theories of Social Accounting (Stakeholder, Legitimacy,

Institutional).

Social Performance Indicators. Corporate Social Responsibility, CSR Reporting Framework in Companies Act 2013. Sustainability Reporting. Triple Bottom Line. SEBI Guidelines on Business Responsibility & Sustainability Reporting. Stakeholder Engagement and Reporting. Need for Corporate Social Reporting. International accounting standards, frameworks, and guidance - SASB, GRI, SDG

UNIT IV: Corporate Reporting on Environmental Impact (12 Lectures)

Corporate Environmental Accounting, Environmental Accounting Methods, Environmental Management Accounting and Environmental Audit. Carbon Accounting, Carbon footprint calculation and reduction strategies. Environmental Performance Indicators, Rationale for Environmental Accounting. Importance of environmental accounting in sustainable development. Triple Bottom Line Reporting, CSR Reporting and Green Accounting, SEBI Guidelines on Business Responsibility & Sustainability Reporting. Need & Significance of Environmental Reporting Standards, GRI, SASB, BR&SR. Green Energy Stocks & ESG Index

UNIT-V: Recent Trends in financial reporting (12 Lectures)

Contents and types of audit report, Qualified and Unqualified report; National Financial Reporting Authority. Fair Value Measurement, Integrated Reporting (IR) Business Responsibility Reporting: applicability, contents, disclosure and SEBI guidelines. Shareholders Reporting: applicability, contents and discloser.

Corporate Governance Reporting: Concepts, benefits, elements, disclosures of corporate governance and chairman's report as they relate to a company's annual report; Value added report- concepts and importance, preparation of VAS, concept of EVA statement, MVA statement.

Recommended Learning Resources

Text Books Recommended:

1. Dey SK, Panda AK, Nanda SK, Corporate Reporting in India,Himalaya Publishing House, Mumbai
2. Das Gupta, N.: Accounting Standard: Indian & International, Sultan Chand, N. Delhi

Reference Materials & Digital Resources:

1. Jawaharlal, Accounting Theory and Practice, HimalayaPublishing House, 2010

2. Narayanswamy R.: Financial Accounting: A Managerial Perspective. PHI, New Delhi,

3. Lal Jawahar.: Corporate Financial Reporting Theory and Practice. Taxman, New Delhi,

4. Vijaykumar M P.: First lesson to Accounting Standards, Snow White, Delhi,

5. Porwal L S.: Accounting Theory- an Introduction, TMG, New Delhi.

6. Ghosh, Goyale& Maheshwari.: Accounting Theory. Wiley Eastern

Swayam Link-https://onlinecourses.nptel.ac.in/noc24_mg86/preview

Note: The latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 8	Decent Work and Economic Growth	Transparent reporting supporting economic stability and growth
SDG 12	Responsible Consumption and Production	Promoting sustainable corporate practices and disclosures
SDG 13	Climate Action	Environmental reporting and climate-related financial disclosures
SDG 16	Peace, Justice and Strong Institutions	Strengthening corporate governance and ethical reporting systems

Code	Course Title	Total Credit	L-T-P
CC40009	**Artificial Intelligence in Commerce**	4	3-1-0

Course Learning Objective:

Develop critical thinking and analytical skills to leverage AI technologies for solving complex business problems in the field of Commerce.

Course Outcomes:

CO1: Evaluate the potential and limitations of various AI techniques for different business functions in Commerce (Critical Thinking, Analytical Reasoning).

CO2: Design and implement Al-powered solutions for marketing strategies, customer segmentation, and targeted advertising (Complex Problem-Solving, Digital Literacy).

CO3: Analyze the impact of AI on financial forecasting, risk management, and fraud detection in commercial transactions (Analytical Reasoning, Research-related Skills).

CO4: Critically evaluate the ethical considerations and potential biases associated with AI applications in Commerce (Critical Thinking, Ethical Reasoning).

CO5: Collaborate with peers to research and present a case study on the successful implementation of AI in a chosen Commerce industry (Cooperative/Teamwork, Communication Skills).

CO-PO- PSO Mapping

Course Outcomes \	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO1	PSO2	PSO3	PSO4

Program Outcomes																
CO1	3	2	1	2	1	2	1	3	1	2	2	2	2	1	1	3
CO2	3	3	2	3	2	2	2	3	1	3	2	2	3	2	2	3
CO3	2	3	2	3	3	2	2	3	2	3	3	2	3	3	2	3
CO4	2	2	2	2	2	3	2	3	2	2	3	3	2	2	2	3
CO5	2	3	2	3	3	2	3	3	3	3	3	2	3	3	3	3
Average	**2.4**	**2.6**	**1.8**	**2.6**	**2.2**	**2.2**	**2.0**	**3.0**	**1.8**	**2.6**	**2.6**	**2.2**	**2.6**	**2.2**	**2.0**	**3.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

Unit 1: Introduction to Artificial Intelligence in Commerce (9 lectures)

Overview of AI, Machine Learning (ML), and Deep Learning (DL) concepts, Applications of AI across various commerce domains (e.g., Retail, E-commerce, Supply Chain Management). The impact of AI on business models and competitive advantage.

Unit 2: AI-powered Marketing and Customer Analytics (9 lectures)

Customer segmentation and targeted advertising using AI and ML techniques, Chatbots and virtual assistants for customer service and interaction, Recommendation systems and personalized marketing strategies.

Unit 3: AI in Financial Management and Risk Assessment (9 lectures)

Fraud detection and prevention with anomaly detection algorithms, Credit risk assessment and loan approvals using AI models, Algorithmic trading and financial market analysis with AI.

Unit 4: AI in Operations Management and Supply Chain Optimization (9 lectures)

Demand forecasting and inventory management with AI techniques. Logistics optimization and route planning with AI algorithms, Supply chain automation and risk mitigation using AI.

Unit 5: The Future of AI in Commerce: Ethical Considerations and Societal Impact (9 lectures)

Explainability and transparency of AI models in commerce applications, The ethical implications of AI bias on consumer behaviour and market practices, The future of work and job displacement in the commerce sector due to AI.

Recommended Learning Resources

Textbook Recommended:

Artificial Intelligence: A Modern Approach by Stuart Russell and Peter Norvig. [Pearson Education]

Reference Materials & Digital Resources

1. Business Intelligence and Analytics: Tools Techniques and Applications by James Evans & Paul Berman. [Pearson Education]
2. Deep Learning for Coders with Python by Jeremy Howard & François Chollet. [O'Reilly Media]
3. [Article] M. Erik Johnson (2018). Artificial Intelligence for the Real World: Applications, Challenges, and Promise. Harvard Business Review Press. (Ch. 1)

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_ge47/preview

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 8	Decent Work and Economic Growth	AI-driven productivity, innovation in commerce
SDG 9	Industry, Innovation and Infrastructure	Adoption of AI technologies for business innovation
SDG 12	Responsible Consumption and Production	AI for efficient resource use and demand forecasting
SDG 16	Peace, Justice and Strong Institutions	Ethical AI, transparency, and fair decision-making systems

Code	Course Title	Total Credit	L-T-P
TR40051	**Sustainable Tribal Development**	4	3-1-0

Course Learning Objectives: The paper will offer have the course objectives viz. Concepts, approaches and opportunities of sustainable development, Knowledge about the human and natural / non-natural resources and their sustainable use, have a conceptual and theoretical understanding on sustainable development, MDGs and SDGs, bio-diversity and climate change. Also focus on socially inclusive and environmentally sustainable, Knowledge about policies and programmes of international and national efforts of rural development

Course Outcomes:

After completion of the course, the students will be able to:

CO1: Understand key initiatives required to enhance the contribution of an organisation towards Sustainable Development;

CO2: Analyse the significance of various steps taken by UNDP to ensure Sustainable Development;

CO3: Assess the results of Smart Cities Mission Initiative of Government of India;

CO4: Evaluate key achievements of National Programmes/Initiatives aligned with SDGs.

CO5: Judge Tribal participants sustainable growth maintaining the ecological balance for a healthy living and understand the initiatives taken by the government and the United Nations' Sustainable Development Goals for the cause of sustainable tribal development.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	3	1	2	3	2	2	2	3	1	1	2
CO2	3	3	2	2	2	3	2	2	3	2	2	2	3	2	1	2
CO3	2	3	2	3	2	3	2	2	3	2	3	2	3	2	1	2
CO4	2	2	2	3	2	3	2	2	3	3	3	2	3	2	2	2
CO5	2	3	2	3	3	3	2	2	3	3	3	3	3	3	2	2
Average	**2.4**	**2.6**	**2.0**	**2.6**	**2.0**	**3.0**	**1.8**	**2.0**	**3.0**	**2.4**	**2.6**	**2.2**	**3.0**	**2.0**	**1.4**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Understanding Sustainable Development (12 Lectures)

Meaning and evolution of the concept. Sustainability of culture, identity and development; History of the sustainable development – Brundtland, Rio and Sustainable Development Goals(SDGs); Economic growth and progress; Continuing poverty; Environmental threats hitting the rich and poor alike; the business-as-usual path versus the sustainable development path,Future of sustainable development.

UNIT II: The Millennium Development Goals (MDGs) and the End of Extreme Poverty (12 Lectures)

A strategy to end extreme poverty in underdeveloped countries; The continuing challenge

of the food supply in India; A closer look at official development assistance; Designing practical interventions: The case of millennium villages.

UNIT III: Basic Needs and Sustainable Development (12 Lectures)

Sustainable food supply and the end of hunger; Universal health coverage; Small holder livelihood and the role of agroforestry- Food and nutritional security Fulfillment of food, fodder, fuel wood and shelter based needs- income generation vs. subsistence production. Right to education for all.

UNIT IV: Sustainable Development and Biodiversity conservation (12 Lectures)

The need for Sustainable Development and Biodiversity conservation for a new emerging India. Hurdles in SD. Consumption and importance of Sustainable Development and Environment. Milestones towards a sustainable world.

UNIT V: SDGs and Funding for Sustainable Development (12 Lectures)

Understanding SDGs; Goal-based development; Financing (including the politics of financing) for sustainable development; Principles of good governance; is sustainable development feasible. Tribal Policy and Economy: Initiatives by the Central and the State governments- State and Scheduled Tribes; Tribal Development Administration and Management; Tribal Development: Methods and Techniques; Project Management; Tribal Quest for Rights and Entitlements; Tribal development initiatives by the Central and the State governments.

Recommended Learning Resources

Text Book Recommended:

1. Rao V.Srinivas (ed.), 2021, Challenges of Tribal Development: Contemporary Social Concerns, Rawat Publication, New Delhi.
2. Mosse, David (2005). Cultivating development: An anthropology of aid policy and practice. London: Pluto Press.

Reference Materials & Digital Resources :

1. K. Bhowmick, K., 2004, Tribal Sustainable Development, Goodreads, New Delhi.
2. Radhakrishna, Meena, 2016, "First Citizens: Studies on Adivasis, Tribals, and Indigenous Peoples in India, Oxford University Press
3. Sachs, Jeffrey D. 2005. The Age of Sustainable Development. NY: Columbia University Press.
4. e-PG Pathshala – Geography and sustainable development e-content for higher education.
5. SWAYAM Online Courses – MOOCs and study materials related to sustainability and environment.
6. eGyanKosh (IGNOU Study Material) – Free downloadable notes on sustainable development and environment.

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 1	No Poverty	Improving livelihoods of tribal communities
SDG 3	Good Health and Well-being	Better healthcare and living conditions for tribal populations
SDG 5	Gender Equality	Empowerment of tribal women
SDG 10	Reduced Inequalities	Inclusion of marginalized tribal communities
SDG 13	Climate Action	Sustainable practices preserving ecological balance
SDG 15	Life on Land	Conservation of forests and biodiversity in tribal regions

SEMESTER-II

Code	Course Title	Total Credit	L-T-P
CC40002	**International Business**	4	3-1-0

Course Objectives:

To know the relevance of International Business in the contemporary world and get acquainted with its current issues and challenges.

Course Outcomes: After completion of this paper students will be able to -

CO1: Have an overview of International Business Environment

CO2: Acquaint themselves with International trade and Commerce

CO3: Analyse the systems and procedures of international Trade, Exchange control and Trade control regulations.

CO4: Examine the role and functions of multilateral institutions in International Trade and emerging issues in International Business.

CO5: Plan strategies to address emerging trends in International Business.

CO-PO- PSO Mapping

Course Outcomes \ Program	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4

Outcomes																
CO1	3	2	2	2	1	2	2	2	1	3	2	3	3	1	2	2
CO2	3	3	2	3	2	2	2	2	1	3	2	3	3	2	2	2
CO3	2	3	3	3	2	2	3	2	2	3	3	3	3	2	3	2
CO4	2	3	2	3	2	2	3	2	2	3	3	3	3	2	3	2
CO5	2	3	2	3	3	2	3	2	2	3	3	3	3	3	3	2
Average	**2.4**	**2.8**	**2.2**	**2.8**	**2.0**	**2.0**	**2.6**	**2.0**	**1.6**	**3.0**	**2.6**	**3.0**	**3.0**	**2.0**	**2.6**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Relevance of International Business: (12 Lectures)

Process of internationalization, strategies for international business, Trade-tariff and non-tariff barriers; International business-managing business in globalization era; features of world trade in terms of commodity and country/region composition; rationale of economic integration; types on integration;

UNIT II: Theories of International Trade: (12 Lectures)

Comparative cost theory, theories of specialization, theory of country size, factor proportion theory, product life cycle theory, country similarities theory etc.; market economy and consumer sovereignty; technology and globalization; monetary and fiscal policies; balance of payment; fiscal policy, a tool for influencing balance of payment conditions;

UNIT III: Export Challenges: (12 Lectures)

Choice of entry modes, stages of export, export intermediaries, key export documents, import documents, export management, balance of payment

UNIT IV: Foreign Direct Investments (FDI, FII and FPI): (12 Lectures)

International Economic institutions: IMF, World Bank and international capital for reconstruction of production facility destroyed by war; influence of cultural factors on managerial decisions in international business, World Trade Organization (WTO): Functions and objectives of WTO; Agriculture Agreement; GATS; TRIPS; TRIMS; EXIM Policy, UNCTAD

UNIT V: Government Strategies: (12 Lectures)

Competition from imports; most favoured nation clause in international trade relations of India with other countries; role of international chamber of commerce in arbitration and conciliation, tackling regional trade issues by forming trading blocks, orienting external trade policy and procedures to cope with international trade trends; Export sales contracts and

domestic sales contracts; dumping; international commodity agreements; ecological environment; Regional Economic Integration: Levels of Regional Economic Integration; Trade creation and diversion effects; Regional Trade Agreements: European Union (EU), ASEAN, SAARC, USMCA, NAFTA

Recommended Learning Resources:

Text Book Recommended:

1. Francis Cherunilam (2019),International Business, Himalaya Publishing House

2. Charles W. L. Hill, G. Thomas M. Hult and Rohit Mehtani (2020), International Business -Competing in the Global Marketplace- McGraw Hill Education

3. Aswathappa (2019), Essentials of Business Environment, Himalaya Publishing House

Reference Materials & Digital Resources:

1. Cherunillum International Business- Text and Cases, 6th Edition, PHI

2. Neeta Vaydande, International Business, Sahitya Bhawan Publications: Agra

3. Rugman and Hodgetts, International Business, Pearson Education

4. Sharan Vyuptakesh, International Business, 3rd Edition, Concepts, Environment and Strategy, Third Edition, Pearson education India

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Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 8	Decent Work and Economic Growth	Promotion of global trade and employment opportunities
SDG 9	Industry, Innovation and Infrastructure	Strengthening global trade infrastructure and innovation
SDG 10	Reduced Inequalities	Inclusive participation in global trade systems
SDG 17	Partnerships for the Goals	International cooperation and role of global institutions

Code	Course Title	Total Credit	L-T-P
CC40004	**Corporate Social Responsibility and Sustainable Development**	4	3-1-0

Course Objectives: Students will learn to understand the concept of CSR and the

theoretical concepts, understand the stakeholder approaches, provide an experiential, integrative, substantive, and high-quality experience surrounding issues of Corporate Social Responsibility, provide participating students with a truly unique curriculum experience with field experience and to examine the vision and mission of corporate for society at large and analyse the impact of CSR on Corporate culture.

Course Outcome:

CO 1: To understand the different dimensions of the concept of CSR

CO 2: To analyse the theoretical framework of CSR

CO 3: To examine the legal guidelines developed to undertake CSR

CO 4: To acquire knowledge about implementation of CSR policies through prominent Indian case studies

CO 5: To understand the importance of ethical decision making and responsible leadership in CSR

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	2	2	1	3	2	3	3	1	2	2
CO2	3	3	2	3	2	2	2	2	1	3	2	3	3	2	2	2
CO3	2	3	3	3	2	2	3	2	2	3	3	3	3	2	3	2
CO4	2	3	2	3	2	2	3	2	2	3	3	3	3	2	3	2
CO5	2	3	2	3	3	2	3	2	2	3	3	3	3	3	3	2
Average	**2.4**	**2.8**	**2.2**	**2.8**	**2.0**	**2.0**	**2.6**	**2.0**	**1.6**	**3.0**	**2.6**	**3.0**	**3.0**	**2.0**	**2.6**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Corporate Social Responsibility (12 Lectures)

Concepts, definitions, importance, Aim and Objectives, Components of CSR, Key drivers, History and Evolution of CSR in the Indian and international context, Provision for Corporate Social Responsibility in Companies Act 2013 -Section 135, Scope for CSR Activities under Schedule VII, CSR policies and Governance, Laws and Regulations. Competencies of CSR Professionals. CSR and social legitimacy, CSR expectations in rich and in poor societies. The evolving role of stockholders, the iron law of social responsibility. Moral and economic arguments forCSR.

Unit II: Stakeholders' Engagement (12 Lectures)

Stakeholder engagement, Interaction in a Multi-Stakeholder Context: CSR role on internal environment, Employees, Human Resource Management - labour security and human rights, Health and Safety. CSR role on External environment: 1) Customers: Consumer rights and movements affecting CSR; (2) Community: Community involvement, (3) Shareholders (4) Suppliers. Globalization and CSR. CSR Audit.

Unit III: CSR towards Environment and Biodiversity (12 Lectures)

Environment: Need for Environmental assessments. Governments' response to CSR, Role of Biodiversity, Climate change and Environment in business. Environmental compliance, CSR as a balance between organizational means and ends, the strategic lens: vision, mission, strategy, and tactics. Impact of globalization and communications technologies. The strategic CSR model, the business-level CSR threshold. Implementing CSR, CSR as competitive advantage.

Unit IV: Sustainability Models and Issues (12 Lectures)

CSR and SDG, Benefits of CSR to Business. Factors hindering CSR activities in companies, Organizational issues (actions versus intentions, corporate commitment, and voluntary versus mandatory, stakeholder activism). Economic/business issues (branding, diversity, sustainability, fair trade, wages) Social issues (outsourcing, corruption, human rights, patents).

Unit V: Theories and Trends and Opportunities in CSR (12 Lectures)

Success and failure with CSR initiatives, corporate response to citizen demands via CSR. The five stages of organizational growth in CSR. The strategic importance of CSR Implementation, Theories of CSR: A.B Carroll, Wood, and stakeholders Theories. The triple bottom line approach. Stakeholder engagement, Standards and Codes - SA 8000, the Global Compact, GRI, etc as well as international standards including ISO 26000. CSR as Strategic business tool for sustainable development, Review of successful corporate initiatives and challenges of CSR, Case Studies of major CSR activities by any two industrial units in India.

Recommended Learning Resources

Text Books Recommended:

1. Baxi, C. (2005). Corporate social responsibility: Concepts and cases: The Indian experience. New Delhi, India: Excel Books.

2. Agarwal, S. (2008). Corporate social responsibility in India. Los Angeles: Response Publications

3. Corporate Social Responsibility in India - Sanjay K Agrawal

4. Handbook on CSR in India, CII

5. Handbook of Corporate Sustainability: Framework, Strategies and Tools - M.A. Muhammaed Abu B.Siddique

6. Corporate Social Responsibility: Concepts and Cases: The Indian -C.C.Bai, Ajit Prasad

7. Annual reports of Indian Corporate Units and web sites for CSR Disclosures

Reference Materials & Digital Resources:

1. Visser, W. (2007). The A to Z of corporate social responsibility. A complete reference guide to concepts, codes and organisations. Chichester, England: John Wiley & Sons.

2. Werther, W., & Chandler, D. (2006). Strategic corporate social responsibility: Stakeholders in a global environment. Thousand Oaks: Sage Publications.

3.Crane, A. (2008). Corporate social responsibility: Readings and cases in a global context. London: Routledge.

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_mg86/preview

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 1	No Poverty	CSR initiatives for poverty alleviation
SDG 5	Gender Equality	Promoting gender-inclusive CSR practices
SDG 8	Decent Work and Economic Growth	Responsible business practices and inclusive growth
SDG 12	Responsible Consumption and Production	Sustainable production and consumption through CSR
SDG 13	Climate Action	Environmental sustainability initiatives
SDG 17	Partnerships for the Goals	Collaboration between corporates, government, and society

Code	Course Title	Total Credit	L-T-P
CC40006	**Project Appraisal**	4	3-1-0

Course Objective:

The course aims to enable the learners to evolve a suitable framework for the preparation, appraisal, monitoring, and control of projects undertaken in an organisation.

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

CO1: Explain the concept and attributes of projects, project management system, process and its principles.

CO2: Perform technical feasibility, marketing feasibility and commercial viability using NPV, and further to understand tax and legal aspects of a project.

CO3: Demonstrate and develop schedule for a specific project and its appraisal using various techniques.

CO4: Calculate project duration and assess project cost.

CO5: Evaluate project management in terms of risk and performance.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	1	2	1	2	1	2	1	3	2	1	3	1	1	2
CO2	3	3	2	3	2	2	2	2	1	3	2	1	3	2	2	2
CO3	2	3	2	3	3	2	2	3	1	3	3	1	3	3	2	3
CO4	2	2	2	3	2	2	2	2	2	3	3	2	3	2	2	2
CO5	2	3	2	3	3	2	3	2	2	3	3	2	3	3	3	2
Average	**2.4**	**2.6**	**1.8**	**2.8**	**2.2**	**2.0**	**2.0**	**2.2**	**1.4**	**3.0**	**2.6**	**1.4**	**3.0**	**2.2**	**2.0**	**2.2**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Recommended Learning Resources

1. Chandra. P. Projects: Planning, Analysis, Selection, Financing, Implementation and Review. McGraw Hill Education, New Delhi.
2. Agrawal, R. & Mehra, Y.S. Project Appraisal & Management. Taxmann Publications.
3. Singh, K. & Kansal, M.L. Project Planning and Management: With CPM and PERT. HP Hamilton Ltd. Publications.
4. Kerzner, H. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. Wiley Publications.
5. Ahuja, H.N., Dozzi, S.P., &Abourizk, S.M. Project Management: Techniques in Planning and Controlling Construction Projects. Wiley Publications.

Note: Learners are advised to use the latest edition of readings.

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SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 8	Decent Work and Economic Growth	Efficient project planning for economic development
SDG 9	Industry, Innovation and Infrastructure	Infrastructure development and project evaluation techniques
SDG 11	Sustainable Cities and Communities	Urban project planning and sustainable development
SDG 12	Responsible Consumption and Production	Resource optimization and cost efficiency in projects

Code	Course Title	Total Credit	L-T-P
CC40008	**Manpower Planning and Employee Relations**	4	3-1-0

Course Objective: To understand the objectives, importance, and factors influencing manpower planning at both micro and macro levels. Understand the significance of employee welfare programs, the legal framework of industrial relations, and emerging trends in employee relations and industrial practices.

Course Outcomes:

After completing the course the students will be able to:

CO1: Understand the objectives, importance, and influencing factors of manpower planning.

CO2: Master strategic staffing processes and differentiate between demand and supply forecasting methods.

CO3: Define strategic manpower planning (SMP) and apply business process approaches for effective planning.

CO4: Grasp the importance of employee engagement, communication, and conflict management in fostering positive relations.

CO5: Explore various employee welfare initiatives, legal frameworks, and management strategies for industrial disputes.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	1	2	3	1	1	2	2	2	3	1	3	1
CO2	2	3	3	2	2	2	3	2	1	2	2	2	3	2	3	1
CO3	2	3	2	3	2	3	3	2	1	2	3	2	3	2	3	2
CO4	2	2	2	3	2	3	3	2	2	2	3	2	3	2	3	2
CO5	2	2	3	3	2	3	3	2	2	3	3	2	3	2	3	2
Average	**2.2**	**2.4**	**2.6**	**2.6**	**1.8**	**2.6**	**3.0**	**1.8**	**1.4**	**2.2**	**2.6**	**2.0**	**3.0**	**1.8**	**3.0**	**1.6**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

Unit I: Introduction to Manpower Planning (12 Lectures)

Introduction, Objective and importance of Manpower Planning (Micro & Macro Levels), factors influencing Manpower Planning. Manpower Planning and other HR function,

Unit II: Methods and Techniques of Manpower Forecasting (12 Lectures)

Strategic staffing- Manpower planning process; Forecasting, Importance, Steps in forecasting, Types: Demand and supply forecasting, Demand Forecasting techniques; Supply Forecasting Techniques; Job analysis: Concept, importance, process, Job description, Job specification; Job evaluation, importance, process and methods.

Unit III: Strategic Manpower Planning (12Lectures)

Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for Strategic Manpower Planning, key steps in Strategic manpower Planning: Assessing competencies, Gap analysis and strategy development. A Business Process Approach to Manpower Planning. Problems in Manpower Planning, Guidelines for effective Manpower Planning, Recent trends in manpower

Unit IV: Employee Relations (12 Lectures)

Introduction, Importance, Issues, Employee engagement: Drivers, measurement, and strategies; Role of communication in fostering positive employee relations; Conflict, types, management strategies: Negotiation, mediation, and arbitration; Industrial Relations:

Concept, Scope, Approaches - Unitary, Pluralistic, Radical; Industrial dispute; Code of discipline, Grievance Handling, Dispute Resolution, and Industrial Harmony

Unit V: Employee Welfare and Industrial Relations (12Lectures)

Employee welfare programs: Health and safety initiatives, wellness programs, and work-life balance policies; Legal framework of industrial relations: Labor laws, collective bargaining, and trade unions; Managing industrial disputes and strikes; Employee participation schemes: Quality circles, and employee involvement programs; Emerging trends in employee relations and industrial relations practices

Recommended Learning Resources

Text Books Recommended:

1. Human Resource Planning and Strategic Change-Acharya, Tripathy-Himalaya Publishing House Human Resource Planning - Dipak Kumar Bhattacharyya,-Excel Book
2. Employee Relations in India-P. C. Tripathi and Sushama Khanna- Publisher: Excel Books
3. Industrial Relations and Labour Laws" -S. C. Srivastava:- Publisher: Vikas Publishing House Pvt Ltd Employee Relations: A Contemporary Approach" by Subba Rao- Publisher: Himalaya Publishing House

Reference Materials & Digital Resources:

1. Manpower Planning and Development- E. Balasubramanian-Publisher: Himalaya Publishing House
2. Manpower Planning-Bernard Keys- Publisher: Wiley
3. Strategic Manpower Planning: A Dynamic Approach for Improving Organizational Performance and Success- Ramesh P. Rao Publisher: Response Books, Sage Publications India Pvt Ltd
4. Human Resource Planning: Solutions to Key Business Issues" -Robert C. Preziosi Publisher: Pearson Education
5. Employee Relations in India" by P. C. Tripathi and Sushama Khanna - Publisher: Excel Books
6. Employee Relations and Welfare in Indian Industry" by D. D. Sharma : Publisher: Deep & Deep Publications Pvt. Ltd

Swayam Link- https://onlinecourses.swayam2.ac.in/nou24_mg07/preview

Note: Latest edition of books may be used.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 5	Gender Equality	Promoting diversity and equal employment opportunities
SDG 8	Decent Work and Economic Growth	Workforce planning, employee engagement, and productivity
SDG 10	Reduced Inequalities	Inclusive HR policies and fair treatment of employees
SDG 16	Peace, Justice and Strong Institutions	Conflict resolution, industrial harmony, and ethical workplace practices

Code	Course Title	Total Credit	L-T-P
CC40010	**Statistics For Decision Making**	4	3-1-0

Course Objectives:

The objective of this course is to understand the role and application of various Statistical tools and techniques in decision-making

Course Outcomes:

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

CO1: Understand different statistical tools and techniques in business decisions.

CO2: Comprehend the decision-making process under uncertainty using statistical tools.

CO3: Apply the concepts on sampling, sampling distributions and estimation.

CO4: Apply statistical tools on hypothesis testing including one-sample and two-sample tests.

CO5: Analyse non-parametric tests in hypothesis testing.

CO6: Evaluate decisions on the basis of correlation and regression analysis including both simple and multiple correlation and regression in the real-life case situations using available software packages.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**

CO1	3	2	1	2	1	1	1	2	1	2	2	1	2	1	1	2
CO2	3	3	2	3	2	1	2	3	1	2	2	1	3	2	1	3
CO3	2	3	2	3	3	1	2	3	1	3	3	1	3	3	2	3
CO4	2	2	2	3	2	2	2	2	2	3	3	2	3	2	2	2
CO5	2	3	2	3	3	2	2	2	2	3	3	2	3	3	2	2
Average	**2.4**	**2.6**	**1.8**	**2.8**	**2.2**	**1.4**	**1.8**	**2.4**	**1.4**	**2.6**	**2.6**	**1.4**	**2.8**	**2.2**	**1.6**	**2.4**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Correlation (12 Lectures)

Simple Correlation, Correlation Coefficient, Properties of Correlation Coefficient, Rank Correlation Coefficient. Regression: Linear Regression, Regression Coefficients, and Regression Lines. Partial and Multiple Correlation, Multiple Regression.

UNIT II: Probability Theory (12 Lectures)

Definition of Probability, Law of Addition and multiplication probability, Independent events, Conditional probability and Bayes' theorem. Probability Distributions: Binomial, Poisson and normal distributions: Theories and applications.

UNIT III: Statistical Decision Theory (12 Lectures)

Decision Environment; Steps in decision making process, Decision making under uncertainty; Utility Theory; Decision Tree analysis. Sampling: Definition: Population and sample, Non-probability sampling: Judgment sampling, Quota sampling, Convenience sampling and Snowball sampling. Probability sampling: Simple random sampling, Stratified random sampling, Systematic sampling, Cluster and multistage sampling. Sampling and Non sampling Errors. Determination of sample size.

UNIT IV: Statistical Inference (12 Lectures)

Point and interval estimation of population mean, proportion; Statistical testing- hypotheses and errors; Large and small sample tests- Z tests, t tests and F tests.

UNIT V: Non Parametric Tests (12 Lectures)

Chi-square tests; Sign tests; Wilcoxon Signed- Rank tests. Statistical Quality Control: Meaning, Quality control charts, purpose; Process control and Product control, Control charts: X and R charts; p-Chart and c- chart. Acceptance sampling.

Recommended Learning Resources

Text Book Recommended:

1. Gupta, S.P. (2021); Statistical Methods, Sultan Chand and Sons, Delhi.
2. S,C,Gupta and V.K.Kapoor (2017), "Fundamentals of Mathematical and Statistics", S Chand and Sons, New Delhi
3. Levin, Richard I, H. Siddiqu Masood and David S Rubin (2017): Statistics for Management, 8th Edition Pearson Education, Delhi.

Reference Materials & Digital Resources:

1. Aczel, A. D., Sounderpandian, J. Saavanan, P. and Joshi, R. (2017). Complete Business Statistics.
2. McGraw Hill Education (India) Pvt. Ltd.: New Delhi.
3. Agarwal, D.R.(2020); Quantitative Methods, 4th Revised Edition, Vrinda Publication (P) Ltd.
4. Hien, L.W (2020): Quantitative Approach to Managerial Decisions, Prentice Hall, India, Delhi.

Swayam Link- https://onlinecourses.swayam2.ac.in/cec24_mg20/preview

Note: Latest edition of the text books should be used.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 4	Quality Education	Enhancing analytical and data literacy skills
SDG 8	Decent Work and Economic Growth	Data-driven decision-making for productivity and growth
SDG 9	Industry, Innovation and Infrastructure	Use of statistical tools for innovation and research
SDG 12	Responsible Consumption and Production	Data analysis for efficient resource utilization

Code	Course Title	Total Credit	L-T-P
TR 40082	**Academic Excursion Through Internship Programme**	4	3-1-0

CO1-The students will have a working knowledge in the real world and operate.

CO2- Develop an understanding of the importance and scope of industry interface.

CO3- Understand the changing micro and macro environment of organisations and the importance of industry research and forecasting.

CO4- Develop an understanding of the competitive strategies for the industry.

CO5- Establish a link between academic programme and industry as a strategic tool for staying ahead in a competitive market.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	3	2	1	2	2	2	3	1	3	2
CO2	3	3	2	3	2	2	3	2	1	3	2	2	3	2	3	2
CO3	2	2	3	2	1	3	3	2	1	2	3	2	3	1	3	2
CO4	2	3	2	3	2	2	3	2	2	2	3	2	3	2	3	2
CO5	2	2	3	3	2	3	3	2	2	3	3	2	3	2	3	2
Average	**2.4**	**2.4**	**2.4**	**2.6**	**1.6**	**2.4**	**3.0**	**2.0**	**1.4**	**2.4**	**2.6**	**2.0**	**3.0**	**1.6**	**3.0**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Description:

This course is designed to develop and improve your understanding of tribal culture of India (Odisha) through the documentaries on resource management, practices on Indigenous Knowledge (IK) system and material culture. This will also help to expand your knowledge on tribal perspectives and responsibilities on the resource managers and IK practitioners.

Course Outcomes-

To produce skilled and knowledgeable students who not only develop thorough understanding of society and tribal economy, but also helps in exploring the theoretical and practical knowledge on tribal resource management.

The student will be able to recognise the role and significance of tribal prospective of resource management, traditional knowledge practice and its utilization.Students will be able to explain the relationship between tribal culture with resource management and knowledge system through the documentary movies provided by the SCSTRTI, Bhubaneswar Odisha. Students will be able to distinguish between materials/tangible culture and non-tangible culture of Tribes of Odisha which includes agricultural equipment, hunting equipment, art and craft, jewellery, textile and so on. The students will be aware and more pro towards the importance and usefulness of Intellectual property right.

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 4	Quality Education	Experiential learning and field-based knowledge
SDG 10	Reduced Inequalities	Understanding and inclusion of tribal communities
SDG 11	Sustainable Cities and Communities	Preservation of cultural heritage
SDG 12	Responsible Consumption and Production	Sustainable resource management practices
SDG 15	Life on Land	Conservation of natural resources and biodiversity

SEMESTER-III

Code	Course Title	Total Credit	L-T-P
RM50001	**Research Methodology**	4	3-1-0

Course Objectives:

The objectives of this course is to:

Provide exposure to various research techniques and methods (both quantitative and qualitative). Build upon the basic assumptions in adopting different methodologies for different kinds of research themes. Adopt appropriate methodologies for building upon hypotheses and analysing research gaps. Teach certain quantitative methods, statistical techniques and qualitative methods to collect and analyze the data would help them organize and analyze the information gathered by them.

Course Outcomes:

On the completion of this course students should be able to:

CO1- Know the formulation of research problems and plan for their structural study.

CO2- Understand the scope of collection of relevant data and their interpretations

CO3- Learn the use of various statistical analysis for decision making.

CO4- Learn different quantitative methods, statistical techniques and qualitative methods to collect and analyze the data.

CO5- Adopt methodologies to build hypotheses and test them with appropriate methods.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	1	1	2	1	2	1	–	2	1	2	1	–	2
CO2	2	3	2	2	2	2	2	2	1	1	2	1	2	2	1	2
CO3	2	3	2	3	3	2	2	3	2	1	3	1	3	3	1	3
CO4	2	2	3	3	2	2	2	2	1	2	3	2	3	2	2	2
CO5	2	3	2	3	3	2	2	2	2	2	3	2	3	3	2	2
Average	**2.2**	**2.6**	**2.0**	**2.4**	**2.2**	**2.0**	**1.8**	**2.2**	**1.4**	**1.2**	**2.6**	**1.4**	**2.6**	**2.2**	**1.2**	**2.2**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT-I INTRODUCTION TO RESEARCH (12 Lectures)

Meaning of Research, Philosophy of Research, Motivation of Research, Importance and Scope of Research, Scientific Research Methods and its Application to Social Phenomenon Introduction to various aspects of research methods, Types of Research.

UNIT-II RESEARCH DESIGN AND DATA COLLECTION(12 Lectures)

Research Design: Meaning, Need and features of a good design.Types of Research Design. Literature Review and its Importance, Steps in the Process of Research, Write a Research Proposal, Write qualitative research for publication/communication Sources and Methods of Data Collection

UNIT-III RESEARCH PROBLEM AND TYPES (12 Lectures)

Research Problem, Research objectives and its Formulation, Fundamental research questions, Research Variables, Measurement and Scaling: Measurement in Research, Measurement Scales, Source of Error in Measurement, Test of sound Measurement: Reliability and Validity. Qualitative Research, Ethnographic Study, Observation, Case Study Method, Interviewing, Schedule, Mail Survey Method, Action Research: PRA and RRA, Focused Group discussion (FGD)

UNIT-IV STATISTICS (12 Lectures)

Descriptive Statistics: Frequency Distribution, Relative, Percentage and Cumulative

Frequency Distribution, Graph and Diagrams: Two Variables Graphs, Bar Diagrams, Pie Diagram, Pictorial Diagrams. Measures of Central Tendency: Mean, Mode, Median, Measures of Variability: Range, Standard Deviation, Coefficient of Variation, Normal Distribution: Basic Concept only, Standard Scores Correlation: Correlation Coefficient and its properties, Linear Regression: Regression coefficients, Line of Regressions, Relation between Regression Coefficients and Correlation Coefficient., Rank Correlation Coefficient, Biserial Correlation Coefficient, Coefficient of Determination

UNIT-V SAMPLING (12 Lectures)

Sampling: Need for Sampling, Methods of Probability Sampling and Non probability Sampling. Sampling and Non sampling Error

Hypotheses: Concept of Population, Sample, Parameter and Statistic, Concept of Hypothesis, Types of Hypotheses, Formulation of Hypothesis, Procedure of Testing of Hypothesis, Test of Significance, One- tailed and Two-tailed Test, Testing of Single Mean and Difference of Means, Parametric and Non parametric Test, Variable Ananlyis.

Report Writing: Objective, Purpose of Report, Type of Reports, Report Writing Process, Guidelines for Effective Report Writing.

Recommended Learning Resources

Suggested Readings:

1. Creswell, John W (2009) Research design: qualitative, quantitative, and mixed methods approaches

2. Creswell, John W (2013) Qualitative inquiry and research design: choosing among five approaches

3. Garett, Henry, E Statistics in Psychology and Education - David Heley and Co.

4. Huberman, A. Michael (2002) Qualitative researcher's companion

5. Maxwell, Joseph (2005) Qualitative research design: an interactive approach

6. W.J. Goode and P. K. Hatt (1952) Methods in Social Research. Mc Graw Hill Co.

Reference Materials & Digital Resources:

1. Kothari, C.R. Research Methodology, Methods and Techniques -Wiley Eastern Limited - New Delhi

2. Ahuja, R (2010), Research Methods, Rawat Publication, Jaipur.

3. Sondhi N, Chawla D.(2nd Edition), Research Methodology, Vikas Publication.

Swayam Link- https://onlinecourses.swayam2.ac.in/nou24_cm17/preview

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution

SDG 4	Quality Education	Development of research and analytical skills
SDG 9	Industry, Innovation and Infrastructure	Research for innovation and problem-solving
SDG 12	Responsible Consumption and Production	Research for sustainable practices
SDG 16	Peace, Justice and Strong Institutions	Ethical research and evidence-based policy-making

Code	Course Title	Total Credit	L-T-P
CA50005	**Computer Application and Data Analysis**	4	3-0-1

Course Objectives:

The objectives of this course is to increase knowledge and requisite skills of participants on the use of SPSS and to enable the scholars make the most of this powerful software package while allowing them to work independently with SPSS on their own data and provide a solid foundation for advanced data analysis work. Increase the proficiency of scholars on the use of Basic computer Applications and SPSS.

Course Outcomes:

On the completion of this course students should be able to:

CO1- Have idea about basic computer hardware and software.

CO2- Command on MS-office package for organized compiling and presentation of a research thesis.

CO3- Conversance with the use of SPSS for data analysis and decision making

CO4- Learn how to formulate and test different hypotheses.

CO5- Learn using different analytical and research related software packages.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	1	2	1	1	1	3	1	1	2	1	2	1	1	3
CO2	3	3	2	3	2	1	2	3	1	2	2	1	3	2	1	3
CO3	2	3	2	3	3	2	2	3	2	2	3	2	3	3	1	3

CO4	2	2	2	3	2	2	2	3	2	3	3	2	3	2	2	3
CO5	2	3	2	3	3	2	2	3	2	3	3	2	3	3	2	3
Average	**2.4**	**2.6**	**1.8**	**2.8**	**2.2**	**1.6**	**1.8**	**3.0**	**1.6**	**2.2**	**2.6**	**1.6**	**2.8**	**2.2**	**1.4**	**3.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT-I: **COMPUTER BASICS AND COMPUTER FUNDAMENTALS (8 Classroom Contact Hours)**

Hardware and Software. Functional units comprising a typical computer configuration: input/output, fixed and removable data storage, internal storage, control and arithmetic/logic unit. The concepts relating to execution speed, data access times, storage capacities and similar comparative aspects of hardware performance.

Operating Systems, Windows, Linux etc. Application software, role and functions of commonly available applications

Computer Network Concept- Data communication and network terminology, IP address and its significance, Internet, Multimedia, WWW, FTP, E-mail, and Web pages. Concept of VPNs. Concept of Network security and management.

UNIT-II: MICROSOFT WORD (9 classroom contact hours)

Creating and editing documents, formatting text and paragraph, formatting documents, creating and formatting tables, illustration documents with graphics. Creating a web page, mail merge and document merging, working with styles and templates, developing multi-page documents, integrating word with other applications, exploring advance graphics, building forms. working with charts and diagrams

UNIT-III: MICROSOFT EXCEL (12 lectures)

Building and editing worksheets, formatting a worksheet, working with charts, working with formulas and functions, managing workbooks and preparing them for the web, automating worksheet tasks with macros, using lists, analyzing list data, enhancing charts and worksheets Using analysis tools, analyzing data with pivot tables, exchanging data with other programs.

UNIT-IV: MICROSOFT POWERPOINT (9 classroom contact hours)

Creating a presentation with Microsoft PowerPoint, modifying a presentation, inserting objects into presentation, finishing a presentation, working with advanced tools and masters, enhancing charts, inserting illustration, objects and media clips, using advanced features.

UNIT-V STATISTICAL ANALYSIS (10 classroom contact hours)

The analysis will be done with the help of SPSS, and other statistical packages. The syllabus includes the following topics: Descriptive Analysis: Mean, Median, Mode, Standard Deviation, Correlation. Regression Analysis, t- test, chi-square test, R-Square test, Factor Analysis, ANOVA, NVIVO, SPSS., JAMOVI, AMOS.

Total Practical / Lab Experiments: [30 Lab Contact Hours]

1. Create and format a table in Word with at least 5 rows × 5 columns; apply borders, shading, and sorting.
2. Perform a Mail Merge: prepare a personalized invitation letter using an Excel data source (name, address).
3. Build a student mark sheet with fields (Name, Roll, Subject Marks). Apply formulas for Total, Average, Percentage, and Grade.
4. Format the worksheet (merge cells, adjust column width, borders, number formatting). Apply conditional formatting (highlight marks <40 in red).
5. Create different charts (bar, pie, line) for student performance or sales data. Enhance charts with titles, legends, and labels.
6. Demonstrate formulas and functions:

   SUM, AVERAGE, MAX, MIN, COUNT, IF
7. Create a PowerPoint presentation (minimum 8 slides) on "Emerging Technologies in Computing." Include title slide, content slides, conclusion, and references.
8. Create a PowerPoint presentation (minimum 10 slides) on "Emerging Trends in Computer Science." Include:
   1. Slide designs, transitions, and animations
   2. Insert images, charts, and SmartArt
   3. Add audio or video clips
9. Input a dataset of student scores into SPSS. Perform Descriptive Statistics: Mean, Median, Mode, Standard Deviation, and Correlation. Generate graphs (histogram, scatter plot).
10. Using SPSS, perform Hypothesis Testing:
    - t-test for comparing two groups
    - Chi-square test for categorical data
    - ANOVA for comparing more than two groups
    - Report R-square and regression results with interpretations

Recommended Learning Resources

Suggested Readings:

1. Hari Shankar Asthana, Braj Bhushan, Statistics for Social Sciences (With SPSS Applications, PHI Publication.

2. Jesus Salcedo, Keith Mccormick, SPSS Statistics for Dummies, 3rd Edition(Paperback), Wiley Publication.

3. Sabine Landau and Brian S. Everitt, A Hand Book of Statistical Analysis Using SPSS

Reference Materials & Digital Resources:

1. Goel, Computer Fundamentals, Pearson Education, 2010.

2. K. Kalyanaraman, Hareesh N. Ramanathan, P.N. Harikumar, Statistical Methods for Research: A Step by Step Approach Using IBM SPSS, Atlantic Publication

3. R. Panneerselvam, Research Methodology, 2nd Edition, PHI Publication.

Swayam Link- https://onlinecourses.swayam2.ac.in/nou24_cm16/preview

https://onlinecourses.nptel.ac.in/noc24_mg70/preview

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 4	Quality Education	Enhancing digital literacy and analytical skills
SDG 8	Decent Work and Economic Growth	Improving employability through IT and data skills
SDG 9	Industry, Innovation and Infrastructure	Use of technology and software tools for innovation
SDG 12	Responsible Consumption and Production	Promoting digital and paperless work environments

Code	Course Title	Total Credit	L-T-P
RE50003	**Research and Publication Ethics**	2	2-0-0

Course Objectives:

The objectives of this course is to:

This course focuses on the basics of philosophy of science and ethics, research integrity, publication ethics. Hands-on sessions are designed to identify research misconduct and predatory publications. Indexing and citation databases, open access publications, research

metrics (citation, hi-index, impact factor etc.) and plagiarism tools will be taught in this course.

Course Outcomes:

On the completion of this course students should be able to:

CO1- Learn about basics of philosophy of science and ethics, research integrity.

CO2- Have awareness about the publication ethics and publication misconducts.

CO3- Learn about the publication related databases and various research related tools.

CO4- Develop knowledge about indexation and citation of publications.

CO5- Learn in and out of research publications.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	1	2	3	1	2	1	–	2	2	2	2	1	2
CO2	2	3	2	2	2	3	1	2	1	1	2	2	2	2	1	2
CO3	2	3	2	3	3	3	2	2	1	1	3	2	3	3	1	2
CO4	2	2	3	2	2	2	2	3	1	1	3	2	3	2	2	3
CO5	2	2	3	3	3	3	2	2	2	2	3	2	3	3	2	2
Average	**2.2**	**2.4**	**2.4**	**2.2**	**2.4**	**2.8**	**1.6**	**2.2**	**1.2**	**1.0**	**2.6**	**2.0**	**2.6**	**2.4**	**1.4**	**2.2**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT-I: PHILOSOPHY AND ETHICS (5 Lectures)

Introduction of philosophy: Definition, nature and scope, concept, branches Ethics: Definition, moral philosophy, nature of moral judgments and reactions.

UNIT-II: SCIENTIFIC CONDUCT (5 Lectures)

Ethics with respect to science and research, Intellectual honesty and research Integrity Scientific Misconducts: Falsification, Fabrication and Plagiarism (FFP) Redundant

Publications: duplicate and overlapping publications, salami slicing Selective Reporting and misrepresentation of data

UNIT-III: PUBLICATION ETHICS (7 Lectures)

Publication Ethics: Definition, introduction and importance Best practices/standards setting initiatives and guidelines: COPE, WAME etc. Conflicts of interest, Publication misconduct: definition, concepts, problems that lead to unethical behaviour and vice versa, types, Violation of publication ethics, authorship and contributor-ship, Identification of publication, misconduct, complaints and appeals, Predatory publishers and journals, Practice

UNIT-IV: OPEN ACCESS PUBLISHING (4 Practical)

Open access Publications and Initiatives

SHERPA/ROMEO online resource to check publisher copyright and self-archiving policies Software tool to identify predatory publications developed by SPPU

Journal finder/journal suggestion tools viz. JANE, Elsevier Journal finder, Springer journal suggester, etc.

UNIT-V: PUBLICATION MISCONDUCT (4 Practical)

A. Group Discussions

Subject specific ethical issues, FFP, authorship Conflicts of interest, Complaints and appeals: examples and fraud from India and Abroad

B. Software tools:

•Use of plagiarism software like Turnitin, Urkund and other open-source software tools

• Use of Referencing software like Mendeley, Zotero etc

UNIT-VI : DATA BASES AND RESEARCH METRICS (7 Practical)

A. Databases

•Indexing Databases

•Citation Databases: Web of Science, Scopus etc.

B. Research Metrics

Impact factor of journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score Metrics: h-index, g index, I 10 index, alt metrics

Recommended Learning Resources

Suggested Readings:

1. The students' guide to Research Ethics by Paul Oliver Open University Press, 2003

2. Responsible conduct of Research by Adil E. Shamoo; David B. Resnik Oxford University Press, 2003

3. Anderson B.H., Dursaton, and Poole M.: Thesis and Assignment writing, Wiley Eastern 1997.

Reference Materials & Digital Resources:

1. S. B. Kishor, A.S. Kushwaha, Research and Publication Ethics, Das Ganu Prakashan, Nagpur,
2. Y. Sharma., A. Sharma, Textbook of Research and Publication Ethics, KalyaNIPublishers.

Swayam Link- https://onlinecourses.swayam2.ac.in/nou24_ge73/preview

SDG Mapping with this course

SDG No.	SDG Title	Nature of Contribution
SDG 4	Quality Education	Promoting ethical research and academic integrity
SDG 9	Industry, Innovation and Infrastructure	Supporting research quality and innovation
SDG 12	Responsible Consumption and Production	Responsible dissemination and use of research findings
SDG 16	Peace, Justice and Strong Institutions	Promoting transparency, accountability, and ethical standards

Code	Course Title	Total Credit	L-T-P
TR50051	**Management of Tribal Resource**	4	3-1-0

Course Objectives:

The objectives of this course is to:

Update students about management tools and techniques, and understandings about tribal resources trends and actions to be taken by researchers. Update the knowledge of scholars on the various depleting natural resources and how to harness them for arresting the distressed tribal communities

Course Outcomes:

On the completion of this course students should be able to:

CO1: Acquaintance with traditional management of local natural resources for economic development CO2: Chart a path for economic empowerment through group efforts (SHG) and microfinance.

CO3: Understand about management tools and techniques of tribal resources.

CO4: Gain knowledge about various depleting natural resources.

CO5: Overall idea about managing human resources, market, finance and operations.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	1	2	3	1	2	1	–	2	2	2	2	1	2
CO2	2	3	2	2	2	3	1	2	1	1	2	2	2	2	1	2
CO3	2	3	2	3	3	3	2	2	1	1	3	2	3	3	1	2
CO4	2	2	3	2	2	2	2	3	1	1	3	2	3	2	2	3
CO5	2	2	3	3	3	3	2	2	2	2	3	2	3	3	2	2
Average	**2.2**	**2.4**	**2.4**	**2.2**	**2.4**	**2.8**	**1.6**	**2.2**	**1.2**	**1.0**	**2.6**	**2.0**	**2.6**	**2.4**	**1.4**	**2.2**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course input:

UNIT-I: EMERGING TRENDS IN GENERAL MANAGEMENT

Business Process Re-engineering Bench marking Management by Objectives and Exception Management of natural resources in Tribal Region, Management By Walking Around Corporate Governance Corporate Social Responsibility Sustainable resource use in Tribal Areas. Business Adoption - Work-life balance. Tribal Communication Skill, Traditional Leadership Pattern.

UNIT-II: EMERGING TRENDS IN HUMAN RESOURCE MANAGEMENT

Socialisation - 360 degrees appraisal – Flexi timing - Emotional Labour

Emotional Labour - Knowledge, Tribal concept of labour, Tribal Skill development and Human Capital formation, management - Employee engagement Retention strategies - Outplacement. Traditional ways of solving HRM problems, Cultural taboos in HRM.

UNIT-III: EMERGING TRENDS IN MARKETING MANAGEMENT

Marketing Mix - Customer Relationship Management

Online and Web marketing - Marketing ethics. Marketing of NTFPs minor forest products, Linking NTFP goods with NTFPs with formal Market. Role of Tribal Development co-operative society in marketing the Tribal Products.

UNIT-IV BEST PRACTICES IN FINANCIAL MANAGEMENT

Economic Value Addition - Activity Based Costing - Depository Services - Derivatives Market. Traditional valuation practices. Economic Empowerment of tribals through SHG, Micro Finance, Thrift society.

UNIT-V: EMERGING TRENDS IN OPERATIONS MANAGEMENT

Business Process Outsourcing - Enterprise Resources Planning - Kaizen - Automated Storage and Retrieval System Just-in-time inventory, Flexible manufacturing systems, Lean manufacturing, Supply chain management. Capacity building for Entrepreneurship among Tribals, Entrepreneurship Development. Traditional Management of local resources for economic development.

Recommended Learning Resources

Suggested Readings:

1. A K Jha, Management Principles and Application,2015 - Vrinda Publications (P) Ltd.

2. B.P. Singh and A.K.Singh, Essentials of Management, Excel Books

3. C.B Gupta, 2015, Management Concept and Practices

4. Chhabra, T.N., and S. K. Grover. Marketing Management. Fourth Edition. Dhanpat Rai and Company

5. Dhruv Grewal and Michael Levy, Marketing, McGraw Hill Education.

6. G.K.Bera, Tribal India's Traditional Wisdom and Indigenous Resource Management

7. K Ramachandran, Entrepreneurship Development, McGraw-Hill Education

8. Khanka S.S. 2014, Human Resource Management. S Chand.

Reference Materials & Digital Resources:

1. K.K. Ahuja: Industrial Relations, Kalyani Publication.

2. P.Subha Rao: HRM and IR, Himalaya Publication.

3. P.Viswanadha. Gupta 2012, Tribal Development and Management, Raj Publications

Swayam Link- https://onlinecourses.swayam2.ac.in/nou24_hs48/preview

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 1	No Poverty	Economic upliftment through SHGs
SDG 4	Quality Education	Awareness of sustainable practices
SDG 8	Decent Work & Economic Growth	Tribal livelihood generation
SDG 12	Responsible Consumption & Production	Sustainable resource use
SDG 15	Life on Land	Protection of biodiversity

Code	Course Title	Total Credit	L-T-P
TR50053	**Economics of Tribal Resource**	4	3-1-0

Course Objectives:

The objectives of this course is to:

Help students understand concept, meaning and forms of tribal livelihoods, to understand and facilitate the intervention process in tribal livelihood and entrepreneurship. Understand the distribution of natural resources equally and to enlarge choices of resources accessibility to improvement of tribal economic activities.

Course Outcomes:

On the completion of this course students should be able to:

CO1- Insight on distribution of the tribal natural resources and their accessibility

CO2- Learn about overall tribal economic activities.

CO3- Have idea about numerous varieties of resources available.

CO4- Knowledge on facilitating the intervention process in tribal entrepreneurship.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	1	1	3	2	1	3	1	2	2	2	1	1	1
CO2	2	3	2	2	2	3	2	1	3	1	2	2	2	2	1	1
CO3	2	3	2	2	2	3	2	2	3	2	3	2	3	2	1	2
CO4	2	2	3	3	2	3	3	2	3	2	3	2	3	2	3	2
CO5	2	3	3	3	3	3	3	2	3	2	3	3	3	3	3	2
Average	**2.2**	**2.6**	**2.4**	**2.2**	**2.0**	**3.0**	**2.4**	**1.6**	**3.0**	**1.6**	**2.6**	**2.2**	**2.6**	**2.0**	**1.8**	**1.6**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT-I: LIVELIHOOD

Concept, meaning and nature of livelihood. Factors that affect livelihood, Agrarian structure, Land and Water based-traditional land cultivation, shifting cultivation. Forest based – food gathering, gum, timber, honey, seasonal food collection. Livestock based-consumption and production.

UNIT-II: LAND AND WATER BASED INTERVENTION

Agriculture and improved agricultural practices, improved crop productivity, increasing cropping intensity, fisheries, watershed management, soil and water conservation activities and horticultural plantation.

UNIT-III: ISSUES IN LIVELIHOOD

Traditional issues of tribal livelihood. Changing nature of tribal livelihood issues, Migration, displacement and dispossession, State policies of tribal livelihood.

UNIT-IV: UNDERSTANDING NATURAL RESOURCES

Concept, Meaning of Natural Resource and sustainability: Forests- Types, functions, ownership, control and regulatory systems, current critical issues of forests and its sustainability (Degradation conflicts, competing user rights and entitlements).

UNIT-V: NATURAL RESOURCE MANAGEMENT PROCESSES

Participatory methods for resource assessment, planning and impact, assessment. Participatory rural Appraisal (PRA) Participatory Resource mapping(PRM), Participatory planning.

Recommended Learning Resources

Suggested Readings:

1. Akinnifesi, F.K, Sileshi, G., Ajayi, O.C., Chirwa, P.W., Mngomba, S., Chakeredza, S. and Nyoka, B.I. (2008). Domestication and Conservation of Indigenous Miombo Fruit Trees for Improving Rural Livelihoods inSouthern Africa, Tropical Conservancy, pp. 72-74.

2. Andersen, K.E., Sophorn, S. and Thornberry, F. (2008). Development of a sub-decree on shifting cultivation under Article 37 of the Forestry Law (2002), Cambodia, International Labor Organisation, Support to Indigenous People Project in Cambodia.

3. Belsky, J.M., and Siebert, S.F. (2003). Cultivating Cacao: Implications of sun-grown cacao

4. On local food security and environmental sustainability. Agriculture and Human Values, 20,277-285.

5. Chhauchhuak, L. (2004) Jhum Works, Shillong Declares on Jhum: Benefits Jhum cultivation. Down to earth, 15th Nov. 2004.

6. Bhat, Sairam (2010). Natural Resources Conservation Delhi: Law, Sage.

7. Gole, Prakash (2001). Nature Conservation and Sustainable Development in India, Delhi:

Rawat Publications

8. Govt. of India (1985). National Water Policy, Delhi: Govt. Of India.

Reference Materials & Digital Resources:

1. Prakash. C Panda (2013) "Towards Tribal Development: Myth and reality", Cyber Tech Publications, New Delhi.

2. TabangMibang (2013) "Indigenous Institutions, Social Capital and Sustainability in Tribal India", Serials publications, New Delhi.

3. Sujit Kumar Paul (2005) “Tribal agriculture and Modernization: The change and continuity”, Daya publishing house, New Delhi.

4. Dr. H. R. Krishnaiah Gowda (2003) “Tribal Co-operatives in India", Serials publications, New Delhi.

5. Dwarika Nath Padhy (2002) "Role of Co-operatives for Tribal Development", Mohit publications, New Delhi.

Swayam Link-

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 1	No Poverty	Economic upliftment of tribal communities
SDG 4	Quality Education	Awareness of tribal economy and resources
SDG 8	Decent Work & Economic Growth	Promotion of tribal entrepreneurship
SDG 10	Reduced Inequalities	Inclusion of tribal populations
SDG 12	Responsible Consumption & Production	Sustainable utilization of resources

Code	Course Title	Total Credit	L-T-P
TR50055	**Resource Management and Tribal Development**	4	3-1-0

Course Objectives:

The objectives of this course is to:

This course seeks to help students understand concept, meaning, scope and types of natural resources of the tribal regions, their utilization, conservation, management and sustainable development. Understand indigenous methods of resource exploitation, livelihood generation, natural resource based small and cottage industries, entrepreneurship and

marketing of goods and services. Understand tribal welfare programs, sub-plans and related challenges in the socio-economic and overall development of tribal regions.

Train research students for working with tribal communities and develop adequate skills to prepare and implement integrated development plan and projects for tribal Communities

Course Outcomes:

On the completion of this course students should be able to:

CO1: Understand concept, meaning, scope and types of natural resources of the tribal regions.

CO2: Understand good governance in the field of tribal development and train students as change agent in the field of tribal development.

CO3: Knowledge on tribal welfare programs, sub-plans and related challenges in the socio-economic and overall development of tribal regions.

CO4: Develop adequate skills to prepare and implement integrated development plan.

CO5: Learn about indigenous methods of resource exploitation, livelihood generation, natural resource based small and cottage industries.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	1	1	3	2	1	3	1	2	2	2	1	1	1
CO2	2	3	2	2	2	3	2	1	3	1	2	2	2	2	1	1
CO3	2	3	2	2	2	3	2	2	3	2	3	2	3	2	1	2
CO4	2	2	3	3	2	3	3	2	3	2	3	2	3	2	3	2
CO5	2	3	3	3	3	3	3	2	3	2	3	3	3	3	3	2
Average	**2.2**	**2.6**	**2.4**	**2.2**	**2.0**	**3.0**	**2.4**	**1.6**	**3.0**	**1.6**	**2.6**	**2.2**	**2.6**	**2.0**	**1.8**	**1.6**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT-I: TRIBAL DEVELOPMENT POLICIES, PROGRAMMES AND GOVERNANCE

Historical Perspectives of Tribal Development Policy Constitutional identity, The fifth and sixth schedule of the Indian Constitution, Commission and committees on tribal Development, National Tribal Development Policy 2005, Tribal Sub-Plans, TDA and ITDA approaches,

Protection of Tribal Rights and Governance: United Nations Declaration on Rights of Indigenous People, ILO Convention on rights of Indigenous people, Forest Dwellers protection Act, Institutions in Tribal Governance: Tribal Development administrative structure at central and state level. National Commission on Scheduled Tribes. National Council for Tribal Welfare. TRIFED, Tribal Advisory Councils

UNIT-II: NATURAL RESOURCES AND TRIBAL LIVELIHOOD

Tribal Livelihood: Concept, meaning and nature of livelihood. Factors affecting livelihood, Migration, displacement and dispossession, Forms of Tribal Livelihood: Land and Water based - traditional land cultivation, shifting cultivation, Forest based food gathering, gum, timber, honey, seasonal food collection. Livestock based-consumption based livestock production, milk, cattle rearing.

Tribal Entrepreneurship: i) Timber based processing ii) Food processing, forest and agro food processing. iii) Plate and rope making iv) Pottery, Terracota, stone and horn based Crafts, handloom, bamboo based weaving etc, Odisha livelihood Mission and Tribal Welfare.

Livelihood Intervention: Land and water based Intervention: improved agricultural practices, improved crop productivity, increasing cropping intensity, fisheries, watershed management, soil and water conservation activities and horticultural plantation.

Forest based intervention: Forest conservation, gum, honey and timber collection and marketing through self-help groups and co-operative societies, social forestry, medicinal plants, collection of Kendu leaves. Livestock based Intervention: Cattle rearing-cows and buffaloes, goat rearing, sheep rearing, poultry. Challenges in Livelihood: Traditional issues of tribal livelihood. Changing nature of tribal livelihood issues. State policies of tribal livelihood, Tribal Livelihood: Case studies,

UNIT-III: RESOURCE MANAGEMENT AND SUSTAINABLE TRIBAL DEVELOPMENT

Understanding Natural Resources: Concept of Natural Resource Management and sustainability. A). Forests - Types, functions, ownership, control and regulatory systems, current issues of forests and its sustainability (Degradation, conflicts, competing user rights and entitlements). B) Water – Water for life, livelihood, health and sanitation. Ownership, access and regulatory systems. Current issues of water and its sustainability. Implications of declining water resources and deteriorating quality - water pollution, unequal access etc.) C) Land - Changing land use and cropping pattern, Land ownership of Triabals. Corporatisation, displacement, and problem of sustainability, D) Energy- Utilasation of Renewable and Non-renewable energy, Current issues and alternatives of energy and its sustainability.

Natural Resource Management: Participatory methods, Participatory Rural Appraisal (PRA), Participatory Resource Mapping (PRM), Role of NGOs and Civil Society Organizations' in Resource Management and Sustainable Tribal Development

UNIT-IV: TRIBAL SOCIETY, CULTURE AND HERITAGES: ISSUES IN DEVELOPMENT

Social Organisations: Tribal family, marriage, kinship, Yuva gruh, Religion and Customary Practices. Economic Organsations: Concept, forms, functions and changing nature. Political Organisations: Tribal council, customary laws and practices, Tribal Culture: Dance, Drama, Folklore, Dialect, Instruments, Religion, Customs, Rituals and Festivals, Literature, Tribal Art and Crafts, Life philosophy in cultural practices.

Tribal Problems and Transformation: Detribalisation, 'Sanskritization' and Religion and Cultural Conflicts, Customary laws, Infrastructural Issues of Habitat and Settlements, Basic Civic Amenities of Transportation and Communication, Economic Issues of Land alienation and Agriculture, Poverty and indebtedness, Unemployment, Educational issues - accessibility and drop-out, migration, Health issues accessibility and Utilisation, mortality and morbidity, reproductive health Status, Malnutrition and anemia, Disease Burdon, sickle cell anemia. Superstitions, addiction and isolation.

UNIT-V: TRIBAL SUBPLANS AND WELFARE PROGRAMMES

Particularly Vulnerable Tribal Groups (PVTGs) in India, Tribal Development in Odisha: An Overview, Strategies for Tribal Development in Odisha -Tribal Sub-plans, Welfare Schemes and Programmes of state and central sector, NGOs working in Tribal Areas of Odisha and their Field of Activities, Mission Shakti and Self Help Groups. Specific Tribe Oriented Development Programs.

Recommended Learning Resources

1. Dwarika Nath Padhy (2002) "Role of Co-operatives for Tribal Development", Mohit publications, New Delhi.
2. Govt. of India. 2014. Report of the high-level committee on socioeconomic, health and educational status of tribal communities of India. New Delhi: Ministry of Tribal Affairs Government of India May, 2014
3. Joshi, Vidyut and Chadrakant Upadhyaya. 2017 Tribal Situation in India. New Delhi: Rawat Publications
4. Menon, Ajit, Singh, Praveen, Shah Esha, Lele, Sharachchandra, ParanjapeSuhas, Joy, K. J.(2007) Community Based Natural Resource Management- Issues and Cases from South Asia, New Delhi : Sage.

Reference Materials & Digital Resources:

1. Prakash. C Panda (2013) “Towards Tribal Development: Myth and reality”, Cyber Tech Publications,

2. Rashid,S. M. et al (2008). Environment Resources and Sustainable Development, Jaipur,

Rawat Publications.

3. TabangMibang (2013) "Indigenous Institutions, Social Capital and Sustainability in Tribal India", Serials publications, New Delhi.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 1	No Poverty	Livelihood generation and poverty reduction
SDG 4	Quality Education	Knowledge on governance and development
SDG 8	Decent Work & Economic Growth	Promotion of cottage industries and employment
SDG 10	Reduced Inequalities	Inclusive tribal development
SDG 12	Responsible Consumption & Production	Sustainable use of resources
SDG 15	Life on Land	Conservation of natural resources

Group-Accountancy

Code	Course Title	Total Credit	L-T-P
AA50031	**Advanced Accounting**	4	3-1-0

Course Objectives

To expose students with definitive and comprehensive accountancy covering advanced and specialised accounting for companies as well as different types of organisations.

Course Outcome:

CO1: Develop Insights about Corporate Restructuring and Accounting for various Types of Restructuring
CO2: Present and AnalyzeConsolidated Financial Statements of Holding and Subsidiary Companies
CO3: Understand Double Account System and Prepare Final Accounts of Electricity Companies
CO4: Develop the Skill of Preparation of Financial Statements of Banking Companies
CO5: Gain Knowledge and Competency in Accounting for Insurance companies.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	1	2	1	2	1	2	2	1	3	1	1	2
CO2	3	3	2	3	2	2	2	2	1	2	2	1	3	2	1	2
CO3	3	3	2	3	3	2	2	2	1	3	3	2	3	3	1	2
CO4	2	3	2	3	3	2	2	2	2	3	3	2	3	3	2	2
CO5	2	2	3	3	3	3	2	2	2	3	3	2	3	3	2	2
Average	**2.6**	**2.6**	**2.2**	**2.8**	**2.4**	**2.2**	**1.8**	**2.0**	**1.4**	**2.6**	**2.6**	**1.6**	**3.0**	**2.4**	**1.4**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT- 1: CORPORATE RECONSTRUCTION AND CONSOLIDATED FINANCIAL STATEMENTS

Internal and External Reconstruction -Computation and Discharge of Purchase consideration, Methods of Amalgamation, Inter-company and Cross holdings, Internal Reconstruction, Demerger/ Hiving off/ Spin off, External Reconstruction

Consolidated Financial Statements:

Consolidation – Basic Concepts, Bonus Issue, Investments in Preference Shares, Different Reporting dates, Different Accounting policies, Disposal of Investment in Subsidiary, Consolidated P/L Account and Balance Sheet, Chain holdings and Cross holdings, Foreign Subsidiaries, Associates, Joint Ventures

UNIT – II: ACCOUNTING FOR ELECTRICITY COMPANIES:

Meaning, Definition and Difference between Single and Double Account System, Final Accounts under Double Account System, Revenue Account, Net Revenue Account, Capital Account and General Balance Sheet as per Electricity Supply Act.

UNIT – III: ACCOUNTING FOR BANKING AND INSURANCE COMPANIES:

Different Systems of Posting, Different Statutory Books to be Maintained, P/L Account, P/L Appropriation Account, and Balance Sheet as per Banking Regulation Act.

Life Insurance Companies and the Statutory Books to be maintained, Statutory Provisions in Preparing the Revenue Account, preparation and verification Balance Sheet, Marine and Fire Insurance Accounts

UNIT IV: NEW TRENDS IN ACCOUNTING:

Inflation Accounting, Human Resources Accounting, ESG and Accounting, Infrastructure Accounting

UNIT V:ADVANCED COST & MANAGEMENT ACCOUNTING:

Cost control, budgetary control, and management information systems, balance scorecard,transfer pricing, TQM

Recommended Learning Resources

Textbook

1. Advanced Accountancy Volume-II – Maheshwari&Maheshwari – Vikas Publishing

Reference Materials & Digital Resources:

2. Modern Accountancy Volume II – Hanif Mukherjee – McGraw Hill Publication
3. Financial Reporting; M P Vijay Kumar – Snow White Publication

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Financial literacy and accounting knowledge
SDG 8	Decent Work & Economic Growth	Professional skill development
SDG 9	Industry, Innovation & Infrastructure	Corporate financial practices
SDG 16	Peace, Justice & Strong Institutions	Transparency and accountability

Code	Course Title	Total Credit	L-T-P
AA50033	**Advanced Auditing**	4	3-1-0

Course Learning Objectives:

To gain expert knowledge of current audit practices and procedures and apply them in

auditing engagements.

Course Outcomes:

After completing this course, students will enable to-

CO1: Gain knowledge about the Auditing strategy, planning and programming of audit.

CO2: Working knowledge on documentations and evaluates internal control system in an organization.

CO3: Working knowledge on draft the audit report preparation.

CO4: Evaluate Constitutional framework of India regarding the role and duties of Comptroller and Auditor General of India.

CO5: Working knowledge about the Audit of Government companies and the audit of accounts of State and Union territories.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	3	1	2	1	2	2	1	3	1	1	2
CO2	3	3	2	3	2	3	2	2	1	2	2	1	3	2	1	2
CO3	2	3	2	3	3	3	2	2	1	2	3	2	3	3	1	2
CO4	2	2	3	3	2	3	2	2	2	3	3	2	3	2	2	2
CO5	2	2	3	3	3	3	2	2	2	3	3	2	3	3	2	2
Average	**2.4**	**2.4**	**2.4**	**2.8**	**2.2**	**3.0**	**1.8**	**2.0**	**1.4**	**2.4**	**2.6**	**1.6**	**3.0**	**2.2**	**1.4**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Audit Strategy, Planning and programming: Planning the flow of audit work, drafting of reports, audit strategy planning, programme and importance of supervision, review of audit reports and working papers, control of quality of audit work—auditing and Assurance Standards.

UNIT II: Documentation and Internal Control, Audit Working Papers, Audit Files,

Permanent and Current Audit Files, Ownership and Custody of Working Papers, Elements of Internal Control, Evaluation of Internal Control System, Internal Control Questionnaires, Internal Check List, Test of Control, Concept of Internal Audit.

UNIT III: Audit Reports; Qualification, Notes on Accounts, Distinction Between Notes and Qualifications. Government Audit: Constitutional Framework in India, Comptroller and Auditor General of India (Duties, Power and Conditions of Service) Act, 1971, Audit Procedures adopted by CAG; Audit of public Sector Undertakings- Audit of Commercial Accounts, Auditor of Government Companies, Audit report of CAG on Accounts of Union or State or Central Govt.

UNIT IV: Due Diligence, Investigation and Forensic Audit Due Diligence Review; Audit versus Investigation; Steps for Investigation; Types of Investigation; Procedure, Powers, etc. of Investigator; Types of Fraud, Indicators of Fraud, Follow-up thereof; Forensic Audit-meaning, difference between Statutory Audit and Forensic Audit, Forensic Audit Techniques, Forensic Audit Report etc.

UNIT V: Peer Review, Quality Review and professional ethics, Meaning, importance and techniques of peer review and quality review; Professional Ethics: Code of Ethics with special reference to the relevant provisions of the Chartered Accountants Act, 1949 and the Regulations thereunder.

Recommended Learning Resources

Text Book Recommended:

Saxena R. G. (2016)- Principles and Practice of Auditing, Himalaya Publishing House

Reference Materials & Digital Resources:

1. C.A Bansal Surbhi (2021)– Advanced Auditing and Professional Ethics- Bestwords
2. Garg Pankaj (2021)- Advanced Auditing and Professional Ethics- 8th Edition, Taxmann
3. Gupta Kamal (2015)- Contemporary Auditing - Tata McGraw Books, New Delhi

Note: Latest edition of the text books should be used.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Knowledge of auditing practices
SDG 8	Decent Work & Economic Growth	Professional audit skills
SDG 16	Peace, Justice & Strong Institutions	Strengthening accountability systems
SDG 17	Partnerships for the Goals	Governance and institutional collaboration

Group-Finance

Code	Course Title	Total Credit	L-T-P

FF50031	**Security Analysis and Portfolio Management**	4	3-1-0

Course Objectives:

To equip the students with essential tools, techniques, models and investment theory necessary for analysing different types of securities, making sound investment decisions and optimal portfolio choice.

Course Outcomes:

After successful completion of this course the student should be able to:

CO1: Understand the environment of investment and risk return framework.

CO2: Analyse bonds in terms of valuation, yields and risks and build up immunized optimal investment portfolio.

CO3: Analyse investments using different approaches and models and estimate risks and control such risks.

CO4: Evaluate portfolios along with a deep understanding the trends of Capital market.

CO5: Devise portfolios with derivatives, formulate trading strategies and critically examine various innovations in derivatives market and operate as an effective investment broker in the market.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	1	2	1	3	2	1	3	1	1	2
CO2	3	3	2	3	2	2	2	2	1	3	2	1	3	2	1	2
CO3	3	3	2	3	3	2	2	2	2	3	3	2	3	3	1	2
CO4	2	3	2	3	3	2	2	2	2	3	3	2	3	3	2	2
CO5	2	2	3	3	3	2	2	2	2	3	3	2	3	3	2	2
Average	**2.6**	**2.6**	**2.2**	**2.8**	**2.4**	**2.0**	**1.8**	**2.0**	**1.6**	**3.0**	**2.6**	**1.6**	**3.0**	**2.4**	**1.4**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Introduction: The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and Hedging; Socially responsible investing; Ethical investing and other contemporary issues in investment management.

UNIT II: Analysis of Fixed Income Securities: Bond fundamentals; Types of bonds; innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield relationship; Bond convexity; Malkiel Bond Theorems; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds- Bond Duration, Modified duration and their measurement; Bond portfolio management including immunized bond portfolio.

UNIT III: Equity Analysis: Approaches to security valuation; Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio. Technical Analysis - basic premise and Dow theory; types of charts and Chart patterns; Moving average analysis; Market indicators and sock specific indicators; Odd lot theory; Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of different forms of market efficiency; Assumption of Investor's rationality and its critique; Behavioural Finance- Prospect theory and behavioural biases such as Framing, Mental accounting, Regret avoidance.

UNIT IV: Portfolio Analysis, Selection and Management: The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk-free assets; Optimal risky portfolio; Optimal complete portfolio; Markowitz portfolio selection model; Sharpe's single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML) and concept of market portfolio; Tobin's separation Theorem; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect); Arbitrage Pricing Theory and Multi factor Asset Pricing Models including Fama French Five factor model); Active and Passive portfolio management; Investment strategies- value investing, momentum and contrarian strategies; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, Information ratio and Fama's decomposition measure).

UNIT V: Financial Derivatives: Futures- features, types and payoffs; Pricing of financial futures (Cost of carry model); Options- features, types, styles, payoffs and valuation using Black and Scholes Model; Put call parity principle; Options trading strategies- bull spread, bear spread, straddle and butterfly spread; Exotic options and other innovations in derivatives market.

Recommended Learning Resources

Textbook Recommended:

Chandra, P. (2017). Investment Analysis and Portfolio Management. Tata McGraw Hill.

Reference Materials & Digital Resources:

1. Elton, E. and Gruber (2018). Modern Portfolio Theory and Investment Analysis. John Wiley and Sons.

2. Fischer, Donald E. and Ronald, J. Jordan (2017). Security Analysis and Portfolio Management. PHI Learning.

3. Hull, J. C. and Basu (2016). Options, Futures and Other Derivatives. Pearson.

4. Reilly, Frank K. and Brown, Keith C. (2019). Investment Analysis and Portfolio Management. Cengage Learning.

5. Tripathi, V. (2015). Security Analysis and Portfolio Management. Taxmann.

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_mg102/preview

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Financial literacy and investment knowledge
SDG 8	Decent Work & Economic Growth	Capital market participation
SDG 9	Industry, Innovation & Infrastructure	Financial innovation
SDG 12	Responsible Consumption & Production	Sustainable investing
SDG 16	Peace, Justice & Strong Institutions	Transparent financial systems

Code	Course Title	Total Credit	L-T-P
FF50033	**Risk Management and Derivatives**	4	3-1-0

Course Objectives:

Working knowledge on business risks and the mechanisms to manage derivatives.

Course Outcomes:

After completion of this paper student will be able to -

CO1: Understand the concepts of risk

CO2: Acquaint with the Factors affecting individual demands for derivatives

CO3: Apply the Knowledge in dealing options in commodity market

CO4: Examine various financial derivatives

CO5: Develop the Skill to understand the hedging strategy

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	1	2	1	3	2	1	3	1	1	2
CO2	3	3	2	3	2	2	2	2	1	3	2	1	3	2	1	2
CO3	3	3	2	3	3	2	2	2	2	3	3	2	3	3	1	2
CO4	2	3	2	3	3	2	2	2	2	3	3	2	3	3	2	2
CO5	2	2	3	3	3	2	2	2	2	3	3	2	3	3	2	2
Average	**2.6**	**2.6**	**2.2**	**2.8**	**2.4**	**2.0**	**1.8**	**2.0**	**1.6**	**3.0**	**2.6**	**1.6**	**3.0**	**2.4**	**1.4**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Introduction to Risk Management: The Concept of Risk - Risk Vs. Uncertainty - types of Risks: Market Risk, Credit Risk, Operational Risk, Interest Risk, Business Risk, Systematic Risk and Unsystematic Risk, Classifying pure risks, methods of handling pure risks,

process Risk financing techniques, Risk management objectives, Information Systems (RMIS) Risk Control

UNIT II: Risk Management by Individuals: Factors affecting individual demands for insurance - Risk Management by Corporations: Corporate Risk management process Types of Risk managing firms.

UNIT III: Options and Commodity Market: Mechanisms - Types - Option Trading Strategies- Hedging using options - Option Valuation Black-Scholes option pricing model. Commodity Markets in India – overview- MCX and NCDX- functions Developments in the commodity market in India.

UNIT IV: Financial Derivatives: Features - types - History of derivatives markets, financial derivatives markets in India - trading at NSE and BSE-Regulations of Financial Derivatives.

Futures Contract Mechanism: Growth of the futures market- contract specification - clearing house- margin and settlement- Forward Contract- mechanism - speculation and hedging through forwards and futures.

UNIT V: Hedging strategy using futures: stock index futures mechanism interest rate futures

mechanism - Hedge ratio- stock index futures and Indian stock market.

Recommended Learning Resources

Textbook Recommended:

S.L. Gupta(2019), Financial Derivatives: Theory, Concepts and Problem, PHI

Reference Materials & Digital Resources:

1. Bagri and Vohra (2018), Options and Futures, Tata McGraw Hill

2. Patwari D.C and Anshul Bhargava(2017), Options and Futures., Jaico Books.

3. Robert A. Strong(2015), Derivatives: An Introduction, Thomson/South Western Publishing.

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_mg115/preview

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Knowledge of financial risk
SDG 8	Decent Work & Economic Growth	Financial market skills
SDG 9	Industry, Innovation & Infrastructure	Derivatives and innovation
SDG 12	Responsible Consumption & Production	Risk-aware investment
SDG 16	Peace, Justice & Strong Institutions	Financial transparency

Group: Marketing Management

Code	Course Title	Total Credit	L-T-P
MM50031	**International Marketing**	4	3-1-0

Course Objectives:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Outcomes:

After completing this course, the students shall be able to:

CO1: Understand the concepts and environment of international marketing.

CO2: Analyze global market entry and business expansion strategies.

CO3: Evaluate the role of WTO, trade groups, and global economic environment.

CO4: Understand international product, promotion, and pricing strategies.

CO5: Examine India's international trade policies and their economic impact.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	2	2	1	3	2	3	3	1	2	2
CO2	3	3	2	3	2	2	2	2	1	3	2	3	3	2	2	2
CO3	3	3	2	3	2	2	3	2	2	3	3	3	3	2	3	2
CO4	2	3	3	3	2	2	3	2	2	3	3	3	3	2	3	2
CO5	2	2	3	3	3											

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course contents

Unit I: Introduction to International Marketing

International marketing - definition, concept and setting; distinctions between international trade, marketing and business; economic environment of international marketing, Trading partners agreements. bilateral trade

Unit II: International Business Entry & Development

Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.

Unit III: Environment and Global Marketing

Economic Environment, New trade theory, Macro economic objectives, Function of WTO,

Regional Economic groups (EEU, NAFTA, etc.), World Bank

Unit IV: Product, Promotion and Pricing Strategy

The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of services in global economy, Media advertising, PR, Trade fairs.

Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

Unit V: India's International Policy and Impact on Economy

Government measures and export incentives, Exim policy, ECGC services, Role of Indian banks &F.I's, Balance of trade/payments, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

Recommended Learning Resources

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.

2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.

3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.

4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.

5. Pripalomi, V.H.: International Marketing, Prentice Hall.

Swayam Link- https://onlinecourses.swayam2.ac.in/imb24_mg129/preview

SDG Mapping with these courses

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Knowledge of global marketing
SDG 8	Decent Work & Economic Growth	International trade opportunities
SDG 9	Industry, Innovation & Infrastructure	Global business development
SDG 12	Responsible Consumption & Production	Sustainable marketing
SDG 17	Partnerships for the Goals	International collaboration

Code	Course Title	Total Credit	L-T-P
MM-50033	**Logistics and Supply Chain Management**	4	3-1-0

Course Learning Objectives:

To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.

Course Outcomes:

On successful completion of this course, the student shall be enabled to:

CO1: Understand the fundamentals of supply chain management and logistics concepts at macro and micro levels.

CO2: Acquaint with the role of Relationship Marketing in SCM

CO3: Examine the basic role of logistics in procurement, transportation, and warehousing and inventory.

CO4: Develop an understanding of the Performance Measurement process, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Bench marking.

CO5: Examine the importance of the third party and fourth party logistic outsourcing. Develop an understanding of the Technology in logistics and Green Supply Chain Management.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	2	2	1	3	2	2	3	1	2	2
CO2	3	3	2	3	2	2	2	2	1	3	2	2	3	2	2	2
CO3	3	3	2	3	2	2	3	2	2	3	3	2	3	2	3	2
CO4	2	3	2	3	3	2	3	3	2	3	3	2	3	3	3	3
CO5	2	2	3	3	3	2	3	3	2	3	3	2	3	3	3	3
Average	**2.6**	**2.6**	**2.2**	**2.8**	**2.2**	**2.0**	**2.6**	**2.4**	**1.6**	**3.0**	**2.6**	**2.0**	**3.0**	**2.2**	**2.6**	**2.4**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Introduction:

Evolution, importance, scope, concept of Supply Chain Management (SCM) and trade logistics; Supply chain management as a Management Philosophy; Function of SCM, Value chain for supply chain management; Design of SCM; Logistic activities An overview, contribution of logistics at macro and micro levels; SCM and trade logistics; Logistics and competitive advantage; Logistics mix; Concept, span and process of integrated SCM; Difference between logistics and supply chain management, demand management; Forecasting - Need, quantitative and qualitative methods, Selecting the appropriate forecasting technique; Functional applications HR, marketing, operations, finance, IT; Logistics organization,Logistics in different industries.

UNIT II: Behavioural Issues in Supply Chain Management:

Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

UNIT III: Focus Areas of Logistics and Supply Chain Management:

Product development process and SCM, purchasing cycle, types of purchases, JIT purchasing, strategic role of purchasing in the supply chain and total customer satisfaction; Purchasing vs. procurement, procurement strategies.

Transportation: Introduction, objectives, different modes of transportation, importance of effective transportation system.

Warehousing and Inventory Management: Reasons for warehousing, warehousing evaluation and requirements, warehousing location strategies, inventory - Introduction, objectives, concept of inventory, types of inventory, concept of inventory management, importance of inventory management, objectives of inventory management, different types of inventory costs, inventory management principles and approaches; Logistical packaging: Introduction, objectives, concept of logistical packaging, types of packaging material, packaging costs.

UNIT IV: Performance Measurement:

Framework of performance indicators, methods of performance measurement, and the balanced scorecard approach, benchmarking, supply chain metrics (KPIs), performance measurement and continuous improvement.

UNIT V: Trends and Challenges in Logistics and Supply Chain Management:

Third-party and fourth-party logistic outsourcing - Challenges and future directions; Reverse logistics; Bullwhip effect; Push-based and pull-based systems; Green supply chain management; E-Commerce logistics: Requirements of Logistics in e-commerce, EDI, bar coding, RFID; Re-engineering the supply chain- Future directions

Recommended Learning Resources

Textbook Recommended:

Hult, M. G., Closs, D., Frayer, D. Global (2014). Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. Mc Graw Hill Ltd

Reference Materials & Digital Resources:

1. Bozarth, C.C. and Handfield, R. B. (2015). Introduction to Operations and Supply Chain Management. Pearson Education.

2. Chopra, S. and Meindl, P. (2017). Supply Chain Management: Strategy, Planning and Operation, Pearson Education.

3. Christopher, M. (2019). Logistics and Supply Chain Management. Prentice Hall.

4. Shapiro, J.F. (2017). Modelling the Supply Chain, Cengage Learning.

5. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. and Ravi, Shankar (2018). Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_hs128/preview

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Knowledge of SCM and logistics
SDG 8	Decent Work & Economic Growth	Employment in logistics sector
SDG 9	Industry, Innovation & Infrastructure	Efficient supply chains
SDG 12	Responsible Consumption & Production	Sustainable logistics
SDG 13	Climate Action	Green supply chain practices

Group: Human Resource Management

Code	Course Title	Total Credit	L-T-P
HM50031	**Strategic Human Resource Management**	4	3-1-0

Course Objectives:

The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organization.

Course Outcomes:

After successful completion of this course, the student shall be able to:

CO1: Understand the basics of strategic management and its significance.

CO2: Explain about the concept of strategy formulation and strategy implementation.

CO3: Evaluate of the importance of Human Resource Management and its relevance in global context.

CO4: Analyse the process of human resource acquisition and its development.

CO5: Explain the concept of performance evaluation and its relevance in organizations.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	3	2	1	2	3	2	1	3	2	2	3	1	3	2
CO2	3	3	3	3	2	2	3	2	1	3	2	2	3	2	3	2
CO3	2	3	2	3	2	2	3	2	2	3	3	2	3	2	3	2
CO4	2	3	2	3	3	2	3	2	2	3	3	2	3	3	3	2
CO5	2	2	3	3	2	3	3	2	2	3	3	2	3	2	3	2
Average	**2.4**															

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I:Strategic Management:

Concept, Process, Decision and Types Strategic Analysis: External Analysis, PEST, Porter's Approach to industry analysis, Internal Analysis: Resource Based Approach, Value Chain Analysis.

UNIT II: Strategy Formulation and Implementation:

SWOT Analysis, Corporate Strategy: Growth, Stability, Retrenchment, Integration and Diversification; Business Portfolio Analysis: BCG, GE Business Model, Ansoff's Product Market Growth Matrix. Challenges of Change, Developing Programs, Mckinsey 7's Framework.

UNIT III: Introduction to Human Resource Management:

Concept and Functions, Role, Status and Competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management;

Workforce diversity; Empowerment; Downsizing; VRS, Human Resource Information System. International Human Resource Management: HR Challenge in International Business, Green HRM-Concept. Tribal Human Resource Management and Administration.

UNIT IV: Acquisition of Human Resource:

Human Resource Planning- Quantitative and Qualitative dimensions; Job analysis: Job description and Job specification; Recruitment:concept and sources; Selection: concept and process; Test and Interview; Placement and Induction. Training and Development: Concept and Importance; Identifying Training and Development Needs; Designing Training Programme; Role-Specific and Competency-Based Training; Management Development; Career Development.

UNIT V: Performance Appraisal:

Strategic role of Human Resource Management; competency mapping and Balanced Scoreboard; Career planning and Development; Performance Management and Appraisal including 360 degree Performance Appraisal. Collective Bargaining and Workers' Participation in Management.

Recommended Learning Resources

Text Book Recommended:

Rao V.S.P.(2018), Human Resource Management Text and Cases, Himalaya Publishing House

Reference Materials & Digital Resources

1. Bohlendar and Snell (2020), Principles of Human Resource Management, Cengage Learning

2. Gary Dessler (2013). A Framework for Human Resource Management, 7th Edition,PearsonEducation.

3. K.K. Ahuja (2017): Industrial Relations, Kalyani Publication.

4. M.N. Rudravasavraj (2019): Dynamics of Personal Administration, Himalaya Publishing House.

5. P.Subha Rao (2018): HRM and IR, Himalaya Publishing House.

6. T.V Rao(2019): Readings in Human Resource Development, Oxford and IBH.

7. T.N .Chhabra (2019), Human Resource Management, Dhanpat Rai and Co., Delhi

Swayam Link- https://onlinecourses.swayam2.ac.in/imb24_mg127/preview

Note: Latest edition of the text books should be used.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	HR knowledge and skills
SDG 5	Gender Equality	Equal opportunity in HR practices

SDG 8	Decent Work & Economic Growth	Workforce development
SDG 10	Reduced Inequalities	Inclusive HR policies
SDG 16	Peace, Justice & Strong Institutions	Ethical organizational practices

Code	Course Title	Total Credit	L-T-P
HM50033	**Organization Change and Management**	4	3-1-0

Course Objectives:

This course aims to provide a comprehensive understanding of Organisation Change and Development (OCD), including its fundamental principles, the process of managing change, strategies for organizational development, leadership in change, and the impact of culture on organizational change. Students will learn to apply OCD theories to real-world scenarios, evaluate the effectiveness of change interventions, and develop strategies to facilitate successful organizational change.

Course Outcomes:

After completing the course, students will be able to:

CO1: Understand the foundational concepts and importance of Organization Change and Development.

CO2: Acquire skills to diagnose organizational issues and develop suitable interventions.

CO3: Implement change strategies effectively and evaluate their impact.

CO4: Develop comprehensive organizational development strategies to foster a growth-oriented culture.

CO5: Address contemporary challenges in OCD and apply theoretical knowledge to real-world scenarios.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	3	2	1	2	3	2	1	2	2	2	3	1	3	2
CO2	2	3	3	3	2	2	3	2	1	2	2	2	3	2	3	2
CO3	2	3	2	3	2	2	3	2	2	2	3	2	3	2	3	2
CO4	2	2	2	3	2	3	3	2	2	3	3	2	3	2	3	2
CO5	2	2	3	3	3	3	3	2	2	3	3	2	3	3	3	2

Average	**2.2**	**2.4**	**2.6**	**2.8**	**2.0**	**2.4**	**3.0**	**2.0**	**1.6**	**2.4**	**2.6**	**2.0**	**3.0**	**2.0**	**3.0**	**2.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Contents:

Unit I: Introduction to Organization Change and Development (12 Lectures)

Concept and overview of Organization Change and Development; Importance of Change Management in organizations; Theories and models of organizational change (Lewin's Change Management Model, Kotter's 8-Step Change Model, ADKAR Model, etc.); Role of leadership in organizational change; Change agents: roles and skills; Resistance to change: causes and management strategies

Unit II: Diagnosing Organizations (12 Lectures)

Conceptual framework for organizational diagnosis; Data collection methods: interviews, surveys, observations, and document analysis; Diagnostic models: SWOT analysis, McKinsey 7S Framework, Weisbord's Six-Box Model, Nadler-Tushman Congruence Mode; Identifying and analyzing organizational issues and opportunities; Feedback mechanisms and their importance in the diagnostic process

Unit III: Implementing Change Interventions (12 Lectures)

Planning and managing change interventions; Types of interventions: individual, group, and organizational level; Process consultation, team building, and intergroup development; Structural interventions: job redesign, work design, and organizational restructuring; Technological interventions: integrating new technologies and systems; Evaluating the impact of interventions and making necessary adjustments

Unit IV: Organizational Development Strategies (12 Lectures)

Strategies for fostering a development-oriented culture; Building a learning organization; Employee empowerment and participation; Communication strategies for effective change; Role of HR in supporting organizational development; Measuring and managing organizational performance during change

Unit V: Contemporary Issues in Organization Change and Development (12 Lectures)

Cultural change and diversity management; Sustainable organizational change: green and ethical considerations; Change in global organizations: challenges and strategies; Managing change in crises: mergers, acquisitions, and downsizing; Future trends in organizational change and development; Case studies on successful and failed organizational change initiatives

Recommended Learning Resources

Text Books Recommended:

1. Srivastava, S.K. (2010). Organization Design and Development: Concepts and Applications. Prentice Hall India.

2. Singh, K. (2009). Organization Change and Development: A Systems Approach. Excel Books India.

3. Cummings, T.G., & Worley, C.G. (2014). Organization Development and Change. Cengage Learning.

4. Burke, W.W. (2017). Organization Change: Theory and Practice. SAGE Publications.

5. Anderson, D.L. (2016). Organization Development: The Process of Leading Organizational Change. SAGE Publications.

Reference Materials & Digital Resources:

1. Patnaik, S. (2013). Organizational Change. Vikas Publishing House.

2.French, W.L., Bell, C.H., & Zawacki, R.A. (2005). Organization Development and Transformation: Managing Effective Change. McGraw-Hill.

3. Schein, E.H. (2010). Organizational Culture and Leadership. Jossey-Bass.

4. Kotter, J.P. (1996). Leading Change. Harvard Business Review Press.

5. Sengupta, N. & Bhattacharya, M.S. (2006). Managing Change in Organizations. PHI Learning Pvt. Ltd.

Swayam Link- https://onlinecourses.nptel.ac.in/noc24_mg74/preview

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Knowledge of organizational development
SDG 8	Decent Work & Economic Growth	Organizational effectiveness
SDG 9	Industry, Innovation & Infrastructure	Innovation through change
SDG 10	Reduced Inequalities	Inclusive workplace
SDG 16	Peace, Justice & Strong Institutions	Ethical organizational systems

Group: Banking and IT

Code	Course Title	Total Credit	L-T-P
BI50031	**Bank Management and FinTech**	4	3-1-0

Course Objectives:

Banks today are primarily technology companies, working in the "money business". This module introduces the various dimensions of the contemporary issues banking COOs/CIOs/CTOS are facing: how is the next generation IT operating model of a bank should look like in terms of hardware infrastructure, application and data landscape, organization and business-IT interface, key IT processes, as well as the major challenges arising from the technology native FinTech world.

Course Outcomes:

After completion of the course, students will be able to:

CO1: Recall different business models under Fin Tech industry;

CO2: Examine the functioning of Crowd Funding, Cryptocurrency, AI, Big Data Robotic Process Automation, Block Chain;

CO3: Evaluate the contribution of mobile banking payment system in creating a cashless economy;

CO4: Analyze and evaluate the growth of Fin Tech industry in India and the relevance of various regulatory forms adopted by the government in this regard;

CO5: Working knowledge on the role of robot advisors in making investment decisions.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	1	3	1	3	2	1	3	1	1	3
CO2	3	3	2	3	2	2	2	3	1	3	2	1	3	2	1	3
CO3	3	3	2	3	3	2	2	3	2	3	3	2	3	3	1	3
CO4	2	3	2	3	3	2	2	3	2	3	3	2	3	3	2	3
CO5	2	2	3	3	3	2	2	3	2	3	3	2	3	3	2	3
Average	**2.6**	**2.6**	**2.2**	**2.8**	**2.4**	**2.0**	**1.8**	**3.0**	**1.6**	**3.0**	**2.6**	**1.6**	**3.0**	**2.4**	**1.4**	**3.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Course Inputs:

UNIT I: Introduction to FinTech: Meaning and hype of Fintech, FinTech Hubs, The History of Fin Tech

UNIT II: Technology: Block chain, Wearables and Other, Big Data and Artificial Intelligence,

UNIT III: FinTech for Managing Capital: Allocation of Capital and Insurance, Wealth Tech overview, Digital Investment options and platforms, Algorithmic Trading, AI and ML based Robo- Advisory

UNIT IV: Portfolio management: Digital brokerage, Crowdfunding, Customer verification and KYC

UNIT V: Pay Tech Overview: RTGS, NEFT, ECS, Cards, PPIs, Wallets, Payment Banks, Payment gateways, UPI/ India Stack, BHIM, Other NPCI products IMPS, RuPay, NFS, NACH, BharatBill pay etc., Ripple, IoT in Payments, PayU Case Study discussion

Recommended Learning Resources

Textbook Recommended:

1. Chishti, S., and Barberis, J. (2016). The Financial Technology Handbook for Investors,

Entrepreneurs and Visionaries. New Jersey: Wiley.

Reference Materials & Digital Resources:

1. Akkizidis, I., and Stagars, M. (2015). Marketplace Lending, Financial Analysis, and the Future of Credit. New Jersey: Wiley.
2. Chishti, S., Craddock, T., Courtneidge, R., and Zachariadis, M. (2020). The PayTech Book. New Jersey: Wiley.
3. Diamandis, P. H., and Kotler, S. (2020). The Future Is Faster Than You Think: How Converging Technologies Are Disrupting Business, Industries, and Our Lives. New York: Simon and Schuster.
4. Hill, J. (2018). FinTech and the Remaking of Financial Institutions. London: Academic Press, Elsevier.

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG	Title	Contribution
4	Quality Education	FinTech literacy
8	Decent Work	Digital finance skills
9	Industry & Innovation	Financial technology
16	Strong Institutions	Transparent financial systems

Code	Course Title	Total Credit	L-T-P

BI50033	**ERP for Business**	4	3-1-0

Course Objectives:

Enterprise resource planning systems (ERPs) is the integrated management of core business processes, often in real-time and mediated by software and technology. The objective of this course is to provide an integrated and continuously updated view of core business processes using common databases maintained by a centralised database management system.

Course Outcomes:

On completing the course, the students will enable to-

CO1: Brief background of ERP

CO2: Acquaintance with on the ERP system in an organization.

CO3: Knowledge on implementation strategy and their respective influencing factors, what to select based on the project type

CO4: Examine the life cycle of ERP with brief discussion on each step

CO5: Working knowledge on SD,MM and FI-CO module with walk through of every step and their relevant consequences

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	1	2	1	1	1	3	1	2	2	1	2	1	1	3
CO2	3	3	2	3	2	1	2	3	1	3	2	1	3	2	1	3
CO3	2	3	2	3	3	2	2	3	2	3	3	2	3	3	1	3
CO4	2	2	2	3	2	2	2	3	2	3	3	2	3	2	2	3
CO5	2	3	2	3	3	2	2	3	2	3	3	2	3	3	2	3
Average	**2.4**	**2.6**	**1.8**	**2.8**	**2.2**	**1.6**	**1.8**	**3.0**	**1.6**	**2.8**	**2.6**	**1.6**	**2.8**	**2.2**	**1.4**	**3.0**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

UNIT I: ERP Overview:

BPR philosophy, Need for integration of Business processes with IT, Evolution of ERP, ERP as a specialized MIS and overview of new generation ERP

UNIT II: ERP systems development:

Understanding the factors responsible for developing ERP systems, ERP software characteristics, introduction to ERP Architecture, vendor selection process of ERP, operational advantages of ERP system usage in firms.

UNIT III: Overview on Sales and Distribution Module:

Basic understanding Organizational Structure and Master Data, Structure for Sales Order Processing, Understanding Sales Cycle(Order-to-Cash Process); Understanding integration of SD module with related modules of ERP.

UNIT IV: Overview on Materials Management Module:

Understanding the Procurement functions, Organizational Structure and Master Entries and Transactions required for Materials Management module (Procure to Pay Process). Understanding integration of MM module with related modules of ERP.

UNIT V: Overview of Financial Management and Controlling Modules:

Basic understanding of FI-CO organizational structure, master data and transactions, understanding FI-CO processes, benefits of financial reporting and managerial reporting due to ERP system usage, integration of FI with CO and understanding FI-CO integration with other related ERP modules.

Recommended Learning Resources

Textbook Recommended:

Leon, Alexis (2014), ERP Demystified, McGraw-Hill Education

Reference Materials & Digital Resources:

1. Monk, Ellen F. Wagner, Bret J. (2013), Enterprise Resource Planning, Cengage Learning

2. Shukla, Mukesh, SAP Materials Management, Tata McGraw-Hill

3. Williams, Glynn(2017), Implementing SAP ERP Sales and Distribution, McGraw-Hill Education

Note: Latest edition of the textbooks should be used.

SDG Mapping with this course

SDG	Title	Contribution
4	Quality Education	ERP knowledge
8	Economic Growth	Business efficiency

9	Innovation	Digital transformation
12	Responsible Consumption	Resource optimization

Code	Course Title	Total Credit	L-T-P
ET50031	**AGRICULTURE AND FOOD RETAILING**	4	3-1-0

Course Objectives:

This course covers the fundamentals of retailing, distinguishing between unorganized and organized sectors, and various retail formats and classifications. It delves into modern retail marketing, emphasizing the role of e-commerce and the digital age in shaping global retail culture, particularly in food retailing. Students will develop strategic planning and operations management skills, including competition evaluation, market selection, location analysis, customer service, and retail selling, with a focus on agribusiness.

Course Outcomes:

CO1: Students will be able to differentiate between unorganized and organized retail, understand the elements of the retail marketing mix, and conduct a SWOT analysis of the retail industry in India.

CO2: Students will gain insights into the business environment for e-retailing and understand the impact of digital advancements on retailing in a local, national, and global context.

CO3: Students will be equipped to evaluate competition, select markets, analyze locations, and implement effective customer service and selling techniques in retail, particularly in the agribusiness sector.

CO4: Students will understand the principles of merchandise selection and planning, category management, and retail pricing strategies, with a focus on food retailing.

CO5: Students will develop skills in brand positioning, strategic differentiation, promotion, and creating the right retail atmosphere, enhancing their ability to gain a competitive advantage in the food retailing sector.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	2	1	2	2	2	3	2	2	2	3	1	2	2

CO2	3	3	2	3	2	2	2	2	3	2	2	2	3	2	2	2
CO3	2	3	2	3	2	2	3	2	3	3	3	2	3	2	3	2
CO4	2	2	3	3	2	2	3	3	3	3	3	2	3	2	3	3
CO5	2	3	3	3	3	2	3	3	3	3	3	2	3	3	3	3
Average	**2.4**	**2.6**	**2.4**	**2.8**	**2.0**	**2.0**	**2.6**	**2.4**	**3.0**	**2.6**	**2.6**	**2.0**	**3.0**	**2.0**	**2.6**	**2.4**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Unit-I: Fundamentals of Retailing

Unorganised vs. organised retail, elements of retail marketing mix, SWOT analysis of retail industry in India, Retail formats and classification of retailers, relationship between agriculture and food retailing.

Unit-II: Retail Marketing in the modern age

Importance of e-commerce, business environment for e-retailing, the digital age and the new global culture for retailing with special reference to food retailing in local, national and global context.

Unit-III: Retail Strategic Planning and Operations Management

Evaluating the competition in retailing, market selection and location analysis, customer services and retail selling with special reference to Agri business.

Unit-IV: Retail Merchandising

Merchandise selection and planning, range planning, category management; retail pricing: strategies and techniques with special reference to food retailing.

Unit-V: Retail Brand Positioning

Differentiation, gaining strategic competitive advantage, promotion of retail brand, retailing and creating right atmosphere, ambience and interior & exterior environment with special reference to food retailing.

Recommended Learning Resources

Recommended Books:

1. "Retail Management" by Swapna Pradhan, McGraw-Hill Education

2. "Retail Marketing Management" by David Gilbert, Pearson Education

3. "Retailing Management" by Pradhan, McGraw-Hill Education

4. "E-Retailing Challenges and Opportunities in the Global Marketplace" by Dixit, Ajay K. IGI Global

5. "Strategic Retail Management" by G. S. Batra, Deep & Deep Publications

SDG Mapping with this course

SDG	Title	Contribution
2	Zero Hunger	Food supply systems
8	Economic Growth	Retail employment
12	Responsible Consumption	Sustainable retail
13	Climate Action	Green retailing

Code	Course Title	Total Credit	L-T-P
ET50033	**EXPLORING BUSINESS OPPORTUNITIES IN ODISHA**	4	3-1-0

Course Objective:

This course aims to provide students with a comprehensive understanding of the business and industrial landscape in Odisha, including the state's policies, public enterprises, and promotion activities. It will explore entrepreneurship development, focusing on financial assistance, skill development, and the role of business incubators. The course will also examine different modes of entrepreneurship, with special attention to women, rural, and social entrepreneurship, addressing their challenges and government support measures. Additionally, it will cover the institutional support available to entrepreneurs, including finance sources and the roles of various organizations in fostering entrepreneurship.

Course Outcomes:

After completion of the course, students will be:

CO1: Able to understand about the industrial climate of Odisha

CO2: Design model for industrial growth of Odisha

CO3: Identify the business opportunities in Odisha

CO4: Able to develop idea about the new venture

CO5: Able to compare and contrast the industrial climate of Odisha with other state.

CO-PO- PSO Mapping

**Course Outcomes **	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**

Program Outcomes																
CO1	3	2	2	2	1	2	2	1	2	3	2	2	3	1	2	1
CO2	3	3	2	3	2	2	2	1	2	3	2	2	3	2	2	1
CO3	2	3	2	3	2	2	3	2	2	3	3	2	3	2	3	2
CO4	2	2	3	3	2	2	3	2	2	3	3	2	3	2	3	2
CO5	2	3	3	3	3	2	3	2	3	3	3	2	3	3	3	2
Average	**2.4**	**2.6**	**2.4**	**2.8**	**2.0**	**2.0**	**2.6**	**1.6**	**2.2**	**3.0**	**2.6**	**2.0**	**3.0**	**2.0**	**2.6**	**1.6**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Unit-I Business Opportunities in Odisha: An Overview

Business opportunities in Odisha, industrial and commercial policy of Odisha, measures to speed up industrial growth,

Unit-II Industrial Activities In Odisha:

State level public enterprises, micro, small and medium enterprises in Odisha, cluster development programme, industrial promotion activities of government of Odisha.

Unit-III Entrepreneurship Development:

Entrepreneurship development club, functions of the clubs, implementing agency, financial assistance, skill development for entrepreneurs, benefits provided by business incubators, classification of business incubator, services provided by business incubators.

Unit IV: Modes of Entrepreneurship

Meaning, concept of women entrepreneurship, reasons for the slow growth of women entrepreneurship in India and Odisha, Problems of women entrepreneurs, remedies to solve the problems of women entrepreneurs, measures taken by the government for the development of women entrepreneurship in India and Odisha

Meaning of rural entrepreneurship, need for rural entrepreneurship, problems of rural entrepreneurship, development of rural entrepreneurship, Meaning of social entrepreneurship, need for social entrepreneurship, problems of social entrepreneurs, development of social entrepreneurship.

Unit V: Institutional Support

National Small Industries Corporation (NSIC), Small Industries Development Organisation (SIDO), Small Industries Service Institute (SISI), Technical Consultancy Organisations

(TCOs), District Industries centre (DIC), etc. in promoting entrepreneurship. Institutional Finance to entrepreneurs, Sources of Finance, Long term and short term financial support, role of State Finance Corporations (SFCs), Small Industries Development Bank of India (SIDBI), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India(IFCI),etc. in promoting entrepreneurship, Incubation Centres, Industrial Estate

Recommended Learning Resources

Textbooks Recommended:

1. Peter Leach, Family Business Jain, Rajesh, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.

2. Arora, R. and Sood, S.K., "Fundamentals of Entrepreneurship and Small Business Management", Kalyani Publishers, Ludhiana.

3. Desai, Vasant, "Small-Scale Industries and Entrepreneurship", Himalaya Publishing House, Mumbai.

4. Ramachandaran, K., "Managing a New Business Successfully", Global Business Press, New Delhi. Ministry of small, micro and Medium Enterprise -www. msme.gov.in

SDG Mapping with this course

SDG	Title	Contribution
8	Economic Growth	Entrepreneurship
9	Industry & Innovation	Industrial development
10	Reduced Inequality	Regional growth
11	Sustainable Cities	Balanced development

SEMESTER-IV

Code	Course Title	Total Credit	L-T-P
FD50082	**Fieldwork and Dissertation**	4	0-0-20

Course Objectives:

The *Fieldwork and Dissertation* course is designed to equip students with the knowledge and skills required to undertake independent research on contemporary issues in commerce and business. The course aims to develop students' ability to identify and formulate research problems, apply appropriate research methodologies, collect and analyze primary and secondary data, and interpret findings to draw meaningful conclusions. It also seeks to enhance critical thinking, analytical ability, problem-solving, and professional communication through the preparation and presentation of a well-structured dissertation. Furthermore, the course emphasizes adherence to research ethics, academic integrity, and

responsible conduct during fieldwork, thereby preparing students for higher education, professional practice, entrepreneurship, and evidence-based decision-making in the field of commerce.

Course Outcomes: On successful completion of this course the students shall enable to:

CO1: Remember the different methods and steps of report writing.

CO2: Understand the value and benefit of doing fieldwork.

CO3: Apply to their local problems for solution.

CO4: Analyse the whole field work for interpretation.

CO5: Evaluate their field work experience in real life situation.

CO-PO- PSO Mapping

Course Outcomes \ Program Outcomes	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	2	2	1	1	2	2	1	2	1	–	2	1	2	1	–	2
CO2	2	3	2	2	3	2	2	2	1	1	2	1	2	2	1	2
CO3	2	3	2	3	3	2	2	3	2	1	3	1	3	3	1	3
CO4	2	2	3	3	2	3	2	2	1	2	3	2	3	2	2	2
CO5	2	3	3	3	3	2	2	2	2	2	3	2	3	3	2	2
Average	**2.0**	**2.6**	**2.2**	**2.4**	**2.6**	**2.2**	**1.8**	**2.2**	**1.4**	**1.2**	**2.6**	**1.4**	**2.6**	**2.2**	**1.2**	**2.2**

1 – Weakly Mapped (Low)

2 – Moderately Mapped (Medium)

3 – Strongly Mapped (High)

– – No Correlation

Fieldwork: (600 contact hours)

Each student shall have to undergo training for learning and use of different techniques of scientific data collection during 15 days of fieldwork under the supervision of a teacher, as nominated by the head of the department, in a tribal/rural area. The exact date of

commencement of fieldwork shall be announced by the department. Student failing to complete the fieldwork in a particular year can only clear the paper by completing fieldwork next year. Dissertation is to be prepared by the student under the supervision of the concerned teacher. The student is required to submit the dissertation through the supervising teacher to the Head of the Department for its evaluation at least fifteen days in advance of the date notified for examination. The dissertation shall be evaluated by an external examiner in consultation with the internal examiner (the supervising teacher). The candidate shall be awarded grade both by the internal and external examiners on the basis of his/her dissertation, seminar presentation and viva voice.

SL No	Mode of Evaluation	Credits
1	Selection of Research Topic and Synopsis Presentation	4
2	Literature Review and Preparation of Research Tools (Questionnaires and schedule)	4
3	Fieldwork and Data Collection	4
4	Data Analysis and Report Writing	4
5	Seminar Presentation and Viva voce test on dissertation	4
	TOTAL	20

The Dissertation has to be submitted by the student positively before the end semester examination.

Recommended Learning Resources

Suggested Readings:

1. Ahuja, Ram (2010), Research Methods. Jaipur: Rawat Publication.
2. Bauer M.W. and G. Gaskell (eds.). (2000). Qualitative Research with Text, Image and Sound: A Practical Handbook. London, Sage Publications.
3. Denzin, N.K. and Y.S. Lincoln. (eds.). (2000). Handbook of Qualitative Research. New York, Sage. Flick, U. (2009). An Introduction to Qualitative Research (4th Edition). London, Sage Publications.
4. Grbich, C. (2004). New Approaches in Social Research. London, Sage Publications.
5. Gupta, C.B and Gupta, V. An Introduction to Statistical Methods, New Delhi: Vikas Publishing House PVT Ltd.
6. Kothari, C. R. Research Methodology, Methods and Techniques -Wiley Eastern Limited Delhi.

7. Silverman, D. (ed.). (2011) Qualitative Research (3rd Edition). London, Sage Publications.

Note: The latest edition of the textbooks should be used.

SDG Mapping with this course

SDG No.	SDG Title	Contribution
SDG 4	Quality Education	Research-based learning and knowledge creation
SDG 9	Industry, Innovation & Infrastructure	Innovation through research
SDG 12	Responsible Consumption & Production	Ethical research dissemination
SDG 16	Peace, Justice & Strong Institutions	Transparency and accountability in research

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