

**CH. CHARAN SINGH UNIVERSITY,
MEERUT**

**UNDERGRADUATE CURRICULUM
FRAMEWORK- 2022**

BASED ON NEP- 2020

**Bachelor of Commerce (Human Resource Operations)
(Three Year Degree Apprenticeship Program)**

w.e.f. 2026-27 session

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PROGRAMME OUTCOMES

The three-year, full-time bachelor's in human resource operations aims to impart information and offer a comprehensive approach to human resource operations. This program aims to increase students' understanding of and proficiency in the human resource sector through a synthesis of strategic viewpoints and practical expertise.

Since it offers specializations in several areas of the hospitality industry together with apprenticeship training in the third year.

The program seeks to provide students with a foundational understanding of numerous courses in hospitality, tourism, and related industries with an emphasis on shaping them as per market demands. The goals of this study program are:

- To provide students with a basic theoretical knowledge and understanding of organizations, their management, and the environment in which they operate.
- To provide students with first-hand experience of a managerial and/or management-related role and of how organizations operate in practice.
- To provide students with an integrated understanding of the important functions within management and how they interact and acquire new skills.
- To develop students' critical analysis of and reflection upon management issues and their ability to undertake serious, deep, and well-rounded research in selected areas.
- To prepare students for a career in management or management-related fields and develop their capability to contribute to society at large.
- To enhance students' lifelong learning, communication, and personal development skills.

Eligibility Criteria

1. Eligibility for entry to the program: Senior Secondary School Leaving Certificate or Higher Secondary (12th Grade) Certificate obtained after the successful completion of Grade 12 or equivalent stage of education corresponding to Level-4.

2. Duration: Three Years (Six semesters), max period to complete degree – 6` years.

3. Programme Content:

- 15 Domain Courses in Semesters I, II, III, IV and V
- 1 Spells of Apprenticeship Training for six months in Semester VI



4. Three-year (Six semesters) Degree Apprenticeship Programme Course Credits: 130 credits including 20 credits through one apprenticeship.

5. Multiple Entry and Exit Options

(i) UG Certificate with Single Major

On exit after the completion of the first year (two semesters) with 44 credits and 4 credits of a vocational course (work-based learning/ internship). Re-entry in the degree program with one major (After one-year Certificate): It is allowed within three years, if in addition to the 44 credits, one vocational course (work-based learning/internship) of 4 credits during the summer vacation after the second semester has been completed. However, it is necessary to complete the degree programme within the stipulated maximum period of six years.

(ii) UG Diploma with Single Major

On exit after the completion of the second year (four semesters) with 86 credits including 4 credits of vocational course (work-based learning/ internship till second year). Re-entry in the degree program with one major (after two-year Diploma): It is allowed within three years, if in addition to the 86 credits, one vocational course (work-based learning/ internships) of 4 credits during the summer vacation after the second or fourth semester has been completed. However, it is necessary to complete the degree program within the stipulated maximum period of six years.

(iii) Three-year UG Degree with Single Major

On exit after the completion of the third year (six semesters) with 130 credits including 4 credits of Vocational Course (work-based learning/ internship within three years). It is necessary to complete the degree program within the stipulated maximum period of six years.

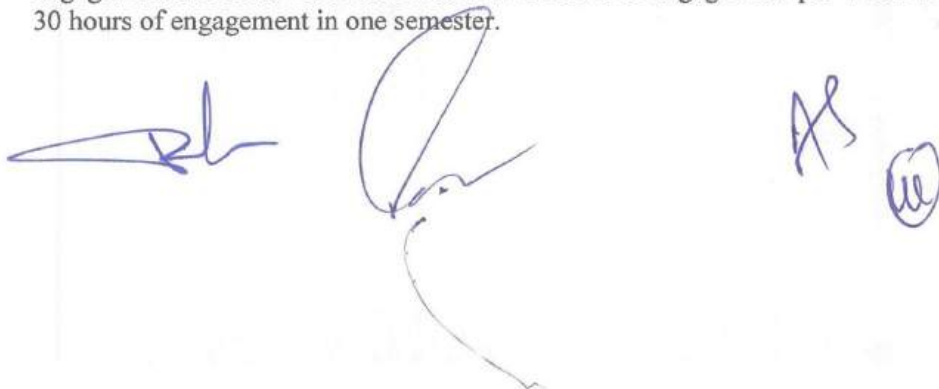
6. Components of a Course

Each course may have only lecture component or a lecture and tutorial component or lecture and practicum component or lecture, tutorial, and practicum component, or only a practicum component.

7. Credits

(i) 1 credit of lecture/ tutorial means one hour of engagement per week and is equivalent to 15 hours of teaching in one semester.

(ii) 1 credit of workshop/ internship/ project/ studio activity/ practical/ lab work/community engagement/services/ fieldwork means two hours of engagement per week and is equivalent on 30 hours of engagement in one semester.

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8. Category of Discipline

The Three-year Undergraduate Program (Apprentice based program) will comprise (i) Major discipline: A discipline or subject of main focus and the degree will be awarded in that discipline on securing the prescribed number of credits.

9. Category of Courses

The Three-year Undergraduate Program will comprise various categories of courses

I. Major Discipline Specific Core Course (MJDSCC)

DSC/ MJDSCC are the core credit courses of the specific discipline spreading across the semesters giving adequate knowledge of the Major Discipline.

II. Major Discipline Specific Elective Course (MJDSEC)

DSEC/ MJDSEC are the discipline-specific open elective courses offered from a pool of courses by the Department itself. MJDSEC once allotted (as per rule) to a student will not be changed.

III. Ability Enhancement Course (AEC)

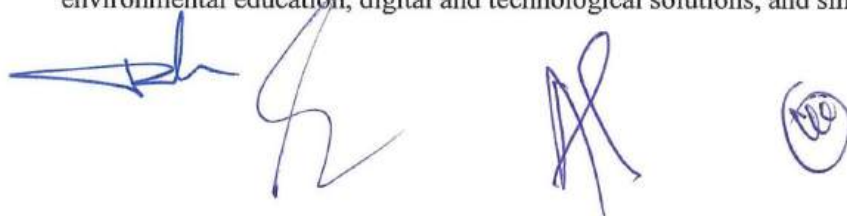
AEC courses will aim to create competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills. These courses should enable students to acquaint themselves with the cultural and intellectual heritage of the chosen MIL and English language. These will be mandatory for all disciplines.

IV. Skill Enhancement Course (SEC)

The Departments shall offer these courses across Faculties in groups. These courses are aimed at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students. A student can pick any course of choice from the pool of courses. (Example: Programming Languages, Web Designing, Graphic design, Languages, Project Management, Data Analysis and Visualization, Photography, Financial Literacy, Customer Service and Sales Techniques, Cyber security, etc.)

V. Value Addition Course (VAC) Common to all UG Students

These courses will be based on ethics, culture, Indian Knowledge systems, constitutional values, etc. to understand India, sports education, Yoga education, Health and Fitness education, environmental education, digital and technological solutions, and similar courses.

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VI. VIAPCW: Summer Vocational Course/ Internship/ Project/ Community Outreach / Workshop (four weeks/ 120 hours) in the relevant field from any government/government funded organization, PSU, and reputed private organizations.

10. Standard of Passing & Award Division

Standard of passing & award of divisions shall be as per the university policies for other under-graduation programme in the commerce.

11. Continuous Internal Assessment

The continuous internal assessment system, including the assessment components, periodicity, and proportionate weight in the total score for a particular course, is as per the policies and practices of the university.

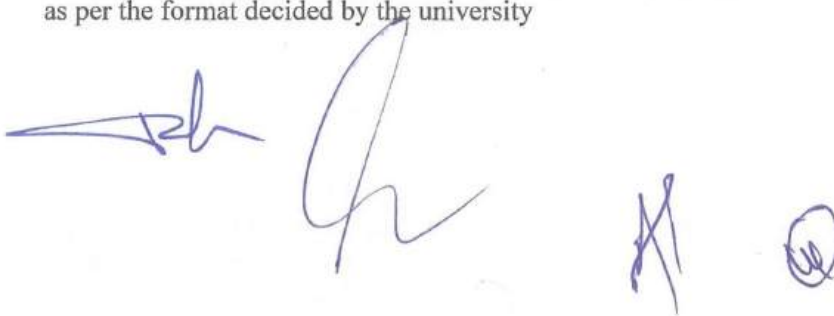
12. Attendance

The mandatory minimum attendance in teaching semesters is as per the existing policies and practices of the university.

Attendance requirement during Apprenticeship Training is as per the conditions/norms of the Apprenticeship Contract, Apprentices Act 1961, and National Apprenticeship Promotion Scheme.

13. Examination

The end semester examination for courses scheduled in the teaching semesters will be conducted and results declared by the university. The question paper pattern for these examinations will be as per the format decided by the university

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B. Com. (Human Resource Operations)
Structure with Credit hours

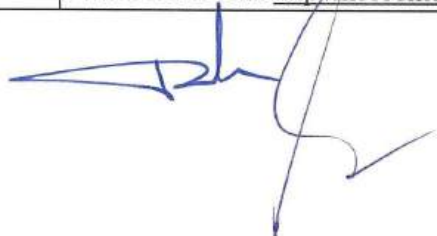
Course Code	Course Title	Course Type	Credit	Internal	External	Marks
SEMESTER 1						
DSC- 1.1	Organizational Behavior	DSC	4	25(T)	75(T)	100
DSC- 1.2	Principles of Management	DSC	4	25(T)	75(T)	100
DSC- 1.3	Introduction to Business Economics	DSC	4	25(T)	75(T)	100
DSE- 1.1	Statistics for Business Decisions	DSE	4	25(T)	75(T)	100
DSE 1.2	OR Environment of Business					
SEC 1.1	Computer Applications	SEC	2	40(T)	60(P)	100
VAC 1.1	Developing Soft Skills and Personality	VAC	2	25(T)	75(T)	100
AEC 1.1	English Language-I (Listening and Speaking Skills)	AEC	2	25(T)	75(T)	100
			22			
SEMESTER 2						
DSC- 2.1	Recruitment and Selection	DSC	4	25(T)	75(T)	100
DSC- 2.2	Compensation Management	DSC	4	25(T)	75(T)	100
DSC- 2.3	Industrial Relations	DSC	4	25(T)	75(T)	100
DSE- 2.1	Employee Training and Development	DSE	4	25(T)	75(T)	100
DSE -2.2	OR Guidance and Counselling Skill & Public Relation					
SEC- 2.1	Life Skills	SEC	2	40(T)	60(P)	100
VAC-2.1	Any course from SWAYAM PORTAL	VAC	2	-	100(T)	100
AEC -2.1	English Language-II (Reading and Writing Skills)	AEC	2	25(T)	75(T)	100
			22			
	Total		44			
	*VIAPCW – in the summer break after semester II		4			
	Grand Total credits after one year		44+4			

***Note: Undergraduate Certificate in Major Discipline after securing 44 credits in two semesters (one year) of a UG (Apprentice Based) program with single major and 4 credits in a Vocational Course/Internship /Project/Community Outreach/Workshop (VIAPCW).**

DSC 1.1 Organizational Behavior

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I		
Subject: Human Resource Operations					
Course Code: DSC-1.1		Course Title: Organizational Behavior		(Theory)	
Course Objective: - To understand the concepts and applications of Organizational Behavior and interpret different behavior dimensions in a business venture.					
Learning Outcomes: - After studying Organizational Behavior, students should be able to:					
• The learners will be able to Explain how personality, perception, attitudes, and motivation influence behavior at work. • The learners will be able to Identify factors affecting job satisfaction and employee performance - Apply theories of motivation like Maslow, Herzberg, McClelland to real workplace situations. • The learners will be able to Describe stages of group development and team effectiveness. • The learners will be able to Understand leadership styles, power, and conflict management. • The learners will be able to Evaluate how communication processes and impact team functioning.					
Credits: 4			Core Course		
Max. Marks: 25+75 (Internal + External)					
Unit				Credit	No. of Lectures = 60
I	Introduction of Organizational Behavior (OB) Definition- nature and scope- need for studying OB- Contributing disciplines to OB- Modes of OB- Challenges and opportunities of OB Perception and Learning Perception: meaning- process- improving perception, Factors influencing perception, Errors- Halo Effect, Stereotype, Projection Attitudes- components, functions, and job-related attitude Personality development- determinants of personality- personality traits Learning- Theories and Principles of Learning			1	15
II	Groups and Teams Group- Definition- types- development- Group norms- Group cohesiveness. Group decision-making- Conflict- Individual conflict- Interpersonal conflict- Group conflict- Transactional Analysis. Group Decision Making process and Techniques- Brainstorming, Nominal Group Technique, Delphi Technique, Social Loafing and Groupthink Team: Meaning, Difference between groups and teams, types of teams Motivation: -Meaning, nature, Theories of motivation- Maslow's need hierarchy theory Herzberg's two-factor theory- Vroom's Expectancy Theory-Theory X- Theory Y- Financial and non-financial incentives.			1	15
III	Organizational Development (OD) and Leadership and Organizational Change Meaning- nature- objectives- OD interventions, Organizational Effectiveness (OE)- meaning- approaches- factors- Organizational climate Organizational culture- Organizational change. Leadership Theories- Trait theory, Behavioral theory (Ohio, Michigan, Managerial Grid), Situational (path-goal theory); Difference between leader and manager Change: Concept, Kurt Lewin's Model, Resistance to change, overcoming resistance to change			1	15

IV	Organizational Processes Control - Process and Behavioral Dimensions of Control. Organizational Climate - Concept and Determinants Organizational Culture. Organizational Effectiveness - Concept and Measurement. Organizational Change: Emerging Issues in Organizational Behavior	1	15
	References: • "Understanding Organizational Behavior" by Udai Pareek and Sushama Khanna • "Organizational Behavior" (Indian Adaptation) by Stephen P. Robbins, Timothy A. Judge, and Apurva Sanaria • "Organizational Behaviour: Text and Cases" by Kavita Singh: • Organisational Behaviour by Dr. L.M. Prasad, Sultan Chand & Sons		
	Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.		
	Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heecontent.upsdc.gov.in/Home.aspx		




DSC 1.2 Principles of Management

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I	
Subject: Human Resource Operations				
Course Code: DSC-1.2		Course Title: Principles of Management		(Theory)
Course Objective: - To help the students to understand management theory from functional perspectives and to provide students with opportunities to develop the basic managerial skills of planning, organizing, staffing, directing, and controlling.				
Learning Outcomes: - By the end of this course students will be able to:-				
• Understand the evolution of management, including its conceptual nature as an art, science, and profession, and explore various approaches to management such as classical, neoclassical, and modern perspectives. • Familiarize students with emerging concepts in management, including Kaizen, TQM, change management, and lean management, among others. • Understand the importance of planning and organizing in achieving organizational goals. • Familiarize the significance of staffing and directing in achieving organizational objectives and ensuring efficient utilization of human resources. • Understand the necessity of a good control system and effectively manage the resistance to control				
Credits: 4		Core Course		
Max. Marks: 25+75 (Internal + External)				
Unit		Credit	No. of Lectures = 60	
I	Introduction to Management: - Evolution of management thought, Management – Science or Art, Definition- nature- scope- levels of management- Scientific management- principles of management- basic functions of management-Roles of a manager, Schools of management thought, Different Types of managers, Managerial roles – Levels of Management - Recent trends and contemporary perspectives in management. Emerging Trends in Management: - Modern theories of management (Systems management school, Situational approach)	1	15	






II	Planning and Decision Making: - Planning: meaning- nature and purpose- types of planning, planning process & limitations- Planning Tools and Techniques, Decision-making meaning- importance- techniques of decision-making, Management by Objectives- features- steps Objectives and Policies - Decision-making process.	1	15
III	Organizing: - Meaning, nature and purpose, Dimension of structure- horizontal and vertical- dimensions- formal and informal dimensions Organization chart and manual Delegation of authority- Centralization and Decentralization- Departmentation- Span of management Common organizational Designs- Traditional Designs (Simple, Functional, divisional), Contemporary Designs (Team structures, Matrix/project structures, boundary-less organization)	1	15
IV	Directing: - Meaning and Significance of Directing, Meaning and Importance of Communication, Motivation Meaning and Importance of Leadership, Supervision Controlling: - Concept and process of control in the organization, Control and performance – Direct and preventive control - Reporting. Types of control - Feedback, Feedforward, Concurrent Challenges before future Managers	1	15
References: • Stephen Robins, Marry Coutler – Management – Pearson • Samuel C Certo and Trevis Certo – Modern Management – Pearson • Koontz, O Donnell – Management – McGraw-Hill • Appaniah, Reddy – Essentials of Management – Himalaya Publishing • Prasad, M. – Principles of management – Sultan Chand and Sons.			
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.			
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://beecontent.upsdc.gov.in/Home.aspx			

DSC 1.3 Introduction to Business Economics

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I	
Subject: Human Resource Operations				
Course Code: DSC-1.3		Course Title: - Introduction to Business Economics		(Theory)
Course Objective: - This course bridges economic theory and real-world managerial practice. It equips students with the analytical tools to make optimal business decisions regarding pricing, output, cost, and resource allocation in various market environments.				
Learning Outcomes: - By the end of this course the student will be able to				
• Understand and Grasp foundational microeconomic concepts and apply economic theory to real-world management and strategic planning. • Understand market dynamics by evaluating consumer preferences, utility, elasticity, and Demand Forecasting • Analyze the relationship between production inputs and resulting outputs, utilizing variables like Isoquants and short/long-term cost analyses • Identify and examine equilibrium, pricing strategies, and profit management across varying market types (Perfect Competition, Monopoly, Oligopoly, etc.). • Utilize quantitative and statistical tools to measure economic data, enabling informed, data-driven managerial decisions.				
Credits: 4		Core Course		
Max. Marks: 25+75 (Internal + External)				
Unit		Credit	No. of Lectures = 60	
I	Business Economics: - Introduction to business, Relevance of economics in business Definition of economics, Scarcity & efficiency: The twin themes of economics Microeconomics vs. Macroeconomics, The Three problems of economic organization	1	15	
II	Demand and Supply: - Demand determinants – Law of demand and demand curves – Types of demand – Elasticity of Demand – Measuring price elasticity of demand – Relationship between price elasticity and sales revenue. Demand forecasting and its methods. Supply Schedule, determinants of supply, supply curve, shifts in supply. Equilibrium of Supply and Demand.	1	15	
III	Production Analysis: - Factors of production– Production possibility curves – Concepts of total product, Average Product, and Marginal Product – Fixed and variable factors – Consumption goods, capital goods, final goods, intermediate goods; stocks and flows; gross investment and depreciation. Introduction to Inputs and Production Functions, Total, Average & marginal product, Economic analysis of Costs, Fixed Cost and variable cost, marginal cost, Opportunity costs	1	15	
IV	Market: - Revenue Concept, Perfect Competition: Features, Price and Output Determination Monopoly, Monopolistic Competition: Features, Price and Output Determination Oligopoly: concept of cartel	1	15	

	References: • " Managerial Economics: Applications, Strategy, and Tactics by James R. McGuigan, R. Charles Moyer, and Frederick H. deBris. • Business Economics by M. Adhikara. • Competitive Strategy by Michael E. Porter.
	Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.
	Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heecontent.upsdc.gov.in/Home.aspx

DSE 1.1 Statistics for Business Decisions

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I	
Subject: Human Resource Operations				
Course Code: DSE-1.1		Course Title: Statistics for Business Decisions		(Theory)
Course Objective: - The objective is to equip students with the quantitative and analytical skills required to transform raw data into informed, data-driven managerial choices, minimize operational risks, and optimize organizational performance .				
Learning Outcomes: - By the end of this course the student will be able to				
• Summarize data sets using Descriptive statistics • Analyze the relationship between two variables of various managerial situations • Geometrically Interpret Correlation and Regression • Develop managerial decision problems using Probability Density Functions and Cumulative Density Functions				
Credits: 4		Core Course		
Max. Marks: 25+75 (Internal + External)				
Unit		Credit	No. of Lectures = 60	
I	Introduction to Statistics: - Definition and functions Scope and limitations of statistics, Collection of data and formulation of frequency distribution. Diagrammatic presentation of data-bar graphs and pie charts. Graphical presentation of frequency distribution, Histograms, ogive curves.	1	15	
II	Sampling and Probability: - Introduction, concept of population, Sampling, Probability sampling, and non-probability Sampling Basic Probability, Conditional Probability; Applications of Probability	1	15	
III	Measures of Central Tendency: - Arithmetic Mean and its properties. Methods of calculating Mean- the Weighted Arithmetic Mean, Correcting incorrect mean Median and Mode, Significance of median and mode, Relation among Mean, median, and Mode. Partition values: quartiles, deciles and percentiles. Measures of Dispersion Introduction to Dispersion, range, IQR, and quartile deviation. Methods of calculating Mean deviation Methods of calculating standard deviation and coefficient of variance.	1	15	
IV	Relationship Between Variables: - Basic Linear correlation (Two variables), Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient Simple and Multiple Linear regression Problems based on correlation and regression	1	15	
References: • " Business Statistics (Global Edition 4th Ed) by Sharpe, De Veaux, Velleman • Business Statistics (2nd Edition) by N.D. Vohra: • Fundamentals of Business Statistics by J.K. Sharma • Statistical Methods by S.P. Gupta - Highly comprehensive, covering statistical methods in detail.				
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.				
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://thecontent.upsdc.gov.in/Home.aspx				

DSE 1.2 Environments of Business

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I		
Subject: Human Resource Operations					
Course Code: DSE-1.2		Course Title: Environments of Business		(Theory)	
Course Objective: - The objective of the business environment is to understand and navigate the internal and external forces—such as economic, social, technological, and legal factors—that impact operations. Studying it helps businesses identify growth opportunities, anticipate market threats, adapt to rapid changes, and ensure long-term success.					
Learning Outcomes: - By the end of this course the student will be able to					
• Familiarize with the nature of business environment and its components. • The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business. • Identify and evaluate the complexities of business environment and their impact on the business. • Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country and to equip with provisions of the Government with respect to the business					
Credits: 4			Core Course		
Max. Marks: 25+75 (Internal + External)					
Unit				Credit	No. of Lectures = 60
I	Nature and Dynamics of Business Environment: - Various environments affecting Business - Economic and Social Environment - socio-cultural and political environment - Legal environment. Changing role of government. Impact of Environment on Business and strategic decisions (PESTEL and SWOT analysis)			1	15
II	Political Environment and Economic Systems: - Market Economy or Capitalism (Evolution of capitalism and its features) Planned Economy or Command Economy Mixed Economy Structural differences in the Indian economy. Economic Growth and Development: - Economic Growth and Development Methods to Calculate National Income, Real Income and Nominal Income			1	15
III	Environmental Sectors & IPR: - Political, Legal, and Technological Environment-Meaning Definition-Concept-Elements of Political Environment-Legal Environment and Business-Meaning-Definition-Concept-Legal Environment in India-FEMA-SEBI-Intellectual Property Rights-Technology Transfer			1	15
IV	Corporate Social responsibility (CSR) and Socio- Cultural Sectors: - Socio-cultural environment, Elements, Social Instructions and systems-Values and attitudes-Social Groups Social Responsibility of business-Social Audit Global Environment: - Meaning, Nature, Globalization of Indian Business-Multinational Corporations-Foreign Collaborations-GATT/ WTO			1	15

	References: • Campbell, D., Stonehouse, G., & Houston, B. (2002). Business strategy: an introduction. Routledge. • Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy: Text and cases. Pearson education. • Kaplan, R. S., & Norton, D. P. (2001). The strategy-focused organization: • E-Reference Link https://drive.google.com/drive/folders/1UPes5MfXBJZwbOjbgSTyaFmhjLTE_gF?usp=sharing
	Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.
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SEC 1.1 Computer Applications

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I		
Subject: Human Resource Operations					
Course Code: SEC-1.1		Course Title: Computer Applications		(Theory + Practical)	
Course Objective: - The course aims to equip students with fundamental knowledge and practical skills in computer applications essential for academic, personal, and professional use. It introduces students to computer systems, operating systems, office productivity tools, internet applications, and emerging digital technologies, enabling them to use computers effectively in business and retail environments.					
Learning Outcomes: - By the end of this course, students will be able to:					
• Understand the fundamentals of computer systems, including hardware, software, operating systems, and memory components. • Operate computer systems efficiently and manage files, folders, and storage devices using a graphical operating system. • Create and edit professional documents using word processing software with appropriate formatting and document management features. • Develop effective presentations using presentation software with multimedia elements and appropriate design principles					
Credits: 2			Skill Enhancements Course		
Max. Marks: 40+60 (Internal + External)					
Unit				Credit	No. of Lectures = 30
I	Elements of Computer System Meaning of computer Classification of Computers Functions of the Computer Advantages and Limitations of Computers Applications of computers Hardware Features and Its Uses: - Physical components of a computer Different generations of computers. Various Storage Types Input & Output Devices Microsoft Word: - Introduction to Word Processing Working with Word document Opening an existing document/creating a new document, Saving, selecting text, editing text, Finding and replacing text Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup, inserting a table, wrap text, Insert a flow chart or shape in a word document Perform Mail Merge in a Word document; envelopes and labels in Mail merge; How to convert table to text and Vice Versa			1	15
II	MS PowerPoint: - the importance of creating a presentation,Opening a new presentation, inserting slides and formats, numbering of slides, slide sorter Slide Transition, slide show, setting up slide show using animation. Inserting pictures and video in a PowerPoint slide Changing the position of slides in a presentation. Changing the design of slides. Inserting sound in PowerPoint slide. How to print handouts from a PowerPoint presentation. Internet & Email: - How to search for a webpage How to Create an email account Sending/receiving an email. Online banking			1	15

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	References: ● Jain, H. C. & Tiwari, H. N. —Computer Applications in Businessl Taxmann, Delhi. ● Joseph, P.T.,S.J. E-Commerce: An Indian Perspective, 6th ed. PHI Learning ● Mathur, S. & Jain, P. —Computer Applications in Businessl Galgotia Publishing Company ● Madan, S. —Computer Applications in Businessl Scholar Tech Press, Delhi. ● Sharma, S.K. & Bansal, M. —Computer Applications in Businessl Taxmann, Delhi
	Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.
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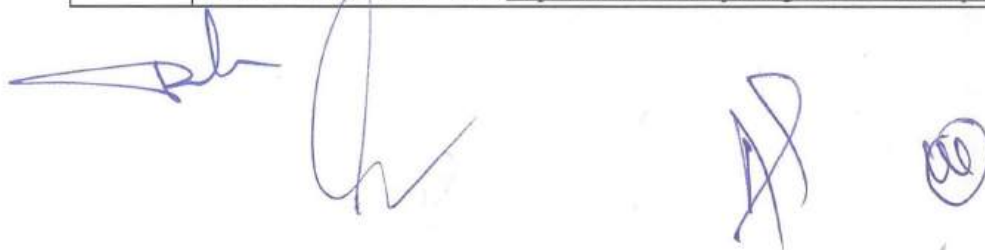


VAC-1.1 Developing Soft Skills and Personality

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I	
Subject: B.Com. in Human Resource Operations				
Course Code: VAC-1.1		Course Title: Developing Soft Skills and Personality		(Theory)
Course objective: - The course aims to develop students' personal, interpersonal, and professional competencies required for academic success and workplace readiness. It focuses on enhancing communication, teamwork, emotional intelligence, leadership, problem-solving, professional etiquette, and personality development to prepare students for careers in the retail and service sectors.				
Learning outcomes- By the end of this course, students will be able to:				
• Develop self-awareness and a positive attitude towards personal growth. • Demonstrate effective verbal and non-verbal communication skills. • Work collaboratively in teams and exhibit leadership qualities.				
Credits: 2		Value Enhancement Course		
Max. Marks:100 (External)				
Unit	Topics	Credit	No. of Lectures = 30	
I	Personal Effectiveness and Communication Skills • Self-awareness and personality development • Positive attitude and self-confidence • Goal setting and motivation • Verbal and non-verbal communication • Active listening and interpersonal communication • Public speaking and presentation skills	1	15	
II	Professional Skills and Workplace Readiness • Emotional intelligence and stress management • Teamwork, leadership, and conflict resolution • Time management and decision making • Problem-solving and critical thinking • Professional ethics and workplace etiquette	1	15	
Teaching Learning Process: Class discussions/ demonstrations, PowerPoint presentations, Class activities/ assignments etc.				
References: • Barun K. Mitra – <i>Personality Development and Soft Skills</i> • S. P. Dhanavel – <i>English and Soft Skills</i> • Dale Carnegie – <i>How to Win Friends and Influence People</i> • Shiv Khera – <i>You Can Win</i>				
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.				
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heecontent.upsdc.gov.in/Home.aspx				

AEC-1.1 English Language-I (Listening and Speaking Skills)

Programme: B.Com. in Human Resource Operations		Year: First	Semester: I	
Subject: B.Com. in Human Resource Operations				
Course Code: AEC-1.1		Course Title: English Language-I (Listening and Speaking Skills)		(Theory)
Course objective: - The course aims to develop students' proficiency in listening and speaking skills in English through active practice and exposure to authentic language use. It focuses on improving comprehension of spoken English, enhancing pronunciation and intonation, building vocabulary for effective communication, and fostering confidence in interpersonal, academic, and professional contexts				
Learning outcomes- By the end of this course, students will be able to: • Demonstrate comprehension of spoken English in academic and semi-academic contexts. • Communicate ideas clearly in structured conversations and short presentations. • Use appropriate pronunciation, stress, and intonation in speech. • Describe simple economic data orally.				
Credits: 2		Ability Enhancement Course		
Max. Marks: 25+75 (Internal + External)				
Unit	Topics		Credit	No. of Lectures = 30
I	Listening Skills • Listening for gist and specific information • Listening to short academic lectures and economic news • Note-taking while listening • Understanding tone, stress, and intonation		1	15
II	Speaking Skills- • Introducing oneself and exchanging information • Expressing opinions in simple language • Describing graphs and trends orally • Short presentations on everyday/economic topics		1	15
Teaching Learning Process: Class discussions/ demonstrations, PowerPoint presentations, Class activities/ assignments etc.				
References: • Kenneth Anderson, Study Speaking (Cambridge University Press) • Tony Lynch, Study Listening (Cambridge University Press) • BBC Learning English (online resources)				
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.				
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heecontent.upsc.gov.in/Home.aspx				



SEMESTER 2
DSC 2.1 – RECRUITMENT AND SELECTION

Programme: B. Com in Human Resource Operations		Year: First	Semester: II		
Subject: Human Resource Operations					
Course Code: DSC 2.1		Course Title: Recruitment and Selection		(Theory)	
COURSE OBJECTIVE: To provide a comprehensive understanding of recruitment and selection as an integral function of Human Resource Management.					
LEARNING OUTCOMES: The students will be able to: - Explain the concepts, principles and processes of recruitment and selection in organizations. - Apply job analysis, human resource planning and recruitment techniques to organizational requirements. - Evaluate various selection methods and recruitment practices used in different industries. - Analyse recent developments, legal provisions and technology-enabled recruitment systems.					
Credit: 4		Core Course			
Max Marks: 25+75 (Internal + External)					
Unit	Topics			Credit	Hours
I	Human Resource Planning and Recruitment Human Resource Management: Meaning, objectives and functions. Human Resource Planning: Meaning, objectives, importance and process. Human Resource Demand and Supply Forecasting. Job Analysis: Meaning, methods and process. Job Description and Job Specification. Recruitment: Meaning, objectives, importance and process. Recruitment Policy. Internal and External Sources of Recruitment. Factors affecting Recruitment.			1	15
II	Recruitment Methods and Selection Process Recruitment Planning. Talent Acquisition. Campus Recruitment. Recruitment through Employment Exchanges, Placement Agencies and Consultants. E-Recruitment and Social Media Recruitment. Online Recruitment Portals. Selection: Meaning and Process. Preliminary Screening. Application Blank. Employment Tests. Group Discussion. Interview: Types and Process.			1	15
III	Placement, Induction and Recruitment Evaluation Selection Decision. Reference Check. Medical Examination. Job Offer and Appointment Letter. Placement: Meaning and Objectives. Induction and Orientation Programme. Probation and Confirmation. Recruitment Cost. Recruitment Metrics. Evaluation of Recruitment and Selection. Employer Branding. Recruitment Process Outsourcing (RPO).			1	15
IV	Legal and Contemporary Issues in Recruitment Equal Employment Opportunity. Reservation Policy. Ethical Issues in Recruitment. Employment Contracts. Recruitment under Labour Codes (Overview). Diversity and Inclusive Recruitment. Artificial Intelligence in Recruitment. Applicant Tracking System (ATS). HR Analytics. Global Recruitment Practices. Emerging Trends and Future of Recruitment in India.			1	15

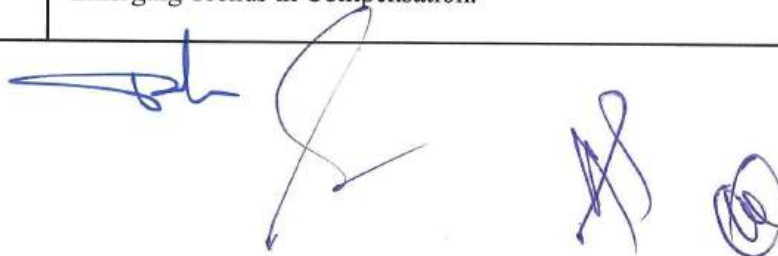
Teaching Learning Process: Class discussions/ demonstrations, Power point presentations, Class activities/ assignments etc.
References: • Human Resource Management by C.B. Gupta. • Personnel Management and Industrial Relations by P.C. Tripathi. • Human Resource Management by K. Aswathappa. • Human Resource Management by Gary Dessler. • Strategic Human Resource Management by Jeffrey A. Mello.
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heecontent.upsdc.gov.in/Home.aspx






DSC 2.2 COMPENSATION MANAGEMENT

Programme: B.Com in Human Resource Operations		Year: First	Semester: II	
Subject: Human Resource Operations				
Course Code: DSC 2.2		Course Title: Compensation Management		(Theory)
COURSE OBJECTIVE: To develop an understanding of compensation management and wage administration.				
LEARNING OUTCOMES: The students will be able to:				
• Explain the concepts and principles of compensation management. • Apply wage and salary administration techniques in organizations. • Evaluate incentive schemes, employee benefits and social security measures. • Analyze emerging trends and legal provisions relating to compensation management.				
Credit: 4			Core Course	
Max Marks: 25+75 (Internal + External)				
Unit	Topics			Credit
I	Introduction to Compensation Management Compensation: Meaning, objectives, importance and components. Compensation Philosophy. Factors affecting Compensation. Wage and Salary Administration. Concepts of Minimum Wage, Fair Wage and Living Wage. Wage Policy. Principles of Wage Administration. Job Analysis and Compensation. Internal and External Equity. Compensation Planning.			1
II	Job Evaluation and Wage Determination Job Evaluation: Meaning, objectives and methods. Job Ranking Method. Job Classification Method. Point Rating Method. Factor Comparison Method. Wage Structure. Wage Differentials. Wage Determination Process. Pay Grades and Pay Ranges. Broadbanding. Competency-based Pay. Skill-based Pay. Performance-based Pay.			1
III	Incentives, Employee Benefits and Social Security Incentive Wage Plans: Meaning and objectives. Individual and Group Incentive Plans. Bonus Schemes. Fringe Benefits. Employee Welfare Measures. Retirement Benefits. Provident Fund. Gratuity. Employee State Insurance. Leave and Leave Encashment. Insurance Benefits. Flexible Benefit Plans. Executive Compensation.			1
IV	Contemporary Issues in Compensation Management Compensation under Labour Codes (Overview). Equal Pay for Equal Work. Compensation Survey. Salary Benchmarking. Variable Pay. Reward Management. Recognition Programmes. International Compensation. Compensation for Expatriates. Compensation Analytics. Digital Compensation Systems. Strategic Compensation Management. Emerging Trends in Compensation.			1



Teaching Learning Process: Class discussions/ demonstrations, Powerpoint presentations, Class activities/ assignments etc.

References:

- Compensation Management by B.D. Singh.
- Personnel Management and Industrial Relations by P.C. Tripathi.
- Human Resource Management by K. Aswathappa.
- Compensation by George T. Milkovich and Jerry M. Newman.
- Strategic Compensation by Joseph J. Martocchio.

Suggested Continuous Evaluation Methods:

Assignment, Internal, Quiz, PPT presentation, External Examination etc

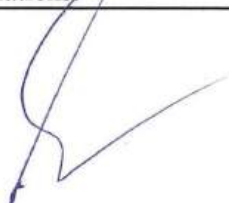
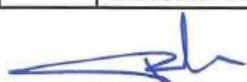
Suggested equivalent online courses:

Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material
SWAYAM Portal <http://heecontent.upsdc.gov.in/Home.aspx>



DSC 2.3 INDUSTRIAL RELATIONS

Programme: B. Com in Human Resource Operations		Year: First		Semester: II	
Subject: Human Resource Operations					
Course Code: DSC 2.3		Course Title: Industrial Relations		(Theory)	
COURSE OBJECTIVE: To provide an understanding of industrial relations and its significance in organizational effectiveness.					
LEARNING OUTCOMES: The students will be able to: - Explain the concepts and importance of industrial relations. - Analyze the role of trade unions and collective bargaining in maintaining industrial harmony. - Apply grievance handling and disciplinary procedures in organizations. - Evaluate labor laws and contemporary issues in industrial relations.					
Credit: 4			Core Course		
Max Marks: 25+75 (Internal + External)					
Unit	Topics			Credit	Hours
I	Introduction to Industrial Relations Industrial Relations: Meaning, objectives, scope and significance. Evolution of Industrial Relations in India. Parties to Industrial Relations. Industrial Relations System. Approaches to Industrial Relations. Factors influencing Industrial Relations. Industrial Harmony. Industrial Democracy. Role of Government in Industrial Relations. Code of Discipline.			1	15
II	Trade Unions and Collective Bargaining Trade Union: Meaning, objectives, functions and importance. Growth of Trade Union Movement in India. Registration of Trade Unions. Rights and Responsibilities of Trade Unions. Problems of Trade Unions. Collective Bargaining: Meaning, objectives, principles and process. Levels and Types of Collective Bargaining. Collective Agreements. Workers' Participation in Management.			1	15
III	Industrial Disputes and Grievance Management Industrial Disputes: Meaning, causes and consequences. Prevention and Settlement of Industrial Disputes. Conciliation. Arbitration. Adjudication. Works Committee. Grievance: Meaning, causes and grievance handling procedure. Discipline: Meaning, objectives and principles. Domestic Enquiry. Disciplinary Action. Standing Orders. Labour Welfare: Meaning, objectives and welfare measures.			1	15
IV	Labor Legislations and Contemporary Issues Industrial Relations Code, 2020 (Overview). Code on Wages, 2019 (Overview). Occupational Safety, Health and Working Conditions Code, 2020 (Overview). Social Security Code, 2020 (Overview). Employee Engagement. Quality of Work Life (QWL). Employee Counselling. Conflict Management. Ethical Issues in Industrial Relations. Global Industrial Relations Practices. Emerging Trends in Industrial Relations.			1	15



Teaching Learning Process: Class discussions/ demonstrations, Powerpoint presentations, Class activities/ assignments etc.

References:

- Industrial Relations by P.R.N. Sinha, Indu Bala Sinha and Seema Priyadarshini Shekhar.
- Personnel Management and Industrial Relations by P.C. Tripathi.
- Dynamics of Industrial Relations by C.B. Mamoria and Satish Mamoria.
- Industrial Relations by Michael Salamon.
- Employee Relations by Philip Lewis.

Suggested Continuous Evaluation Methods:

Assignment, Internal, Quiz, PPT presentation, External Examination etc

Suggested equivalent online courses:

Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material
SWAYAM Portal <http://heecontent.upsdc.gov.in/Home.aspx>



DSE 2.1 – EMPLOYEE TRAINING AND DEVELOPMENT

Programme: B. Com in Human Resource Operations		Year: First	Semester: II	
Subject: Human Resource Operations				
Course Code: DSE 2.1		Course Title: Employee Training and Development		(Theory)
COURSE OBJECTIVE: To develop an understanding of employee training and human resource development in organizations.				
LEARNING OUTCOMES: The students will be able to: - Explain the concepts and significance of employee training and development. - Assess training needs and design appropriate training programmes. - Apply suitable training methods and evaluate training effectiveness. - Analyze career development practices and emerging trends in employee development.				
Credit: 4		Core Course		
Max Marks: 25+75 (Internal + External)				
Unit	Details		Credit	Hours
I	Introduction to Training and Development Training: Meaning, objectives, importance and scope. Difference between Training, Education and Development. Need and Benefits of Training. Human Resource Development: Meaning, objectives and functions. Training Policy. Role of Training Department. Learning Principles. Adult Learning. Training Process. Barriers to Effective Training.		1	15
II	Training Need Assessment and Training Methods Training Need Assessment: Meaning, objectives and process. Organizational Analysis. Task Analysis. Individual Analysis. Designing Training Programmes. Preparation of Training Calendar. On-the-Job Training Methods. Off-the-Job Training Methods. Orientation Training. Induction Training. Apprenticeship Training. Coaching. Mentoring. Job Rotation. Vestibule Training. Simulation. Sensitivity Training. E-Learning and Blended Learning.		1	15
III	Training Evaluation and Employee Development Training Implementation. Training Budget. Training Materials. Trainer Competencies. Evaluation of Training Programmes. Kirkpatrick Model of Training Evaluation. Training Feedback. Return on Training Investment (ROTI). Employee Development Programmes. Career Planning. Career Development. Succession Planning. Management Development Programmes. Leadership Development.		1	15

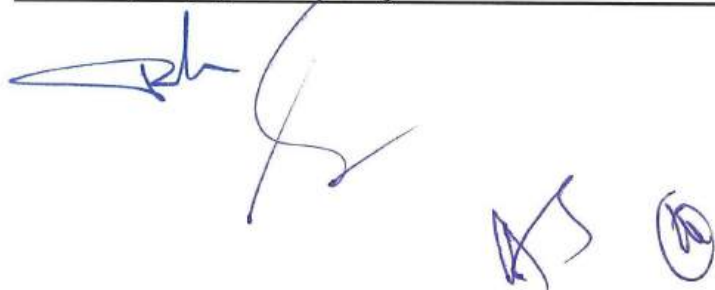





IV	Contemporary Issues in Training and Development Competency Mapping. Knowledge Management. Talent Development. Learning Organization. Digital Learning Platforms. Artificial Intelligence in Learning and Development. Virtual Training. Mobile Learning. Employee Reskilling and Upskilling. Cross-cultural Training. Executive Development. Ethics in Training. Emerging Trends in Employee Training and Development.	1	15
Teaching Learning Process: Class discussions/ demonstrations, PowerPoint presentations, Class activities/ assignments etc.			
References: • Human Resource Development by T.V. Rao. • Human Resource Management by C.B. Gupta. • Human Resource Management by K. Aswathappa. • Employee Training and Development by Raymond A. Noe. • Training for Development by Rolf P. Lynton and Udai Pareek.			
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc			
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heecontent.upsdc.gov.in/Home.aspx			

DSE – 2.2 GUIDENCE AND COUNSELLING SKILL & PUBLIC RELATION

Programme: B. Com in Human Resource Operations	Year: First	Semester: II
Subject: Human Resource Operations		
Course Code: DSE 2.2	Course Title: Guidance and Counselling Skill & Public Relation	(Theory)
COURSE OBJECTIVE To provide an understanding of the concepts, principles and importance of guidance and counselling in educational and organizational settings.		
LEARNING OUTCOMES: The student will be able to - Explain the concepts, principles and scope of guidance and counselling. - Apply counselling skills and techniques in educational and organizational settings. - Analyze individual and group guidance programmes for personal and career development. - Evaluate ethical issues and recent trends in guidance and counselling.		
Credit: 4		Core Course
Max Marks: 25+75 (Internal + External)		
Unit	Topics	Credit Hours
I	Introduction to Guidance and Counselling Guidance: Meaning, objectives, nature, scope and principles. Types of Guidance: Educational, Vocational, Personal and Career Guidance. Counselling: Meaning, objectives, characteristics and importance. Relationship between Guidance and Counselling. Need for Guidance and Counselling in Educational Institutions and Organizations. Qualities and Competencies of a Counsellor. Guidance Services.	1 15
II	Counselling Process and Techniques Counselling Process. Steps in Counselling. Counselling Relationship. Communication Skills in Counselling. Listening Skills. Interview Techniques. Rapport Building. Individual Counselling. Group Counselling. Directive Counselling. Non-Directive Counselling. Eclectic Counselling. Behavioural and Cognitive Approaches to Counselling. Counselling Records and Reports.	1 15
III	Guidance Programmes and Career Counselling Career Development: Meaning and Stages. Career Planning and Career Decision Making. Career Information Services. Career Guidance Programmes. Educational Guidance. Vocational Guidance. Placement Services. Follow-up Services. Counselling for Stress Management. Conflict Resolution. Time Management. Work-Life Balance. Employee Assistance Programmes (EAP). Counselling for Employee Well-being.	1 15



IV	Ethics and Emerging Trends in Guidance and Counselling Professional Ethics in Counselling. Confidentiality and Privacy. Code of Ethics for Counsellors. Values in Counselling. Emotional Intelligence. Positive Psychology. Digital Counselling. Online Counselling. Tele-Counselling. Artificial Intelligence in Counselling. Mental Health Awareness. Crisis Counselling. Contemporary Trends in Guidance and Counselling.	1	15
Teaching Learning Process: Class discussions/ demonstrations, PowerPoint presentations, Class activities/ assignments etc.			
References: • Guidance and Counselling by R.A. Sharma. • Educational and Vocational Guidance by S.K. Kochhar. • Guidance and Counselling in Colleges and Universities by S. Narayana Rao. • Basic Counselling Skills: A Helper's Manual by Richard Nelson-Jones. • Introduction to Counselling and Guidance by John McLeod.			
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc			
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://hcecontent.upsdc.gov.in/Home.aspx			






SEC 2.1 – LIFE SKILLS

Programme: B. Com in Human Resource Operations		Year: First	Semester: II		
Subject: Human Resource Operations					
Course Code: SEC 2.1		Course Title: Life Skills		(Theory)	
COURSE OBJECTIVE: To develop essential life skills for personal growth, emotional well-being and professional success.					
LEARNING OUTCOMES: - Demonstrate effective communication, interpersonal and self-management skills in personal and professional life. - Apply critical thinking, decision-making, problem-solving and stress management techniques in real-life situations.					
Credit: 2		Skill Enhancement Course			
Max Marks: 40+60 (Internal + Practical)					
Unit	Details			Credit	Hours
I	Personal and Interpersonal Life Skills Life Skills: Meaning, objectives, significance and classification. Self-awareness and Self-esteem. Self-confidence and Positive Thinking. Emotional Intelligence. Effective Communication: Verbal and Non-verbal Communication. Listening Skills. Interpersonal Relationships. Teamwork and Collaboration. Leadership Skills. Time Management. Goal Setting. Stress Management. Conflict Resolution. Work Ethics and Professional Etiquette.			1	15
II	Decision Making and Professional Life Skills Critical Thinking and Creative Thinking. Decision Making Process. Problem Solving Techniques. Adaptability and Resilience. Career Planning and Employability Skills. Digital Etiquette and Responsible Use of Technology. Financial Literacy: Budgeting and Personal Financial Planning. Health, Hygiene and Wellness. Work-Life Balance. Social Responsibility. Environmental Awareness. Life Skills for Entrepreneurship and Workplace Success.			1	15
Teaching Learning Process: Class discussions/ demonstrations, PowerPoint presentations, Class activities/ assignments etc.					
References: - Life Skills Education by G. Rajagopalan. - Life Skills for Adolescents by Dr. N. K. Chadha. - Soft Skills by S. Balasubramanian. - Life Skills: Handbook for Teachers by World Health Organization (WHO). - Developing the Leader Within You by John C. Maxwell.					
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc					
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heccontent.upsdc.gov.in/Home.aspx					





AEC-2.1 ENGLISH LANGUAGE-II (READING AND WRITING SKILLS)

Programme: B.Com. in Human Resource Operations		Year: First	Semester: II
Subject: Human Resource Operations			
Course Code: AEC-2.1	Course Title: English Language-II (Reading and Writing Skills)		(Theory)
COURSE OBJECTIVE: The course aims to strengthen students' reading and writing competencies in English for academic, professional, and personal purposes. It focuses on developing the ability to read a variety of texts with comprehension, analyze and interpret information critically, and apply appropriate reading strategies.			
LEARNING OUTCOMES: By the end of this course, students will be able to: • Apply reading strategies such as skimming and scanning to comprehend texts. • Identify main ideas and supporting details in short academic readings. • Write coherent paragraphs and short essays with unity and coherence. • Summarise and describe simple data in written form.			
Credits: 2		Ability Enhancement Course	
Max Marks: 25+75 (Internal + External)			
Unit	Topics	Credit	No. of Lectures = 30
I	Reading Skills • Skimming and scanning texts • Reading comprehension of short economic/ Business articles • Identifying main ideas, supporting details, and inferences • Understanding vocabulary from context	1	15
II	Writing Skills • Paragraph writing (topic sentence, unity, coherence) • Summarising short texts • Describing tables, charts, and data in writing • Short descriptive/analytical essays on contemporary Economic / Business topics	1	15
Teaching Learning Process: Class discussions/ demonstrations, PowerPoint presentations, Class activities/ assignments etc.			
References: • R.R. Jordan, Academic Writing Course (Longman) • Michael McCarthy & Felicity O'Dell, English Vocabulary in Use • The Economist (selected articles)			
Suggested Continuous Evaluation Methods: Assignment, Internal, Quiz, PPT presentation, External Examination etc.			
Suggested equivalent online courses: Suggestive digital platforms web links-ePG-Pathshala, IGNOU & UPRTOU online study material SWAYAM Portal http://heecontent.upsdc.gov.in/Home.aspx			

