

SEMESTER IV

COMPANY LAW

1. Course Description

Programme: BMS
Course Code: U24/BMS/DSC/404
Course Type: DSC
No. of Credits: 5

Max. Hours: 75
Max. Marks: 100
Hours per Week: 5

2. Course Objective

- To outline the various provisions of the Companies Act 1956 and 2012.
- To understand the roles and responsibilities of the Board of Directors.
- To understand the relevance of documentation and regulation of limited liability companies.

3. Course Outcomes

On completion of the course the student will be able to:

CO 1: Identify and explain the various characteristics of a company and compare and contrast between the different types of companies. (UNDERSTAND)

CO 2: Identify and explain the legal status of a promoter and the Certificate of Incorporation. (UNDERSTAND)

CO 3: Illustrate a procedural flow from the application of shares to the forfeiture and transfer/ transmission of shares. (APPLY)

CO 4: Identify and describe the role of directors in a company and the importance of conducting timely meetings. (UNDERSTAND)

CO 5: Outline the process of winding up of a company and the powers of NCLT. (UNDERSTAND)

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4. Course Content

MODULE I: NATURE AND TYPES OF COMPANIES

(15 Hrs)

Definitions and Characteristics of a Company- Lifting or Piercing the Corporate Veil- Types of Companies - Distinction between private and public company - Special privileges and exemptions available to private companies - Conversion of a private company into a public company and public company into a private company.

MODULE II: FORMATION AND INCORPORATION OF A COMPANY

(15 Hrs)

Promotion: Promoter- legal position - Pre-incorporation contracts - Incorporation of a company: Certificate of incorporation - Effects of certificate of Incorporation - Certificate of Commencement of business.

Contents of Memorandum of Association and Articles of Association

MODULE III: RAISING SHARE CAPITAL

(15 Hrs)

Allotment of Shares - first and subsequent allotment of shares - Share Certificates and Share Warrants - Calls on Shares - Lien on shares - Forfeiture of shares - Surrender of Shares - Transfer and Transmission of Shares

MODULE IV: COMPANY MANAGEMENT AND ADMINISTRATION

(15 Hrs)

Director: Definition - appointment - share qualifications - powers of directors - duties of directors Company Meetings - requisites of a valid meeting - kinds of meetings - statutory meeting - annual general meeting - extraordinary general meeting

MODULE V: WINDING UP

(15 Hrs)

Meaning of winding up- Winding up vs. Dissolution- Modes of winding up - Compulsory winding up - grounds - petition - Official liquidator - contributory - statement of affairs - committee of inspection - powers of NCLT - Voluntary winding up - Members' voluntary winding up - Creditors' voluntary winding up.

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5. References

- 1.N.D. Kapoor, Company Law . Sultan Chand & Sons
- 2.Avatar Singh, Company Law, Eastern Book Company
- 3.Chawla & Garg, Company Law. Kalyani Publishers
- 4.A.K.Majumdar and Dr.G.K.Kapoor, Company Law, Taxmann Publications
(Pvt) Ltd.

6. Syllabus Focus**a) Relevance to Local, Regional, National and Global Development Needs**

| Local /Regional/National /Global Development Needs | Relevance |
|--|---|
| National Development Need | The course is a much-needed deep dive into the finer aspects of Company Law, for budding managers and entrepreneurs. |
| Global Development Need | A thorough reading of Company Law in the Indian context familiarises the student with legal terminology, enabling them to understand corporate law in the global context. |

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b) Components on Skill Development/Entrepreneurship Development/Employability

| SD/ED/EMP | Syllabus Content | Description of Activity |
|-----------|------------------------------------|---|
| ED | Module II Module IV Module V | Assignments on reading and evaluating the Certificates of Incorporation and other documents of a company. Analyzing the various companies' AGM proceedings to understand the process. Case study discussions and assignments on bankruptcy and winding up, as per Company Law mandates. |

7. Pedagogy

| S. No | Student Centric Methods Adopted | Type / Description of Activity |
|-------|------------------------------------|--------------------------------|
| 1 | Moot Court Presentations | Participative Learning |
| 2 | Workshops /Guest Lectures | Participative Learning |
| 3 | Group Discussion | Participative Learning |
| 4 | Case Studies | Problem Solving |
| 5 | Individual and Group Presentations | Participative Learning |

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8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

| CO | Continuous Internal Assessments - CIA (40%) | End Semester Examination (60%) |
|------------|---|--------------------------------|
| CO 1 | CIA-1 | End Semester examination |
| CO 2 | CIA-1 | |
| CO 3, CO 4 | CIA-2 Presentation | |
| CO 5 | CIA-2 Written Test/ Presentations | |

b) Model Question Paper - End Semester Exam

COMPANY LAW

Max. Marks: 60

Time: 2Hrs

SECTION A

I. Answer the following

5 x 10 = 50 M

1. What does the term 'Registered Company' mean? Discuss the characteristics of company.

OR

2. On what basis can companies be classified? Discuss each type.

3. Who is a promoter? Elaborate on the fiduciary position and the legal status of a promoter.

OR

4. Discuss in detail the contents of Memorandum of Association

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5. Distinguish between a Share Warrant and a Share Certificate.

OR

6. What are the provisions of the act relating to transfer of shares?

7. Explain how the directors are appointed and who can appoint them?

OR

8. Discuss the Requisites of a valid meeting.

9. What are the grounds for compulsory winding up?

OR

10. What are the powers vested in NCLT?

SECTION B

II. Answer any 5.

5 x 2 = 10 marks

11. Transferability of Shares

12. Certificate of Incorporation

13. Share Warrant

14. Transmission of Shares

15. Share Qualification

16. Dissolution

17. Creditors' Voluntary Winding Up

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SEMESTER - IV

DATA ANALYSIS AND VISUALIZATION

1. Course Description

Programme: B.Sc./B.Com./BMS

Max. Hours: 30

Course Code: U24/CSC/SEC/401

Hours per week: 2

Course Type: SKILL ENHANCEMENT COURSE

Max. Marks: 50

No. of credits: 2

2. Course Objectives

- To learn the skills for working with formulas, functions, named ranges, referencing cells, and auditing for effective data analysis and manipulation.
- To learn the skills required for case analysis of different scenarios using the tools for analysis and visualisation.

3. Course Outcomes

This SEC paper will help students to enhance their overall skills and to

CO1: *Apply* formulas, functions, and named ranges for effective data manipulation to Demonstrate Excel Data Analysis Proficiency. (Cognitive level – 3)

CO2: *Demonstrate* ability to employ analytical tools and visualization techniques to extract insights and present findings effectively. (Cognitive level – 3)

4. Course Content

MODULE I: DATA REPRESENTATION

Hrs) (15

Review of Excel-Worksheet Basics, Protecting Workbook, Importing and Exporting data, Sharing in Excel; Formula sand functions – understanding formulas; operators in formula; named ranges; calculations; functions in formulas; relative and absolute addressing; referencing cells outside the worksheet and workbook; functions- logical, summarizing, text, lookup, reference, data and time, math functions; error handling, formula auditing.

MODULE II: DATA VISUALIZATION

Hrs) (15

Charts–waterfall, histogram, pareto, box and whisker, Tree map, sunburst, sparkline,3D map charts and their uses; Advanced charts -Milestone chart, SmartArt graphics, Organization chart.

Pivot tables–verify data source, format data, recommended pivot tables, adding slicers, timelines, calculated fields and group fields in pivot.

5. References

- 1. Manisha Nigam, “Data Analysis with Excel”, BPP publications, 2018

6. Syllabus Focus

a) **Relevance to Local, Regional, National and Global Development Needs**

| Local/Regional/National/Global Development Needs | Relevance |
|--|---|
| Global Development | Data Analysis is a systematic method to look for trends, groupings, or other relationships between different types of data. Data visualization is to make it easier to identify patterns, trends and outliers in large data sets. |

b) **Components on Skill Development/Entrepreneurship Development/Employability**

| SD/ED/EMP | Syllabus Content | Description of Activity |
|------------|------------------|---|
| SD and EMP | Modules 1 and 2 | Proficiency in Excel for worksheet management, data importing/ exporting, sharing, formula understanding, error handling and auditing for effective data analysis and manipulation. Proficiency in creating and utilizing various types of charts and understanding their purposes for data visualization. |

8. Course Assessment Plan

a) **Weightage of Marks in Formative and Summative Assessments**

| | |
|---------------------------------|---------------------------------|
| Formative Assessment - FA (40%) | Summative Assessment - SA (60%) |
|---------------------------------|---------------------------------|

| | |
|---|------------------------------|
| CIA-20 marks Mini project/Written Assignment / Problem solving/Case studies | End Semester Exam – 30 Marks |
|---|------------------------------|

b) Question Paper Pattern

EXTERNAL- MODEL QUESTION PAPER**PRACTICAL**

Course code: U24/CSC/SEC/401

Credits:2

Max. Marks: 30

Max Time: 1 Hr

I. Answer the following.

1. Refer the excel worksheet shared and perform the below tasks: **(15M)**
- Apply conditional Formatting for Total column and find how many students Mark1 is greater than 42.
 - Calculate total and Percentage.
 - Use VLOOKUP function to find the name of the student with Roll No 12823.
 - Use IF CONDITION for Pass/fail. If Percentage greater than 72 "Pass" else "Fail".
 - Add a new column as Full name and fill the data using CONCATENATE function.

2. Draw a sparkline chart for the following chart **(15M)**

| Month | Jan | feb | Mar | Apr | may | jun |
|--------------|----------|----------|-----------|-----------|-----------|----------|
| Revenue 2020 | 785 0 | 890 0 | - 8700 | 740 | - 7463 | 784 1 |
| Revenue 2021 | 790 0 | 500 8 | 4700 | - 4500 | 4850 | 795 8 |
| Revenue 2022 | 800 0 | 670 0 | - 4000 | 7200 | 5300 | 890 0 |

| Prepared by | Checked & Verified by | Approved by |
|---------------------------------------|------------------------|-----------------------------|
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SEMESTER IV

FINANCIAL MANAGEMENT

1. Course Description

Programme: BMS
Course Code: U24/BMS/DSC/402
Course Type: DSC
No. of Credits: 5

Max. Hours: 75
Max. Marks: 100
Hours per Week: 5

2. Course Objectives

- To provide understanding of conceptual framework relating to decision making in the area of Finance.
- To develop analytical skills, using numerical techniques and methodologies for optimal decision making in the area of investment, financing and dividend decisions of business organizations.

3. Course Outcomes

On completion of the course the student will be able to:

CO1: Describe, explain and identify the basic aspects of financial management and the risk return relationship (UNDERSTAND)

CO 2: Identify, explain and interpret data for financial decision-making (UNDERSTAND)

CO 3: Describe, explain and examine the process of Capital Budgeting. (ANALYZE)

CO4: Outline, describe and explain the concept of dividends for the purpose of dividend decision making. (UNDERSTAND)

CO5: Describe and compare and contrast the various aspects of Working Capital Management.(ANALYZE)

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4. Course Content**MODULE I: INTRODUCTION TO FINANCIAL MANAGEMENT (15 Hrs)**

Financial Management - Scope of Financial Management - Evolution of corporate finance - Goals of Financial Management – Basic Considerations: Risk and Return - Liquidity Versus Profitability – Importance of Financial Management- Financial Management Decisions - Financing, Investment and Dividend(Theory only)

MODULE II: FINANCIAL DECISIONS (15 Hrs)

Financing Decisions - Capital – Types of capital – Shareholders funds and loans - Capital Structure Theories – Net Income Approach, Net Operating Approach - M.M. Approach - Factors influencing the Capital Structure(Theory only) - Leverage - Concept of Leverage - types of leverage -Significance of Operating and Financial Leverage(Problems). Cost of Capital - Basic Concepts - Cost of Debt Capital - Cost of Preference Capital - Cost of Equity Capital - Cost of External Equity -Cost of Retained Earnings - Overall Cost of Capital: Book Value Proportions – Market Value Proportions(Problems)

MODULE III: INVESTMENT DECISIONS (15 Hrs)

Investment Decisions - Time Value of Money - Valuation Concept - Future Value of single cash flow – Multiple flows - Annuity - Present Value of Single Cash Flow - Multiple Flows - Annuity (Problems) -Capital Budgeting - Meaning - Process -Importance of Capital Budgeting Decisions - Appraisal Criteria: PayBack Period - Average Rate of Return (ARR) - Net Present Value(NPV) - Benefit Cost Ratio – Internal Rate of Return(IRR) (Problems)

MODULE IV: DIVIDEND DECISION (15 Hrs)

Dividend decision - Forms of dividends – Cash and Bonus Shares - Traditional Proposition – Walter Model – Gordon Model – Miller and Modigliani Proposition – Problems - Factors influencing Dividend Policy

MODULE V : WORKING CAPITAL ESTIMATION (15Hrs)

Working Capital - Meaning - Importance - Factors that influence Working Capital Requirements - Components of Working Capital Management-Working Capital Financing and Estimation (Problems)

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5. References

1. Rustagi. Financial Management. Taxman Publication Pvt. Ltd.
2. R K Sharma, Sashi Gupta. Financial Management. Kalyani Publishers.
3. James C Vanhorne. Financial Management and Policy. Pearson Education.
4. Prasanna Chandra. Financial Management Theory and Practice. McGraw Hill Education.
5. I.M. Pandey. Financial Management. Vikas Publishing House Pvt. Ltd.
6. S N Maheshwari. Financial Management Principles and Practice. Sultan Chand & Sons.

6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

| Local /Regional/National /Global Development Needs | Relevance |
|--|--|
| National Need | To understand the finer nuances of company finance and investment decision making. |
| Global Need | To be able to understand and implement financial decision-making theories and practices. |

b) Components on Skill Development/Entrepreneurship Development/Employability

| SD/ED/EMP | Syllabus Content | Description of Activity |
|-------------------|--------------------------------------|--|
| Skill Development | Module II Module III Module IV | <p>Module II: Reading of Company Final Accounts to arrive at leverage positions and analyse financing decisions.</p> <p>Module III: Case studies of Capital Budgeting decisions, with a focus on applying concepts and techniques learnt.</p> <p>Module IV: Analyzing Profit and Dividend decisions on companies in order to understand dividend policy drivers.</p> |

7. Pedagogy

| S. No | Student Centric Methods Adopted | Type / Description of Activity |
|-------|---------------------------------|--------------------------------|
| 1. | Workshops /Guest Lectures | Participative Learning |
| 2. | Assignments | Solving Sums |
| 3. | Case Studies | Analysing and Reporting |

8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

| CO | Continuous Internal Assessments - CIA (40%) | End Semester Examination - (60%) |
|-----------|---|----------------------------------|
| CO 1 | CIA-1 | End Semester examination |
| CO 2 | CIA-1 | |
| CO 3,CO 4 | CIA-2 Skill Test | |
| CO 5 | CIA-2 Assignment | |

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b) Model Question Paper- End Semester Exam

FINANCIAL MANAGEMENT

Max. Marks: 60

Time: 2Hrs

SECTION A

I. Answer the following

5 x 10 = 50 M

1. Explain the Goals of Financial Management

OR

2. Define Financial Management. Explain the various Financial Management decisions

3. (i) Critically analyze the MM approach for capital structure decision making (6marks)

(ii) The following data is available for X Ltd. (4marks)

- Selling Price per unit- Rs 120.
- Variable Cost per unit- Rs.70.
- Fixed Cost Rs. 2,00,000

a. What is the Operating Leverage when X Ltd. produces and sells 6,000 units?

b. What is the % change that will occur in the Operating Income (EBIT) if the output increases by 5%?

OR

4. Solve the following:

- a. Y Ltd. issued 10% debentures of Rs. 1,000 Face Value to be redeemed after 10 years. Flotation Costs amount to 4%. What is the Cost of Debt? Assume a tax rate of 50%. (3marks)
- b. X Ltd. Issued 6% debentures of Rs. 100 each at a discount of 10%. The debentures will be redeemed after 10 years. The Flotation Costs are estimated to be Rs. 3 per debenture. What is the Cost of Debt? (3marks)
- c. R Ltd. has issued 9% Preference Shares of Rs. 100 each and incurred a Flotation Cost of 4%. What is the Cost of Preference Share Capital? (4marks)

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5. Modern co Ltd is considering the purchase of a machine. Two machines A and B are available, each costing Rs.50,000. In comparing the profitability of these machines a discount rate of 10% is to be used. Net cash flows are expected to be as follows: **(10marks)**

| YEAR | Machine A Cash Inflow | Machine B Cash Inflow |
|------|--------------------------|--------------------------|
| 1 | 15,000 | 5,000 |
| 2 | 20,000 | 15,000 |
| 3 | 25,000 | 20,000 |
| 4 | 15,000 | 30,000 |
| 5 | 10,000 | 20,000 |

a. Evaluate the project using PBP, NPV, and Profitability Index.

You are also given the following data:

| YEA R | Present value of Re.1@10% discount |
|----------|--|
| 1 | 0.909 |
| 2 | 0.826 |
| 3 | 0.751 |
| 4 | 0.683 |
| 5 | 0.621 |

OR

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6. (i) Calculate the future value at the end of 5 years of the following series of payments at 10% rate of interest. **(5marks)**

$R_1 = 1,000$ at the end of the first year.

$R_2 = 2,000$ at the end of the 2nd year.

$R_3 = 3,000$ at the end of the 3rd year.

$R_4 = 2,000$ at the end of the 4th year.

$R_5 = 1,500$ at the end of the 5th year.

(ii) Mr X has to receive Rs.2,000 per year for 5 years. Calculate the present value of the annuity assuming that he can earn interest on his investment at 10%pa. **(5marks)**

7. Discuss the various types of Dividend policy and the factors influencing the dividend policy.

OR

8. The earnings per share of company are rs.8 and the rate of capitalization applicable to the company is 10%. The company has before it an option of adopting a payout ratio of 25% or 50% or 75%.

Using Walters formula of dividend Payout, compute the market value of the company's share if the productivity of retained earnings is a) 15% b) 10%.

9. Enumerate the components of Working Capital Management and its Requirements.

OR

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- Raw Material— Rs. 45 per unit
- Direct Labour— Rs. 20 per unit
- Overheads— Rs. 40 per unit
- Profit—Rs. 30 per unit
- Selling Price— Rs. 135 per unit

1. Raw materials are in stock on average for 1 month.
2. Materials are in process on average for 2 weeks.
3. Finished goods are in stock on average for 1 month.
4. Credit allowed by suppliers is for 1 month.
5. Time lag in payment from debtors is 2 months.
6. Lag in payment of wages is for one and a half weeks.
7. Lag in payment of overheads is 1 month.
8. 20 % of output is sold against cash and bank, for Rs. 30,000.
9. 4 weeks equal 1 month.

5 x 2 = 10 mark

11. Risk Return Trade off
12. Explicit & Implicit Cost.
13. Types of Leverage
14. Pay-back period
15. Discounting Technique
16. Interim Dividend
17. Operating cycle

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SEMESTER IV

RESEARCH METHODOLOGY

1. Course Description

Programme: BMS
Course Code: U24/BMS/DSC/403
Course Type: DSC
No. of credits: 5

Max. Hours: 75
Hours per week: 5
Max. Marks: 100

2. Course Objectives

- To acquaint students with the basic concepts of research methodology.
- To enable the students to independently conduct academic research.

3. Course Outcomes

On completion of the course, the student will able to:

CO 1: Describe and explain the different methods of conducting research. (UNDERSTAND)

CO 2: Implement the various tools that enable data collection and sampling. (APPLY)

CO 3: Apply and solve various methods of data analysis relevant to academic research.
(APPLY)

CO4: Apply higher order analytical methods to interpret data. (APPLY)

CO5: Apply Thesis Writing pointers to draft original research content. (APPLY)

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4. Course Content**MODULE I: INTRODUCTION TO RESEARCH****(15 Hrs)**

Meaning of research- purpose- need and importance- types of research- research approaches - pure research vs. applied research- Qualitative research vs. Quantitative research- Exploratory research- Descriptive research – Criteria of good research – Ethical issues in Business Research - problems encountered by researcher -Research methods and techniques - Research problem - Formulation of research problem - Common errors - Research design- Meaning - Need – Functions - Goals of a research design - Different research designs.

MODULE II: SAMPLING AND DATA COLLECTION**(15 Hrs)**

Concepts of population, sample, sampling unit, parameter, statistic, sample frame and standard error. Principal steps in sample surveys - need for sampling, census versus sample surveys, sampling and non- sampling errors

Advantages and limitations of sampling. Types of Sampling: Subjective or Judgmental Sampling- Probability sampling methods: Simple random Sampling Stratified, Systematic Sampling

Data for Research- Data Collection Methods- Merits and Demerits- Measurement and Scaling- Scale Classification- Levels of Measurement-Criteria for Good Measurement

MODULE III: TESTING OF HYPOTHESIS - I**(15 Hrs)**

Hypothesis Testing- Null hypothesis, Alternative hypothesis, one tail test and two tail tests, Types of Errors, Critical region, Level of Significance, Power of a test, Procedure of testing of hypothesis.

Large Sample test Test for Single mean, difference of two means, Test for single proportion, difference of two proportions, (Problems)

Small Sample Tests: t-test for single mean, difference of means, paired t-test and correlation coefficient, F- test for difference of two variances. (Problems)

MODULE IV: TESTING OF HYPOTHESIS-II**(15 Hrs)**

Chi-square test for single variance, Assumptions for validity of Chi-square test, Chi-square test for independence of attributes (Yates Correction), Chi-Square test for testing Goodness of fit. (Problems)

ANOVA: One-way analysis of variance, Two-way analysis of variance. (Problems)

Difference between parametric and Non-parametric tests, Advantages and Disadvantages,

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MODULE V: REPORT WRITING**(15 Hrs)**

Significance of report writing- Different steps in report writing

Lay out of a Research report - Types of reports- Precautions for writing a Research report-

Bibliography- Oral presentation

5. References

1. Dr. O.R. Krishnaswami, Methodology of research in social sciences. Himalaya Publishing House.
2. Kothari, C.R., Research Methodology: Methods and Techniques, New Age International Publishers.
3. Siegel S and Sidney. Non-parametric Statistics for Behavioural Science, McGraw Hill.
4. Business Research Methods, Donald R Cooper & Pamela S Schindler, McGraw Hill .
5. Statistical Methods, S.P. Gupta . Sultan Chand and Sons.

6. Syllabus Focus**a) Relevance to Local , Regional , National and Global Development Needs**

| Local /Regional/National /Global Development Needs | Relevance |
|--|---|
| National Development Need | This course will enable the development of scientific and analytical approach to research, to solve various policy and business problems. |
| Global Development Need | This course will develop in students, problem-solving oriented research acumen with a global outlook |

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b) Components on Skill Development/Entrepreneurship Development/Employability

| SD/ED/EMP | Syllabus Content | Description of Activity |
|-----------|------------------|--|
| SD | Module 2, 3,4 | Module 2: Create data collection tools Module 3 and 4: Problem solving using various data analysis methods Module 5: Preparing a research paper by applying all the tools relevant for academic research |

7. Pedagogy

| S. No | Student Centric Methods Adopted | Type / Description of Activity |
|-------|---------------------------------|--------------------------------|
| 1. | Group Presentation | Participative Learning |
| 2. | Workshops /Guest Lectures | Participative Learning |
| 3. | Group Discussion | Participative Learning |
| 4 | Case Studies | Problem Solving |

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8. Course Assessment Plan**a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

| CO | Continuous Internal Assessments - CIA (40%) | End Semester Examination (60%) |
|----------------|--|-----------------------------------|
| CO 1 | CIA-1 | End Semester examination |
| CO 2 | CIA-1 | |
| CO 3 , CO 4 | CIA-2 Presentation | |
| CO 5 | CIA-2 Objective Type Test | |

b) Model Question Paper - End Semester Exam**RESEARCH METHODOLOGY****Max. Marks: 60****Time: 2Hrs****SECTION A****I. Answer the following****5 x 10 = 50 M**

1. Explain the various types of Research Design.

OR

2. Explain the relevance and need to conduct research.

3. Create a questionnaire for collecting feedback for a Fast Food Restaurant, using scaling techniques.

OR

4. Explain the various Sampling Techniques.

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5. An ambulance service claims that it takes, on the average 8.9 minutes to reach its destination in emergency calls. To check on this claim, the agency which licenses ambulance services has then timed on 50 emergency calls, getting a mean of 9.3 minutes with a standard deviation of 1.8 minutes. Does this constitute evidence that the figure claimed is too low at the 1% level?

(Table value : -1.645)

OR

6. Explain the procedure for testing a hypothesis.

7. The number of road accidents per week in a certain area were as follows:

| Week | I | II | III | IV | V | VI | VII | VIII | IX | X |
|------------------|----|----|-----|----|----|----|-----|------|----|---|
| No. of accidents | 12 | 8 | 20 | 2 | 14 | 10 | 15 | 6 | 9 | 4 |

Are these frequencies in agreement with the belief that accident conditions were the same during the 10 week period? Calculate Chi-square value.

OR

8. To study the performance of three detergents and three different water temperatures, the following whiteness readings were obtained with specially designed equipment:

| Water temp. | Detergent A | Detergent B | Detergent C |
|-------------|-------------|-------------|-------------|
| Cold water | 57 | 55 | 67 |
| Warm water | 49 | 52 | 68 |
| Hot water | 54 | 46 | 58 |

Perform a two-way analysis of variance using 5% level of significance. Hypothesis should be stated clearly. Coding of data may be done by subtracting 50 from each item.

9. Explain the various steps in Report Writing.

OR

10. What are the precautions to be kept in mind while writing a Research Report?

SECTION B

II. Answer any 5.

5 x 2 = 10 marks

11. Sample survey Vs. Census survey
12. Likert Scale
13. Type I error & Type II error
14. Conditions for the validity of Chi-Square test
15. Technical Report versus Popular Report
16. Probable Error
17. p value

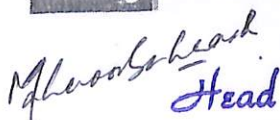
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SEMESTER IV

TALENT ACQUISITION AND MANAGEMENT

1. Course Description

Programme: BMS
Course Code: U24/BMS/DSC/401
Course Type: DSC
No. of credits: 5

Max. Hours: 75
Hours per week: 5
Max. Marks: 100

2. Course Objectives

- To familiarize the students with the concepts of talent acquisition, recruitment and selection.
- To examine the role of succession planning in organizations

3. Course Outcomes

On completion of the course the student will be able to:

CO 1: Compare and contrast Human Resource Planning and Talent Acquisition Management (UNDERSTAND & ANALYZE)

CO 2: List the sources of recruitment for Talent Acquisition and compare between Talent Acquisition and Recruitment (REMEMBER & ANALYZE)

CO 3: Explain the Selection Process and the different types of tests for an effective selection (UNDERSTAND)

CO 4: Discuss the various interview methods and structure of an Assessment Centre (UNDERSTAND)

CO 5: Analyze the significance of employees' transition and Succession Planning (ANALYZE)

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4. Course Content**MODULE I: HUMAN RESOURCE PLANNING AND THE TALENT MANAGEMENT MODEL (15 Hrs)**

Definition- Process - the HRP Model- The internal and external demand and supply of labour methods- Human Resource Information System. The Talent Management System- Formulating Competencies- using Competency Models. Job Analysis Procedures (Berry)- Job Analysis through competency based methods.

MODULE II: RECRUITMENT (15 Hrs)

Overview of the Recruitment Process- Recruitment Philosophy- Countercyclical Hiring. Alternatives to Traditional Hiring- Internal Recruitments- Process- External Recruitment Methods. Recruiting Targeted Groups- Applicants' Viewpoint- Job Search

MODULE III: SELECTION AND DECISION MAKING (15 Hrs)

The Selection Process - Statistical Methods in Selection- Requirements of Effective Selection Methods- Reliability - Validity. Decision Making in Selection-Utility of a Selection System. Tools for Candidate Assessment- Application Blanks- Tests and types of Tests.

MODULE IV: INTERVIEWS AND CANDIDATE ASSESSMENT (15 Hrs)

Types of Interviews- Validity of Interviews. Preparing Interview Questions- Structuring the Interview Process- Interviewer attributes and behavior. Simulations - Job Simulation Tests.

Assessment Centers- Structuring Assessment Centre- Assessment Centre Effectiveness

MODULE V: CAREER PLANNING AND EMPLOYEE TRANSITIONS (15 Hrs)

Career paths and Career Planning. Retirement and Voluntary Turnover- Retention Management Programs. Retrenchment and Mass layoff. Designing a Succession Planning Program Integrating Succession Planning and Career Planning

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5. References

1. Cynthia D Fisher, Lyle F. Schoenfeldt, James B Shaw. Human Resource Management. Biztantra.
2. Lilly M Berry. Employee Selection. Cengage Learning
3. Lance A Berger, Dorothy R Berger. The Talent Management Handbook.
4. Gary Dessler and Biju Varkkey. Human Resource Management. Pearson Education.
5. Ashwathappa. Human Resource Management text and Cases. McGraw Hill.
6. Cappeli Peter Talent on Demand –Managing Talent in an age of uncertainty .Harvard Business Publishing.
7. Awad.E.M and Ghaziri.H.M. Knowledge management. Pearson education International.
8. Stuart Barnes. Knowledge management System Theory and Practice. Thomson Learning.
9. Donald Hislop. Knowledge management in organizations. Oxford University press.
10. Sudhir Warier. Knowledge management. Vikas Publishing house

6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

| Local /Regional/National /Global Development Needs | Relevance |
|--|--|
| National | Develops employable skills and helps to tackle unemployment challenges |
| Global | Understands the dynamics of global talent mobility and establish partnerships with global businesses |

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b) Components on Skill Development/Entrepreneurship Development/Employability

| SD/ED/EMP | Syllabus Content | Description of Activity |
|-----------|-------------------|---|
| EMP | All Modules | Case Studies, Presentations, Preparation of different Recruitment & Selection methods, Industry-oriented analysis |
| SD | Modules 1,2,3 & 4 | Case Studies, Presentations, Hands - on approach |

7. Pedagogy

| S. No | Student Centric Methods Adopted | Type / Description of Activity |
|-------|------------------------------------|--------------------------------|
| 1. | Individual and Group Presentations | Participative Learning |
| 2. | Workshops /Guest Lectures | Participative Learning |
| 3. | Group Discussion | Participative Learning |
| 4. | Case Studies | Problem Solving |
| 5. | Research Paper Reviews | Problem Solving |
| 6. | Role Play | Participative Learning |
| 7. | Quiz | Experiential Learning |

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8. Course Assessment Plan**a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

| CO | Continuous Internal Assessments CIA -40% | End Semester Examination-60% |
|-------------|---|------------------------------|
| CO 1 | CIA-1 | Written Exam |
| CO 2 | CIA-1 | |
| CO 3 & CO 4 | CIA-2 Presentation/Role Plays, Hands - on | |
| CO 5 | CIA-2 Written Test | |

b) Model Question Paper - End Semester Exam**TALENT ACQUISITION MANAGEMENT****Max. Marks: 60****Time: 2Hrs****SECTION A****I. Answer the following****5 x 10 = 50 M**

1. Discuss in detail the different procedures in Job Analysis.

OR

2. How would you explain the major components of a Talent Management System?

3. What are the Internal and External Recruiting Methods?

OR

4. How do the applicants evaluate their job offers and make decisions about accepting them?

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5. Describe in detail the various statistical methods used in selection.

OR

6. How can you explain what is meant by Reliability and Validity?

7. Explain about the validity of interviews.

OR

8. What is an assessment center? How do you structure an Assessment Centre?

9. What do you think are the various retention management strategies?

OR

10. What is Succession Planning? How is Succession Planning done?

SECTION B

II. Answer any 5.

5 x 2 = 10 marks

11. Discuss the relevance of HRIS

12. What is Countercyclical Hiring? Briefly explain.

13. What is an Application Blank?

14. Explain the concept of an Assessment Centre in Training.

15. Examine the role of Succession Planning

16. What are the traditional methods in Hiring?

17. What are some of the important attributes of an interviewer?

c) Question Paper Blueprint

| Modules | Hours Allotted in the Syllabus | COs Addressed | Section A (No. of Questions) | Total Marks | Section B (No. of Questions) | Total Marks |
|---------|--------------------------------|---------------|------------------------------|-------------|------------------------------|-------------|
| 1 | 15 | CO-1 | 2 | 10 | 2 | 2 |
| 2 | 15 | CO-2 | 2 | 10 | 2 | 2 |
| 3 | 15 | CO-3 | 2 | 10 | 2 | 2 |
| 4 | 15 | CO-4 | 2 | 10 | 2 | 2 |
| 5 | 15 | CO-5 | 2 | 10 | 2 | 2 |

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