

T.Y.B.COM - EXTERNAL

MANAGEMENT-Paper 4

Syllabus in force from academic year 2025-2026

| | SUBJECT: MANAGEMENT- Paper 4 EXTERNAL |
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| Program Outcome | <p>PO 1: - Understand the significance of career planning in personal and organizational growth.</p> <p>PO 2: - Learn the role of mentoring, coaching, and succession planning in career progression.</p> <p>PO 3: - Analyse the impact of employee empowerment on motivation and productivity</p> <p>PO 4: - Understand the role of leadership in enhancing employee engagement.</p> <p>PO 5: - Gain insights into executive training methodologies and leadership development.</p> <p>PO 6: - Understand the role of executive education in organizational growth and innovation.</p> <p>PO 7: - Understand the relationship between work-life balance and employee well-being.</p> <p>PO 8: - Develop an understanding of legal and ethical considerations in social security policies.</p> <p>PO 9: - Develop knowledge of digital marketing strategies.</p> <p>PO 10: - Explore the impact of AI, automation, and emerging technologies in digital marketing trends.</p> |
| Program Specific Outcome | <p>PSO 1: - Students gain ability to design and implement career development frameworks in organizations.</p> <p>PSO 2: Students can create career growth roadmaps using tools like performance appraisals and mentoring programs.</p> <p>PSO 3: - Develop strategies for fostering employee engagement and participation in decision-making.</p> <p>PSO 4: - Formulate business strategies to enhance market competitiveness and organizational growth.</p> <p>PSO 5: - Understand the role of leadership training in succession planning and corporate growth.</p> <p>PSO 6: Equip students with the ability to use modern training methodologies like coaching, simulations, and e-learning for executive development.</p> <p>PSO 7: - Analyse and implement strategies to improve employees' quality of work life.</p> <p>PSO 8: - Design HR policies that integrate work-life balance with business objectives.</p> <p>PSO9: Apply sustainable business practices to align with the UN Sustainable Development Goals (SDGs).</p> <p>PSO10: Utilize strategic tools such as SWOT, PESTEL, and Porter's Five Forces for business analysis.</p> |
| Course Outcome | <p>CO1: Students acquire practical skills and knowledge in career planning, empowerment, training, and employee well-being, preparing them for leadership roles in HR and management.</p> <p>CO2: Students to gain deep insights into management practices and prepare</p> |

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| | <p>for real-world challenges in various sectors of business and management.</p> <p>CO3: Explain the significance of career planning and its impact on individual and organizational success, identify career development tools and techniques used in corporate settings. Design career progression models that align with business goals and employee aspirations. Assess the effectiveness of career planning initiatives in improving employee satisfaction.</p> <p>CO4: Define employee empowerment and its role in enhancing organizational efficiency. Evaluate various empowerment strategies used by successful organizations. Implement decision-making frameworks that promote employee autonomy. Analyse the impact of empowerment on motivation, engagement, and retention.</p> <p>CO5: Understand the objectives and components of executive development programs. Design training programs for leadership and executive growth. Evaluate the effectiveness of different executive training methodologies. Apply industry best practices in executive coaching, mentoring, and skill development.</p> <p>CO6: Define the concept of Quality of Work Life (QWL) and its importance in HRM. Identify factors that influence work-life balance and employee well-being. Analyse various social security measures and their role in workforce stability. Develop HR policies that integrate employee welfare with organizational goals.</p> <p>CO7: Evaluate the efficiency of supply chain strategies in procurement, production, and logistics.</p> <p>CO8: Develop and implement digital marketing strategies for brand promotion and customer engagement.</p> |
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| UNIT | CONTENT | WEIGHTAGE |
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| UNIT1. | <p>Career Planning and Development</p> <ul style="list-style-type: none"> - History of career Planning in India - Meaning of career planning - Career planning and manpower planning - Career planning and succession planning - Objectives of career planning - Process of career planning - Advantages and limitations of career planning | 10% |
| UNIT2. | <p>Employee Empowerment</p> <ul style="list-style-type: none"> - Concept of Empowerment - Elements of Empowerment - Approaches to Empowerment - Importance of Empowerment - Barriers to Empowerment - Making Empowerment effective | 10% |
| UNIT3. | <p>Executive Development Programmes and Training</p> <ul style="list-style-type: none"> • Concept & Importance of Executive Development • Training vs. Development – Key Differences <ul style="list-style-type: none"> - Methods of Executive Development: On-the-Job - Training: Coaching, Mentoring, Job Rotation, - Job Enrichment | 15% |

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| | <ul style="list-style-type: none"> - Off-the-Job Training: Lectures, Seminars, Business Simulations, E-Learning • Recent Trends in Executive Development: <ul style="list-style-type: none"> - Leadership Development Programs - Emotional Intelligence and Soft Skills Training - Personalized Learning & AI-Based Training Modules - Executive Coaching and Self-Development Programs - Cross-Cultural Training for Global Competence • Measuring Training Effectiveness: Kirkpatrick's Model • Role of HR and Technology in Executive Development | |
| UNIT4 | <p>Quality of Work Life, Work life Balance and Social Security</p> <ul style="list-style-type: none"> - Concept of QWL, WBL and social security - Measuring of QWL - Dimension of QWL - Principles of QWL - Techniques for improving QWL - Ways to improve Work life balance - Importance of Work life balance - Concept of Social security - Scope of social security - Women harassment at work place - Women harassment Act 2000 - The maternity benefit Act 2000 | 15% |
| UNIT5. | <p>Sustainable development and its goals</p> <ul style="list-style-type: none"> - Resource management - Four essentials of resource management - Resource management plans , concepts of sustainable development - Four components of sustainable development - Sustainable development goals | 10% |
| UNIT6 | <p>Strategic analysis</p> <ul style="list-style-type: none"> - Understanding a firm's competitive environment - Gaining advantage understanding the competitive environment - Using SWOT for strategic analysis - External environment analysis using PESTEL - A firm's micro environment (PORTER 5 FORCES) - The Internal Environment (competition, strategy and competitive advantage) - Organizational structure and change | 15% |

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| UNIT7. | Supply chain Management <ul style="list-style-type: none"> - Definition - Functions of supply chain management - Importance of supply chain management Concept of green supply chain management - Difference between green supply and conventional supply chain - Advantages of adopting GSCM - Barriers in GSCM implement. | 10% |
| UNIT8 | Digital Marketing <ul style="list-style-type: none"> - Impact of social media on brand engagement - E-commerce trends in India - Consumer psychology and online purchasing behavior - Role of influencer marketing in brand growth | 15% |

REFERENCES:

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- 3 Significance of HR . V. Sambamurthy, Robert Zmud, Tom Trainer and Carl Wilson, Publishing, Prentice Hall/BTM Institute Dec-2005
4. Sustained Innovation- Converging Business & Technology to Achieve Enduring Performance By Faisal Hoque & Tery Kirk Patrick (BTM Press-March-2007
5. Human resource management By C.B. Gupta published by Sultan Chand
6. Human Resource & Personnel Management by K. Aswathappa, "Tata McGraw-Hill Publishing.
7. Supply Chain Management, Processes, Partnership, Performances, by Lambert, Douglas.M. 3rd Edition 2008.
8. V. Sambamurthy, Robert Zmud, Tom Trainer and Carl Wilson, Publishing, Prentice Hall/BTM Institute Dec-2005
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11. Marketing 4.0: Moving from Traditional to Digital" by Philip Kotler
12. Understanding Indian Consumer Behavior by K. V. S. Hari
13. The Art of Digital Marketing by R. S. Rathi
14. Employee Empowerment: A Global Perspective" by S. K. Bhatia, Publisher: Global Vision
15. Personnel and Human Resource Management" by P. Subba Rao, Publisher: Himalaya

16. Human Resource Development by R. K. Sahu, Publisher: Excel Books

17. Training and Development: Concepts and Practices in Organizations" by R. K. Gupta, Publisher: Macmillan India

18. Quality of Work Life: A New Perspective by S. K. Bhatia, Publisher: Global Vision P.

19. Social Security in India by D. P. Agarwal, Publisher: Deep & Deep Publications

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T.Y. B.Com.(External)

Marketing Paper 3

(Syllabus effective from academic year 2025-26)

| Subject Title | Marketing -3 |
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| Program-Outcome | Upon completing the B.Com. (Marketing) program, students will be able to: |
| | <ol style="list-style-type: none">1. Fundamental Knowledge – Demonstrate knowledge of commerce, business, marketing, and financial concepts essential for professional success.2. Analytical Skills – Analyze business environments, interpret data, and make strategic decisions using problem-solving techniques.3. Research and Innovation – Conduct research using appropriate methodologies and contribute to business innovations.4. Communication Skills – Exhibit effective verbal and written communication skills in business and marketing scenarios.5. Ethical and Social Responsibility – Understand ethical, legal, and social responsibilities in business and marketing practices.6. Entrepreneurship and Leadership – Develop entrepreneurial and leadership skills to initiate and manage business ventures.7. Technological Adaptation – Use digital tools and analytical software for business research and decision-making.8. Global Perspective – Analyze international business trends and adapt strategies for competitive advantage. |
| Program Specific Outcomes | Upon completing the Marketing Specialization in B.Com., students will be able to: |
| | <ol style="list-style-type: none">1. Market Research Proficiency – Utilize research techniques to |