



सावित्रीबाई फुले पुणे विद्यापीठ
॥ यः क्रियावान् स पण्डितः ॥

Savitribai Phule Pune University, Pune



Faculty of Commerce and Management
Curriculum 2025 Pattern

Master of Business Administration –
Human Resource Development
(MBA - HRD)

Revised 2-year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern
Aligned with National Education Policy (NEP) 2020

MBA-HRD 1st year effective from AY 2025 - 26

MBA-HRD 2nd year effective from AY 2026 - 27

Master of Business Administration – Human Resource Development

MBA - HRD Revised Syllabus 2025

Revised 2 year, 4 Semester Full time Programme

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MBA- HRD 2nd Year - effective from AY 2026-27

1.0 Preamble: The revised MBA-HRD Curriculum 2024 integrates the National Education Policy, 2020 ethos with the Choice Based Credit System (CBCS) and Grading System and Outcomes Based Education (OBE)

2.0 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

- a) *every ONE-hour session per week of L amounts to 1 credit per semester*
- b) *a minimum of TWO hours per week of T amounts to 1 credit per semester,*
- c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work /Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may, with the consent of the Director / Head of the Department / Designated academic authority of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

2.1 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning & comply with the credit structure of the respective courses

2.2 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.3 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0-MBA (HRD) - Programme Focus:

3.1 Programme Educational Objectives (PEOs):

PEO1: Provide a conducive environment that holistically engages students through an all-encompassing knowledge impartation and comprehensive practical applications

PEO2: Mould students into future visionaries and management leaders that are benevolent yet efficacious, versed in the leading business and human resource practices of the world and equipped to the hilt to implement themselves and adapt to the mutable global business environment.

PEO3: Offer a deep dive into various facets of human resources management and organizational development by integration of cross-cutting issues relevant to gender, environment and sustainability, human values, professional ethics into curriculum through incorporation of relevant topics comprising corporate governance and social responsibility of business, legal framework of business, e-business and cyber laws, labor and social security laws, ethical and legal issues in performance management, workforce diversity, role of ethics in organizational behavior, negotiation, international business; ethical and social considerations in strategic management and cross border ethics management.

PEO4: Provide students with the opportunity to develop and broaden their management and leadership skills.

PEO5: Develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today's business and societal challenges.

3.2 Programme Outcomes (POs): At the end of the MBA (HRD)- programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify the opportunities and leverage managerial & leadership skills for founding, leading & managing start-ups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross - cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors& act with integrity.
10. **Lifelong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): MBA (HRD) Programme is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena and the curriculum thus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to

nurture their talent for becoming good leaders and assets for an organization. Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various human resource and organizational development operations of an organization in the emerging globalized environment.

3.4 Graduate Attributes (GAs): At the end of the MBA (HRD) programme the learner shall exhibit:

- GA1: Managerial competence
- GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
- GA3: Competence in Creativity & Innovation
- GA4: Research Aptitude, Scholarship & Enquiry
- GA5: Global Orientation
- GA6: Proficiency in ICT & Digital Literacy
- GA7: Entrepreneurship & Entrepreneurship Orientation
- GA8: Cross-functional & Inter-disciplinary Orientation
- GA9: Results Orientation
- GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
- GA11: Life-Long Learning Orientation

4.0 PG Diploma and PG Degree (MBA-HRD) Programme Structure as per NEP

Year	Level	Semester (2 Year)	Major		RM	OJT / FP	RP	Cumulative	Degree
			Mandatory	Electives					
I	6.0	Semester I	22 credits	4	-	-	-	26	
		Semester II	14 credits	4	4	4 FP	-	26	
Cumulative Credits for PG Diploma			36	8	4	4	-	52	PG Diploma (after 3 Year Degree)
Exit option: PG Diploma 52 Credits after Three Year UG Degree (with additional 4 credits of OJT)									
II	6.5	Semester III	6	12	-	8 OJT	-	26	
		Semester IV	8	12	-	-	6RP	26	
			14	24	-	08	06	52	PG Degree (after 4 - Years UG)
Cum. Cr. for 2 Year PG Degree			50	32	4	12	6	104	PG Degree (after 3 - Years UG)

PG Diploma Programme Structure as per NEP									
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total	
Mandatory	I	Generic Core	6	3	18	240	360	600	
Mandatory	I	Generic Core	2	2	4	0	120	120	
Elective	I	Generic Elective	2	2	4	80	0	80	
TOTAL			10	-	26	320	480	800	

Mandatory	II	Generic Core	4	3	12	160	240	400
Mandatory	II	Generic Core	1	2	2	0	60	60
Mandatory	II	Business Research Methods	1	2	2	-	60	60
Mandatory	II	Desk Research	1	2	2	40	0	40
Mandatory	II	Field Project	1	4	4	40	120	160
Elective	II	Generic Elective	2	2	4	80	0	80
TOTAL			10	-	26	320	480	800
PG Diploma in Management after Three Year UG Degree (with additional 4 credits of OJT for Exit option)			20	-	52	640	960	1600

- The students can exit the Programme after one year of MBA-HRD , but he has to take additional 4 Credits of On- job Training. To get **PG Diploma after Three Year UG Degree, he should earn total 52+4= 56 Credits**
- Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program
- The institute may conduct bridge courses for the respective students at the discretion of Director/ Head of the institutions

PG Degree Programme (MBA) Structure as per NEP								
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
Mandatory	III	Generic Core	1	3	3	40	60	100
Mandatory	III	Subject Core	1	3	3	40	60	100
Mandatory	III	OJT (SIP)	1	8	8	80	120	200
Elective	III	Subject Elective	4	3	12	160	240	400
TOTAL			7	-	26	320	480	800
Mandatory	IV	Generic Core	1	3	3	40	60	100
Mandatory	IV	Generic Core	1	2	2	0	60	50
Mandatory	IV	Subject Core	1	3	3	40	60	100
Mandatory	IV	Research Project	1	6	6	80	60	140
Elective	IV	Subject Elective	4	3	12	160	240	400
TOTAL			8	-	26	320	480	800
PG Degree (MBA-HRD) after Four-year UG Degree(Lateral Entry)			15	-	52	640	960	1600
PG Degree(MBA-HRD) after Three years UG Degree			35	-	104	1280	1920	3200

4.1 Course Types

- 4.1.1 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.2 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.
- 4.1.3 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations).
- 4.1.4 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:
- Very Specialized or advanced course focusing on a specific aspect
 - Supportive to the discipline of study
 - Providing an extended scope
 - Enabling an exposure to some other discipline/domain

- e) Nurturing candidate's proficiency/skills.
- 4.1.5 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.
- 4.1.6 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.7 **Research Methodology Courses:** These courses are focused on various aspects of Research. They include – Business Research Methods, Desk Research (DR) and Field Project (FP) in Semester II, On The Job Training(OJT) in Semester III and Research Project (RP) in Semester IV. **DR, FP, OJT and RP shall be specialization specific compulsory courses (subject core). BRM shall be a generic compulsory course.**
- 4.1.8 Massive Open Online Courses (MOOCs)¹: Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four-quadrant approach and made available on the SWAYAM platform of Government of India. Upto 40% credits are permitted through MOOCs. Any Course of 2 Credits can be taken in the form of SWAYAM / NPTEL MOOCs provided the student secures the certificate from SWAYAM / NPTEL. MOOCs from other platforms shall not be considered valid. MOOCs cannot be opted for in case of a 3-credit course.

5.0 Open Elective(s):

1. There is no provision for Open Electives. Students may pursue additional specializations as per the relevant provisions.

6.0 Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE)

The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term.

1. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each FA/ CCE with the Course Outcomes and define the targeted attainment levels for each CO. Graduate Attributes may also be considered during the design of CCE scheme.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment (FA) Comprehensive Concurrent Evaluation with or without modifications.
3. The course teacher shall communicate to the students, the approved FA/ CCE scheme of the course and the same shall also be hosted on the Institute's website, not later than the first week of the term.
4. *Each FA/ CCE item shall be of minimum 25 marks.*
5. *For a 3 Credit Course there shall be a MINIMUM of three FA/CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.*
6. *For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.*
7. FA/ CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
8. The assessment outcome of each FA/CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
9. A copy of the duly signed FA/CCE *outcome* shall be communicated to the students, within a week of the assessment and course teachers shall guide the students on a need basis.
10. Institute may conduct additional make up / remedial FA/CCE items at its discretion.
11. At the end of the term aggregate FA/CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be communicated to the students within a week.

6.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one or more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

5. Case Study
6. Caselet
7. Situation Analysis
8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

15. Learning Diary
16. Scrap Book / Story of the week / Story of the month
17. Creating a Quiz
18. Designing comic strips
19. Creating Brochures / Bumper Stickers / Fliers
20. Creating Crossword Puzzles
21. Creating and Presenting Posters
22. Writing an Advice Column
23. Library Magazines based assessment
24. Peer assessment
25. Autobiography/Biography
26. Writing a Memo
27. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

28. Book Review
29. Drafting a Policy Brief
30. Drafting an Executive Summary
31. Literature Review
32. Term Paper
33. Thematic Presentation
34. Publishing a Research Paper
35. Annotated Bibliography
36. Creating Taxonomy
37. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

38. Online Exam
39. Simulation Exercises
40. Gamification Exercises
41. Presentation based on Google Alerts
42. Webinar based assessment
43. Creating Webpage / Website / Blog
44. Creating infographics / infomercial
45. Creating podcasts / Newscast
46. Discussion Boards

6.3 Rubrics: The course teacher shall design Rubrics for each FA/CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the FA/CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.

6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

6.4 Safeguards for Credibility of FA/CCE: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

- Involving faculty members from other management institutes.
- Setting multiple question paper sets and choosing the final question paper in a random manner.
- One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
- Involvement of Industry personnel in evaluating projects / field based assignments.
- Involvement of alumni in evaluating presentations, role plays, etc.
- 100% moderation of answer sheets, in exceptional cases.

6.5 Retention of FA/CCE Documents: Records of FA/CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years.**

7.0 End Semester Evaluation (ESE)/ Summative Assessment (SA)

1. The End Semester Evaluation (Summative Evaluation) shall be conducted by the Savitribai Phule Pune University.
2. The ESE/SA shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE/SA question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

8.0 Programme Flexibility:

8.1 Credit Transfer for MOOCs:

- Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
- Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
- For claiming these credits - SWAYAM / NPTEL course / MOOC completion certificate submission to the institute shall be mandatory

9.0 Passing Standards:

- A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
- Formative Evaluation and Summative Evaluation shall be separate heads of passing.

10.0 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standardscale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.

- Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

Sr. No.	% of Max. Marks	Grade Point	Grade Letter
1	90 ≤ Marks ≤ 100	10	O (Outstanding)
2	75 ≤ Marks ≤ 89	9	A+ (Excellent)
3	60 ≤ Marks ≤ 74	8	A (Very Good)
4	55 ≤ Marks ≤ 59	7	B+ (Good)
5	50 ≤ Marks ≤ 54	6	B (Above Average)
6	45 ≤ Marks ≤ 49	5	C (Average)
7	40 ≤ Marks ≤ 44	4	D (Pass)
8	Marks < 40	0	F (Fail)
9	Nil	0	Ab (Absent)
10	--	0	FX (detained, Repeat the course)
11	--	0	IC (Incomplete Course- Absent for Exam but Continue for the course)
12	--	0	AC (Audit Course Completed)
13	--	--	ACN (Audit Course Not Completed)

11.0 Miscellaneous

11.1 **Scaling Down of CCE/FA Scores:** The marks obtained by the student for the CCE/FA SHALL BE SCALED DOWN, to the required extent, if percentage of the marks of CCE/FA exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

11.2 **Degree Requirements:** The degree requirements for the MBA-HRD programme are completion of minimum 104 credits.

11.3 **Maximum Attempts per Course:** A student shall earn the credits for a given course in maximum FOUR attempts.

11.4 **Maximum Duration for completion of the Programme:** The candidates shall complete the MBA-HRD Programme **within 4 years** from the date of admission.

11.5 **Attendance:** The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

11.6 **Text Books and Reference Books** refer to the latest edition.

11.7 **Medium of Instruction:** The medium of Instruction & Evaluation shall be English.

11.8 **Grade Improvement:**

1. A Candidate who has secured any grade other than F (i.e. passed the MBA-HRD programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

Annexures:

Annexure I – Semester wise Course List

Annexure II- Detailed Syllabus

Annexure 1 – LIST OF COURSES OFFERED IN EACH SEMESTER

SEMESTER I							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	101	PPM501MJ	Principle and Practice of Management	3	40	60	100
Mandatory	102	OBE502MJ	Organizational Behaviour	3	40	60	100
Mandatory	103	EHR503MJ	Economics for Human Resource Management	3	40	60	100
Mandatory	104	HRM504MJ	Human Resource Management	3	40	60	100
Mandatory	105	LLA505MJ	Labour Law - I	3	40	60	100
Mandatory	106	ODE506MJ	Organizational Development	3	40	60	100
Mandatory	107	PAS507MJ	Personnel Administration System	2	0	60	60
Mandatory	108	IKS508MJ	Indian Knowledge Systems	2	0	60	60
			8	22	240	480	720
Elective	109	AHR509MJ	Accounting for HR	2	40	0	40
Elective	110	BCO510MJ	Business Communication	2	40	0	40
Elective	111	TTB511MJ	Technology Tools in Business Management -I	2	40	0	40
Elective	112	CRM512MJ	Contemporary Framework in Management	2	40	0	40
	ELECTIVE TOTAL		2	4	80	0	80
	SEMESTER TOTAL		10	26	320	480	800

SEMESTER II							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	201	LWE551MJ	Labour Welfare	3	40	60	100
Mandatory	202	LLA552MJ	Labour Law - II	3	40	60	100
Mandatory	203	IRE553MJ	Industrial Relations	3	40	60	100
Mandatory	204	TDE554MJ	Training & Development	3	40	60	100
Mandatory	205	FHR555MJ	Finance for HR	2	0	60	60
	CORE TOTAL		5	14	160	300	460
Mandatory	206	BRM556MJ	Business Research Methodology	2	0	60	60
Mandatory	207	DRE557MJ	Desk Research	2	40	0	40
Mandatory	208	HRD581FP	Field Project	4	40	120	160
	RESEARCH TOTAL		3	8	80	180	260
Semester II Specialization Electives - Any 2 Courses to be Opted from the respective elective list							
Elective	209	MET559MJ	Management of Employee Transformation	2	40	0	40
Elective	210	BLA560MJ	Business Law	2	40	0	40
Elective	211	BOS561MJ	Basic of Operation & SCM concepts	2	40	0	40
Elective	212	CCM562MJ	Cross Culture Management	2	40	0	40
Elective	213	IOP563MJ	Industrial Organizational Psychology	2	40	0	40
	ELECTIVE TOTAL		2	4	80	0	80
	SEMESTER TOTAL		10	26	320	480	800

SEMESTER III							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	301	SHR601MJ	Strategic Human Resource Management	3	40	60	100
Mandatory	302	LLA602MJ	Labour law - III	3	40	60	100
	CORE TOTAL		2	6	80	120	200
Mandatory	303	HRD603OJT	On the Job Training	8	80	120	200
Mandatory	SIP TOTAL		1	8	80	120	200
Semester III Generic Electives - Any 4 Courses to be Opted from the respective elective list							
Elective	304	CMA604MJ	Compensation Management	3	40	60	100
Elective	305	IHR605MJ	Instruments in HRD	3	40	60	100
Elective	306	BPH606MJ	Best Practices in HR	3	40	60	100
Elective	307	CMA607MJ	Change Management	3	40	60	100
Elective	308	QMH608MJ	Quality Management in HR	3	40	60	100
Elective	309	RRE609MJ	Reward and Recognitions	3	40	60	100
	ELECTIVE TOTAL		4	12	160	240	600
	SEMESTER TOTAL		7	26	320	480	800

SEMESTER IV							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	401	CMC651MJ	Competency Mapping and career Development	3	40	60	100
Mandatory	402	IHR652MJ	International HR	2	0	60	60
Mandatory	403	LLA653MJ	Labour Law - IV	3	40	60	100
	CORE TOTAL		3	8	80	180	260
Mandatory	404	HRD681RP	Research Project	6	80	60	140
	RESEARCH PROJECT TOTAL		1	6	80	60	160
Semester IV Generic Electives - Any 4 Courses to be Opted from the following list							
Elective	405	CHR655MJ	Cases in HR	3	40	60	100
Elective	406	CBA656MJ	Collective Bargaining	3	40	60	100
Elective	407	HRI657MJ	HRIS	3	40	60	100
Elective	408	PCC658MJ	PR & Corporate Communication	3	40	60	100
Elective	409	EMH659MJ	Environment Management & Health and Safety	3	40	60	100
Elective	410	RWO660MJ	Future of Workplaces	3	40	60	100
	ELECTIVE TOTAL		4	12	160	240	400
	SEMESTER TOTAL		8	26	320	480	800
	PROGRAMME TOTAL		35	104	1280	1920	3200

SEMESTER -I

COMPULSORY GENERIC CORE COURSE

SUBJECT CODE	101
SUBJECT NAME	PRINCIPLE & PRACTICE OF MANAGEMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-101-1	REMEMBERING	TO UNDERSTAND key functions in management as applied in practice.
CO-101-2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO-101-3	APPLYING	MAKE USE OF the principles of goalsetting and planning for simple as well as complex tasks and small projects.
CO-101-4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to Management: Basics of Management: Definition, Need and Scope, understand what is management? Key terms in management, Nature of management, Process of management, Significance of management, Different levels of management. Managerial Skills, Types of managers, Introduction to Strategic Management – definitions, process and purpose.	7+2
2	Current issues in management: Managing innovation, Corporate governance, Globalization.	7+2

3	<p>Development of management thought: Different Schools of management – Introduction, Classical Theories: F. W. Taylor, Modern theories, Behavioral Approach, Quantitative School of Management, Systems management theory, Contingency School of Management, Quality School of Management Modern Management Concepts – Peter Drucker: , Peter Senge:, Gary Hamel, " M Alvin Toffler, Tom Peters, " Michael Hammer, ", C. K. Prahalad, Michael E. Porter.</p>	8+2
4	<p>Functions of Management:</p> <p>A-Planning: Introduction, Nature, Factors affecting planning, Myths about Planning, Tools for Planning: Importance/Need/Of Planning: Benefits of planning/ disadvantages of Planning, Steps in Planning Function, Types of Plans, MBO</p> <p>B-Organizing: Organizing – concept, name, importance, principles, centralization, decentralization, organization structures, line and staff authority, functional, product matrix, geographical, customer, virtual, - Organizations as networks, - types of network, Organizational design for change and innovation.</p> <p>C-Staffing: Nature and Importance of Staffing Function, steps in Staffing Process: Manpower planning, Need of Manpower Planning, Types of Recruitment, Selection, Placement, Training, Remuneration, Concept of Knowledge workers</p> <p>D-Directing: Concept, Nature/Characteristics, Importance, Role of a supervisor, Functions of a supervisor Leadership, Motivation - Supervision and communication</p> <p>E-Controlling: Concept: What is Controlling? Features, nature, importance, process, techniques, Co-ordination, Planning and Controlling</p>	8+2
5	<p>Decision Making: Introduction to decision making, meaning, nature, Components, steps in decision making, Decision making environment, Decision making conditions, Types of Decisions, styles, Decision making tools/Models, Constraints on Decision Making</p>	5+2
Reference Book		
1	Harold Koontz & Heinz Wehrich :Essentials of Management, Tata McGraw Hill	
2	Principles & Practice of management: L.M.Prasad. Management Concepts & Practices – Hannagan	
3	Management, 11/E Stephen P. Robbins, San Diego State University, Mary Coulter, Missouri State University – Pearson Principles of Management – Tony Mordem, Ashgate Publishing, Ltd	
4	Peter Drucker, Widely recognized as the father of modern management. "Concept of the Corporation" Gary Hamel, author of "Leading the Revolution"	

5	Michael Hammer, co-author of "Reengineering the Corporation". C. K. Prahalad, co- author of "Competing for the Future: Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets of Tomorrow"
6	Michael E. Porter, author of "Competitive Strategy: Techniques for Analyzing Industries and Competitors"
7	Edgar Schein, inventor of the term "Corporate Culture"
8	Peter Senge, MIT professor and author of The Fifth Discipline
9	The Art and Practice of the Learning Organization
10	Supplementary Strategic management for competitive advantage FW Gluck, SP Reading Kaufman, AS Walleck - Harvard Business Review Material

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	102
SUBJECT NAME	ORGANIZATIONAL BEHAVIOUR
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-102-1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior
CO-102-2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO-102-3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of Organizational behavior in specific organizational settings.
CO-102-4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO-102-5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO-102-6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

UNIT No.	CONTENTS	NUMBER OF SESSIONS

1	<p>Fundamentals of OB: Understanding OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behaviorist and social cognitive), Limitations of OB.</p> <p>Dynamics of People and OB: Disciplines that contribute to the field of OB (psychology, social psychology, sociology, anthropology), Relationship with the function in an organization, Behavioral approach to management.</p>	7+2
	<p>Models of OB: How to develop models of OB (understanding dependent and independent variables), Decision-making model, Robin’s OB model, Feudal, Autocratic, Supportive, Collegial and Custodian models, Human value model and contingency model.</p> <p>OB and organizational performance: What are organizations, perspectives of organizational Effectiveness - organizational earning perspective, stake holder perspective, high performance work practices perspective. Task Performance, organizational citizenship, counter productive work Behaviors Meaning and importance, Setting goals for organizational performance, Role of people in organizational performance</p>	
2	<p>Individual Process and Behavior:</p> <p>A-Ability: Meaning and significance of matching right abilities to the right job, Intellectual and physical abilities and the effects of disabilities.</p> <p>B-Learning: Definition of learning and significance of continuous learning in an organization, Theories of learning, Action learning, learning from individuals and learning from the environment.</p> <p>C-Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes</p> <p>D-Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications.</p> <p>E-Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). F-Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow’s Need Hierarchy & Herzberg’s Two Factor model Theory), The Process Theories (Vroom’s expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation.</p> <p>G-Emotional Intelligence: emotions in the work Place, Emotions Attitudes and Behavior, Emotional Intelligence Concepts of Employee Engagement, empowerment</p>	8+2

3	<p>Interpersonal Processes and Behavior, Team and Leadership Development:</p> <p>A-Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five - Stage Model of Group Development.</p> <p>B-Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.</p> <p>C-Managing Conflict: Meaning of Conflict, Types of Conflicts (Intergroup Conflict, Intra-Individual Conflict and Interpersonal Conflict), Johari Window, and Overcoming Conflict.</p> <p>D-Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today’s Global and Indian leaders.</p>	8+2
4	<p>Organization System:</p> <p>Foundations of Organization Structure: Concept of Organization & Organizational Structure, Basic elements in designing OS. Organizational Culture: Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture), Creating Positive Organizational Culture, Concept of Workplace Spirituality.</p>	5+2
5	<p>Managing Change:</p> <p>Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change.</p> <p>Implementing Organizational Change: How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin’s - Three step model, Seven Stage model of Change & Kotter’s Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.</p>	7+2
Learning Resources		
Text Books	<p>Organizational Behaviour by Robin Nelson Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra Organizational Behaviour by M N Mishra Organizational Behaviour by K Ashwathappa</p>	
Reference Books	<p>Understanding OB by Uday Pareek Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar</p>	
Supplementary Reading Material	<p>Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler Organizational Performance in a Nutshell by Daniel M. Wentland</p>	
Websites	<p>http://papers.ssrn.com http://www.nwlink.com/~donclark/leader/leadob.html</p>	
Journals	<p>Organizational Behavior and Human Decision Processes Journal of Organizational Behavior Journal of Human Values International Studies of Management & Organization</p>	

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	103
SUBJECT NAME	Economics for Human Resource Management
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-103-1	REMEMBERING	DEFINE the key terms in micro-economics
CO-103-2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO-103-3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO-103-4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO-103-5	EVALUATING	DEVELOP critical thinking based on principles of micro - economics for informed business decision making.
CO-103-6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Labour Market, Demand & Supply: Dynamics of Labour Market Need of Labour Market, Labour Demand, Elasticity of Demand for Labour and its Applications. Market supply of labour, Supply of labour in relation to growth of labour force; Labour market policies.	8+2
2	Employee On boarding: Hiring from alternative skill sets, Selection – probation, contingent contract, Individuals decision to work, Retirement and voluntary retirement schemes, Some labour legislations and its impact on individual Supply of labour.	7+2

3	Wage Management & Wage Boards: Concepts of wages - fair, living- minimum problems of implementation of minimum wages; Wage differentials in terms of firm, Industry, Occupation, Region, Sex and Skills wage standardization; wage policy in India.: Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages	7+2
4	Compensations and Incentives: Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades - Straight pay and variable pay – Salary Matrix – Compensation as a Retention Strategy. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.	5+2
5	Labour Mobility & Discrimination: Why Workers Migrate, how to design Incentives for retaining critical worker? Impact & changes in Labour mobility after 1991 LPG policy. Factors lead to Employee discrimination, Laws against discrimination, Employer Reaction to such laws, and Usefulness of the law.	8+2

Learning Resources	
Text Books	Principles of Economics by Robert H. Frant and Ben S. Bernanke Publication – Tata McGraw – Hill Labour Economics By Roy B. Helfgott Publication – Random House, New York Economics of Labour and Industrial Relations by Dr. T. N. Bhagoliwal Publication – Sahitya Bhavan Publication Labour Economics by F. Ray Marshall, Vernon M. Briggs, Jr. and Allan G. King Publication – Richard D. Irwin, INC Labour Welfare, Trade Unionism and Industrial Relations by Punekar, Deodhar and Sankaran Publication – Himalaya Publishing House
Reference Books	Labour Economics & Labour Problems, by M.V.Joshi, Atlantic Publication ISBN – 8171568696 Labour Economics by, A K Sharma, Anmol Publisher Pvt Ltd, 2007, ISBN – 978-8126128464 Aspects of Labour Welfare and Social Security by A. M. Sarma Publication – Himalaya Publishing House The Changing Profile of India’s Industrial Economy by Biswanath Ghosh Publication – The world Press Pvt. Ltd. Calcutta Industrial Economics and Management By Singh S. P. Publication – A. I. T. B. S. Publishers Labour Law, by S P Jain, Dhanpat Rai & Co.
Supplementary Reading Material	Economic Times Business standard
Websites	www.rbi.org.in/home.aspx www.macrosan.org www.finmin.nic.in www.indiabudget.nic.in

Journals	Journalof Indian Economy Business Today Journalof HRM Labour Market Economic & Political Weekly
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COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	104
SUBJECT NAME	HUMAN RESOURCE MANAGEMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-104-1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization
CO-104-2	UNDERSTANDING	ENUMERATE the emerging trends and practices in HRM.
CO-104-3	APPLYING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO-104-4	ANALYSING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO-104-5	EVALUATING	OUTLINE the Compensation strategies of an Organization
CO-104-6	CREATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	<p>Understanding Concept of Human Resource Management</p> <p>A-Human Resource Management: Definition, nature, scope and importance, Evolution of HRM, Objectives and functions. HRM and its Environment.</p> <p>B-PM & HRM: Difference between PM and HRM, Role of HR Professional/ Manager, Qualities of successful HR.</p> <p>C-Organization of HR Department: Structure of HR Dept., line and staff aspects of HRM, relationship and linkages with other functional depts. personnel policies and principles.</p> <p>D-Model of HRM: Fombrun model, Harvard model, Guest model, Warwick model.</p> <p>E-HR's Strategic role: SHRM, HR's role as a strategic partner, strategy, HRIS, Human Capital Management, HR and Employee Performance and Commitment, Managing global HR</p>	7+2

2	<p>Procurement of Human Resources</p> <p>A-Job Analysis: Nature and need of Job Analysis, steps in Job Analysis, methods of collecting information for Job Analysis, Quantitative Job Analysis techniques, Define Job Descriptions, Writing JD's, Define Job Specification, writing JS's.</p> <p>B-HRP: Meaning and significance of matching right abilities to the right job, importance of HRP, its Objectives and Process, factors affecting HRP, HR estimation- HR demand forecast.</p> <p>C-Recruitment: Definition and Meaning, Need, planning of Recruitment, Process and sources of Recruitment, recruiting yield pyramid, study of live recruitment process, Succession planning. D-Selection: Define selection, Process of selection , types of tests and selection, work sampling technique, test of cognitive ability, achievement tests, situational testing.</p> <p>E-Interview: Types Interview techniques, Designing and conducting an effective interview, matching the candidature to the job, Activity on Mock interview</p> <p>F-Induction & Placement: Define Induction, Techniques, requisites and evaluation of induction programmer, define placement, problems in placements. Interview.</p>	8+2
3	<p>Training, Developing, Appraising Employees and Managing Performance.</p> <p>A-Training: Define Orientation, Definition and importance of training, objective and needs, training process, gaps in training, training programme and its evaluation, analysis of training needs, methods of training, training for special purposes.</p> <p>B-Development: Define Development, need and importance of development, what management development, EDP's is/MDP's.</p> <p>C-Performance Management System: Define PMS, Explain self- appraisals, Performance appraisals, objectives and methods of performance appraisals, Performance counseling, Performance coaching, Performance Mentoring, Performance interviews, Edward Deming's view on PA, Legal issues associated with PA.</p> <p>D-Job Evaluation: Define Job evaluation, Scope and process of JE, methods of JE.</p> <p>E-Managing Careers:</p> <p>Career Management process Career planning, Career path, Career development roles, managing promotions and transfers, types of promotion and transfer.</p>	8+2
4	<p>Compensation and Productivity Management</p> <p>A-Wage & Salary Administration: Define reward, compensation, wage, salary, establishing pay rates, compensation trends, factors affecting employee remuneration, wage and salary structure, minimum fair and living wage, wage policy in India, preparation of salary structure.</p> <p>B-Benefits and Services: Nature and need of B & S, types of employee B & S, fringe benefits, administration of B & S, insurance – retirement- flexible benefits programmers.</p> <p>C-Incentive schemes: nature of incentive schemes, scope and type of incentive schemes, wage incentive schemes and plans in India, team or group variable plans, incentive schemes for operation employees, managers & executives, salespeople.</p> <p>D-Productivity Management: Performance productivity management-through TQM, Kaizen, Quality circles.</p>	5+2

5	<p>Industrial relation, separations and safety management</p> <p>A-Industrial Relations: Define IR, concepts and objectives of IR, parties to IR, approaches to IR, TU and its role in IR.</p> <p>B-Dispute Settlements: Machineries of dispute settlement - Grievance procedure, collective bargaining, negotiation, conciliation, arbitration, adjudication, labour courts.</p> <p>C-Separations: Define separations, VRS/CRS, resignation, superannuation, gratuity, discharge, dismissal, suspension, layoff, retrenchment.</p> <p>D-Safety & Security: Define employee safety, types of safety, safety and health programmers, and statutory provisions of safety in India.</p>	7+2
Learning Resources		
Text Books	<p>Human Resource Management by Gary Dessler Human Resource Management by K Aswathappa Personnel Management by C.B. Mamoria</p> <p>Human Resource Management by R.S. Dwivedi</p> <p>Human Resource Management by L.M.Prasad</p>	
Reference Books	<p>Recent experiences in HRD by Rao T V Designing and Managing HRS by Udai Pareek</p> <p>Strategic Human Resource Planning & Management by Rothwell & Kazanas.</p>	
Websites	<p>www.citehr.com</p> <p>www.gvsu.edu/e-hr</p> <p>www.humanresourcemanagement.co.uk/</p> <p>www.hr-guide.com/</p>	
Journals	<p>HRM Journal by David Collings, Tony Dundon and Mick Marchington.</p> <p>Human Resource Management Review by R.W. Griffeth</p>	

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	105
SUBJECT NAME	LABOUR LAW -I
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-105-1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO-105-2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act..
CO-105-3	APPLYING	ILLUSTRATE the use of the Acts in different Labor Problems.
CO-105-4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and Labor perspective
CO-105-5	EVALUATING	DESIGN critical thinking by making judgments related to use of various provisions of the Acts in industrial and Labour laws
CO-105-6	CREATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts Industrial and Labour market

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to Labour Legislations, Evolution of Labour Laws, Need for Labour Legislations, Indian Perspective, Labour Laws and Rapid Changing Industrial scenario, Implementation of Labour Laws, Role of ILO. National Labour Commissions.	7+2
2	Industrial Employment Standing order Act 1946	8+2
3	The Factories Act 1948: Preliminary and Scope of the Act, Definitions: Adult, Adolescent, Calendar Year, Child, Competent Persons, Hazardous Process, Young Persons, Day, Week, Power, Prime mover, Transmission machinery, Machinery, Manufacturing Process, Worker, factory, occupier, prescribed, group or real and shift, Power to declare different dept. to separate factory or two	8+2

	<p>or more factories to be a single factory. Chapter II- Inspecting staff (Sec 8-10), Chapter III- Health(Sec-11-20), Chapter IV- Safety(Sec21-41), Chapter IVA- Provision related Hazardous process (Sec 41A-41H). Chapter - V- Welfare(Sec42-50) Chapter VI- Working hours of adult (Sec 51-66), Chapter VII- Employment of young person(Sec 67- 77), Chapter VIII- Annual leave with wages(Sec 78-84), Chapter IX- Specially provisions(Sec 85- 91A), Chapter X- Penalties and Processes (Sec 92- 106A). THE FIRST SCHEDULE,, THE SEOND SCHEDULE, THE THIRD SCHEDULE</p>	
4	Payment of wages Act 1936	5+2
5	<p>Bombay Shops & Establishment Act 1948</p> <p>Applicability, Applicability of other Acts to Shops and Establishment, Key Definitions Registration of Establishment – procedure, Dispute as to the category of establishment, Opening and closing hours, Hours of work of employees, Leave provisions, Health and safety provisions, Overtime, Statutory compliances for employer under the Act, Prohibitions in respect of employment under the Act- double employment etc., Obligations of the employees, Offences-Penalties</p>	7+2
Learning Resources		
Text Books	Industrial and Labour Law – P. L. Malik Industrial Law – J. K. Bareja Industrial & Labour Laws – S. P. Jain	
Reference Books	Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha , Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.	
Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4 th ed, 2011.) Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3 rd ed, 2011.)	
Bare Acts latest ref 2013	Industrial Employment Standing order Act, 1946 The Factories Act, 1948 Employees Compensation Act, 1923 Payment of wages Act, 1936 Bombay Shops & Establishment Act, 1948	

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	106
SUBJECT NAME	ORGANISATIONAL DEVELOPMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-302-1	REMEMBERING	DEFINE the key terms related to Organizational Development
CO-302-2	UNDERSTANDING	EXPLAIN foundations of Organizational Development
CO-302-3	APPLYING	PRACTICE process of Organizational Development
CO-302-4	ANALYSING	ANALYSE Human Resource Interventions for Organizational Development
CO-302-5	EVALUATING	DESIGN Interpersonal and group approaches in Organizational Development.
CO-302-6	CREATING	DEVELOP techno structural Intervention for Organizational Development

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Concept & Definition of OD: Values and Assumptions, Importance, Evolution: Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake.	7+1
2	Foundations of OD: Models and theories of Planed change , Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioral Science, Parallel Learning Structures	7+2

3	The process of organization development: Role of change agent Entering and Contracting, Diagnosing Organizations, Diagnosing Groups and Individuals, Collecting and Analyzing Diagnostic Information, Feeding Back Diagnostic Information, Designing Interventions, Managing Change, Evaluating and Institutionalizing Interventions	7+2
4	Human process interventions: Interpersonal and Group Process Approaches, Organization Process Approaches.	7+2
5	Techno-structural interventions: Restructuring Organizations, Employee Involvement, Work Design, Performance Management, Developing Talent, Managing Workforce Diversity and Wellness	8+2

Learning Resources	
Text Books	Organizational Development by S Ram narayan, T. V. Rao. Organizational Development and Change by Cummings and Worley (7 th edition) Organizational development by French and Bell (6th edition). “Measuring Change and Persistence in Human Affairs: Types of Change Generated by OD Designs
Reference Books	Kurt Lewin (1958). Group Decision and Social Change. New York: Holt, Rinehart and Winston. Cummings, Thomas G.; Worley, Christopher G., Organization Development & Change, Thomson South-Western Western, S. (2010), What do we mean by Organizational Development, Krakow: Krakow: Advisio Press “Measuring Change and Persistence in Human Affairs: Types of Change Generated by OD Designs
Supplementary Reading Material	Carter, Louis L. (2004), Best Practices in Leadership Development and Organization Change, Jossey Bass Sullivan, Roland (2010), Practicing Organization Development: A Guide for Leading Change, Jossey Bass
Websites	www.codhyd.org http://organisationdevelopment.org/?page_id=51 http://www.codhyd.org/ http://www.iiod.in/ www.uk.sagepub.com/millward/.../ch5_overview.do... - United kingdom www.dct.co.za/portfolio-1.htm en.wikipedia.org/wiki/Organization_development http://jab.sagepub.com/content/12/2/133.short
Journals	Journal of Leadership and Organizational Studies Human Resource the Journal of Applied Behavioral Science HR Magazine, Group & Organization Management Human Resource Magazine ,Journal of Management

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	107
SUBJECT NAME	PERSONNEL ADMINISTRATION SYSTEM
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-107-1	REMEMBERING	DEFINE the key terms related to Personal policy.
CO-107-2	UNDERSTANDING	EXPLAIN the concept of personal procedures and drafts
CO-107-3	APPLYING	PRACTICE THE USE OF legal communications in personal department
CO-107-4	ANALYSING	ANALYSE the documentation of statutory returns
CO-107-5	EVALUATING	DESIGN form 16 A and Job Description
CO-107-6	CREATING	DEVELOP knowledge of calculation and documentation of statutory returns

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Designing Personnel Policy:-Elements of Personnel Policy, Role of Time office, Methods & Elements of Time Office, Leave Records, Statutory Registers	5+2
2	Drafting communication in personnel department Letter of Appointment – Probationary & Contract Employee, IT Employee, Letter of promotion, transfer Designing of salary structure – Manufacturing Employee/Service Sector Employee & IT Employee	5+2
3	Drafting of Legal Communications Memo, Warning , Show- Cause Notice, Charge Sheet ,Elements of Domestic Enquiry	5+2
4	Designing of: -Job enlargement, Job enrichment, Job analysis, Job description, Job specification, Job rotation.	5+2

5	Calculations & Documentation of statutory returns Elements of TDS - Form 16A, Gratuity , Professional Tax , PF and ESI Forms & Returns	5+2
Learning Resources		
Text Books	Guide on Labour Management forms and precedents (Law, Practice and Procedure) by S.D. Puri (Snow white publications) Personnel Management – Edwin Flippo , 4 th Edition, Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India, 2008, 3rd Edition	
Reference Books	Personnel Management – C. B. Mamoria , 2011 Dynamics of Personnel Administration – Rudrabaswaraj 2010	
Supplementary ReadingMaterial	Various articles in newspapers for changes in labour rules.	
Websites	http://www.citehr.com http://www.managementstudyguide.com/issues-in-job-design.htm	
Journals	Journal of Industrial Relation Human Capital Journal of HRM	

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	108
SUBJECT NAME	GC 08 – Indian Knowledge Systems
CREDITS	2
LTP	2:0:0

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 108.1	REMEMBERING	RECALL key teachings and themes from the Bhagavad Gita, and identify significant events and principles from the life of Shivaji Maharaj.
CO 108.2	UNDERSTANDING	EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, and summarize Shivaji Maharaj's leadership qualities.
CO 108.3	APPLYING	APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios.
CO 108.4	ANALYSING	COMPARE and contrast Indian Knowledge Systems (IKS) with Western Management Theories (WMT), particularly in terms of leadership styles, decision-making frameworks, and ethical considerations
CO 108.5	EVALUATING	EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices
CO 108.6	CREATING	DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges

- Leadership and Organizational Behavior from Bhagavad Gita:** Overview of the Bhagavad Gita, Historical and cultural context, Key themes and teachings, Role of values, ethics and spirituality in leadership and organizational culture, Motivation, Self-awareness and self-management principles, Developing resilience and emotional intelligence, Inspiring and motivating teams, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks, Conflict resolution strategies, Servant leadership principles, Building high-performance

- teams, Ethical dilemmas and decision-making, Reflection and personal growth exercises **(5+1)**
2. **Insights and Lessons from the life of Shivaji Maharaj:** Overview of Shivaji Maharaj's life, historical context, Dharma, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj - Leadership in adversity, Leadership styles and effectiveness in different contexts, Shivaji Maharaj's strategic vision and planning, Innovative strategies in warfare and governance, Principles of governance in Shivaji's kingdom, Administration structures and decision-making processes, Efficient and ethical governance, Shivaji Maharaj as an entrepreneur and nation-builder, Economic policies and trade strategies, Cultural values in Shivaji's leadership, Balancing tradition with modernity in leadership, Relevance of Shivaji Maharaj's leadership in contemporary management and leadership. **(5+1)**
 3. **Comparative Analysis of Indian Knowledge Systems and Western Management Theories:** Overview of IKS: Vedas, Upanishads, Darshanas, Overview of Western management theories (WMT), Philosophical foundations and cultural contexts; Individualism (IKS) vs. Collectivism (WMT), Hierarchical structures (IKS) vs. egalitarianism (WMT) , Holistic decision-making (IKS) vs. analytical approaches (WMT), Intuition and gut feelings (IKS) vs. data-driven decision-making (WMT), Work-life balance: Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains, Strategic alignment with societal goals: IKS principles vs. shareholder value maximization in the West, Synergies and integration of IKS and Western management practices. **(5+1)**
 4. **Indigenous Management Practices and Frameworks – Jugaad:** Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India; The Jugaad Mindset, Characteristics of a Jugaad innovator, Comparison with conventional innovation models, Importance of resourcefulness and creativity, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries, Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries, Emerging trends and technologies in frugal innovation. **(5+1)**
 5. **Indigenous Management Practices and Frameworks - The role of family and community in Indian business:** Historical context of family and community roles in Indian business, Joint family systems, Community Networks, Characteristics of family-owned businesses, Leadership styles, Cooperative movements in India , Social enterprises and their impact on local communities, Role of community support in business sustainability, Cultural values and their influence on business ethics, Role of traditional values in contemporary business practices, Ethical decision-making influenced by family and community, Corporate Social Responsibility in the Indian context, Community engagement strategies, Challenges faced by family and community businesses, Succession planning, leadership transition, Conflict resolution, Opportunities for growth and innovation, Adapting traditional practices to modern business environments, Emerging trends and their impact on family and community roles, Technology and globalization's influence on traditional practices. **(5+1)**

Suggested Text Books:

1. "The Bhagavad Gita: A New Translation" by Stephen Mitchell
2. "The Essence of the Bhagavad Gita: Explained by Paramhansa Yogananda" by Swami Kriyananda
3. "The Bhagavad Gita: A New Commentary" by Swami Sivananda
4. "Bhagavad Gita: A New Translation" by Swami Satchidananda
5. "The Bhagavad Gita for Executives" by Swami Parthasarathy
6. "Bhagavad Gita: A New Interpretation for Modern Times" by Stephen Cope
7. "Shivaji: The Great Maratha" by Ranjit Desai
8. "Shivaji and His Times" by Jadunath Sarkar
9. "The Life and Times of Shivaji Maharaj" by Kalpana Roy
10. "Chhatrapati Shivaji Maharaj" by A.K. Priolkar
11. "Leadership Lessons from the Life of Shivaji Maharaj" by Shubhada Joshi
12. "Management Insights from Indian Spirituality" by A.V. Narasimha Murthy

13. "Western and Indian Management: Exploring Synergies" by Vipin Gupta
 14. "Ancient Indian Wisdom for Self-Development" by Pradip N. Khandwalla
 15. "Indian Ethos and Values in Management" by Sankar
 16. "East Meets West: Asian Management Approaches" by Kimio Kase
 17. "Comparative Management: A Cultural Perspective" by Malcolm Warner
 18. "Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth" by Navi Radjou, JaideepPrabhu, and Simone Ahuja
 19. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
 20. "Reverse Innovation in Healthcare: How to Make Value-Based Delivery Work" by Vijay Govindarajan and Ravi Ramamurti
 21. "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton Christensen
 22. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
 23. "Jugaad: A New Growth Formula for Corporate India" by Sangeeta Talwar
 24. "Family Business in India" by R.G. Verma
 25. "Business Maharajas" by Gita Piramal
 26. "The Indian Family Business Mantra" by D.N. Ghosh
 27. "The Spirit of Indian Business" by Elst W. Koenraad
 28. "Family Business in India: A Historical and Socio-cultural Perspective" by Dev Nathan
 29. "The Indian Family Business" by Frank K. Gunderson and Bruce R. Kunkel
 30. "The Tata Group: From Torchbearers to Trailblazers" by Shashank Shah
 31. "The Z Factor: My Journey as the Wrong Man at the Right Time" by Subhash Chandra
 32. "Dabbawalas: Lessons for Building Lasting Success Based on Values" by Shrinivas Pandit
- Indicative Case Studies
1. Amul: The Cooperative Movement - Focus: Cooperative model, rural empowerment, supply chainmanagement.
 2. The Dabbawalas of Mumbai - Focus: Operational excellence, Six Sigma, traditional logistics systems,Supply chain efficiency, customer satisfaction.
 3. Fabindia: Crafting Success- Focus: Handicrafts, sustainable sourcing, social entrepreneurship.
 4. Tata Group: Pioneering Corporate Social Responsibility- Focus: CSR practices, ethical business,community development.
 5. Jaipur Foot: Affordable Prosthetics - Focus: Social innovation, frugal engineering, inclusive growth.
 6. Patanjali: Revolutionizing FMCG - Focus: Ayurvedic products, brand positioning, market disruption.
 7. SEWA (Self-Employed Women's Association): Empowering Women - Focus: Women empowerment, microfinance, cooperative movement.
 8. ITC's e-Choupal: Digitizing Rural India - Focus: E-commerce, rural development, supply chain integration.
 9. Lijjat Papad: Women's Cooperative - Focus: Women entrepreneurship, cooperative model, businesssustainability.
 10. Haldiram's: Traditional Snacks, Modern Business - Focus: Brand evolution, quality management, marketexpansion.
 11. Reliance Jio: Disrupting Telecom - Focus: Market disruption, technology adoption, customer acquisition.
 12. Tata Nano: The World's Cheapest Car - Focus: Frugal innovation, product development, market challenges.
 13. Biocon: Building a Global Biotech Company - Focus: Research and development, strategic alliances,global expansion.
 14. Shahnaz Husain: Globalizing Ayurveda - Focus: Brand building, international marketing, traditionalknowledge.
 15. Cafe Coffee Day: Creating a Coffee Culture - Focus: Brand positioning, customer experience, marketexpansion.

16. Mahindra & Mahindra: Driving Innovation - Focus: Product diversification, innovation strategies, globalexpansion.
17. Godrej: From Locks to Consumer Goods - Focus: Diversification, brand evolution, sustainability practices.
18. Tata Steel: Global Expansion and CSR - Focus: Globalization, corporate social responsibility, sustainablepractices.
19. Zomato: Revolutionizing Food Delivery in India - Focus: Technology integration, customer engagement, market expansion.

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	109
SUBJECT NAME	ACCOUNTING FOR HR
CREDITS	2
LTP	2:0:0

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-109-1	REMEMBERING	TO UNDERSTAND the fundamental concepts and principles of financial accounting and apply in business activities using accounting software
CO-109-2	UNDERSTANDING	TO ANALYZE and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making
CO-109-3	APPLYING	TO UNDERSTAND the concepts and objectives of cost accounting, various costing methods used in manufacturing and non- manufacturing concerns
CO-109-4	ANALYSING	TO UNDERSTAND the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc
CO-109-5	EVALUATING	TO MAKE various types of budgets at organizational level for cost control and efficiency

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	<p>Financial Accounting: An introduction- meaning of financial accounting; Accounting as an information system; Importance, scope and limitations of financial accounting; Accounting concepts and principles; Accounting equation, capital and revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS).</p> <p>Accounting Process using Accounting Software: journals, ledger accounts, trial balance; financial statements including corporate entities</p>	5+1

2	<p>Statement Analysis: Analyzing financial statements through ratios: analysis ratios; Profitability analysis ratios; Capital structure; Activity ratios; Coverage ratios; Limitations of ratio analysis; Analytical comparative Cash flow statement</p>	5+1
3	<p>Introduction to Cost Accounting: Objectives and importance of cost accounting; Cost concepts; Classification of cost including cost for managerial decision making; Elements of cost; Cost center; Cost unit; Cost allocation, Cost apportionment and ascertainment; Cost sheet; A brief introduction on methods of costing (theory); Cost control and cost reduction..</p>	5+1
4	<p>Cost Volume Profit Analysis: Marginal cost statement/equation; P/V ratio; Break Even Point (BEP); Break Even Chart; Margin of Safety; Decisions relating to key factor, price fixation, export order, make or buy, deletion or addition to product/services, sell or process further, continue or shut down, etc.</p>	5+1
5	<p>Budgeting and Budgetary Control: Basic concepts of budgeting; Preparation of functional budgets, and master budget, and flexible budgets; Responsibility accounting and divisional performance.</p>	5+1

Learning Resources	
Text Books & Reference Books	Colin, Drury (2001). Management and Cost Accounting. Thomas Learning.
	Garrison, R.H. & Noreeb, E W. (2000). Managerial Accounting. McGraw Hill Education.
	Goldwin, Alderman & Sanyal (2016). Financial Accounting. Cengage Learning.
	Hornrgren, Charles T. (1998). Introduction to Management Accounting. Prentice Hall of India.
	Hornrgren (2013). Introduction to Financial Accounting. Pearson Accounting.
	Lal, Jawahar (2016). Advanced Management Accounting, Text and Cases. New Delhi: S. Chand & Company
	Marry, Buffett & Clark, David (2011). Interpretation of Financial Statement – Companies with durable Competitive Advantage.

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	110
SUBJECT NAME	BUSINESS COMMUNICATION
CREDITS	2
LTP	0:3:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-110-1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO-110-2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business Interactions
CO-110-3	APPLYING	DEMONSTRATE appropriate use of body language.
CO-110-4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, Elementary interviews and public speaking activities.
CO-110-5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal Communications in a Business context.
CO-110-6	CREATING	CREATE and DELIVER effective business presentations, Using appropriate technology tools, for common business situations.
Sr No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to Business Communication: Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication., Importance of Effective Communication in organizational Structure & Communication Process	5+1
2	Other Communication Skills: Body Language, Gestures, Postures, Listening Skill, Observation. Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.	5+1
3	Effective Presentations: Principles of Effective Presentations, Principles governing the use of audiovisual media	5+1

4	<p>Business Correspondence: Importance of Effective Writing Essential Features of Business Writing, Business letters: Application Letters, Inquiries, Circulars, Acknowledgments Complaints, Claims & adjustments, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Email etiquettes: Formal and informal emails, E-mail Writing</p>	5+1
5	<p>Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, organization reports by individual, News report Introduction, Report Writing, Basic Features of a Report, Types of Reports, Planning the Report Writing the Report, Difference Between Report & Proposal, Writing Business Proposals</p>	5+1

Learning Resources	
Text Books	<p>Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi</p> <p>Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.</p> <p>Adair, J. (2003). Effective Communication. Pan Mcmillan.</p> <p>Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.</p> <p>Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago</p>
Reference Books	<p>Contemporary edition. Business English, Scot Ober Biztantra, 1st Edition</p>
Journals	<p>Journal of Business Communication</p>

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	111
SUBJECT NAME	Technology Tools in Business Management-I
CREDITS	2
LTP	0:0:4

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 110.1	REMEMBERING	Recall the basic functions and features of MS Word, MS PowerPoint, and MS Excel.
CO 110.2	UNDERSTANDING	Explain the purpose and use of different tools and functions in MS Word, MS PowerPoint, and MS Excel.
CO 110.3	APPLYING	Utilize the basic features of these tools to create business documents, presentations, and spreadsheets.
CO 110.4	ANALYSING	Examine the interrelationships between different tools and their applications in business scenarios
CO 110.5	EVALUATING	Assess the effectiveness of various formatting and data management techniques in real-world tasks.
CO 110.6	CREATING	Develop comprehensive business reports, presentations, and data analysis projects using the integrated features of MS Word, MS PowerPoint, and MS Excel.

- 1. MS-Word & MS PowerPoint:** **MS Word:** Interface and navigation, creating and saving documents, formatting text and paragraphs, page layout and sections, headers, footers, and page numbering, border, watermark, adding fonts, line spacing, page break, table splits, references, use of AI, spell checks, mail merge, track changes and comments, creating tables and charts.

MS PowerPoint: Interface and navigation, creating and saving presentations, slide design and layout, adding text, images, and videos, using SmartArt and charts, designing custom animations and transitions, presenter view and notes, creating interactive presentations, exporting and sharing presentations, converting PPT into JPEG/PDF, slide master, free templates, corporate presentations.
- 2. Basics of Excel (Part 1):** Introduction to spreadsheets, understanding Microsoft Excel, Excel workbook windows, basic spreadsheet skills, Excel help system, opening

and closing workbooks, understanding workbook file formats, creating new workbooks, selecting cells, auto sum and auto fill function, cell referencing and request, formatting cells, formatting numbers, placing cell alignment, cell, rows, and columns, understanding worksheets, editing, copying, and moving cells, page layouts in Excel, proofing workbooks, basic options, ribbons, and toolbar.

3. **Basics of Excel (Part 2):** Defining names in Excel, sorting data, using Excel tables, filtering data in Excel, understanding charts, chart design options and tools, chart format tools, combo charts, functions within Excel, understanding date function, information functions, logical functions, find and replace, headers and footers, adding comments, conditional formatting.

4. **Customer Relationship Management (CRM) and Communication Tools: Salesforce:** Introduction to Salesforce CRM, managing customer relationships, sales tracking, automation of sales processes, customer service, creating dashboards, generating reports, using Salesforce Trailhead for hands-on practice. **HubSpot:** Overview of HubSpot CRM, inbound marketing strategies, managing contacts and deals, email marketing, sales automation, analytics and reporting, utilizing HubSpot Academy for practical knowledge. **Slack:** Understanding Slack interface, creating channels, managing teams, integrating apps and services, communication best practices, using Slack for project collaboration, exploring Slack resources. **Microsoft Teams:** Navigating Microsoft Teams, creating teams and channels, managing conversations and meetings, file sharing and collaboration, integrating Office 365 applications, using Microsoft Teams for remote work.

5. **Artificial Intelligence, Project Management and Marketing Tools**

AI Tools: Introduction to AI and Chat GPT, Applications in Business, Saving work time through AI Tools, setting up and using Chat GPT, Paid Chat GPT Features, How to input the information for better results, integrating Chat GPT with business processes, introduction to machine learning tools, natural language processing applications, AI-driven business insights, ethical considerations **Asana:** Project and task management fundamentals, creating and managing projects, assigning tasks, setting deadlines, tracking progress, using Asana boards and timelines, collaboration features, Asana Academy resources. **Trello:** Visual project management with Trello, creating boards, lists, and cards, managing workflows, collaboration and team management, integrating power-ups and automation, using Trello for personal and professional projects.

Hootsuite: Social media management basics, connecting social media accounts, scheduling and publishing posts, monitoring social media engagement, analyzing performance metrics, using Hootsuite for social media campaigns, Hootsuite Academy resources.

Suggested Book References

1. "Microsoft Office 365 For Dummies" by Wallace Wang
2. "MOS Study Guide for Microsoft Word Exam MO-100" by Joan Lambert
3. "MOS Study Guide for Microsoft PowerPoint Exam MO-300" by Joan Lambert
4. "Excel 2019 Bible" by Michael Alexander, Richard Kusleika, and John Walkenbach
5. "Microsoft Excel 2019 Step by Step" by Curtis Frye Online

Free Courses

1. **Microsoft Office Training Center:** Free training resources for Microsoft Word, PowerPoint, and Excel. <https://support.microsoft.com/en-us/training>
2. **GCF Global - Microsoft Office Tutorials:** Free tutorials for Word, PowerPoint, and Excel. <https://edu.gcfglobal.org/en/subjects/office/>
3. Coursera - AI For Everyone by Andrew Ng: Free trial and financial aid options available. <https://www.coursera.org/learn/ai-for-everyone>
4. DeepLearning.AI - Introduction to TensorFlow for Artificial Intelligence, Machine Learning, and DeepLearning: Free trial and financial aid options available. <https://www.coursera.org/learn/introduction-tensorflow>

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	112
SUBJECT NAME	Contemporary Frameworks in Management
CREDITS	2
LTP	1:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 114.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO 114.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO 114.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO 114.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO 114.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

- 1. Emotional Intelligence :** What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self-awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self- Regulation, Managing Emotions, The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self- control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ
- 2. The 7 habits of highly effective people:** Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal
- 3. Five dysfunctions of a team:** Absence of trust—unwilling to be vulnerable within the group, Fear of conflict— seeking artificial harmony over constructive passionate debate, Lack of commitment — feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low

standards, Inattention to results—focusing on personal success, status and ego before team success

4. **The 21 irrefutable laws of leadership:** The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.
5. **Good to Great:** Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

Suggested Reference Books:

1. Emotional Intelligence, Daniel Goleman
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. The Five Dysfunctions of a Team: A Leadership Fable , Patrick M. Lencioni
4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

SEMESTER -II

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	201
SUBJECT NAME	LABOR WELFARE
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-201-1	REMEMBERING	DESCRIBE the key terms involved in Labor Welfare.
CO-201-2	UNDERSTANDING	EXPLAIN the role of Labor welfare officer.
CO-201-3	APPLYING	PRACTICE the use of various statutory welfare measures
CO-201-4	ANALYSING	ANALYSE the role of worker's participation in management in labor welfare.
CO-201-5	EVALUATING	DESIGN the labour welfare practices
CO-201-6	CREATING	DEVELOP relationship between industrial health and labour welfare.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Labour Welfare: Introduction and History, Definition, Scope, Objectives and Principles, Theories of labour welfare, ILO - & ILC - Introduction and History, Scope, Objectives and Structure.	7+2
2	Labour Welfare Officer: Role, Qualifications, Functions, Duties of. Labour Welfare Officer & Difference between Personnel Manager & Welfare Officer.	7+2
3	Welfare Amenities: Statutory Welfare Amenities. Government approaches & practices in Labour Welfare (Welfare & Health) in various sectors of Industry. Non-Statutory Welfare Amenities- Role of Trade Union, NGO's& Local Govt.	7+2
4	Workers Education Scheme and Workers Participation in Management in relation with Labour welfare and Industrial hygiene.	6+2

5	Maharashtra Workers Welfare Board -The Bombay Labour Welfare Fund Act -1953. Social Security – concepts and components Inter- relationship of Welfare with Productivity- Relationship between Mental, Physical, Social & Industrial Health. Discussion of two cases (Problems) related to Labour Welfare and Industrial Hygiene.	8+2
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Learning Resources	
Text Books	Aspects of Labour Welfare and Social Security - A.M.Sharma Labour welfare, Trade unionism & Industrial relations - S.D. Punekar Labour Problems & Social welfare - R.C. Saxena
Reference Books	Industrial and Labour laws – S D Puri Industrial and labour laws – S.P Jain

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	202
SUBJECT NAME	LABOUR LAWS -II
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-205-1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO-205-2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO-205-3	APPLYING	ILLUSTRATE the use of the Acts in different Labor Problems.
CO-205-4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and Labor Perspective
CO-205-5	EVALUATING	DESIGN critical thinking by making judgments related to use of various provisions of the Acts in industrial and Labour laws
CO-205-6	CREATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts Industrial and Labour market

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	<p>The Employees Provident Fund and Miscellaneous Provisions Act-1952 Sec1- Short title, extent, application and commencement,</p> <p>Sec2- Definitions</p> <p>Sec3- Power to apply act to an establishment which has a common PF with another establishment</p> <p>Sec4- Power to add to Schedule-I, Sec5- Employees PF Scheme,</p> <p>Sec6- Contributions and matters which may be provided for in the scheme</p> <p>Sec7- Modification of the scheme</p> <p>Sec-8 Mode of recovery of moneys' due from employers</p> <p>Sec-9 fund to be recognized under act 11 of 1922</p> <p>Sec10- Protection against attachment</p> <p>Sec 11- Priority of payment of contributions over other debts</p>	8+2
	<p>Sec 12- employer not to reduce wages, etc, Sec 13- Inspectors,</p> <p>Sec 14- Penalties</p> <p>Sec 15- Special Provision relating to existing PF, Sec 16- Act not to apply to certain establishments</p> <p>Sec 17- Power to exempt</p> <p>Sec 19- Delegation of powers</p> <p>Sec 20- Power of Central Govt to give directions, Schedule I, II, III, IV.</p>	
2	<p>The Employees State Insurance act-1948 Contributions, all 6 benefits, and calculations related to benefits, calculations for payment of compensation, applicability, Amendments till date</p>	6+2
3	<p>Industrial Disputes Act</p>	7+2
4	<p>The Maternity benefit act-1961 (Social Security Legislation) with latest amendments.</p>	8+2
5	<p>The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained.</p>	6+2

Learning Resources

Text Books	Industrial and Labour Law – P. L. Malik Industrial Law – J. K. Bareja Industrial & Labour Laws – S. P. Jain
Reference Books	Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.
Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4 th Edn, 2011.) Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3 rd edn, 2011.)
Bar Acts (Latest Ref 2013)	The Employees Provident Fund and Miscellaneous Provisions Act- 1952 The Employees State Insurance act-1948 Industrial Disputes Act 1947 The Maternity benefit act-1961 Payment of Gratuity act-1972

COMPULSORY GENERIC CORE COURSE

SUBJECT CODE	203
SUBJECT NAME	INDUSTRIAL RELATIONS
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-203-1	REMEMBERING	DESCRIBE the key terms involved in Industrial Relations.
CO-203-2	UNDERSTANDING	EXPLAIN the function and role of trade unions on productivity
CO-203-3	APPLYING	PRACTICE solving industrial disputes by using various machineries
CO-203-4	ANALYSING	ANALYSE the impact of collective bargaining on employee performance
CO-203-5	EVALUATING	DESIGN grievance handling procedure for maintaining industrial harmony
CO-203-6	CREATING	DEVELOP and promote the culture of WPM

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Industrial Relations – Importance, Definition, Scope, Role and Impact on Labour Laws legislation, Execution, Employer, Trade Unions and Judiciary	5+2
2	Trade Union – objectives, functions, New Role of Trade Union in the context of globalization, IT, trade and productivity.	5+2
3	Industrial dispute – nature & causes of industrial disputes Machinery for solving industrial disputes under Industrial Disputes Act, 1947 at national and state level Role of Judiciary & its impact on industrial relations	10+2
4	Collective bargaining – meaning, characteristics, need, importance, process, causes for failure of collective bargaining, Alternatives to collective bargaining, Importance of employee stock option plans. Workers participation in management – concept, pre-requisites, forms & levels of participation, benefit of workers Participation in Management	10+2
5	Grievance handling procedure – labor management Co- operation role of functional manager including personnel & industrial relations manager in promoting & establishing peaceful industrial relations	5+2

Learning Resources	
Text Books	Dynamic Personnel Administration – Prof. M. N. Rudrabasavraj.
Reference Books	Labour Management relations in India – K.M. Subramanian Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982 Collective Bargaining & Industrial – Kochan T. A. & Katz Henry 2nd ed
Supplementary Reading Material	Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	204
SUBJECT NAME	TRAINING AND DEVELOPMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-204-1	REMEMBERING	DESCRIBE the key terms involved in Training and Development.
CO-204-2	UNDERSTANDING	EXPLAIN the process of training and development
CO-204-3	APPLYING	PRACTICE the process of designing and implementing training programme
CO-204-4	ANALYSING	ANALYSE the impact of training and development programme on employee performance
CO-204-5	EVALUATING	DESIGN and evaluate training models in Indian context
CO-204-6	CREATING	DEVELOP and promote different aids and e learning in training programme

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to Training Concept: Definition, Meaning, Need for Training, Importance of Training, Objectives of Training, Concepts of Education, Training and Development, Overview of Training Functions, Types of Training	7+2
2	Process of Training: Steps In Training, Identification of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods And Process of Needs Assessment.	7+2

3	Designing and Implementing a Training Program: Trainer Identification, Methods and Techniques of Training, Designing A Training Module, Leadership, Training the Trainer (TTP), Management Development Program (MDP), Budgeting of Training.	7+2
4	Evaluation of Training Program: Kirkpatrick Model of Evaluation, Measuring transfer of learning, CIRO Model, Cost-Benefit Analysis, ROI of Training.	7+2
5	Technology in Training: Different Aids of Training, C B T, Multimedia Training, E-Learning/Online Learning, Distance Learning	7+2

Learning Resources	
Text Books	Employee Training and Development - Raymond Noe Every Trainers Handbook- Devendra Agochia 360 Degree Feedback, Competency Mapping and Assessment Centre- Radha Sharma Training And Development- S.K. Bhatia HRM-Biswajeet Pattanayak
Reference Books	Patrick J. Montana and Bruce H. Charnov (2000). "Training and Development". Management. Barron's Educational Series. Derek Torrington, Laura Hall, and Stephen Taylor (2004). Human Resource Management. Pearson Education. William J. Roth well and H. C. Kazanas (2004). The Strategic
Supplementary ReadingMaterial	Michael M. Lombardo and Robert W. Eichinger (1998-12-06). "HR's role in building competitive edge leaders". Human Resource Management (John Wiley & Sons, Inc.) Shawn A. Smith and Rebecca A. Mazin (2004). "Training and Development". The HR Answer Book. AMACOM Div American Mgmt Assn.
Websites	http://www.astd.org http://en.wikipedia.org/wiki/Training_and_development http://traininganddevelopment.naukrihub.com/training-scenario/retail-fmcg/ http://www.terrapinn.com/exhibition/training-and-development-show/index.stm www.trainingjournal.com http://www.businessdictionary.com/definition/training-and-development.html http://www.managementstudyguide.com/training-and-development.htm http://www.managementtrainingconsultant.com/Default.aspx?tabid=61 http://www.managementtrainingconsultant.com/Default.aspx?tabid=61 http://www.slideshare.net/technomgtsood/training-development-a-part-of-hrm-studies http://www.scribd.com/doc/10041934/HRM-Training-Development
Journals	SAM Advanced Management Journal HR Magazine Human Resource Magazine

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	205
SUBJECT NAME	FINANCE FOR HR
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-206-1	REMEMBERING	DESCRIBE the key terms of finance in HR
CO-206-2	UNDERSTANDING	EXPLAIN the basic financial concepts
CO-206-3	APPLYING	PRACTICE of understanding the formats of balance sheets
CO-206-4	ANALYSING	ANALYSE the financial intelligence system and its role in HR Department
CO-206-5	EVALUATING	DESIGN HR Financial intelligence system

CO-206-6	CREATING	DEVELOP income statement, balance statement and cash flow statement
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UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Financial Intelligence for HR --- Need for increasing financial intelligence--- Ability to evaluate company critically --- Ability to understand business --- The ability to form relationship with finance --- The ability to use numbers & financial tools to make & analyze business decisions.	7+2
2	Basic finance concepts --- The art of finance, Income statement, Operating Expenses ,Capital Expenditure , accruals , allocations, Goodwill --- Balance sheet ,cash, Due diligence , Equity , Fiscal Year, Capital.	7+2
3	Understanding balance sheet, what is balance sheet, Reading A balance sheet, Assets, Human Resource as Asset or liability, Why balance sheet balances.	7+2
4	Creating a financial intelligence HR department, Financial literacy, Transparency corporate performance, Financial Literacy Strategies.	7+2
5	Exercises to build HR financial intelligence --- Income Statement -- Balance Sheet Cash Flow statement.	7+2

Learning Resources

Text Books	<p>Finance Sense: Corporate Finance For Non-Finance Executives books by Prasanna Chandra, TMGH The McGraw-Hill</p> <p>36-Hour Course: Finance for Non-Financial Managers 3/E , by H George Shoffnerm Susan Shelly, Robert Cooke</p> <p>Finance for Non-Financial Managers by Gene Siciliano,</p> <p>How to Read a Financial Report: Wringing Vital Signs Out of the Numbers , John A Tracy</p> <p>Corporate Finance Demystified 2/E Troy Adair</p>
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Supplementary ReadingMaterial	<p>Finance for Managers (Harvard Business Essentials) Harvard Business School Press</p> <p>Accounting for non – Specialists, Jones Michael, Wiley Publication Finance for Non-Financial Managers, Handler Sylvia, Kogan Page Finance for Non- Financial Managers and Small Business Owner, Tuller Lawrence W., Viva Books Pvt. Ltd.</p>
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Websites	<p>http://www.business-standard.com/</p> <p>http://economictimes.indiatimes.com/</p> <p>http://www.rbi.org.in/commonman/English/Scripts/Home.aspx</p>
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GENERIC ELECTIVE CORE COURSE	
SUBJECT CODE	206
SUBJECT NAME	BUSINESS RESEARCH METHODOLOGY
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-106-1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO-106-2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of Scientific business research.
CO-106-3	APPLYING	MAKE USE OF scientific principles of research to SOLVE Contemporary business research problems.
CO-106-4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.

CO-106-5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO-106-6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Foundations of Research: Meaning, Objectives and Concept of theory- deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process	7+2
2	Problem Identification & Formulation: Management Question – Research Question – Investigation Question – Measurement Issues. Hypothesis– Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance.	7+2
3	Research Design, Qualitative and quantitative research: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group Qualitative research – Quantitative research – Concept of measurement, causality, generalization, and replication. Merging the two approaches.	7+2
4	Measurement and Attitude Scaling Techniques: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement- Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales– Ranking Scales – Paired Comparison & Forced Ranking.	7+2

5	<p>Types of Data, Sampling and Analysis of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data –Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.</p> <p>Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response.</p> <p>Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing Methods. Determining size of the sample -Practical considerations in Sampling and sample size.</p> <p>Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association.</p>	7+2
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Learning Resources

Text Books	<p>Research Methodology - C.R.Kothari</p> <p>Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th Edition</p> <p>Business Research Methods – Alan Bryman& Emma Bell, Oxford University Press</p>
Reference Books	Research Methodology – Dipak Bhattacharyya
Supplementary Reading Material	Business Research Methods by Naval Bajpai, Pearson, 1 st Edition
WebSites	<p>http://www.oup.com/uk/orc/bin/9780199202959</p> <p>http://www.socialresearchmethods.net</p>

GENERIC ELECTIVE CORE COURSE

SUBJECT CODE	207
SUBJECT NAME	Desk Research
CREDITS	2
LTP	0:1:3

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry

CO207.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real-world business organization and the relevant industry
CO207.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on a real-world business organization and the relevant industry
CO207.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
CO207.5	EVALUATING	COMPOSE a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain.
CO207.6	CREATING	IMAGINE the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future (1 to 3 years).

- 1. Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry.(5)
- 2. Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation.(5)
- 3. External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any. (5)
- 4. Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry.(5)
- 5. Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. (5)

Note:

1. Students working in groups of 3 to 5 each shall select of any TWO industries of their choice, under the guidance of a faculty.
2. The in-depth analysis of the industry shall be carried out jointly by the students
3. Every student shall study one company within this industry independently.
4. Industries selected should be distinct from each other.
5. Students shall submit a structured detailed report.

Suggested Text Books:

- No text books are prescribed.

The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL / CMIE / ACE Equity /Money Control / ET / BS database, etc.

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	208
SUBJECT NAME	FIELD PROJECT
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to CO#

COGNITIVE ABILITIES

COURSE OUTCOMES

CO 208.1	REMEMBERING	Recall and list key management concepts and frameworks relevant to their specialization specific field project.
CO 208.2	UNDERSTANDING	Demonstrate an understanding of the specific management theories and frameworks to real-world business issues.
CO 208.3	APPLYING	Apply theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach.
CO 208.4	ANALYSING	Analyze quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization.
CO 208.5	EVALUATING	Evaluate the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature and industry practices from the respective specialization / domain.
CO 208.6	CREATING	Create a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result-oriented approach

A] Preamble:

- To integrate theory and practice by providing students with the opportunity to work on real-world issues.
- To provide experiential learning opportunities that go beyond traditional textbooks and classroom learning.
- To provide a platform to explore the functional aspects of each specialization.
- To deepen students' understanding of management concepts and frameworks.
- To develop application-oriented approach by bridging the gap between theory and practice.
- To foster the development of critical skills, a professional mindset, and a result-oriented approach.
- To highlight the insights from the business environment of the geographical region.

B] Guidelines for the Field Projects

B - 1] Nature of the Field Project:

- Field project must be related to the intended specialization of the student.**
- Field projects must be done individually. Group projects are not permitted.
- The project should involve fieldwork; **online projects are not permitted.**
- Primary data collection is mandatory.
- Field projects can be quantitative / qualitative in nature or even use mixed approaches.
- Field projects can involve surveys, interviews, case studies, visits or observation studies.
- For surveys, the sample size should be between more than or equal to 100 participants.
- For in-depth interviews (lasting at least 45-60 minutes), the sample size should be a minimum of 25 participants.

9. **Total Hours of Effort Expected:** 160 Hours, (This can be completed during the Semester, Saturdays, Sundays, Public holidays, Winter vacation in between Sem-I and Sem-II)

B - 2] Permissible Partner Organizations:

Students have the flexibility to conduct their field projects with any of the following organizations:

- a. Companies listed on either NSE or BSE in India /abroad
- b. Unlisted subsidiaries of Listed Companies.
- c. Government / Semi-Government Undertaking / PSU
- d. Government Offices
- e. Consultancy Firms
- f. Start Ups with an existence of 3 years or more and manpower more than 25.
- g. Family managed businesses with an existence of 5 years or more and manpower more than 25.
- h. Cooperative Societies

NOTE: Students can also carry out the Field Work without being associated to a specific organization. Such projects may involve **quantitative / qualitative fieldwork** related to

Contemporary issues of businesses
Specialization specific concepts
Local or regional concerns
Matters of national importance.

B - 3] Linkage with specialization: The field project topic must be aligned with the specialization chosen and specialization electives offered in Semester II.

It can address local, national, or global issues relevant to the specialization, as guided by the faculty guide / mentor.

B – 4] Selecting a Relevant Topic: Consider current trends, issues, or challenges within the domain / specialization across various business (industry) sectors when conducting their project.

B – 5] Identifying the Scope: Define the project's scope to ensure it is manageable within the given timeframe and resources. Set realistic expectations regarding the project's depth and breadth.

B – 6] Project Objectives - Clearly outline the objectives of your field project.

B – 7] Project Planning and Proposal: Students shall define the scope and objectives of the specialization-specific field project, develop a project proposal, and gain approval from the institute.

B –8] Reporting and Presentation: Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations as per the outline given below. Your report should be clear, well-structured, visually appealing & the presentation must be delivered professionally.

Presentation could be through any of the enlisted formats: (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

B – 10] Indicative break up of hours (160 hours)

1. 120 hours - On fieldwork (The field project shall be spread throughout the second semester, can be start immediately after Sem-I exam Winter vacation)
2. 40 hours – Pre and post-field work including proposal making, analysis, report writing, etc.

C] Field Project Proposal Outline

The Field Project proposal, ranging from three to five pages, outlines the development plan for the project. It includes one or two paragraphs for each of the following components:

1. **Field Project Introduction:** Provide an overview of the project, including its context and scope.
2. **Statement of the Problem:** Clearly define the problem the project aims to address.
3. **Purpose of the Project:** Explain the main objectives and goals of the project.
4. **Significance of the Project:** Discuss the importance and potential impact of the project.
5. **Plan for Developing / Executing the Project:** Describe the approach and steps to be taken in developing / executing the

project.

6. **Review of the Literature:** Include an initial literature review of one or two pages.

D] Field Project Report Outline

The field project report includes the components mentioned below.

1. Title Page
2. Declaration by student
3. Acknowledgement by student
4. Certificate by the Guide on Institutional Letter Head
5. Certificate by the Partner Organization on Letter Head (if applicable)
6. Table of Contents
7. List of Tables (if needed)
8. List of Figures (if needed)
9. Abstract

D – 1] Chapter I - Introduction:

1. Statement of the Problem
2. Purpose /Objectives of the Project
3. Theoretical Framework
4. Significance of the Project
5. Definition of Terms (optional)

D-2] Chapter II - Review of the Literature:

1. Review the existing body of knowledge available on the problem or topic.

D -3] Chapter III Method:

1. Describes how the study was completed / conducted, including a specific description of subjects, procedures, equipment, materials, and other information pertinent to the study,

D-4] Chapter IV – Data Collection and Analysis:

1. Collecting relevant data from primary and secondary sources.
2. Analyzing data using appropriate analytical tools and techniques.

D – 5] Chapter V – Results / Findings & Suggestions:

1. Identifying key issues, opportunities, trends etc. based on data analysis.
2. Develop / propose feasible solutions or recommendations.
3. Reflect on the experience, lessons learned, and scope for further work / improvement.

D - 6] Annexures

1. Questionnaires
2. Observation Sheets
3. Field Maps
4. Exhibits
5. Geo Tagged Photos with Sample respondents
6. Any other relevant documents

E] Evaluation Pattern:

Total Marks: 160

Formative Assessment: 40 Marks

Summative Assessment: 120 Marks

E – 1] Formative Assessment Weightage (40 marks):

1. Project Proposal - 5 marks
2. Interim Progress review I / Report I - 5 marks
3. Final Project Report - 10 marks
4. Final Presentation (20 marks with break up as indicated below)
5. Project Objectives - 2 marks
6. Quality of Analysis and Research - 2 marks
7. Problem Solving and Decision Making - 2 marks
8. Innovation and Impact - 4 marks
9. Documentation and Reporting - 5 marks
10. Reflection - 5 marks

E – 2] Summative Assessment Weightage (120 marks):

SPPU – MBA HRD Revised Curriculum 2025 NEP

- 1 There shall be a panel of 2 examiners for the Final Viva-Voce
- 2 University shall nominate External Examiners
- 3 Director shall nominate Internal Examiner
- 4 Presentation by each student along with a spiral bound report is mandatory
- 5 Students will deliver a 15 minutes presentation about their field project.
- 6 The panel will evaluate the presentation for 60 marks and the viva-voce shall have a weightage of 60 marks.

The presentation & the External viva voce shall evaluate the Field Project on:

- 1) Project Objectives
- 2) Quality of Analysis and Research
- 3) Problem Solving and Decision Making
- 4) Innovation and Impact
- 5) Documentation and Reporting
- 6) Reflection

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	209
SUBJECT NAME	MANAGEMENT OF EMPLOYEE TRANSFORMATION
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-208-1	REMEMBERING	DESCRIBE the key terms in employee transformation
CO-208-2	UNDERSTANDING	EXPLAIN role of HR in managing employee transformation
CO-208-3	APPLYING	PRACTICE HR Skills in managing employee transformation
CO-208-4	ANALYSING	ANALYSE the impact environmental forces on of employee transformation
CO-208-5	EVALUATING	DESIGN effective tools for employee transformation.
CO-208-6	CREATING	DEVELOP suitable practices for employee transformation

UNIT No.	CONTENTS	NUMBER OF SESSIONS

1	Introduction: Concept, nature and process of planned change. Resistance to change. Emerging Horizons of Management in changing Environment. Transformation: concept and significance. Transformation vs. change.	11
2	Culture management: Cultural values and the impact of culture on management, Cross-cultural management models, Personal Intercultural Awareness Profile. Organizational culture and impact on leading change, Culture management in Downsizing, Mergers, and Acquisitions.	11
3	Change management: Cross-cultural and change management models, Change management simulation, Informal networks and managing beyond hierarchy, Communication strategies in Post-Merger Integration,	11
4	Transformation: BPR – An imperative for survival. Reengineering imperative in USA, Reengineering scenario in Europe, Reengineering imperative in India, Instances of reengineering in Indian organizations (Case studies). Five steps methodology to implement BPR. Potential HR interventions for Downsizings, Mergers, and Acquisitions	11
5	Leadership in Transformation: Transformational Leadership, role of transformational leaders in downsizing, mergers and acquisitions, Developing a personal leadership approach for today’s global business, Post Merger Integration leadership case with peer-to-peer feedback	11

Learning Resources	
Text Books	<p>Kelly, James N. and Francis J. Gouillart, Transforming the Organization, McGraw -Hill, New York.</p> <p>Sawhney, Mohan and Jeff Zabin, The Seven Steps to NIRVANA: Strategic Insights into e – Business Transformation, Tata McGraw- Hill, New Delhi.</p> <p>Coulson Thomas, C., Transforming the Company, London: Kogan Page. Bender, Peter Urs, Leadership from Within, Macmillan India Ltd., Delhi. Hammer, M. and J. Champy, Reengineering the Corporation, Nicholas Brearley Publishing, London.</p> <p>Jayaraman, M.S., Ganesh Natarajan and A. V. Rangaramanujan, Business Process Reengineering, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.</p> <p>Noori, H. and Radford, Readings and Cases in Management of New Technology, Prentice Hall, New York.</p> <p>Whitekar, D. H., Managing Innovations, Cambridge University Press, Cambridge.</p>

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	210
SUBJECT NAME	BUSINESS LAW
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-209-1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO-209-2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO-209-3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO-209-4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and Managerial perspective.
CO-209-5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations
CO-209-6	CREATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts Industrial and labour market

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Law relating to Contract: Meaning and essentials of a valid contract; legality of objects; special contracts (indemnity and guarantee, bailment and pledge, law of agency); contract of sale; conditions and warranties; transfer of ownership of goods including sale by non-owners; e-contracts..	11
2	Law relating to LLP: The Limited Liability Partnership Act, 2008; salient features of LLP; difference between LLP, partnership and a company; LLP agreement; nature of LLP; partners and designated partners; incorporation document; incorporation by registration; registered office of LLP and change therein; change of name; partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.	11

3	Law Relating to Information: Right to Information Act, 2005- Definitions; right to information; obligations of public authorities; request for obtaining information; disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; the powers and functions of information commissions; appeals and penalties.	11
4	Law relating to Competition and Consumer Protection: Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations; Competition Commission of India; compliance of competition law; Consumer Protection Act, 1986 -consumer protection in India; rights of consumers; consumer disputes redressal agencies.	11
5	Law Relating to Foreign Exchange: Objectives and definitions under FEMA, 1999; current account transactions and capital account transactions; foreign direct investment in India and abroad; acquisition and transfer of immovable property in India and abroad; establishment of branch, office etc. in India; realization and repatriation of foreign exchange; authorized person; penalties and enforcement; powers of central government; adjudication, appeal and compounding; offences and penalties.	11

Learning Resources	
Text Books	<p>Lee Reach, Business Laws, Oxford University Press, UK</p> <p>Singh, Avtar, The Principles of Mercantile Law, Eastern Book Company, Lucknow.</p> <p>Sharma J. P., and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd, New Delhi.</p> <p>Bhandari, Munish, Professional Approach to Corporate Laws and Practice, Bharat Law House, New Delhi</p> <p>Handbook of Corporate Laws by Bharat Law House, New Delhi</p>

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	211
SUBJECT NAME	BASIC OF OPERATION & SCM CONCEPTS
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-211-1	REMEMBERING	DESCRIBE the key terms operations and supply chain management
CO-211-2	UNDERSTANDING	EXPLAIN the structure of modern supply chain management
CO-211-3	APPLYING	PRACTICE the techniques of operations and supply chain management
CO-211-4	ANALYSING	ANALYSE the impact of supply chain management on efficiency
CO-211-5	EVALUATING	DESIGN operational tools for supply chain Management.
CO-211-6	CREATING	Discuss the relationship between operations and supply chain management.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives.	11
2	Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout.	11

3	Production Planning & Control (PPC): Role and Functions of PPC Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	11
4	Inventory Planning and Control: concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS	11
5	Supply Chain Management: Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion.	11

Learning Resources	
Text Books	<p>Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.</p> <p>Operations Management, William J. Stevenson, TMGH. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.</p> <p>Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.</p>

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	212
SUBJECT NAME	CROSS CULTURAL MANAGEMENT
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-212-1	REMEMBERING	DESCRIBE the key terms culture and management
CO-212-2	UNDERSTANDING	EXPLAIN role of HR in managing cross culture impact
CO-212-3	APPLYING	PRACTICE of understanding and implementing cross culture diversity
CO-212-4	ANALYSING	ANALYSE the impact of cultural diversity of team functioning
CO-212-5	EVALUATING	DESIGN diversity at workplace
CO-212-6	CREATING	DESIGN HR practices to overcome culture barriers.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behavior, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism	11
2	Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations.	11

3	Cross Cultural Leadership and Decision Making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.	11
4	Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation	11
5	International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.	11

Learning Resources	
Text Books	<p>Barlett, Christopher and Sumantra Ghoshal, <i>Managing Across Borders: The Transnational Solution</i>, Harvard Business School Press, 1998.</p> <p>Leaptrott, Nan, <i>Rules of the Games: Global Business Protocol</i>, Thomson Executive Press, 1996.</p> <p>Mary O’Hara-Deveraux and Robert Johnson, <i>Global Work: Bridging Distance, Culture and Time</i>, Jossey Bass Publishers, San Francisco, USA, 1994</p>

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	213
SUBJECT NAME	INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-202-1	REMEMBERING	DESCRIBE the key terms involved in Industrialorganizational psychology
CO-202-2	UNDERSTANDING	EXPLAIN the individual and group psychology on job performance.
CO-202-3	APPLYING	PRACTICE effect of male and femalePsychology on work performance
CO-202-4	ANALYSING	ANALYSE the use of test for improving employee psychology
CO-202-5	EVALUATING	DESIGN individual and group behavior and its effect on efficiency and productivity
CO-202-6	CREATING	DEVELOP field work based model for understanding employee psychology

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Conceptual awareness of Industrial Organizational Psychology: Introduction of the terms 'Industry' 'Organization' and 'Psychology.' Definition & Nature – Industrial Organizational Psychology, Importance & Scope of its application, How I/O Psychology is different, Psychological factors responsible for behavior of an individual at work place Industrial-Organizational Psychology on the job and in Everyday Life.	8+2
2	Types of Psychology: - Types and characteristics of psychology Impacting factors and their effects on the behavior, Human psychology, Differentiating male & female psychology, Determining factors impacting work efficiency and productivity.	7+2

3	Monitoring Industrial Organizational Psychology, Different tools for testing psychology, Problems with Using Psychological Tests, Measuring effectiveness of these tests, Usage of tests for improving the employee psychology, Challenges for I-O Psychology	5+2
4	Individual and Group Behavior, Interaction as Individuals and as Groups, determining factors for improving their psychology Group Dynamics, Characteristics of Group Dynamics, Necessary steps in Group Dynamics to enhance efficiency & productivity.	8+2
5	Research Methodology for Industrial Psychology, Field work based on certain models as assignments, Requirements and Limitations of Psychological Research, Research Methods - Experimental Method.	8+2

Learning Resources

Text Books	<p>Maier R F Norman (1970). Psychology in Industry (3rd ed.). Oxford & IBH Publishing Co. India.</p> <p>Harrel Thomas W (1964). Industrial Psychology (Revised Edition) Oxford & IBH Publishing Co. India.</p> <p>Fred Luthans (2006) Organizational Behaviour (11th Ed.) McGraw- hill Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson (2008) Management of organizational behavior: leading human resources , Pearson Prentice Hall.</p>
Reference	<p>Robbins/Judge. Organizational Behavior (14th Edition). Free- Books.biz.</p> <p>Anderson, N.; Ones, D.S.; Sinangil, H.K. & Viswesvaran, C. (Eds.). (2002). Handbook of industrial, work and organizational psychology, Volume</p> <p>Organizational psychology. Thousand Oaks, CA: Sage Publications Ltd Koppes, L.L.(Ed.). (2007).</p> <p>Historical perspectives in industrial and organizational psychology. Mahwah, NJ: Lawrence Erlbaum Rogelberg, S.G. (Ed.). (2002).</p> <p>Handbook of research methods in industrial and organizational psychology. Malden, MA: Blackwell.</p>
Supplementary	<p>Anderson, N.; Ones, D.S.; Sinangil, H.K. & Viswesvaran, C. (Eds.). (2002). Handbook of industrial, work and organizational psychology, Volume 1: Personnel psychology. Thousand Oaks, CA: Sage Publications Ltd Rogelberg, S.G. (Ed.). (2002).</p> <p>Handbook of research methods in industrial and organizational psychology. Malden, MA: Blackwell.</p>

Websites	http://en.wikipedia.org/wiki/Industrial_and_organizational_psychology http://www.siop.org/ http://www.socialpsychology.org/io.htm http://www.apa.org/about/division/div14.aspx http://psychology.uwo.ca http://www.ou.edu/cas/psychology/Research/IOPsych.html
Journals	Journal of Organizational Behavior Management Work & Stress European Journal of Work Organizational Psychology HR Magazine Human Resource Magazine

SEMESTER III

COMPULSORY GENERIC CORE COURSE

SUBJECT CODE	301
SUBJECT NAME	STRATEGIC HUMAN RESOURCE MANAGEMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-301-1	REMEMBERING	DEFINE the key terms related to strategic Human Resource Management
CO-301-2	UNDERSTANDING	EXPLAIN various factors influencing Strategic Human Resource Management
CO-301-3	APPLYING	PRACTICE acquisition of Strategic approach to Human Resource Management
CO-301-4	ANALYSING	ANALYSE Strategic Role of HRP, PROCESSES to Recruitment selection and retention of Employees
CO-301-5	EVALUATING	DESIGN strategies for Training and development, Performance Appraisal and reward and compensation.
CO-301-6	CREATING	DEVELOP Strategic Approach towards Human resource Management.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	<p>Role of SHRM- SHRM: Introduction to SHRM, Definition, need and importance and objectives of SHRM, evolution of SHRM, theoretical perspectives of SHRM, SHRM approach: Indian context.</p> <p>Strategic approach: Introduction to Functional, business and corporate strategies, difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies..</p>	3+1
2	<p>Human Resource Environment - Technology and Structure: Define HR Environment, Broad influences of technology, Influences of HRIS, redeployment of human resource staff.</p> <p>Management Trends: Workforce diversity, demographic changes,</p>	8+2

	<p>temporary and contract labours, employee leasing, dual-career couples, work life balance, down-sizing.</p> <p>Global Environment: Define Global Environment, Global competition, global sourcing of labour, WTO and labour standards.</p> <p>HR Legal Environment: Equal employment opportunity, compensation, employee relations.</p>	
3	<p>Acquiring HR - Strategic role of HRP: developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand for HR. Approaches to Recruitment & Selection: Employer branding, special events recruiting, contest recruiting, E-recruiting, outsourcing of recruiting function, head-hunting, virtual hiring, competency based approach to selection.</p> <p>Retentions: Executive education, Telecommuting, Flexi-hours, work from home policy, Employee empowerment, employee involvement, autonomous work team</p>	8+2
4	<p>Training, Development, Appraisal and Compensation Strategies - Training & Development: Planning and strategizing training, creating learning organizations, linkage between business strategy and training, need based training, training evaluation, Kirk-Patrik model, ROI approach, cross cultural training, Competency mapping, multi-skilling, succession planning.</p> <p>Career Management: Managing career: A SHRM approach.</p> <p>Appraisals: Performance Management strategies- defining KRA's, trait based and Result/ Outcome based performance appraisals, linking performance to pay- merit and reward based promotions, project/process based and promotions, competency based –performance, team or group appraisals, approaches to measuring managerial performance.</p> <p>Reward and Compensation: Pay for Performance approach, team/ group performance based pay, Competency based pay-skill based pay, broad banding, variable compensation, executive compensation, equity in reward decisions., trends in top-level executive compensation</p>	9+2
	<p>Separations strategy, Human Aspect of strategic implementation and Global HR Strategies Separations: Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept.</p> <p>Human Aspect of strategic implementation: Behavioral issues in strategic implementation, matching culture with strategy, mergers and acquisitions,</p>	

5	<p>leadership power and politics, employee morale, personal values and business ethics.</p> <p>Global HR:</p> <p>Introduction to global HR strategies, Difference between Global HRM and Domestic HRM, developing HR as a value added function, Strategic HR issues in global assignments.</p>	8+2
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Learning Resources

Text Books	<p>Strategic Human Resource Management by Jeffery A Mello</p> <p>Strategic Human Resource Management by Tanuja Agarwala Strategic Human Resource Management by Charles R Greer.</p>
Reference Books	<p>Strategic Human Resource Management by Michael Armstrong</p> <p>Strategic Human Resource Management by Mabey, Salaman and Storey Strategic Human Resource Management by Rothwell & Kazanas,</p>
Websites	<p>www.shrmindia.org/</p>
Journals	<p>International Journal of Human Resource Management Human Resource Management Journal</p> <p>Human Resource Management Journal of Human Values</p> <p>Journal of Human Resources</p>

COMPULSORY GENERIC CORE COURSE

SUBJECT CODE	302
SUBJECT NAME	LABOUR LAWS -III
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-304-1	REMEMBERING	DESCRIBE the key terms involved in each Act
CO-304-2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO-304-3	APPLYING	ILLUSTRATE the use of the Acts in different Labor Problems

CO-304-4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and Labor perspective
CO-304-5	EVALUATING	DESIGN critical thinking by making judgments related to use of various provisions of the Acts in industrial and labour laws
CO-304-6	CREATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts Industrial and labour market

UNIT No	CONTENTS	NUMBER OF SESSIONS
	<p>The Minimum Wages Act – 1948: (Wage Legislation)</p> <p>Objects, scope and application of the act, Imp definitions- appropriate govt, Competent authority, cost of living index number, employees, employer, scheduled employment, wages, fixing of minimum rate of wages, minimum rate of wages, Procedure for fixing and revising minimum wages, advisory board, central advisory board- composition of committees. Wages in kind overtime, Payment of Minimum rate of wages, Validation of fixation of certain minimum rates of wages, Fixing hours for a normal working day, Wages of worker who works for less than normal working day, Wages for two or more classes of work, minimum time rate wages for piece work, maintenance of registers and records, Appointment, powers and functions of inspectors, Claims- single application in respect of a number of employees, Bar of suits – contracting out payment of undisbursed amounts due to employees, Exemption of employer from liability in certain cases, exemptions and exceptions, Penalties for certain offences, General Provision for punishment and other offences, cognizance of offences, offences by companies.</p>	11+2
2	The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices act- 1971.	11+2
3	The Workmen’s Compensation Act 1923 – Definition, Permanent, Partial, Total Disablement arising out of and in course of employment, theory of notional extension, calculation of compensation in case of death and disability, Amendments till date	5+2
4	Payment of Gratuity act-1972 (Social Security Legislation) Entire act and Rules thereunder	10+2

5	<p>The Apprentice Act- 1961: Objects, Applicability, Defns- Apprentice, Apprenticeship training, Apprenticeship, Advisor, Apprenticeship Council, Board or state council of technical education, Designated trade, employer, establishment, establishment in private and public sector, Graduate or technician apprentice, industry, national council, prescribed, regional board, state, state council, state govt, technician vocational, Trade apprentice, worker, All India Council, Qualifications for being engaged as an apprentice, Novation of contract of apprenticeship, Period of apprentice training, Termination of Apprenticeship contract, Practical and basic training of apprenticeship, Obligations of the employers, Obligation of payment, Health safety and welfare of apprentices, Hours of work, overtime, leave, Settlement of disputes, grant of certificates to the apprentices, Offer and acceptance of employment, Administration of the act, Offences and penalties, Protection of action in good faith</p>	10+2

Learning Resources	
Text Books	<p>Industrial and Labour Law – P. L. Malik Industrial Law – J. K. Bareja Industrial & Labour Laws – S. P. Jain</p>
Reference Books	<p>Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha , Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.</p>
Websites	<p>Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4th edn, 2011.) Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3rd edn, 2011.)</p>
Bare Acts (Latest Ref. 2013)	<p>The minimum wages act – 1948; (Wage Legislation) The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act- 1971. Equal Remuneration Act- 1976 Contract Labour(Regulation and Abolition Act- 1986 The Apprentice act- 1961</p>

Subject Core Course – Specialization Specific	
SUBJECT CODE	303
SUBJECT NAME	ON THE JOB TRAINING (OJT)
CREDITS	8
LTP	0:02:14

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 303.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO 303.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO 303.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO 303.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
CO 303.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.
CO 303.6	CREATING	DEVELOP a comprehensive OJT report and presentation that integrates the learning experiences, data collected, analysis, and outcomes of the project, demonstrating a clear connection between academic knowledge and practical application.

A] Preamble:

On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.

Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester.

B] Guidelines for the On-Job

Training (OJT) B - 1] Nature of the

OJT:

1. The On-the-Job Training (OJT) program shall be of 12 weeks (3 months).
2. 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.
3. 4 Weeks of pre and post training work including proposal making, analysis, report

- preparation and etc.
4. OJT must be conducted outside the academic institution to expose students to real-world work environments.
 5. OJT must be related to the intended specialization of the student.
 6. OJT must be done individually. Group projects are not permitted.
 7. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.
 8. OJT should involve fieldwork / desk work in the organisation; **online OJT is not permitted.**
 9. Primary data collection is mandatory for Research based OJT.
 10. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.
 11. Research based OJT can involve surveys, interviews, case studies or observation studies.
 12. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT.

B-2] Permissible Partner Organizations:

Students have the flexibility to conduct the OJT with any of the following organizations:

1. Companies listed on either NSE or BSE in India /abroad
2. Unlisted subsidiaries of Listed Companies.
3. Government / Semi-Government Undertaking / PSU
4. Government Offices
5. Start Ups with an existence of 5 years or more and manpower more than 50.
6. Family managed businesses with an existence of 10 years or more and manpower more than 100.
7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.

B-3] OJT mentors:

- a) Each student shall be assigned two mentors
 - i. a faculty mentor from the institution
 - ii. an industry mentor from the host organization where the student undertakes the OJT.
- b) **Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations.
- c) **Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.

B-4] Submission of documentation for OJT:

- a) **OJT Progress diary:** Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.
- b) **Formal Evaluation from the industry mentor:** The students shall also seek a formal

evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.

- c) **OJT report:** A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.

B-5] OJT report should contain the following:

The OJT report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (*in case of research projects only*)
8. Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.
9. Learning of the student through the OJT
10. consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards
11. Contribution to the host organization
12. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

B-6] Interaction between mentors:

It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid-term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.

B-7] OJT workload for the faculty: Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.

B-8] Evaluation Pattern:

Total Marks: 200

Formative Assessment: 80

Marks Summative

Assessment: 120

Marks

1] Formative Assessment Weightage (80 marks):

1. Executive Summary - 05 marks
2. Organization profile - 05 marks
3. Outline of the problem/task undertaken - 10 marks
4. Research methodology & data analysis (in case of research projects only) - 10 marks

OR

- Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc. - 10 marks
5. Learning of the student through the OJT - 10 marks
 6. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards - 10 marks
 7. Contribution to the host organization - 10 marks
 8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) - 10 marks
 9. Formal feedback from the company guide - 05 marks
 10. Regularity of interaction with the faculty mentor - 05 marks
 11. Overall quality of the OJT report - 05 marks
 12. Internal Viva-Voce - 15 marks

2] Summative Assessment Weightage (120 marks):

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
 - a) Presentation - 30 marks
 - b) Viva-Voce - 30 marks
 - c) Report - 30 marks
 - d) Ability to connect with the theoretical & conceptual frame work - 30 marks

The Internal & the External viva-voce shall evaluate the candidate based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

Presentation could be through any of the enlisted formats (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	304
SUBJECT NAME	COMPENSATION MANAGEMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-303-1	REMEMBERING	DEFINE the key terms related to Compensation Management
CO-303-2	UNDERSTANDING	EXPLAIN Macro and Micro Economics of Labor Market
CO-303-3	APPLYING	PRACTICE use of wage policies for wage determination
CO-303-4	ANALYSING	ANALYSE pay structures and issues in designing pay grades
CO-303-5	EVALUATING	DESIGN different types of wage incentive plan and their Applications.
CO-303-6	CREATING	DEVELOP employee benefit Plans

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to Compensation Management: Objectives of Compensation, Formulation, Theories of Wage determination, Types of wages , compensation decisions, Compensation Bench marking, Types of Executive Compensations	7+1
2	Labour Market: Macro Economics of labour markets, Neoclassical Micro economic of labour markets- Supply and demand Different types of labour market in India Impact of labour demand & supply on compensation fixation	7+2
3	Wage Policies: National Wage Policy : Objectives, Concepts Company Wage Policy : Wage Determination, Pay Grades, Economic Principles, External Equity : Wage Surveys, Wage Components	7+2

4	<p>Pay Structures: Different Pay structures, Pay Roll Management, Deductions, Issue involving pay increases, Cost to company (CTC) Computation.</p> <p>Dearness Allowance: Computation of CPI – Exercise, Wage Incentives Concept; different kinds of wage incentives plans and their application pay for performance, competency based pay</p>	7+2
5	<p>Employee Benefits: Types of employee benefits, Statutory Employee benefits in India , Tax obligation on employee benefits</p>	7+2

Learning Resources	
Text Books	Compensation Management by Deepak Kumar Bhattacharyya – Oxford
Reference Books	Compensation Management in Knowledge based World -10 th Edition by Richard Henderson, Pearson Human Resource Management by Robert L. Mathis and Jackson H. Jackson
Websites	www.shrmindia.org www.peoplesmatters.com www.hrmguide.net
Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	305
SUBJECT NAME	INSTRUMENTS IN HRD
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES

GENERIC ELECTIVE –UNIVERSITY LEVEL

CO-307-1	REMEMBERING	DEFINE the key terms related to Human Resource development
CO-307-2	UNDERSTANDING	EXPLAIN the individual and group process affecting performance
CO-307-3	APPLYING	PRACTICE the use of HRD TOOLS to solve complex human problems in organization
CO-307-4	ANALYSING	ANALYSE different tools and framework of HRD.
CO-307-5	EVALUATING	DESIGN Human resource development tools.
CO-307-6	CREATING	DEVELOP HRD tools for training coaching, succession planning and career planning.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to basic concepts: HR framework, Competency based HR, HR Developmental processes and need for the same, Need for measuring HR capabilities of an organization, HR and Business alignment challenges	9+2
2	Introduction to HRD Tools: Need, scope and design of the HRD tools. Foundations of HRD Tools – Organizational Psychology concepts – Individual, Group and Organizational Processes affecting performance	9+2
3	HRD Tools and frameworks: Introduction to FIRO-B, MBTI, 16 PF, MAO-B, MAO-C, Belbin’s team roles, Locus of Control	9+2
4	HRD Tools application: Training, Coaching, Managing Performance, Career and Succession Planning, Designing and Executing assessment and development centers	10+2

Learning Resources

Text Books	Training for Development by Rolf Lynton and Udai Pareek Assessment and Development Centers by Iain Ballantyne and Nigel Povah
Reference Books	Training Instruments in HRD and OD by Udai Pareek
Supplementary Reading Material	Harvard Business Review on Finding & Keeping the Best People by Harvard Business Review (Apr 12, 2011)

Websites	www.explorehr.org http://www.humanext.com/hrd-tools.html
Journals	Human Resource Development Review by Sage International Journal of Human Resource Development and Management by Inderscience Publishers

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	306
SUBJECT NAME	BEST PRACTICES IN HR
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-308-1	REMEMBERING	DEFINE the key terms related to HR practices and business sustainability
CO-308-2	UNDERSTANDING	EXPLAIN the concept of HR Accounting and HR Audit
CO-308-3	APPLYING	PRACTICE THE USE OF her auditing and Accounting practices for appreciating and calculating value of Human Assets.
CO-308-4	ANALYSING	ANALYSE Balance score card and HR score card.
CO-308-5	EVALUATING	DESIGN HR score card for an organization
CO-308-6	CREATING	DEVELOP Knowledge management system based on organization strategy and culture

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Building Sustainability through HR Practices	7+2

2	HR Accounting: HR Accounting - Design, preparation and Implementation: Responsibility Accounting and Management Control; Management Control Structure and Process; Design of Hr Accounting process and Procedures for each of the HR Sub - System including Recruitment, induction, PA and Training; Classification of Costs in HR Accounting - Behavioral Aspects of Management Control – Social control	7+2
3	HR Audit: Introduction, Nature, Objectives of HRA, Models of HRA, Emerging Issues, Prospects, Objective, Role of HR auditor, Importance of HR Audit, Scope of HRA ,Record for HR Audit, checklist, Advantage, Prerequisites of HR Audit	7+2
4	Balanced Scorecard / HR Scorecard / Workforce Scorecard	7+2
5	Knowledge Management: Introduction, Types and Consequences of Knowledge Management, Culture, Strategy and HRM	7+2

Learning Resources	
Text Books	Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House.
Reference Books	Human Resource Accounting: M.Saeed, D.K. Kulsheshtha, Anmol Publications. Human Resource Accounting: D.Prabakara Rao, Inter India Publications.
Websites	http://www.scribd.com/doc/8358363/Human-Resource-Accounting http://www.charteredclub.com/what-is-human-resource-accounting/

GENERIC ELECTIVE – INSTITUTE LEVEL

SUBJECT CODE	307
SUBJECT NAME	CHANGE MANAGEMENT
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-309-1	REMEMBERING	DEFINE the key terms related to Change Management
CO-309-2	UNDERSTANDING	EXPLAIN the concept and process of Change Management
CO-309-3	APPLYING	PRACTICE THE USE OF Change management techniques
CO-309-4	ANALYSING	ANALYSE the role of Leader in Change Management Process
CO-309-5	EVALUATING	DESIGN change management practices in an Organization.
CO-309-6	CREATING	DEVELOP model of change management

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction: Definition of change, how people experience change?, Seven Phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	11
2	Organizational Change: Definition, Process of Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	11
3	Model of Change Management: The organizational development model, People management, Organizational politics and change, the learning organization	11

4	Leading Change: Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	11
5	Executing Change: Challenges of execution, why does change Succeed/ Fail? Minimum two case studies one each of successful execution and one of failure	11

Learning Resources

Change and Knowledge Management by B Janakiram, P V Ravendra, Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman, Sage Publication, 3rd Edition Change Management by Andrew Pettigrew and Richard Whipp Infinty Books change Management by V Nilkant, S Ramnarayan , Sage publication Change: How t o adapt and transform the business: Editors N Anand and Nigeicholson Published by Biztantra..

GENERIC ELECTIVE –UNIVERSITY LEVEL

SUBJECT CODE	309
SUBJECT NAME	REWARD & RECOGNITIONS
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-306-1	REMEMBERING	DESCRIBE the key Terms involved in Reward management
CO-306-2	UNDERSTANDING	EXPLAIN Grade and pay structures.
CO-306-3	APPLYING	PRACTICE the use of Reward management for special groups
CO-306-4	ANALYSING	ANALYSE Union role in Reward Management
CO-306-5	EVALUATING	DESIGN process of setting reward management system
CO-306-6	CREATING	DEVELOP relationship between trade union and management

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Reward Management: Definition, aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	5+1
2	Grade and pay structures: Types of grades and pay structures, developing grade and pay structures, individual pay, team pay, paying for organizational performance	5+1
3	Reward management for special groups: Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	5+1
4	Union role in Reward Management: Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	5+1
5	Employee recognition –concept, meaning, importance of employee recognition Impact of employee recognition on employee motivation	5+1

Learning Resources	
Text Books	Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing
Reference Books	A Handbook of Employee Reward Management and Practice by Michel Armstrong Personnel and Human Resource Management by George T Milkovich and John W Boudreau, Published by All India Traveller Bookseller
Supplementary Reading Material	Personnel Management Text and Cases by C B Mamoria and S V Gankar, Himalaya publishing

SEMESTER -IV

COMPULSORY GENERIC CORE COURSE

SUBJECT CODE	401
SUBJECT NAME	COMPETENCY MAPPING AND CAREER DEVELOPMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-401-1	REMEMBERING	DEFINE the key terms related to Competency mapping
CO-401-2	UNDERSTANDING	EXPLAIN the components of competency mapping
CO-401-3	APPLYING	PRACTICE the use of competency categories in designing competency mapping
CO-401-4	ANALYSING	ANALYSE role competency mapping in developing career
CO-401-5	EVALUATING	DESIGN career development programs based on competency Mapping
CO-401-6	CREATING	DEVELOP different innovative methods for use of employers to enhance employee career

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	History & Origin of Competency - KSA v/s Competency Reasons for Popularity of Competency, - Competency & EVA, Views Against Competency - Definitions Confusion about Competency	7+2
2	COMPONENTS OF COMPETENCY: Skill, Knowledge & Motive-Trait & Self-Concept, Iceberg Model of Competency - Operant & Respondent Traits of Competency, Competency Models - Leadership and managerial competency models - Causes for Resistance and Recommended Actions to Address - Delphi Technique Competencies & Generic Indicators - 360 Degree Feedback - HR Generic Competency Model –Supervisory	7+2

	Generic Competency Model	
3	COMPETENCY CATEGORIES: Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies, steps in Developing Competency Model - Determining the objective & Scope - Clarifying Implementation Goals & Standards - Create an Action Plan - Define Performance. Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model	7+2
4	Career Development: Theoretical Foundations, Objectives, Definition of Career Development, Process of Career Planning Reasonability for Career Planning & Career Development Methods of Career Development (Management), Competency Approach to Development, Career Paths, Career Transition Competency Approach to Development.	7+2
5	Innovative Employer Career Initiatives: Different methods used by employer to enhance employee career, Special Issues in Career Development, Mentoring for Employee Development	7+2

Learning Resources	
Text Books	Competency Based HRM, Ganesh Shermon, TMH, 1st Edition, 2002. A handbook of Competency mapping – Seema Sangvi, Response Books, 2004. Human Resource Management, Pravin Durai, Pearson 2010 Human Resource Management, Gary Dessler & biju Varkkey, Pearson, Twelfth Edition, 2011.
Reference Books	Calvin S, Theories of Personality, Hall Et Al, Wiley Publication John.W.Newstrom and Keith Davis Tata, Organizational Behaviour - Human Behavior at work, McGraw Hill, 11/e, 2003 Robert N. Lussier, Human Relations in organizations, 6th edition, McGraw Hill Education Stephen Robbins, Training in Interpersonal Skills – tips for managing People at work, Et al, Pearson, PHI. Udai Parek, Understanding OB, Oxford University Press.

Whetten & Cameron, Development Management Skills, 7th Ed.
 Pearson, PHI
 Competence at work (1993) by Lyle M. Spencer, Signe M. Spencer.
 John Wiley and Sons Inc
 360 Degree feedback, Competency Mapping and assessment Centers, Radha R Sharma,
 Tata Mc-Graw Hill

COMPULSORY GENERIC CORE COURSE

SUBJECT CODE	402
SUBJECT NAME	INTERNATIONAL HR
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-405-1	REMEMBERING	DESCRIBE the key terms involved in study of case lets
CO-405-2	UNDERSTANDING	EXPLAIN steps in solving case studies
CO-405-3	APPLYING	PRACTICE the use case studies in solving practical problems
CO-405-4	ANALYSING	ANALYSE the cases in industrial settings
CO-405-5	EVALUATING	DESIGN critical thinking by making judgments related to problems in case studies
CO-405-6	CREATING	DEVELOP critical thinking for solving case studies

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction –The Enduring Context of IHRM: The changing Business Scenario- Nature of Globalization, Drivers of Globalization, Ripple Effects of Globalization, Three Type of Task, People and Country, Introduction of IHRM, Difference between Domestic and International Human Resource Management, Nature of IHRM-Growing Interest of IHRM, Functional Positioning of IHRM.	7+2
2	Recruitment and Selection for International Firm: Sources of international human resource power selection, strategies for overseas assignments Human Resource Planning, Recruitment & Selection, Recent Trends In International Staffing, Human Resource Outsourcing Issues in Staff Selection , Strategies to tackle these problems	7+2
3	Developing of International Staff and Multi National Teams: Managing global and diverse work force, Recent trends in international Staffing, Human Resource Outsourcing, Performance management in multinational, Performance of international employees, Appraisal of international employees, Understanding Repatriation, Benefits From Returnees, Challenges of Re-Entry Repatriation Process, Managing Repatriation, Tips For Successful Repatriation	7+2
4	International Compensation Management: Objectives of Compensation, Theories of Compensation, Compensation Strategy Components of Compensation, Variables Influencing of Compensation, Compensation Packages, Compensation Administration, Issues In International Compensation	7+2
5	International Industrial Relations: Key issues in International Industrial, Trade Union and International Human Resource, Response of trade union to multinationals, Industrial relations and Global Union Managerial strategies for labour relations in large corporation	7+2

Learning Resources

Text Books	<p>International Human Resource Management By Prof. Dr P. B. Rayate ,Prof. Deepali Mane , Dr. J. J. Kadam & Prof. H. S Deshmukh ChandralokPrakasahan , Kanpur ISBN No-978-938601671-3 International Human Resource Management By Dr. Nilanjan Sengupta & Dr.Mousumi S. Bhattacharya- Excel Book Publication ISBN-81-7446-519- 7</p> <p>International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling et al., Third Edition (South Western).</p>
Reference Books	<p>International HRM by Peter Dowling, Denice Welch, Thomson Learning, 4th Edition.</p> <p>HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt Ltd, 2010</p>
Supplementary Reading Material	<p>Bernardin H. J, and Russell J. E., Human Reource Management, Irwin- Mc Graw, 2nd ed, Singapore.</p> <p>Punnett B, J, International Perspective on Organizational Behavior & Human Resource Management, PHI, N.Delhi. Harvard Business Review: HB Press.</p>
Journals	<p>Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books</p>

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	403
SUBJECT NAME	LABOUR LAWS -IV
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-403-1	REMEMBERING	DEFINE the key terms related to Organizational Development
CO-403-2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO-403-3	APPLYING	ILLUSTRATE the use of the Acts in different Labor Problems.
CO-403-4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and Labor Perspective.
CO-403-5	EVALUATING	DESIGN critical thinking by making judgments related to use of various provisions of the Acts in industrial and Labour laws
CO-403-6	CREATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts Industrial and Labour market

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	<p>The Trade Union Act- 1926 (Protective Legislation) History of trade unions, *Application and Enforcement, Definitions- The appropriate govt, Executive, Office bearer, Registered office, Registered trade union, Registrar, Trade dispute, Trade union, Registration of Trade unions, Mode of registration, Application of Registration, Refusal to Register Trade Union, Objects on which general funds may be spent, Principal privileges of a Registered Trade union and its office bearers, Disqualification of office bearers of trade union, Notice of change of name, Amalgamation of trade union, Returns of Trade union, Application to and grant of recognition of Labour courts, *Withdrawal of Recognition,* Power</p>	11+2

	to make regulations ,Penalties and Procedure, .	
2	<p>The Payment of Bonus Act- 1965 (Wage Legislation)</p> <p>Short title, extent and application, Definitions Establishments to include departments, undertakings and branches Computation of gross profits Computation of available surplus Sums deductible from gross profits</p> <p>*Calculation of direct tax payable by the employer Eligibility for bonus</p> <p>*Disqualification for bonus Payment of minimum bonus Payment of maximum bonus * Calculation of bonus with respect to certain employees Computation of number of working days Set on and set off of allocable surplus Special provisions with respect to certain establishment</p> <p>* Deduction of certain amounts from bonus payable under the Act Time limit for payment of bonus Recovery of bonus due from an employer Reference of disputes under the Act Maintenance of registers, records, etc. Inspectors Penalty Offences by companies Cognizance of offences</p>	11+2
3	<p>The Sexual harassment of women at workplace(Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer</p>	5+2
4	<p>The Protection of Human Rights (Amendments) act-2006 Applicability, Chapter – II The national human rights commission, Chapter – III Functions and powers of the commission Chapter – IV Procedure, Chapter – Chapter -V State human rights commission Chapter – VI Human rights courts, Chapter – VII Finance, accounts and audit</p>	8+2

Learning Resources	
Text Books	Industrial and Labour Law – P. L. Malik Industrial Law – J. K. Bareja Industrial & Labour Laws – S. P. Jain
Reference Books	Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha, Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.
Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4 th edn, 2011.)
Bare Acts (Latest reference 2013)	The Trade Union Act- 1926, The Payment of Bonus Act- 1965 The Bombay Labour welfare fund act- 1953 The Bombay Industrial relations act-1946 Protection of Human Rights (Amendments) act-2006

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	404
SUBJECT NAME	Research Project
CREDITS	6
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-408-1	REMEMBERING	DESCRIBE the key terms involved in Research
CO-408-2	UNDERSTANDING	EXPLAIN steps in designing Research process
CO-408-3	APPLYING	PRACTICE E the use research methods
CO-408-4	ANALYSING	ANALYSE the data collection tools
CO-408-5	EVALUATING	DESIGN and draft research report
CO-408-6	CREATING	DEVELOP research project

In Semester IV the student shall work under the supervision of the Faculty and carry out a Research and submit

a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their Report reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in Human Resources Management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the Research work. A Research outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed Research and make an oral presentation of the same. Through the Research Project, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area.

The completion of the Research project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Research shall have a weightage of 6 credits. The Institute shall conduct a viva-voce for evaluation of the Research Project, for 140 marks. The Panel shall comprise of Faculty appointed by Savitribai Phule Pune University. Copies of Research report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

GENERIC ELECTIVES COURSE	
SUBJECT CODE	405
SUBJECT NAME	CASES IN HR
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-404-1	REMEMBERING	DESCRIBE the key terms involved in study of case lets
CO-404-2	UNDERSTANDING	EXPLAIN steps in solving case studies
CO-404-3	APPLYING	PRACTICE E the use case studies in solving practical problems
CO-404-4	ANALYSING	ANALYSE the cases in industrial settings
CO-404-5	EVALUATING	DESIGN critical thinking by making judgments related to problems in case studies
CO-404-6	CREATING	DEVELOP critical thinking for solving case studies

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Staffing: Recruitment - Selection – Transfer – Promotion – Career Planning,	1+5
2	Training & Development: - Designing and Implementation, Evaluation and ROI	1+5
3	Performance: - Performance Appraisal, Promotion, Appraisal Methods, Reward based Performance Management, Career Based Performance management, Competence Based Performance Management	1+5
4	Industrial Relations: Violation of provisions of Labour Laws – Unfair labour practices by employer & employees (trade unions) – strikes, layoff, retrenchments – closures – lockouts – Wage Agreements- Violations – Bonus gratuity grievances – Violations of Provident fund Act – Weekly offs, Holidays & other relevant IR topics.	1+5
5	Employee Separation:- CSR, VRS, Retirement, Transfer etc	1+5

Learning Resources	
Text Books	Case Studies in Personnel Management Industrial Relations & Trade Unions – Dr. Anandram. Publication: Everest Publishing House Cases in Personnel Management – Shyamkant Gokhale – Everest publication
Reference Books	Case studies in Indian Management – Dr. M. A. Kohok – Everest Publication Case studies in Personnel Management Industrial Relation & Organization Behavior – Dr. S. A. Khopkar
Supplementary Reading Material	Text and Cases – Pearson Publication
Websites	www.peoplesmatters.com www.hrsguide.net

Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources
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GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	406
SUBJECT NAME	COLLECTIVE BARGAINING
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-406-1	REMEMBERING	DESCRIBE the key terms involved in Collective Bargaining
CO-406-2	UNDERSTANDING	EXPLAIN steps in Collective bargaining process
CO-406-3	APPLYING	PRACTICE the use of Collective Bargaining techniques
CO-406-4	ANALYSING	ANALYSE the negotiation tactics and strategies
CO-406-5	EVALUATING	DESIGN critical thinking by making judgments related to collective bargaining issues
CO-406-6	CREATING	DEVELOP critical thinking for handling negotiation process

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Collective Bargaining: Definitions, Characteristics	4+1
2	Critical Issues in Collective Bargaining	4+1
3	Theories of Collective Bargaining: Hick's Analysis of Wages Setting under Collective Bargaining, Conflict-choice Model of Negotiation, A Behavioral Theory of Labour Negotiation	8+2

4	Collective Bargaining in India: Pre-requisites for successful Collective, Bargaining in any Country, the State and Collective Bargaining, Collective Bargaining and the Indian Industrial Relations System, Levels of Bargaining, Coverage and Duration of Agreements, The Question of Managerial Prerogatives, Difficulties in the Bargaining Process and Administration of Agreements. Collective Bargaining & t h e emerging Scenario.	12+3
5	Negotiating a Contract: Pre-negotiation, Preparing the Charter of Demand(s), Creating the Bargaining Team Submission of COD, Costing of Labour Contracts the Negotiation Process: What is Negotiation, Effective Negotiation, preparing for Negotiation, Communication Style, Breaking Deadlocks, Strategy and Tactics/Games Negotiators Play, Closing Successfully, Negotiating Integrative Agreements, Reviewing Post Negotiation: Administration o f the Agreement , Grievance Management	8+2

Learning Resources	
Text Books	Collective Bargaining & Negotiation By Prof. Dr. P. B. Rayate , Prof. Deepali Mane, Dr. J. J. Kadam & Prof. H. S Deshmukh- Chandralok Prakasahan , Kanpur ISBN No-978-93-86026-7-0-6 Human Resource Management, by K Aswathappa, Six Edition, Tata McGraw Hill, 2011 Human Resource Management , by VPS Rao , 3 rd Edition, Excell Books, 2011 Managing Human Resource & Industrial Relations, by Tapomoy Deb, Excel Books, 1 st Edition, 2009
Reference Books	MRTU Act PULP Act
Supplementary Reading Material	Case studies on Collective bargaining – Dunlop Tyers
Websites	http://industrialrelations.naukrihub.com http://www.dol.govt.nz/er/starting/unions/bargaining/procedures.asp www.cfee.org/en/pdf/labourstudent5.pdf
Journals	Journal of Industrial Relations Journal of Human Resource Management Journal of Labour Management

GENERIC ELECTIVE – INSTITUTE LEVEL

SUBJECT CODE	407
SUBJECT NAME	HUMAN RESOURCE INFORMATION SYSTEM

CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-407-1	REMEMBERING	DESCRIBE the key terms involved in Human Resource information system
CO-407-2	UNDERSTANDING	EXPLAIN steps IN designing HRIS.
CO-407-3	APPLYING	PRACTICE E the use Management Information System
CO-407-4	ANALYSING	ANALYSE the tools in HRIS development
CO-407-5	EVALUATING	DESIGN HRIS tools
CO-407-6	CREATING	DEVELOP HRIS applications

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	<p>Different types of computer based information systems:</p> <p>Computers and Computer Based Information Systems</p> <p>Introduction to Computer Based Information Systems – PS/MIS/EIS/ES/DSS/OA</p> <p>HRMS Planning: HRIS Introduction Human resource & HRMS Planning an HRMS Designing an HRMS Software for HRMS Hardware for HRMS</p>	7+2
2	<p>Management Information Systems</p> <p>Functional Applications / Exercise</p> <p>HRIS Life Cycle/HR responsibility in each phase of HRIS development Pre implementation stage of HRIS: HRIS planning HRIS expectation</p> <p>HRIS cost-benefit value analysis Getting Management support for HRIS</p> <p>Limitations of computerization of HRIS</p>	7+2
3	<p>Implementation of HRIS: Tools in HRIS development</p>	7+2

4	HRIS Applications: Applicant and employment management, EEO and affirmative action Compensation, Benefits, Employee and industrial relations, Training and development, Human resource planning, OSHA, Payroll, Other HRIS, application	8+2
5	Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.	6+2

Learning Resources	
Text Books	<p>Rampton, G. M., Turnbull, I. J., & Doran, J. A. (1999). Human Resource Management Systems: A Practical Approach (2nd ed.). Carswell Legal Publications.</p> <p>Ceriello, V. R., & Freeman, C. (1998). Human Resource Management Systems: Strategies, Tactics, and Techniques. San Francisco, Calif: Jossey-Bass Publishers, Pfeiffer & Company. / New York: Lexington Books.</p> <p>Haag, S., Cummings, M. & Dawkins, J.P. (2007) Management information Systems for the Information Age U.S.A.: McGraw-Hill Kavanagh and Thite. (2008), Human Resource Information Systems: Basic, Applications, and Future Directions, Sage Publications ISBN: 9781412944564</p>
Reference Books	<p>Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (1990). Human Resource Information Systems: Development and Application. Boston, Mass: PWS-Kent Publishing Company.</p> <p>Lederer, A. L. (Ed.). (1993). Handbook of Human Resource Information Systems. New York: Warren, Gorham and Lamont.</p>
Supplementary Reading Material	<p>Groe. G.M., Pyle. W.J.J.J. (1996) "Information technology and HR" Human Resource Planning 19 (1) 56 – 61.</p> <p>Hubbard.J.C, Forcht. K.A. (1998) "Human resource information systems: An overview of current ethical and legal issues" Journal of Business Ethics. 17(12) 1319 – 1323.</p> <p>Kovach, K.A, Cathgart.E.J. (1999) "Human resource information systems (HRIS) Providing business with rapid data access, information exchange and strategic advantage" Public Personnel Management. 28 (2) 275 – 282.</p> <p>Targowski, A..S.; Desphande, S.P. (20001) "The utility and selection of an HRIS," Advances in Competitiveness Research, 9(1), 42-56</p>

Websites	http://www.albany.edu/hris http://www-adm.pdx.edu/user/fadm/hris.htm http://www.peoplesoft.com http://www.ethics.ubc.ca/resources/computer/ http://www.acm.org/sigcpr/ http://www.ihrim.org/ http://www.chrt.com.au/hrismain.html . http://www.ihrim.org/resources/Publications/automating_the_workplace.html
Journals	SAM Advanced Management Journal HR Magazine Human Resource Magazine

GENERIC ELECTIVE – INSTITUTE LEVEL

SUBJECT CODE	408
SUBJECT NAME	PR & CORPORATE COMMUNICATION
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-402-1	REMEMBERING	DEFINE the key terms related to fundamentals of Public Relations
CO-402-2	UNDERSTANDING	EXPLAIN the role of public relation in Various organization
CO-402-3	APPLYING	PRACTICE the use of communications skills to enhance corporate image
CO-402-4	ANALYSING	ANALYSE role of different e tools in E- PR
CO-402-5	EVALUATING	DESIGN Advertising AND Newsletters in PR
CO-402-6	CREATING	DEVELOP house journals and exhibitions in PR

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Fundamentals of Public Relations: Introduction and Definition of Public Relations, Meaning of Public Relations, Techniques and media of Public Relations, how does PR work –formulation of Policy and size of the PR Department, Methods of communication- psychology of PR.	7+2
2	PR in various Organizations: Public Relation Problems, Budgeting, PR in labour Unions and Religious groups and media channels, Designing PR Campaigns, Press Relation in PR- what is News how a good new should be written, Coping with unexpected	8+2
3	Public Relation and Corporate Structure: Corporate image and corporate identity, Elements that constitute a total corporate image and corps identity, Where does PR fit in the structure	6+2
4	E-PR and its tools: How to develop E-PR, Various tools of E-PR, Modern day values of PR, Special uses of Public Relation –Crises Management PR skills	8+2
5	PR and Research: Advertising in PR, Fundamentals of successful Newsletter, Types of House Journals, Exhibitions and PR	6+2

Learning Resources	
Text Books	Public Relations: Strategies and Tactics - Dennis L. Wilcox Marketing Public Relations- Gaetan T Giannini Principles of Public Relation - Dr.C.S.Rayudu Prof.K.R.Balan
Supplementary Reading Material	www.zainbooks.com/books/.../introduction-to-mass-communication

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	409
SUBJECT NAME	ENVIRONMENTAL MANAGEMENT AND HEALTH & SAFETY
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-311-1	REMEMBERING	DESCRIBE the key terms involved in Environmental Management ,health and safety
CO-311-2	UNDERSTANDING	EXPLAIN the role of Safety office.
CO-311-3	APPLYING	PRACTICE the use of various Occupational and Work Related Health and Safety.
CO-311-4	ANALYSING	ANALYSE the role of labor welfare officer
CO-311-5	EVALUATING	DESIGN the practice about Environmental protections.
CO-311-6	CREATING	DEVELOP relationship between industrial health, safety and environment

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Health and Safety Organization and Administration Safety Organization, Safety Planning, Safety policies, Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping	7+2
2	Occupational and Work Related Health and Safety: Occupational health, Occupational Safety, Occupational Disease, Fire Basic Chemistry/Mechanism , Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association- Objective Formation, Scope and Significance	8+2

3	Labour Welfare & Labour Welfare Officer: Introduction & Origin, Welfare from Indian prospective, Objectives, principals, approaches, Classification of welfare. Need, role, functions, duties, Qualification, disqualification, Duties under Maharashtra Welfare officers Rules	8+2
4	Statutory & Non Statutory welfare facilities : Study of all statutory & Non statutory welfare facilities	6+2
5	Environmental Pollution and Protection: Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974 , The Environment Protection Act 1986: Definitions, General powers of the central Government: Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution	6+2

Learning Resources	
Text Books	Industrial health and Safety Management by A.M. Sarma Aspects of Labour Welfare & Social Security by A.M. Sharma
Reference Books	Walker, Fred and Gupta, Bhisham, 2009, Edition 1, The Certified T Safety Management: John V. Grimaldi, Rollin H. Simonds Industrial Safety Management by L.M. Deshmukh Labour Welfare, Trade Unionism by S.D. Punekar Labour Problems & Social Welfare by R.C. Tyagi.
Supplementary Reading Material	BARE Acts APS Labour Digest
Websites	www.lawsinindia.com www.lawforyou.com www.articlesbase.com http://industrialrelations.naukrihub.com/employeewelfare.html
Journals	Management & Labour Studies International Labour Review

ENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	410
SUBJECT NAME	FUTURE OF WORKPLACES
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-207-1	REMEMBERING	DESCRIBE the Key drivers for changing nature of work
CO-207-2	UNDERSTANDING	EXPLAIN the concepts of Human capital
CO-207-3	APPLYING	PRACTICE the use of strategies used at workplaces
CO-207-4	ANALYSING	ANALYZE the role at workplace
CO-207-5	EVALUATING	DESIGN various skills and tools for workplace
CO-207-6	CREATING	DEVELOP a attitude for workplace

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Changing nature of Workplace -Key Drivers for Changing nature of work- Increasing pressure on organization –competitive agile, customer focused, Communication and information technology break-through, Outsourcing, Changing workers attitude and values, Demographic and Diversity, Globalization Key organizational changes-Reduced hierarchical structure, Blurred boundaries, Teams as basic building blocks, New management perspectives, Continuous change	5+1
2	Human Capital -Definition, Meaning, Characteristics, five elements of Human capital-skills, qualification and Education, Work Experience, Social& Communication skills, Habits and personality traits, Brand image, Human Capital Management Strategies-Recruiting & applicant tracking, on boarding, HR management, benefit administration, Performance and Talent Management, Time & Labour, Payroll	6+1

3	Lifelong Learning -Definition, Meaning, Essential Elements-Focus On Growth, Become A Serial Master, Stretch, Build A Personal Brand, Own Your Development , Stay V ita l, L if e long L earning Skills-Motivation, Acquire, Search, Trigger, Examine, Reflect	6+1
4	Skills required for success at work Place -Ability and willingness to learn new skills, Critical thinking and problem solving, Collaboration and team work, Interpersonal communication, Ability to analyze and synthesize information, Leadership, Important job Skills-Data literacy, Critical Thinking, Tech savviness, Creativity, Emotional Intelligence, Cultural Intelligence	6+1
5	Technological revolution at workplace -Crowd sourcing, Wearable technology, Artificial intelligence, Video Technology, Big data & analytical capabilities of robotics, Smart Buildings, Smart Workplace, Smartphones, HR Analytics	5+1

Learning Resources	
Text Books	Developing Human Capital –by Gene pease, Bonnie Beresford, Lew walker- Wiley publication The Power of Habit –Why We do not what we do in life and business- by Charles Duhigg The gifts of Imperfection by Brene Brown by Hazelden publishing Changing Nature of Work by Dick Kaumeyer The radically changing nature of work, workers & workplaces by-Parthajeet sarma Deep work-by cal Newport Soft skills for workplace by Good heart-Willcox Human Capital & Development-The Indian perspective by N.S.Siddharthan, K.Narayanan, Springer publication

Syllabus Setting Committee:-

1. **Hon. Dr. Parag Kalkar**, Pro-Vice Chancellor, Savitribai Phule Pune University, Pune
2. **Dr. Shailesh Prabhakar Kasande**, CEO & Group Director, Suryadatta Education Foundation Pune.
3. **Dr. Yashodhan Mithare**, Dean, Faculty of Commerce & Management
4. **Dr. Londhe Babasaheb Mahadev**, Chairman, Board of Studies – Human Resource Management
5. **Dr. Porinita Banerjee**, Director (Incharge), Poona Institute of Management Sciences & Entrepreneurship.
6. **Mrs. Misba Kadri**, Assistant Professor, Poona Institute of Management Sciences & Entrepreneurship.
7. **Dr. Sheena Abraham**, Assistant Professor, Poona Institute of Management Sciences & Entrepreneurship
8. **Dr. Anjum Sayyad**, Assistant Professor, Poona Institute of Management Sciences & Entrepreneurship
9. **Mr. Talha Ahmed**, Assistant Professor, Poona Institute of Management Sciences & Entrepreneurship
10. **Mr. Akbar Khan**, Assistant Professor, Poona Institute of Management Sciences & Entrepreneurship