

AC –
Item No. –

As Per NEP 2020



MASTER IN HUMAN RESOURCE DEVELOPMENT (MHRD) 2026-27

**Syllabus for
Year II**

Ref: GR dated 16th May, 2023 for Credit Structure of PG

University of Mumbai



Sr. No.	Heading	Particulars
1	Title of program	MASTER IN HUMAN RESOURCE DEVELOPMENT (MHRD) a) PG Diploma in Human Resource Development b) Master in Human Resource Development
2	Eligibility	Candidates having a bachelor's degree (minimum three years) in any faculty are eligible to apply for admission to the Master in Human Resource Development (MHRD) Program provided the candidate has scored the prescribed minimum percentiles/percentages for MAH- MBA/MMS CET or CAT (The Common Admission Test) and Past Academic Record. Shortlisted applicants undergo In-person assessment conducted by JBIMS.
3	Duration of program	a) 1 year b) 2 years
4	Intake Capacity	30
5	Scheme of Examination	NEP 40% Internal, Continuous Assessment 60% External, Semester End Examination Individual Passing in Internal Continuous Assessment and External Semester End Examination
6	Standards of Passing	50%

7	Credit Structure	Attached herewith
8	Semesters	Sem. I, II, III & IV
9	Program Academic Level	6.0
10	Pattern	Semester
11	Status	Old
12	To be implemented from Academic Year Progressively	2024-25

Sign of the BOS Chairman
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BOS in

**Sign of the
Offg. Associate Dean**
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Preamble

1) Introduction

MASTER IN HUMAN RESOURCE DEVELOPMENT (MHRD) is a 2-year Full-time Master's Degree Program of, Jamnalal Bajaj Institute of Management Studies, University of Mumbai.

Businesses are continuously in search of professionals for understanding the new organization and changing needs of people. Corporate world is in search of innovative HR professionals who can change the context of the organization, people and contribute to nation building. This requires a different kind of mind-set, technical as well as behavioral competencies and value systems. With MHRD Program in JBIMS, we are committed to create new generation of HR professionals who can be the Change Leaders and Change Management Catalysts.

In the revised curriculum of MHRD, the AICTE Model Curriculum standards have been considered by integrating pertinent new topics into the program. Additionally, adherence to the National Higher Education Qualification Framework 2023 (NHEQF 2023) and National Education Policy 2020 (NEP 2020) principles, which place a strong emphasis on developing skills through projects and practical work that outlines the goals and learning outcomes for each topic also have been taken into consideration. The curriculum has incorporated the opportunity for multiple entry and multiple exit based on NHEQF guidelines. This curriculum places a high focus on qualitative, quantitative and analytics techniques for aiding the students in comprehending corporate practical knowledge.

2) Aims and Objectives

In order to ensure that Human Resource Management students are able to attain necessary levels of industry relevant knowledge, skills and practical outlook, it is necessary to incorporate emerging industry practices in instructional process. The students are also expected to benefit from short- term live projects, field projects, On-the-job training opportunities, industry internships and research projects as these can provide students an understanding of the industry environment and working methods. It is also increasingly expected to that management studies should be able to equip the Human Resource Management students to launch their own start-ups and to become entrepreneurs. Hence, in view of above, the curriculum of Master in Human Resource Development (MHRD) becomes pertinent.

3) Learning Outcomes

- PO1: Apply knowledge of Human Resource Management theories and practices to solve business problems
- PO2: Foster analytical and critical thinking abilities for data-based decision-making in Human Resource Management
- PO3: Ability to develop value-based leadership
- PO4: Ability to provide innovative solutions to problems in the fields of HRM.
- PO5: Ability to lead themselves and others in the attainment of organizational goals contributing effectively to team environment

4) Credit Structure of the Program (Sem I, II, III & IV) (Table as per Parishisht 1 with sign of HOD and Dean)

Year	Level	Semester	Major		RM	OJT/F P	RP	Cum. Cre.	Degree / Diploma
			Mandatory (Sub.*Cr.)	Elective (Sub.*Cr.)					
Year I	6.0	Semester I	24 (4*4+4*2)	2 (1*2)	-	-	-	26	PG Diploma in Human Resource Development after 3 year UG Degree
		Semester II	16 (2*4+4*2)	2 (1*2)	4	4 (FP)	-	26	
Cumulative Credits FY			40	4	4	4	-	52	
Exit Option: PG Diploma with additional 4 credits of OJT									
Year II	6.0	Semester III	16 (3*4+2*2)	2 (1*2)	-	8 (Internship)	-	26	PG Degree after 3 year UG Degree
		Semester IV	16 (2*4+4*2)	2 (1*2)	-	-	8	26	
Cumulative Credits SY			32	4	-	8	8	52	
Cumulative Credits FY+SY			72	8	4	12	6	104	

Sign of HOD

Name of the Head of the Department
Name of the Department

Sign of Dean,

Name of the Dean
Name of the Faculty

Semester – III

SY MHRD Syllabus: Outline of Semester III

Semester III					
Mandatory Courses					
Sr. No.	Course Type	Course	Number of Credits	Number of 60 minutes sessions	IA / UA*
1	Mandatory – Human Resource	Talent Acquisition, Talent Retention and Employer Branding	4	60	IA
2	Mandatory – Human Resource	HR Analytics: Big data, AI & Deep Tech in HRM	4	60	IA
3	Mandatory – Human Resource	Compensation Management	4	60	IA
4	Mandatory – Human Resource	Employee Engagement	2	30	IA
5	Mandatory – Human Resource	Organizational Development	2	30	IA
6	OJT / Field Project	Summer Internship	8	-	IA
Elective Courses (Any One)					
1	Elective	Coaching and Mentoring	2	30	IA
2	Elective	Mental Health and Well-being	2	30	IA

Mandatory Course 1: Talent Acquisition, Talent Retention and Employer Branding

Course Credits: 4

Course Outcomes:

- CO1: Understand the principles and frameworks of talent acquisition, retention, and employer branding, and explain their role in achieving organizational goals.
- CO2: Apply structured approaches to sourcing, assessing, selecting, and onboarding candidates using best practices in recruitment and selection.
- CO3: Analyze factors influencing employee retention and evaluate the impact of engagement, performance management, and organizational culture on turnover.
- CO4: Evaluate the effectiveness of various employer branding strategies and assess how branding influences talent attraction and retention.
- CO5: Create integrated talent strategies that combine acquisition, retention, and branding to address complex workforce challenges and support long-term organizational success.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Talent Management <ul style="list-style-type: none">• Overview of Talent Management, Talent Acquisition, Retention, and Employer Branding• Importance of Talent Management in Organizational Success• Current Trends in Talent Management	CO1	3
2.	TA Fundamentals <ul style="list-style-type: none">• Introduction to Talent Acquisition• TA vs. Recruitment• Key Talent Acquisition Metrics and KPIs	CO2	3
3.	Talent Acquisition Strategies <ul style="list-style-type: none">• Developing TA strategy in alignment with Business strategy• Workforce Planning, Talent Forecasting and Job Analysis• Recruitment Channels	CO1, CO2	6

4.	<p>Candidate Sourcing, Screening & Selection</p> <ul style="list-style-type: none"> • Sourcing channels (Traditional vs. Modern) • Utilizing Social Media and Online Platforms for Talent Sourcing • Developing an Employee Referral Program • Competency based Job Descriptions • Screening Resumes and Applications • Behavioral and Situational Interviews • Assessment Tools • Interviewing Techniques • Negotiation and Offer Management • Effective Onboarding 	CO2	12
5.	<p>Talent Retention Strategies</p> <ul style="list-style-type: none"> • Factors Influencing Employee Retention • Onboarding and Engagement Programs • Career Development and Succession Planning • Performance Management and Feedback Systems • Compensation and Benefits as Retention Tools 	CO1, CO3	6
6.	<p>Leveraging Technology in Talent Acquisition</p> <ul style="list-style-type: none"> • Applicant Tracking Systems (ATS) and their Benefits • Using Metrics and Data Analytics for Talent Acquisition Insights • The Role of AI and Automation in TA • Predictive analytics and personalized candidate experiences 	CO1, CO2, CO5	6
7.	<p>Diversity, Equity, and Inclusion (DEI) in Talent Management</p> <ul style="list-style-type: none"> • Strategies for Building a Diverse Talent Pipeline • Inclusive Hiring Practices 	CO5	6

	<ul style="list-style-type: none"> • Unconscious Bias Training for Recruiters • Measuring and Improving DEI Hiring Metrics 		
8.	Employer Branding Essentials <ul style="list-style-type: none"> • What is Employer Branding? • Building and Communicating a Strong EVP • Role of Social Media in Employer Branding • Creating Employee Experiences • Measuring Employer Brand Success 	CO4	12
9.	Integration of TA, Retention, and Branding <ul style="list-style-type: none"> • Aligning Talent Acquisition and Retention with Employer Branding • Technology in Talent Management: ATS, Analytics, and Tools • Crisis Management in Talent Strategies (e.g., mass layoffs, reputation issues) 	CO5	6

Text Books:

- Sundararajan, V. (2016). Talent acquisition and management: Strategies for organizations. Sage Publications India.
- Krishnan, V. R. (2012). Talent Retention: Best practices and strategies. Tata McGraw-Hill Education.
- Pillai, R., & Gupta, R. (2014). Employer branding and talent management: A case study approach. Pearson Education India.

Reference Books:

- Anderson, N., & Shaw, J. (2013). The Oxford handbook of recruitment. Oxford University Press.
- Berger, L. A., & Berger, D. R. (2013). The talent management handbook: Creating a sustainable competitive advantage by selecting, developing, and promoting the best people. McGraw-Hill Education.

Mandatory Course 2: HR Analytics: Big data, AI & Deep Tech in HRM

Course Credits: 4

Course Outcomes:

- CO1: Understand the fundamental concepts of HR analytics, big data, AI, and deep technologies.
- CO2: Apply statistical and data visualization techniques to analyze HR data and generate actionable insights
- CO3: Analyze HR datasets using predictive and prescriptive analytics
- CO4: Evaluate the effectiveness and ethical implications of implementing AI-driven tools
- CO5: Create dashboards and HR data models using advanced analytics tools for real-time decision-making and strategic HR planning

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to HR Analytics and Big Data in HRM <ul style="list-style-type: none"> • Overview of HR Analytics • Evolution of HR from traditional practices to tech-driven solutions • Role of Big Data in HR decision-making • Applications of analytics in recruitment, retention, and performance management 	CO1	6
2	Foundations of Analytics in HR <ul style="list-style-type: none"> • Types of analytics: Descriptive, Predictive, and Prescriptive • Metrics and KPIs in HR (e.g., employee turnover rate, time-to-hire, cost-per-hire) • Data collection methods in HR • Ethical considerations in HR data handling • Hands on Analytics 	CO2	6
3	Big Data and Workforce Planning <ul style="list-style-type: none"> • Understanding Big Data and its sources in HR • Workforce planning and predictive analytics • Analyzing employee trends: Productivity, engagement, and turnover 	CO1, CO2	6

4	<p>Artificial Intelligence (AI) in HRM</p> <ul style="list-style-type: none"> • Introduction to AI: Key concepts and applications • AI-driven recruitment: Resume screening, chatbots, and candidate experience • AI for performance evaluation and talent development • Managing biases in AI algorithms for fair HR practices 	CO1, CO2	6
5	<p>Deep Tech in HR: Automation and Beyond</p> <ul style="list-style-type: none"> • Overview of deep technologies: Machine Learning (ML), Natural Language Processing (NLP), Blockchain • Automation of repetitive HR tasks (e.g., payroll, benefits administration) • Blockchain for secure employee data management • Future trends in deep tech and their HR implications 	CO1, CO6	6
6	<p>HR Analytics Tools and Platforms</p> <ul style="list-style-type: none"> • Overview of popular HR analytics tools (e.g., Tableau, SAP SuccessFactors, Workday) • Text analytics for sentiment analysis in employee surveys • Case studies on effective use of HR technology platforms • Hands-on exercises with sample HR datasets 	CO3, CO5	6
7	<p>Data-Driven Decision-Making in HRM</p> <ul style="list-style-type: none"> • Steps for implementing analytics in HR decision-making • Real-life applications of data-driven strategies: Performance management, training needs analysis • Dashboard creation and data visualization • Using data storytelling to influence stakeholders 	CO2, CO3, CO5	6

8	Challenges and Ethical Considerations in Tech-Driven HRM <ul style="list-style-type: none"> • Privacy and security issues in employee data • Managing resistance to technology adoption in HR • Ethical dilemmas in AI and analytics usage • Regulatory and legal frameworks for HR tech compliance 	CO4	6
9	Emerging Trends in HR Analytics and AI <ul style="list-style-type: none"> • Predictive and prescriptive analytics for talent management • Personalized employee experiences through AI • Role of IoT and wearable tech in monitoring employee well-being • The metaverse and virtual reality in employee training 	CO3. CO5	6
10	Capstone Projects and Case Studies <ul style="list-style-type: none"> • Analyzing real-world HR challenges using analytics • Designing AI-driven HR solutions for a hypothetical organization • Presenting findings and actionable insights based on data analysis 	CO6	6

Text Books:

- HR Analytics, 2ed: Understanding Theories and Applications, By: Dipak Kumar Bhattacharyya (Author) | Publisher: Wiley
- Saxena, A., & Sharma, R. (2018). Human resource analytics: Strategies for better decision-making. Sage Publications India.

Reference Books:

- Levenson, A. (2018). Advanced analytics in human resources: Using data to drive decisions in HR. Routledge.
- Fitz-enz, J., & Mathews, J. A. (2014). The new HR analytics: A data-driven approach to people management. Wiley.

Mandatory Course 3: Compensation Management

Course Credits: 4

Course Outcomes:

- CO1: Understand the core principles, theories, and legal aspects of compensation management, including job evaluation, pay structures, and incentive plans.
- CO2: Apply compensation tools and techniques to design salary structures, performance-based rewards, and benefits packages that align with organizational goals.
- CO3: Analyze internal and external equity issues, labor market trends, and organizational policies to ensure fair and competitive compensation practices.
- CO4: Evaluate the effectiveness of various compensation strategies—including fixed pay, variable pay, and non-monetary rewards—on employee motivation and organizational performance.
- CO5: Design comprehensive compensation systems that integrate job analysis, performance metrics, and reward strategies tailored to specific organizational contexts.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Compensation Management <ul style="list-style-type: none">• Concept and objectives of compensation• Components of compensation: Fixed, variable, benefits, and non-monetary rewards• Strategic compensation and total rewards philosophy• Factors influencing compensation (economic, organizational, legal, behavioural)	CO1	12
2.	Job Evaluation and Internal Equity <ul style="list-style-type: none">• Job analysis and its linkage to compensation• Job evaluation methods: Ranking, classification, point factor, factor comparison• Internal alignment and pay structure design• Competency-based and skill-based pay	CO2	8

3.	External Competitiveness and Market Pricing <ul style="list-style-type: none"> • Wage surveys and benchmarking • Designing competitive pay structures • Pay grades, pay ranges, and broad-banding • Salary progression and pay compression 	CO3	12
4.	Incentives, Benefits, and Performance-Linked Compensation <ul style="list-style-type: none"> • Individual and group incentives • Executive compensation and long-term incentives (ESOPs, profit sharing, bonuses) • Fringe benefits and perquisites • Linking performance management to pay <p>Employee benefits: Health, retirement, work-life balance</p> <p>Cafeteria benefits and flexible benefit plans</p>	CO4	12
5.	Legal & Ethical Issues in Compensation <ul style="list-style-type: none"> • Minimum Wages Act, Payment of Wages Act, Bonus Act, Equal Remuneration Act • Tax implications and statutory compliance • Ethical issues in compensation (disparities, transparency, gender pay gap) • Global compensation and expatriate pay 	CO1	6
6.	Compensation Analytics and Emerging Trends <ul style="list-style-type: none"> • Use of HR analytics in compensation decisions • Pay equity audits and predictive compensation modelling • AI and tech in compensation (automation, salary benchmarking tools) • Gig economy and flexible compensation models • Future trends: Digital rewards, cryptocurrency pay, wellness-linked incentives 	CO5	10

Text Books:

- Milkovich, G. T., Newman, J. M., & Vohra, N. (2017). Compensation (11th ed.). McGraw Hill Education (India).

Reference Books:

- Henderson, R. I. (2017). Compensation Management in a knowledge-based world (10th ed.). Pearson Education.
- Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of Human Resource Management Practice (15th Ed.). Kogan Page.

Mandatory Course 4: Employee Engagement

Course Credits: 2

Course Outcomes:

- CO1: Understand the concepts, drivers, and models of employee engagement and their impact on individual and organizational performance.
- CO2: Apply employee engagement frameworks to assess engagement levels across different functions, industries, and workforce segments.
- CO3: Analyze the relationship between engagement, motivation, leadership, organizational culture, and employee well-being.
- CO4: Evaluate the effectiveness of various engagement initiatives, communication strategies, and feedback mechanisms using real-time data and employee voice.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Foundations of Employee Engagement <ul style="list-style-type: none"> • Definition, evolution, and significance of engagement • Difference between engagement, satisfaction, and motivation • Business case for employee engagement • Gallup Q12, AON, and other global models 	CO1	5
2.	Drivers and Enablers of Engagement <ul style="list-style-type: none"> • Key drivers: leadership, communication, role clarity, career development, and recognition • Role of emotional intelligence and psychological safety • Line managers and their impact on engagement • Engagement across generations (Gen Z, Millennials, etc.) 	CO1, CO2, CO3	5
3.	Measuring and Diagnosing Engagement <ul style="list-style-type: none"> • Designing and deploying engagement surveys • Engagement indices, Net Promoter Score (eNPS), pulse surveys 	CO2, CO4	6

	<ul style="list-style-type: none"> Analytics in engagement: interpreting survey results, dashboards Linking engagement to performance, retention, and culture 		
4.	Strategies and Interventions <ul style="list-style-type: none"> Designing employee engagement strategies Engagement through onboarding, learning & development, recognition, and wellness Communication and feedback channels Role of HR technology in engagement (platforms, gamification, mobile apps) 	CO3, CO4	6
5.	Leadership, Culture, and Engagement <ul style="list-style-type: none"> Impact of organizational culture and values Leadership styles and their influence on engagement Role of senior management in shaping engagement climate Case studies of high-engagement organizations 	CO3, CO4	4
6.	Future Trends and Challenges in Engagement <ul style="list-style-type: none"> Hybrid work and its impact on engagement Diversity, equity, inclusion (DEI) and engagement Technology-driven personalization of engagement Challenges in sustaining engagement 	CO4	4

Text Books:

- Saksena, K. (2019). Employee Engagement: A practical approach. Notion Press.
- Maylett, T. M., & Wride, M. (2017). The employee experience: How to attract talent, retain top performers, and drive results. Wiley.

Reference Books:

- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2011). Employee engagement: Tools for analysis, practice, and competitive advantage. Wiley.
- Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of Employee Engagement. Institute for Employment Studies.

Mandatory Course 5: Organizational Development

Course Credits: 2

Course Outcomes:

- CO1: Explain the foundational concepts and theories of Organizational Development
- CO2: Diagnose organizational issues using appropriate OD models and tools
- CO3: Design effective OD interventions based on diagnostic data
- CO4: Apply change management strategies to facilitate successful organizational transformation

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Organizational Development - Definitions and nature of OD - History and evolution - OD values and assumptions	CO1	3
2.	The OD Practitioner - Roles and competencies of an OD consultant - Professional ethics - Entry and contracting phase	CO1	3
3.	Organizational Change and Development Theories - Lewin's change model - Action research model - Systems theory and open systems	CO1, CO4	3
4.	Diagnosis in OD - Types of diagnosis (organizational, group, individual) - Diagnostic models (Weisbord's Six-Box, McKinsey 7S) - Data collection methods	CO2	3
5.	OD Interventions: Individual Level - Coaching and mentoring - Career planning - Role analysis technique	CO3	3
6.	OD Interventions: Group Level - Team building - Conflict resolution - Process consultation	CO3	3

7.	OD Interventions: Organizational Level - Structural interventions - Culture change - Strategic change interventions	CO3	3
8.	Implementation and Evaluation of OD Programs - Managing resistance to change - Change agents - Evaluating OD effectiveness	CO4	3
9.	Emerging Trends in OD - Digital transformation & OD - Agile OD - Diversity, Equity & Inclusion (DEI) as an OD agenda	CO4	3
10.	Capstone: OD in Practice - Case studies - Simulations/Role-plays - Group presentations	CO4	3

Text Books:

- Cummings, T. G., & Worley, C. G. (2020). Organization Development and Change (11th ed.). Cengage Learning.
- French, W. L., Bell, C. H., & Vohra, V. (2009). Organization Development: Behavioral science interventions for organization improvement (6th ed.). Pearson Education.

Reference Books:

- Burke, W. W. (2017). Organization change: Theory and practice (5th ed.). Sage Publications.
- Anderson, D. L. (2019). Organization development: The process of leading organizational change (4th ed.). Sage Publications.

Mandatory Course 6: Summer Internship

Objectives:

- The summer internship aims to bridge the gap between academic learning and industry practices. It provides practical exposure to HR functions such as recruitment, training, employee relations, compensation, HR analytics, and compliance.
- Students are expected to apply their theoretical knowledge to solve real-world HR challenges.

Duration and Timeline:

- The internship duration is 8 weeks and it is scheduled between April to June after the completion of the second semester.

Guidelines:

- The internship must be undertaken at a registered company, NGO, consultancy, or government body with a structured HR department.
- The organization must assign a mentor and provide substantial HR work exposure.
- The primary objective is to understand the HR policies, systems, and processes of an organization.
- Students should gain hands-on experience in areas such as talent acquisition, learning and development, performance management, compensation and benefits, HR operations and compliance, industrial relations, employee engagement, and HR analytics.

Evaluation Criteria:

- Students must maintain a diary highlighting their weekly progress, summarizing their activities and learnings.
- They are also required to prepare a final internship report of 25 to 30 pages that includes an introduction of the organization, an overview of HR practices, a description of the project undertaken, analysis and findings, recommendations, a conclusion, bibliography, and annexures if any.
- Additionally, a certificate of completion must be obtained from the organization and included in the final report.
- The internship will be evaluated by the Institute based on viva voce of the final report.

Elective Course 1: Coaching and Mentoring

Course Credits: 2

Course Outcomes:

- CO1: Understand the theoretical foundations and differences between coaching and mentoring.
- CO2: Analyze various coaching and mentoring models and their applicability in organizational settings.
- CO3: Develop skills to effectively plan, initiate, and conduct coaching and mentoring conversations.
- CO4: Evaluate the ethical, cultural, and psychological considerations in coaching and mentoring relationships.
- CO5: Apply coaching and mentoring techniques to support individual and organizational development.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Coaching and Mentoring - Definitions and distinctions - Importance in learning and development - Benefits for individuals and organizations	CO1	3
2.	Theoretical Foundations - Adult learning theory (Knowles) - Transformational learning - Behavioral and humanistic approaches	CO1	3
3.	Models of Coaching - GROW Model - CLEAR Model - Cognitive Behavioral Coaching - Performance vs. developmental coaching	CO2	3
4.	Models of Mentoring - Kram's Phases of Mentoring - Formal vs. informal mentoring - Developmental mentoring models	CO2	3

5.	Skills for Effective Coaching & Mentoring - Active listening - Powerful questioning - Feedback and goal setting - Building trust and rapport	CO3	3
6.	Designing and Managing Programs - Structuring coaching/mentoring programs - Selection and matching processes - Program evaluation and metrics	CO3, CO5	3
7.	Ethical and Cultural Considerations - Confidentiality and boundaries - Cultural sensitivity - Dealing with power dynamics and dependency	CO4	3
8.	Challenges in Coaching and Mentoring - Managing resistance - Avoiding dependency - Coach/mentor burnout	CO4	3
9.	Applications in Organizational Settings - Executive coaching - Peer mentoring - Coaching for performance vs. potential	CO5	3
10.	Capstone and Practice - Role plays & simulations - Case study analysis - Reflection on personal coaching/mentoring style	CO3, CO5	3

Text Books:

- Wallace, M., & Poulson, L. (2003). Mentoring and coaching: A lifelong learning perspective. Routledge Falmer.

Reference Books:

- Whitmore, J. (2017). Coaching for performance: The principles and practice of coaching and leadership (5th ed.). Nicholas Brealey Publishing.
- Egan, G. (2013). The skilled helper: A problem-management and opportunity-development approach to helping (10th ed.). Cengage Learning.
- Rogers, J. (2021). Coaching skills: A handbook (5th ed.). Open University Press.

Elective Course 2: Mental Health and Well-Being

Course Credits: 4

Course Outcomes:

- CO1: Understand key concepts, theories, and determinants of mental health and well-being in the workplace.
- CO2: Analyze the impact of organizational culture, leadership, and work design on employee mental health.
- CO3: Evaluate workplace risks and stressors that affect psychological well-being, including burnout, harassment, and workload.
- CO4: Assess and design strategies for promoting mental health and well-being, including policies, programs, and interventions.
- CO5: Develop practical skills to support individuals and teams through supportive communication, mental health first aid, and resilience-building techniques.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Mental Health at Work - Definitions of mental health & well-being - WHO perspective - Importance for individuals and organizations	CO1	3
2.	Theoretical Foundations - PERMA model (Seligman) - Job Demand-Control model - Maslow's hierarchy and workplace application	CO1	3
3.	Organizational Influences on Mental Health - Role of leadership and management style - Organizational culture and psychological safety - Work design and job satisfaction	CO2	3
4.	Workplace Stressors and Mental Health Risks - Burnout, fatigue, role ambiguity - Workplace bullying and harassment - Work-life imbalance	CO3	3

5.	Assessing Mental Health and Well-Being - Tools and surveys (e.g., GHQ, WEMWBS) - Identifying early warning signs - Workplace audits	CO3	3
6.	Promoting Mental Health: Policies and Programs - Well-being frameworks - Employee Assistance Programs (EAPs) - Mental health days and flexible work arrangements	CO4	3
7.	Interventions and Resilience Strategies - Mindfulness, CBT techniques - Resilience training - Positive psychology in practice	CO4, CO6	3
8.	Legal and Ethical Considerations - National and international labor laws - Disability inclusion and mental health - Confidentiality, consent, and stigma reduction	CO3	3
9.	Building a Supportive Environment - Mental health first aid - Manager as a mental health ally - Peer support and communication skills	CO5	3
10.	Capstone and Reflection - Case studies, Group presentations and policy proposals	CO4, CO5	3

Text Books:

- Quick, J. C., & Henderson, D. F. (2016). Occupational stress: Preventing suffering, enhancing wellbeing. Cambridge University Press.

Reference Books:

- Kelloway, E. K., Nielsen, K., & Dimoff, J. K. (Eds.). (2017). Leading to occupational health and safety: How leadership behaviors impact organizational safety and well-being. Wiley-Blackwell.
- Cooper, C. L., & Dewe, P. J. (2008). Well-being—Absenteeism, presenteeism, costs and challenges. Palgrave Macmillan.

Semester – IV

SY MHRD Syllabus: Outline of Semester IV

Semester IV					
Mandatory Courses					
Sr. No.	Course Type	Course	Number of Credits	Number of 60 minutes sessions	IA / UA*
1	Mandatory – Human Resource	Competency Mapping, Assessment Centers and Psychometric Testing	4	60	IA
2	Mandatory – Human Resource	Business Ethics, CSR and ESG	4	60	IA
3	Mandatory – General Management	Strategic Management	2	30	IA
4	Mandatory – Human Resource	Learning Org. & Knowledge Management	2	30	IA
5	Mandatory – Human Resource	International HRM	2	30	IA
6	Mandatory – Human Resource	Organizational Structure, Theory & Design	2	30	IA
7	Research Project	Dissertation	8	-	IA
Elective Courses (Any Two)					
1	Elective	Change Mgmt. and Culture Building	2	30	IA
2	Elective	Bhartiya Management	2	30	IA

Mandatory Course 1: Competency Mapping, Assessment Centers and Psychometric Testing

Course Credits: 4

Course Outcomes:

CO1: Understand the principles and frameworks of competency mapping and its application in HRM

CO2: Analyze and evaluate the design and implementation of assessment centers for recruitment, development, and succession planning.

CO3: Apply psychometric tests to assess cognitive abilities, personality traits, and behavioral competencies.

CO4: Develop the ability to interpret and use the results of assessment centers and psychometric testing for decision-making in talent management.

CO5: Design competency frameworks and create integrated assessment solutions using psychometric tools and assessment centers for various organizational needs.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Competency Mapping - Definition and importance of competencies - Competency frameworks: Functional, Behavioral, and Technical competencies - Steps in competency mapping	CO1	4
2.	Competency Models and Frameworks - Types of competency models (e.g., leadership, managerial) - Theoretical models (Spencer & Spencer, Boyatzis, etc.) - Applications of competency frameworks in HR functions	CO1	4
3.	Competency Mapping Process - Job analysis and role profiling - Identifying competencies and behaviors - Competency assessment methods (interviews, surveys, focus groups)	CO1	4
4.	Designing Competency Frameworks - Identifying key competencies for various roles - Tailoring frameworks to organizational needs	CO5	4

	- Aligning competencies with strategic goals		
5.	Introduction to Assessment Centers (ACs) - Definition and history of assessment centers - Key components of an AC: Exercises, simulations, and observer ratings	CO2	4
6.	Designing an Assessment Center - Step-by-step process of designing an AC - Types of exercises (role plays, group discussions, in-tray exercises) - Structuring and organizing the center	CO2	4
7.	Assessing Candidates through Assessment Centers - Evaluation criteria and observation methods - Scoring models and assessment techniques - Feedback delivery and candidate development	CO2	4
8.	Introduction to Psychometric Testing - Overview of psychometrics - Types of psychometric tests: Cognitive, personality, and behavioural - Key principles of test reliability and validity	CO3	4
9.	Psychometric Test Design and Application - Designing psychometric tests - Administering psychometric tests - Interpreting test results	CO3, CO4	4
10.	Cognitive Ability Tests - Types of cognitive tests (verbal, numerical, abstract reasoning) - Applications and limitations in recruitment and development	CO3	4

11.	Personality and Behavioral Assessments - Big Five Personality Traits - Situational Judgment Tests (SJTs) - Emotional intelligence assessments	CO3	4
12.	Advanced Psychometric Techniques - Projective techniques - 360-degree feedback systems - Multidimensional assessment tools	CO3, CO4	4
13.	Interpretation and Decision-Making - Analyzing and interpreting competency and psychometric data - Using results for talent management and development - Combining psychometric data with other selection tools	CO4	4
14.	Practical Applications and Case Studies - Case studies of successful competency mapping and assessment center implementation - Real-world psychometric test applications - Group discussions and reflections	CO6	4
15.	Designing Integrated Assessment Solutions - Creating a comprehensive assessment solution combining psychometrics and assessment centers - Tailoring assessments for specific organizational needs (e.g., leadership, talent acquisition) - Best practices for integrating assessment tools into HR processes	CO6	4

Text Books:

- Sanghi, S. (2016). The handbook of competency mapping: Understanding, designing and implementing competency models in organizations (3rd ed.). SAGE Publications India.
- Pareek, U. (2018). Understanding organizational behaviour (4th ed.). Oxford University Press.
- Kandula, S. R. (2013). Competency-based human resource management. PHI Learning Pvt. Ltd.
- Rao, T. V. (2007). Assessment Centers: Identifying and developing competencies. Excel Books India.

Reference Books:

- Thornton, G. C., & Rupp, D. E. (2006). *Assessment centers in human resource management: Strategies for prediction, diagnosis, and development*. Routledge.
- Kaplan, R. M., & Saccuzzo, D. P. (2017). *Psychological testing: Principles, applications, and issues* (9th ed.). Cengage Learning.
- Rothwell, W. J., & Sensenig, S. (2011). *Competency-based human resource management*. Wiley-Blackwell.

Mandatory Course 2: Business Ethics, CSR and ESG

Course Credits: 4

Course Outcomes:

- CO1: Understand the foundational concepts of business ethics, CSR, and ESG frameworks.
- CO2: Analyze ethical dilemmas and decision-making processes in business using ethical theories and principles.
- CO3: Evaluate CSR strategies and initiatives undertaken by organizations to address stakeholder interests and social impact.
- CO4: Examine ESG criteria and their role in sustainable business practices, reporting, and investor decision-making.
- CO5: Assess global and Indian regulatory frameworks, standards, and guidelines related to ethics, CSR, and ESG.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Business Ethics - Meaning, scope, and significance of ethics in business - Evolution of business ethics - Role of personal and organizational values	CO1	5
2.	Theoretical Frameworks in Ethics - Utilitarianism, deontology, virtue ethics - Rights and justice theories - Ethical relativism vs. universalism	CO2	5
3.	Ethical Decision Making - Ethical decision-making models - Moral intensity and awareness - Corporate ethical dilemmas and real-life examples	CO2	5
4.	Corporate Social Responsibility (CSR): Foundations - Evolution of CSR - Carroll's CSR Pyramid - Strategic vs. philanthropic CSR	CO1, CO3	5

5.	CSR in Practice - CSR implementation and planning - Stakeholder theory - Measuring CSR effectiveness	CO3	5
6.	CSR in the Indian Context - Companies Act 2013 – Section 135 - CSR Policy Rules and Schedule VII - Reporting and audit requirements in India	CO3, CO5	5
7.	ESG: Concept and Components - Introduction to ESG: Environmental, Social, and Governance dimensions - ESG vs CSR - Key drivers for ESG adoption	CO1, CO4	5
8.	ESG Reporting and Metrics - ESG disclosures and KPIs - Global frameworks: GRI, SASB, TCFD, UNGC - SEBI BRSR (Business Responsibility and Sustainability Report)	CO4, CO5	5
9.	ESG Investing and Corporate Strategy - ESG and capital markets - Role of ESG in investor decision-making - Integrating ESG into business strategy and risk management	CO4	5
10.	Corporate Governance and Ethics - Governance structures and ethical leadership - Board responsibilities and codes of conduct - Transparency, accountability, and whistleblower policies	CO2, CO5	5
11.	Global and Indian Regulatory Landscape - SDGs, UNGC, OECD guidelines - Indian regulations: MCA, SEBI, RBI, CSR Committees	CO5	5

	- ESG and corporate law compliance		
12.	Case Studies and Best Practices - Indian and global company case studies (e.g., Tata Group, Infosys, Unilever, Patagonia) - Failures in ethics (e.g., Satyam, Enron) - Group presentations and discussions	CO2, CO3, CO4	5

Text Books:

- Baxi, C. V., & Prasad, A. (2005). Corporate social responsibility: Concepts and cases – The Indian experience. Excel Books India.
- Fernando, A. C. (2019). Business ethics and corporate governance (3rd ed.). Pearson Education India.
- Kaushik, K. (2022). Environmental, social and governance (ESG): The India perspective. Taxmann Publications.

Reference Books:

- Carroll, A. B., Brown, J. A., & Buchholtz, A. K. (2018). Business and society: Ethics, sustainability, and stakeholder management (10th ed.). Cengage Learning.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2021). Business ethics: Ethical decision making and cases (13th ed.). Cengage Learning.
- Rasche, A., Morsing, M., & Moon, J. (2017). Corporate social responsibility: Strategy, communication, governance (2nd ed.). Cambridge University Press.

Mandatory Course 3: Strategic Management

Course Credits: 2

Course Outcomes:

- CO1: Understand the fundamental concepts, frameworks, and schools of thought in strategic management.
- CO2: Analyze internal and external environments of an organization using strategic tools.
- CO3: Formulate strategic alternatives at various organizational levels.
- CO4: Understand the process of strategy implementation.
- CO5: Assess and monitor strategic performance using control tools.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Strategic Management -Definition, levels of strategy, -Strategic management process, -Vision, Mission, and Objectives -Stakeholder expectations	CO1	4
2.	External Environment Analysis -PESTLE, Porter's Five Forces, Industry Analysis	CO2	3
3.	Internal Environment Analysis -SWOT, Value Chain, VRIO framework, Resource-Based View	CO2	3
4.	Business-Level Strategies -Cost leadership, differentiation, focus strategies	CO3	3
5.	Corporate-Level Strategies -Diversification, vertical integration, strategic alliances, M&A	CO3, CO4	3
6.	Strategy Formulation Tools -BCG Matrix, GE-McKinsey Matrix, Ansoff Matrix	CO3, CO4	3
7.	Strategy Evaluation and Selection -Evaluation criteria, strategic fit, feasibility, and acceptability	CO4	3

8.	Strategy Implementation -Role of structure, systems, leadership, culture, change management	CO4	3
9.	Strategic Control and Performance -Balanced Scorecard, KPIs, benchmarking, feedback loops	CO5	3
10.	Emerging Trends and Wrap-up -Blue Ocean Strategy, ESG in strategy, digital strategy overview	CO4	2

Text Books:

- Kazmi, A. (2008). Strategic Management and Business Policy (3rd ed.). McGraw Hill Education India.
- Jauch, L. R., & Glueck, W. F. (2006). Business policy and strategic management. Frank Bros. & Co. (Indian adaptation).

Reference Books:

- Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2020). Strategic management: Theory: An integrated approach (13th ed.). Cengage Learning.
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). Strategic management and business policy: Globalization, innovation and sustainability (15th ed.). Pearson Education.
- Johnson, G., Scholes, K., & Whittington, R. (2017). Exploring corporate strategy: Text and cases (11th ed.). Pearson Education.
- David, F. R., & David, F. R. (2017). Strategic management: A competitive advantage approach, concepts and cases (16th ed.). Pearson Education.
- Grant, R. M. (2021). Contemporary strategy analysis: Text and cases edition (11th ed.). Wiley.

Mandatory Course 4: Learning Organizations and Knowledge Management

Course Credits: 2

Course Outcomes:

- CO1: Understand the concept of learning organizations and their significance in today's dynamic business environment.
- CO2: Analyze key models and theories related to organizational learning
- CO3: Understand the principles and processes of knowledge management and its strategic importance.
- CO4: Apply KM tools and practices for capturing, sharing, and leveraging knowledge.
- CO5: Design strategies to build learning capabilities and implement KM systems effectively.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Learning Organizations -Definition, importance, characteristics, and evolution	CO1	3
2.	Models of Organizational Learning -Single- and double-loop learning, Senge's Five Disciplines, Argyris and Schön's theory	CO2	3
3.	Systems Thinking and Organizational Change -Mental models, feedback loops, systems thinking in practice	CO2	3
4.	Leadership and Culture in Learning Organizations -Role of leadership, culture, values, and structure in learning enablement	CO2	3
5.	Introduction to Knowledge Management -Definitions, types of knowledge (explicit vs. tacit), knowledge life cycle	CO4	3
6.	KM Processes and Frameworks -Knowledge creation, sharing, retention, SECI model (Nonaka & Takeuchi), knowledge audit	CO4, CO5	3

7.	KM Tools and Technologies -Communities of practice, knowledge repositories, intranets, AI and KM, case examples	CO5	3
8.	Strategic Role of KM -KM and competitive advantage, innovation, and organizational memory	CO4, CO5	3
9.	Implementing Learning and KM Strategies -Designing KM systems, change management, challenges, best practices	CO5	3
10.	Case Studies & Presentations -Indian and global cases on LO & KM (e.g., Infosys, Wipro, Toyota, NASA)	CO5	3

Text Books:

- Sengupta, N., Bhattacharya, M., & Sengupta, N. (2007). Managing change in organizations. PHI Learning.
- Debowski, S. (2007). Knowledge management. Wiley India.

Reference Books:

- Senge, P. M. (2006). The fifth discipline: The art and practice of the learning organization (Revised ed.). Currency/Doubleday.
- Hislop, D., Bosua, R., & Helms, R. (2018). Knowledge management in organizations: A critical introduction (4th ed.). Oxford University Press.
- Wiig, K. M. (2004). People-Focused Knowledge Management: How effective decision-making leads to corporate success. Elsevier Butterworth-Heinemann.

Mandatory Course 5: International Human Resource Management

Course Credits: 2

Course Outcomes:

- CO1: Understand the concept of International Human Resource Management (IHRM) and its significance in the global business environment.
- CO2: Analyze the key challenges in managing HR functions in multinational corporations (MNCs), including cross-cultural differences, legal environments, and international labor markets.
- CO3: Examine various HRM strategies, policies, and practices employed by organizations in different countries.
- CO4: Develop strategies for managing diversity and fostering global talent mobility in multinational organizations.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to IHRM -Definition, scope, and significance of IHRM, global HRM vs domestic HRM, challenges in IHRM	CO1	3
2.	Globalization and its Impact on IHRM -Effects of globalization on HRM, global workforce, cross-border management	CO1, CO2	3
3.	Cross-Cultural Management -Cultural dimensions (Hofstede, Trompenaars), managing cross-cultural teams, communication and negotiation across cultures	CO2	3
4.	International HRM Strategy -Types of HRM strategies (ethnocentric, polycentric, geocentric), HRM in global business models	CO3	3
5.	International Recruitment and Staffing -Staffing policies for international operations, expatriate vs local hiring, recruitment methods, selection criteria	CO3	3

6.	Training and Development in IHRM -Cross-cultural training, global leadership development, training programs for expatriates, and host country nationals	CO3	3
7.	Performance Management in IHRM -International performance appraisal systems, managing performance in diverse cultural environments	CO3	3
8.	Compensation and Benefit -International compensation systems, expatriate compensation, balancing equity and consistency	CO3	3
9.	Expatriate Management -Pre-departure training, repatriation, expatriate failure, managing international assignments	CO4	3
10.	Managing Diversity and Global Talent Mobility -Managing a diverse global workforce, policies for talent mobility, leadership in multicultural teams	CO4	3

Text Books:

- Vohra, N. (2012). Human Resource Management in Global Context. Oxford University Press India.
- Kumar, S., & Saini, A. (2010). Managing Human Resources in Multinational Companies. Sage Publications.

Reference Books:

- Tarique, I., & Schuler, R. S. (2010). International Human Resource Management: A multinational company perspective. Routledge.
- Dowling, P. J., Festing, M., & Engle, A. D. (2013). International human resource management (6th ed.). Cengage Learning.
- Briscoe, D. R., Schuler, R. S., & Tarique, I. (2012). International human resource management: Policies and practices for multinational enterprises (4th ed.). Routledge.

Mandatory Course 6: Organizational Structure, Theory and Design

Course Credits: 2

Course Outcomes:

- CO1: Understand the basic concepts of organizational structure, theory, and design.
- CO2: Analyze various organizational theories and their application in contemporary organizations.
- CO3: Assess the relationship between organizational structure, culture, and strategy.
- CO4: Understand the different types of organizational designs and their suitability in varying business environments.
- CO5: Evaluate the factors that influence the choice of organizational structure and design in different industries and settings.

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Organizational Structure, Theory, and Design -Definition, importance, and basic concepts, key elements of organizational structure, organizational theory overview	CO1	3
2.	Classical and Modern Organizational Theories -Classical theories (Weber, Fayol, Taylor), Modern theories (Contingency theory, Systems theory, Resource dependency theory)	CO2	3
3.	Theories of Organizational Design -Mechanistic vs. organic designs, Mintzberg's configurations, bureaucratic and adhocracy structures	CO2	3
4.	Organizational Structure and Strategy -Relationship between structure and strategy, strategy implementation, structure aligning with strategic goals	CO3	3
5.	Types of Organizational Structures -Functional, divisional, matrix, network, team-based, and flat structures, advantages and disadvantages	CO4	3
6.	The Role of Culture in Organizational Design Influence of organizational culture on structure, cultural dimensions (Hofstede, Trompenaars), cross-cultural implications	CO3	3

7.	Designing for Innovation and Change -Flexibility, adaptability, design for innovation, handling change, agile organizations	CO4	3
8.	Global Organizational Structures -Global versus local organizational structures, managing international businesses, cross-border coordination	CO5	3
9.	External and Internal Factors in Organizational Design -Environmental factors (economic, political, technological), internal factors (size, lifecycle, strategy)	CO5	3
10.	Case Studies in Organizational Structure and Design -Real-world case studies of companies, application of theories and design in organizational problems, group analysis	CO5	3

Text Books:

- Daft, R. L. (2015). Organization Theory and Design (12th ed.). Cengage Learning.

Reference Books:

- Bolman, L. G., & Deal, T. E. (2017). Reframing organizations: Artistry, choice, and leadership (6th ed.). Wiley.
- Pareek, U. (2005). Organizational behaviour and human resources management. Oxford University Press.
- Venkataratnam, C. S., & Srivastava, B. N. (2004). Managing organizations: Text and cases. Pearson Education India.

Mandatory Course 7: Dissertation

Objectives:

- The dissertation research project aims to develop analytical thinking and research capabilities in students.
- It allows students to explore contemporary HR issues, test HR theories, and suggest practical solutions for real-world business problems.

Guidelines:

- Each student will be assigned a faculty guide who will provide direction and feedback throughout the research process. Students are expected to meet regularly with their guides and incorporate suggestions given during reviews.
- Students should select a topic relevant to Human Resource Management and aligned with current trends and organizational needs. The topic must be approved by the faculty guide before the research begins.
- Students are required to submit a research proposal to the faculty guide that outlines the research problem, objectives, methodology, and expected outcomes. The proposal must be approved before proceeding to the next stage of the dissertation.
- The research should follow a structured methodology, which includes defining the problem, reviewing literature, formulating hypotheses or research questions, selecting appropriate tools for data collection, and analyzing data using statistical or qualitative techniques.
- The final dissertation should be structured with the following sections: Introduction, Review of Literature, Research Methodology, Data Analysis and Interpretation, Findings, Recommendations, Conclusion, Bibliography, and Annexures if applicable. The report should be 60–80 pages in length, typed in Times New Roman, size 12, and 1.5 line spacing.
- Students must ensure the originality of their work. The dissertation should not exceed 15% similarity on plagiarism detection tools. Proper citations and referencing in APA format must be maintained throughout the document.

Evaluation Criteria:

- The final dissertation should be submitted in both hard copy (black book) and soft copy (PDF format) by the deadline set by the Institute. Late submissions may result in grade penalties or disqualification.
- Students will be required to present and defend their dissertation findings before an internal and/or external panel. The viva voce will test the student's understanding of the topic, clarity of thought, and ability to apply HRM concepts in a practical context.
- Evaluation will be based on the quality of research, report writing and formatting, analytical depth, recommendations and conclusions, and overall viva voce performance.

Elective Course 1: Change Management and Culture Building

Course Credits: 2

Course Outcomes:

CO1: Understand the key concepts, theories and models of change management and organizational culture.

CO2: Evaluate the impact of organizational culture on change management processes and vice versa.

CO3: Design and implement culture-building and change management initiatives that align with organizational objectives

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to Change Management and Organizational Culture -Definitions, significance, and key concepts of change management and organizational culture. Introduction to their interrelationship.	CO1	3
2.	Theories and Models of Change Management -Lewin's Change Model, Kotter's 8-step Change Model, ADKAR Model, Bridges Transition Model, McKinsey 7S Framework	CO1	3
3.	Understanding Organizational Culture -Defining organizational culture, key dimensions (Hofstede, Trompenaars), and cultural types; how culture impacts organizational behavior	CO1	3
4.	Impact of Culture on Change Management How culture affects the success or failure of change initiatives, diagnosing organizational culture, cultural readiness for change	CO2	3
5.	Resistance to Change and Culture -Understanding resistance to change, cultural factors contributing to resistance, strategies to overcome resistance in different cultural contexts	CO2	3

6.	Leadership's Role in Change Management and Culture Building -Leadership styles (transformational, transactional) and their impact on organizational culture and change processes	CO1, CO2	3
7.	Designing Change Management and Culture-Building Initiatives -Steps to design change management initiatives, aligning culture with organizational objectives, creating a culture that embraces change	CO3	3
8.	Implementing Change and Culture Building Programs -Practical implementation of change and culture-building initiatives, addressing barriers to implementation, ensuring alignment with organizational goals	CO3	3
9.	Evaluating the Effectiveness of Change and Culture Initiatives -KPIs, feedback loops, and metrics for measuring the success of change and culture-building efforts; continuous improvement	CO3	3
10.	Case Studies in Change Management and Culture Building -Real-world case studies of successful and unsuccessful culture-building and change management initiatives; group analysis	CO1, CO2, CO3	3

Text Books:

- Vohra, N. (2011). Managing change in organizations. Oxford University Press.

Reference Books:

- Cameron, E., & Green, M. (2019). Making sense of change management: A complete guide to the models, tools, and techniques of organizational change (5th ed.). Kogan Page.
- Ravichandran, R. (2012). Managing organizational change in India: Strategic and operational perspectives. Sage Publications.

Elective Course 2: Bhartiya Management

Course Credits: 2

Course Outcomes:

- CO1: Understand the management lessons from ancient Indian philosophy and texts
- CO2: Applying the contexts from Indian philosophy in management discussion
- CO3: Analyzing the Indian philosophical approaches to Leadership, Sarvodaya, Satyagraha and Trusteeship
- CO4: Evaluating the impact of Indian philosophical approaches in management of self and life skills
- CO5: Formulate Bhartiya Management Thought for Management Decision making, Leadership development

Unit / Module	Content	CO Mapping	Hours Assigned
1	Bharatiya Management - Tenets & Relevance: A. Tenets of Bharatiya Management: The synthesis of important dimensions of Indian Culture, Indian Philosophy & Management B. Role & Relevance of Self-Management & Social development; Swami Vivekananda's Four Yoga (Bhakti, Karma, Jnana & Raja Yoga)	CO1, CO2	5
2	Human Values Enrichment & Dimensions of Good Governance: A. Human Values Enrichment: Significance of the Theory of the Purusarthas (Dharma , Artha, Kama & Moksha) B. Good Governance approach: Bhagvad Gita's approach on Lokasamgraha & Mahatma Gandhi's emphasis on Sarvodaya.	CO1, CO2, CO3	5
3	Management Lessons from Ancient Texts: A. Management Insights from Mahabharata - Lessons of Strategic Management from Mahabharata & Bhagwat Gita B. Management Lessons from Arthashastra C. Management Lessons from Panchatantra	CO2, CO3, CO4	5

4	<p>Leadership Lessons from Indian Philosophy:</p> <p>A. Philosophy of Yoga : Patanjali's Yoga approach on Astanga Marga</p> <p>B. Saptanga Model of Leadership: Reflections on Kautilya's Arthashastra</p> <p>C: Samkhya philosophy, 'Guna' concept of Indian Vedic philosophy</p> <p>D: Rajarshi Leadership; Indian Philosophy and Servant Leadership</p>	CO4, CO5	5
5	<p>A. Focus on life Skills Management & Significance of Indian scriptures</p> <p>B. Indian Philosophy & context of Social Responsibility & Sustainable Development.</p> <p>C. Trusteeship concept of Mahatma Gandhi</p> <p>D. Practical Application of Indian Philosophical Principles in Business - Discussion on Case Studies</p>	CO4, CO5	5

Text Books:

Management by Values, by Chakraborty S K

Values of Ethics for Organization: Theory and Practice, by Chakraborty S. K.

Rajarshi Leadership, by S.K. Chakraborty & Debangshu Chakraborty

Reference Books

Leadership & Motivation: Cultural Comparisons, by Debangshu Chakraborty, S.

K. Chakraborty

Spirituality in Management: Means or End?, by S.K. Chakraborty, Debangshu Chakraborty

Leadership and Power: Ethical Explorations, by S. K.Chakraborty, Pradip Bhattacharya

The Arthashastra - Kautilya (translation by L N Rangarajan), Penguin Books

Indian Models of Economy, Business and Management Paperback,

by Kanagasabapathi P, Third Edition, Prentice Hall India Learning Private Limited

Economic Sutra: Ancient Indian Antecedents to Economic Thought, by Satish Y Deodhar, Penguin Portfolio



