

# **MASTERS IN HUMAN RESOURCE DEVELOPMENT (MHRD)**

**TWO YEARS FULL TIME PROGRAM**

**AT**

**Jamnalal Bajaj Institute of Management Studies  
(Autonomous)**

**University of Mumbai**



**Batch 2023-25**

# **Master in Human Resource Development (MHRD)**

## **The Course Structure**

The Two years full time program will consist of orientation and four semesters. The semesters are 4-month duration as per the University schedule. Each semester will consist of eight courses and 2 seminar papers of 4 credits each. Each 4-credit course will be covered in 40 hours in a semester. Workshops will be conducted to impart skills. Each student will have to undergo at least two workshops during the Programme.

## **Yoga and Meditation Course**

Every student will undergo a yoga and meditation course for 40 hours during the first year of the Programme. The students will be guided by a yoga and meditation expert. The instructor will take sessions and assign projects to the students. The yoga and meditation course is non-credit compulsory course.

## **Summer Project in Organizations**

Every student will have to undertake a summer placement activity in organizations. The Summer Project includes 8 weeks compulsory summer internship after first year. The students will work on a well-defined project to be completed in eight weeks. The project will be guided by the industry mentor and the faculty mentor. Every student will make a report of the summer project activity. The Viva –voce based on the activity will be conducted. The summer project is non-credit compulsory course.

## MHRD Year 1

Sr. No.	Semester - I	Credits	Semester - II	Credits
1	Perspective Management	4	Commercial Law & Taxation	4
2	Organizational Behavior - Individual Psychology	4	Employee Engagement	4
3	Marketing & Sales Management	4	Performance Management	4
4	Finance, Accounting & Costing	4	Compensation Management	4
5	Managerial Communication	4	Organizational Behavior- Group Dynamics	4
6	Entrepreneurship Management	4	Learning & Development	4
7	Operations, Production. & Supply Chain Mgmt.	4	Research Methodology	4
8	Statistics	4	Industrial Relations	4
9	Seminar paper 1	4	Seminar paper 1	4
10.	Seminar paper 2	4	Seminar paper 2	4
Total		40	Total	40

## MHRD Year 2

Serial No.	Semester – III	Credits	Semester - IV	Credit
1	Strategic Management	4	Operational Excellence	4
2	International HRM	4	Ethics, Corporate Governance & CSR	4
3	Strategic HRM	4	Human Resource Polyclinic	4
4	Organizational Structure, Theory & Design	4	HR Analytics, AI & Digitization	4
5	Organizational Development	4	Change Mgmt. and Culture Building	4
6	Learning Org. & Knowledge Management	4	Psychometric Testing	4
7	Labor Laws	4	Economics	4
8	Quantitative Techniques in HR	4	Competency Mapping & Assessment Centers	4
9	Seminar paper 1	4	Seminar paper 1	4
10	Seminar paper 2	4	Seminar paper 2	4
Total		40	Total	40

## Seminar Papers

Every student will undertake two seminar papers each semester. The papers will be prepared under the guidance of the seminar paper mentors. Based on the literature available on the topic, fifteen landmark research papers are to be reviewed and students should write the analysis in their own words. The students can undertake a primary study and apply data analysis techniques to validate the results. The certificate from plagiarism software will be required for checking the originality of the research work. The assessment will be in the form of presentations in seminar. The areas for seminar papers and research based assignments are indicated below but not limited to

Employee Engagement	Coaching
Unfair Employment Practices	Mentoring
Gender Biases	Career Planning
Diversity	Managing Redundancy
Building a Culture	Human Rights
Managing M&A	Competency Building
Women Empowerment	Contract of Employment
Knowledge Management	E-Learning
Artificial Intelligence	Human Capital Management
Emotional Intelligence	Pay For Performance
MI	CSR
India Centric Boundary-less organizations	HR Benchmarking
Digitization	HR for Startup,
Globalization	Equity
Transformation	Jurisprudence
Business Leadership	Managing Redundancy
Relevance of Awards / Rewards	Business Process Reengineering
Factors Influencing Organization Climate	Career Paths
Culture, Satisfaction	Change Management
Well-being	Coaching
Human Sensitivity	Compensation
Best Employers	Competency Mapping
HR for Joint Ventures	Core Competencies Comparison
HR for Changing Business Models	Corporate Governance and HR
Future of HR considering GIG employees/Gen Y	Trusteeship Management
Millenniums	Developing Global Managers
Achievement Orientation	Discipline in Management Staff
Assessment Centers	E Learning
Attitude	Effectiveness of Training
Balanced Score Card	Agreements of Employment
Benefits Management	Employee Engagement
Employee Stock Options	Morale Studies
Employment of Foreigners in India	Multi- Skilling
Employment of Indians in a foreign land	Cross Cultural Studies

Empowerment	Performance Counselling
Ethics with a People Management Focus	Potential Assessment and Appraisal
Exit interviews	Selection Strategies
Issues in HR - Family Owned and Managed Companies	Performance Management and Review Systems
Self-Directed Teams	Participative Management
High Networked Organizations	Sons of the Soil
HR Practices	Successful Campus
HR Link to Corporate Strategy	Succession Planning
Impact of Attrition	Talent Management
Impact of Restructuring	Motivation
Impact of M & A	Learning
Induction Effectiveness	Relationship Building
Innovation and its Impact on People Performance	Impact of Outsourcing on sustainability of an organization
Job Evaluation	Vision, Mission, and Values
Leadership-in Management Levels	VRS
Measure Human Capital	Knowledge Management
Impact of Mentoring	Management In HR
Minority Issues	Morale Studies
Corporate Image Building & Brand	Marketing Decisions For HR
HR Due Diligence	Design Thinking in HR

# Detailed syllabus for all courses

## MHRD Year I Semester - I

Serial No.	Semester – I	Credits
1	Perspective Management	4
2	Organizational Behavior - Individual Psychology	4
3	Marketing & Sales Management	4
4	Finance, Accounting & Costing	4
5	Managerial Communication	4
6	Entrepreneurship Management	4
7	Operations, Production. & Supply Chain Management	4
8	Statistics	4
9	Seminar paper 1	4
10.	Seminar paper 2	4
Total		40

### 1. Perspective Management Course Objectives

- To understand management concepts and managerial processes in an organization
- To study management theory and practice, through a contextual application

#### Topics

#### Unit-I:

**OVERVIEW:** Management and Managers- Definition - Management Science, Theory and Practice – The Evolution of Management Thought and the Patterns of Management Analysis. – Role and Skills of Managers - Organization and the environmental factors – Trends and Challenges of Management in Global Scenario. Contemporary Approach.

**Planning:** Nature, scope and objectives of planning, types of plans, planning process, business forecasting, concept, and process of MBO. Decision-Making: Importance, types, process, approaches, and decision-making conditions.

**Organizing:** Concept, The Nature of Organizing, types, process and significance, principles of an organization, span of control.

#### Unit II:

**Organizational Structure:** Departmentation - Line/Staff Authority - Effective Organizing. Delegation; centralization and Decentralization. Organizational Culture - Global Organizing. Co-ordination functions in Organization - Human Factors and Motivation - Committees and group Decision Making

**Staffing:** Concept, nature, and importance of staffing

**DIRECTING:** Foundations of individual and group behavior – motivation – motivation theories – motivational techniques – job satisfaction – job enrichment

### **Unit III:**

**Leadership** – types and theories of leadership and what is Leadership? Early Leadership theories, trait theory, Behaviour Theory, Contingency theory of Leadership, The Fiedler Model, Path and Goal Theory, Contemporary Views of Leadership, Transformational and Transactional Leadership, Managing Power Developing trust, empowering employees, leading across cultures, Becoming an effective leader

**Recent Trends in Management:** - Social Responsibility of Management – environment friendly management, Management of Change Management of Crisis Total Quality Management Stress Management International Management

### **Unit IV:**

**Controlling:** Nature, scope, control process, tools, and techniques of control. Modern management techniques: introduction to various latest techniques: Business process Reengineering, business outsourcing, benchmarking, Kaizen, six sigma, knowledge management, just in time management, total quality management

#### **Books:**

1. Management Today – Principles & Practice – Burton – McGraw Hill Publications
2. Management by Stephen P. Robbins & Mary Coulter
3. Essentials of Management by Kootz, O' Donnell and Weighrich

## **2. Organization Behavior – Individual Psychology**

### **Course objective:**

To grasp the basic concepts and theories underlying individual behavior and develop better insights into one's own self

To understand leadership frameworks and to understand leadership development to understand the impact of individual behavior in the organizational setting

### **Topics**

#### **Unit - I**

Foundation of human behavior: perception: concept and process, learning: classical and operant conditioning theories and their application, reinforcement schedule and OB modifications.

#### **Unit -II**

Personality: factors, theories of personality, values and attitudes, realization of self, Dynamics of organization behavior: motivation theories, organizational climate, stress management and transformative principles in everyday life.

Emotions & E I, personal effectiveness and feedback, interpersonal communication in an organization

### **Unit III**

Power, corruption, and empowerment.

### **Unit -IV**

Leadership - concept, traits, and styles, studying the lives of extraordinary leaders; reflect on and discuss principles of leadership such as self-awareness, identity, faith, vision, courage, passion, mindfulness, commitment and Transformational leadership.

### **Reference Books:**

Organizational Behavior by Stephen P. Robbins and Timothy A. Judge.

Organizational Behavior by Fred Luthans

Organizational Behavior by Stephen P. Robbins

Organizational Behavior: An Experiential Approach by Kolb, D Englewo D Clif S, Human

Resource Management by D.K Battacharaya

## **3. Marketing and Sales Management**

### **Course Objectives:**

To understand marketing, marketing & sales and its application in decision making.

To familiarize with theories, techniques and practices related to sales, distribution, and negotiation management

### **Topics**

#### **Unit-I**

Nature, scope, importance of the marketing concept and its impact on marketing decisions, market segmentation and positioning, consumers versus organizational buyers, consumer decision making process, concept of a product and its classification, product decision, product mix, branding, packaging and labeling, product life cycle, factors affecting price determination; discounts and rebates, nature, functions and types of distribution channels, channel management decisions, retailing and wholesaling.

#### **Unit-II**

Nature, characteristics, importance and classification of services marketing and consumer versus industrial service as key differentiator for manufacturing industries, Services marketing mix: introduction to the 7 P's of services marketing mix; product-service continuum; standalone service products; service products bundled with tangible products; service life cycle, services distribution, promotion, pricing, people, physical evidence, and process, promotion decisions: communication process; promotion mix tools and techniques.



### **Unit –III**

Marketing research: meaning, scope and process, marketing organization and control, issues- social, ethical, and legal aspects of marketing, international marketing, green marketing, digital marketing, relationship marketing and other developments of marketing. Marketing channels, their structure; channel intermediaries-role and types; wholesaling and retailing; logistics of distribution; channel planning, organizational patterns in marketing channels: assessing performance of marketing channels and international marketing channels.

### **Unit - VI**

Understanding the selling model, the sales process, selling to B2B and B2C, types of selling: conceptual and strategic. sales organization and selling function, sales management planning – forecasting, sales force productivity, sales volume, and cost analysis leadership of the sales force; designing territories and allocating sales efforts; objective and quotas for sales personnel; developing and managing sales evaluation program; distribution objectives, interface between sales force and channels design and management. An overview of negotiations, types of negotiation: distributive negotiation, integrative negotiation, negotiator's dilemma, multiphase negotiations, multiparty negotiations. BATNA, reservation price, ZOPA, value creation through trades, making the first offer, planning concessions

### **Reference books:**

Marketing Management by Philip T. Kotler and Kevin Lane Keller.

Sales and Distribution Management by Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri.

Principles of Marketing by Philip T. Kotler and Gary Armstrong How to

Master the Art of Selling by Tom Hopkins<sup>1</sup>

Sales Management by Still, Cundiff & Govani

Supply Chain Management by Chopra, S And Meindl, P. The

Essential of Negotiation: Harvard Business School Press

## **4. Financial Management, Accounting and Costing**

### **Course Objectives:**

To acquaint with the key financial management techniques

To understand accounting functions generally used in industry.

To study the use and implications of costing, managerial decisions, control, and performance reporting.

### **Topics**

#### **Unit-I**

Introduction to financial management and planning, valuation techniques, cost of capital, capital structure and dividend policy, budgetary control valuation techniques, context, and purpose of Financial Reporting. Working capital management and short-term financing, consolidated financial statements, ratio analysis. Dividend policy: stable dividend, stable payout, and relevance and irrelevance theories, theories of dividend decision–Walter's Model, Gordon Model and MM Model.

## **Unit- II**

Basics of accounting, ledger and journal entries, trial balance, and preparation of P & L statement, balance sheet, cash flow statements and fund flow statements. Responsibility accounting, centers of cost, cost centre; revenue centre; responsibility centre; profit centre; investment centre and transfer pricing.

## **Unit-III**

Modigliani miller theory for financing, accounting and analysis of asset, accounting and analysis of liability and equity, credit analysis and distress prediction, interpretations of financial statements and ethical issues in accounting.

## **Unit IV**

Basics of costing, concepts, preparation of a cost sheet, ethical issues in costing, Life cycle costing: theory and practices, marginal costing, introduction to advance accounting concepts such as M&A, economic value addition, value of company, cost accounting, preparation of cost sheet, job order costing, process cost systems, marginal costing, cost-volume-profit analysis, standard costing section, management accounting, activity-based costing and activity-based management, responsibility accounting, budgeting: flexible budget, cash budget, and production budget, decision making and relevant information.

## **Reference Books:**

Horngren's Accounting by Tracie L. Miller-Nobles, Brenda L. Mattison, Ella Mae Matsumura Principles of Corporate Finance by Brealey Myers

Financial and Management Accounting: An Introduction by Pauline Weetman

Financial and Managerial Accounting by Charles Horngren & Walter Harrison

Fundamentals of Financial Management by Eugene F. Brigham, Joel F. Financial

Management by Prasanna Chandra

Cost and Management Accounting by Ravi M. Kishore Cost

Accounting by Jawaharlal & Seema Srivastava

## **5. Managerial Communication**

### **Objective:**

To understand the nature, essentials and importance of managerial communication and successfully function at work.

To acquire written and technical communication skills need to be effective.

## **Topics**

### **Unit – I**

Nature and importance of managerial communication, reading documents, understanding, assimilation, and reviewing communication. Feedback, concept of noise in communication, organizational communication, formal & informal communication, grapevine communication, organizational channels & media.

### **Unit –II**

Principles and practices concerning nonverbal communication, developing one's own style of nonverbal communication, cross-cultural communication. Understanding transactional analysis and its applications in business meetings. Nature and scope of managerial speeches, public speaking: preparation and delivery, importance of listening, understanding one-to-one communication and conversation control for executives.

### **Unit –III**

Guidelines to successful interviews, meetings, and group discussions, writing business letters and emails that get results, principles for writing effective minutes, and reports. Making effective presentations, power point presentations, integrating audiovisual media with a presentation, acquiring appropriate business and social etiquette.

### **Unit –IV**

Public relations, handling the press, corporate communications, digital media use and management.

### **Reference Books:**

Business Communication by Raman & Singh

Business Communication by Lesikar & Flatley

Business Communication by Sethi & Adhikari

Business Communication: An Innovative Approach to Learning and Teaching-Lehman, Dufrene & Sinha,

Effective Business Communication by Asha Kaul

The Essence of Effective Communication by Ronludlow, Fergus Panton Games

People Play by Eric Berne

## **6. Entrepreneurship Management**

### **Course objectives**

To understand the concept of Intrapreneurship.

To develop and use the Intrapreneurship skills as a management practice.

To comprehend the Intrapreneurship environment in India and World at large.

## **Topics**

### **Unit-I**

History and meaning of Intrapreneurship and its importance, Entrepreneurship v/s Intrapreneurship, Theories of Entrepreneurship, Some Thoughts on Intrapreneuring, and Intrapreneurial Success stories, Championing Intrapreneurship in Corporate Environments, understanding the roles necessary to make Intrapreneurship happen, management versus intrapreneurship

### **Unit-II**

Forms, levels & degrees of corporate entrepreneurship, culture of intrapreneurship, managing corporate culture, innovation & intrapreneurship, corporate culture and the impact on intrapreneurship, intrapreneurship & innovation,

### **Unit-III**

Characteristics of an intrapreneur, connections an intrapreneur needs to develop. How intrapreneurs tick? Leadership, Strategy & Intrapreneurship -how does leadership styles effect the ability of a company to promote CE?

### **Unit-IV**

Creating and selling an idea to the top management the intrapreneurship process. Organizational approaches to intrapreneurship. Meeting the challenge of corporate entrepreneurship; creating the team and the implementation plan

### **Reference books**

Entrepreneuring - 10 Commandments for Building a Growth Company, Steven C Brandt Intrapreneuring by Gifford Panchot, Harper & Row

Made in Japan by Akio Morita

The New Alchemists by Charles Handy

Entrepreneurship-strategies & Resources by Marc J. Dollinger, Entrepreneurship

by Robert D. Hirsch, Michael P. Peters, Dean A. Shepherd. Beyond The Last Blue

Mountain – A Life of JRD Tata by R M Lala,

Business @ Speed of Thought by Bill Gates the

Road Less Traveled by Seshadri & Tripath

## **7. Production, Operations and Supply Chain Management**

### **Course Objectives:**

To acquaint with the basic aspects of production/operations principles, importance of productivity and competitiveness to organizations;

To understand various operations, work improvement techniques and interrelationship with other functional areas of management for decision making

To learn the principles and application of supply chain management for improvement

### **Topics**

#### **Unit- 1**

Overview of operations management, production decision analysis and development, process selection, design and analysis, process choice and layout decisions in manufacturing and services: manufacturing processes; JIT/ lean production, Kanban systems, aggregate planning, MRP And ERP, scheduling, work study, managing quality, total cost of quality; TOM, SQC.

Overview of project management, linear programming, network analysis, PERT, inventory models, digital simulation, replacement, maintenance models, transportation problem and game theory

Over view of decision sciences, risk management, decision making under uncertainty, auction analysis and behavioral decision theory.

#### **Unit -II**

Importance of operations management; role of the operations function and operations managers. Business processes: mapping business processes; managing and improving business processes; business process challenges and the SCOR Model.

#### **Unit-III**

Role of logistics in success of business enterprise, forecasting and role of planning in logistics excellence. Metric for logistics, logistic costing and activity-based costing.

#### **Unit- IV**

Foundations of supply chain management, role of supply chain in business excellence & linkages to effective transportation, supply issues, operations, distribution issues and integration issues in SCM.

### **Reference Books**

Principles of Supply Chain Management by Keah-Choon Tan, G. Keong Leong, Ben Wisner, Stanley P.L. Leong Joel D. Wisner.

Introduction to Operations and Supply Chain Management by Cecil B. Bozarth, Robert B. Modern

Production Management by E. S. Buffa

Production and Operations Management by Norman Gaither  
Fundamentals of Production Planning and Control Operations  
Research by Hillier and Lieberman  
Operation Research by Pradeep Pai  
Supply Chain Management by V V Sople  
Supply Chain Management strategy planning and operations by Sunil Chopra and Peter Meindi  
Logistics and Supply chain Management by Martin Christopher  
Logistics Management by K.Sridhara Bhatt

## **8. Business Statistics**

### **Course Objective:**

To understanding of quantitative methods and associated statistical techniques  
To familiarize with the statistical tools and techniques essential for managerial decision making to comprehend and interpret statistical results.

### **Topics**

#### **Unit-I**

Business research: elements of a research proposal; research questions and research objectives; description of the research design and methods. Reviewing, evaluating, and writing a literature review. Designing management and business research, research design template, business statistics: visual description of data; descriptive statistics. Statistical concepts, summarization of data and frequency distribution. Elementary probability theory review of basic concepts; discrete probability distributions and continuous probability distributions.

#### **Unit-III**

Elementary statistical distributions: binomial, hyper geometric; sampling distributions and estimation: data collection and sampling methods; sampling distributions; estimation from sample data, regression, model building, and time series: simple linear regression and correlation; multiple regression and correlation; model building; models for time series and forecasting.

#### **Unit-IV**

Statistical estimation: interval estimation; confidence interval for mean, proportion & variance, hypothesis testing: hypothesis tests involving a sample mean or proportion; hypothesis tests involving two sample means or proportions; analysis of variance tests; chi-square applications; nonparametric methods.

**Reference Books:**

Business Research Methods (13e) Pamela Schindler.

Applied Statistics in Business and Economics (6e) by David Doane and Lori Seward

Business Statistics Using Excel, Davis & Pear.

Statistics for Management-Richard L. Levin

Statistics for Management by G C Beri.

Business Statistics by N D Vohra

**Seminar Paper 1**

**Seminar topics to be finalized in discussion with the professor.**

**Seminar Paper 2**

**Seminar topics to be finalized in discussion with the professor.**

## MHRD Year I Semester – II

Serial no	Semester – II	Credits
1	Commercial Law & Taxation	4
2	Employee Engagement	4
3	Performance Management	4
4	Compensation Management	4
5	Organizational Behavior-Group Dynamics	4
6	Learning and Development	4
7	Research Methodology	4
8	Industrial Relations	4
9	Seminar paper 1	4
10	Seminar paper 2	4
Total		40

### 1. Commercial Law and Taxation

#### Course Objectives:

To understand the basic laws to run a successful business enterprise and the income tax implications.

To acquaint with cases and legal interpretations

#### Topics

##### Unit-I

Company law.

##### Unit-II

Law on contract act.

Basics of general laws such as law on sales of goods law of negotiable instruments, law of partnership. Law of consumer protection, information technology act, and basics of foreign exchange management act

##### Unit-III

Direct tax – income tax, indirect tax – GST, working of security exchange & board of India (SEBI)

##### Unit-VI

Legal issues in M&A, fair competition, anti-trust laws and ethical issues, business disputes, pros and cons of litigation and alternative dispute resolutions like arbitration and mediation.



## **Reference books**

Bare Acts of The Respective Laws

Business Law - K R Bulchandani

Business Law - N D Kapoor

Company Law Paperback - Avtar Singh

Legal Aspects of Business - David Albuquerque

Students Guide to Income Tax - Monica Singhania and Vinod Singhania

## **2. Employee Engagement**

### **Objective**

To study employee engagement and the methods used in today's organizations

To measure and compare employee engagement practices.

To design programs and governance structures to utilize and engage employees' skills

### **Topics**

#### **Unit-I**

Concept of employee engagement, an employee engagement strategy, company values and building employee loyalty, meaningful work impact society. Experiences that go beyond their regular deliverables and job descriptions

#### **Unit- II**

HR need to reinvent itself on employee engagement. Companies face new challenges in recruiting, retaining and engaging employees, Employee engagement and company branding strategies. Change in employee expectations and digital communities

#### **Unit –III**

Ways to harness employee engagement, use of HR. catboats, AI, ML, and digitization to enhance employee engagement

#### **Unit –IV**

Employee engagement as a dimension of CSR, high-potential employees and the life-changing experiences created and being role models in society.

### **Reference Books**

Employee Engagement and The Role of Engaging Leaders by Tracy Maylott

The Non obvious Guide To Employee Engagement by Jamie Nottie

Driving Employee Engagement Through Effective Performance Appraisal by Courtney Bigony

Why Most Organizations Are Getting Only Half of Employee Engagement by Tracy Maylott

### **3. Performance Management**

#### **Course Objective:**

- To understand the concept of performance management and its application
- To reduce reluctance and fear associated with conducting performance appraisals
- To appreciate the value of performance feedback and counseling
- To learn the techniques of coaching

#### **Topics**

##### **Unit– I**

Efficiency, Effectiveness Excellence and Performance and the application of PMRS

##### **Unit – II**

Performance management - conceptual framework, performance appraisal - techniques and Process, MBO, MBR, 360° degree appraisal, competency-based appraisal, balanced score card, identification of key result areas - goal setting, PIP

##### **Unit – III**

Performance review, performance counseling techniques and strategies of coaching, behavioral skills of a coach and creation of an individual development plan

##### **Unit –IV**

Building blocks of talents management, performance excellence and performance culture

#### **Recommended Books:**

- Performance Management by Julie Freeman
- Performance Management System, A Holistic Approach by B.D.Singh
- Performance Management by Prem Chadha

### **4. Compensation Management**

#### **Objective:**

- To understand compensation and compensation decision making of the organization.
- To address the linkage between performance, talent and compensation.

## **Topics**

### **Unit –I**

Design principles of executive pay philosophy, CEO pay, concern areas, risk management and executive pay and deferred compensation plans. Board compensation, shares, vesting terms, performance-based equity plans, ownership guidelines, board meeting, fees, and gifts etc. Corporate governance, transparency with shareholders, inflation, and terminal benefits.

### **Unit – II**

Executive compensation, strategy, long term incentives, market-based plans and stock options Regulation of executive compensation, shareholder rights and directors' obligations, compensation discussion and analysis. Golden parachute. Remuneration surveys

### **Unit – III**

Executive employment agreements, formats, clauses, and law. Major challenges of the compensation committee and related regulations. Customizing compensation system. Various pay systems for work life effectiveness and total rewards strategy, compensation and motivation, expatriate compensation practices and global compensation processes.

### **Unit –IV**

Performance based plans. Conceptual issues, compensation risk, compensation time horizon, expectancy and agency theories base pay and annual bonus. Pay for performance, position, competence, and failure. Developing evaluation criteria, executive performance measures and ROI

## **Reference Books**

Compensation Management in a Knowledge Based World by Richard I Henderson

Compensation Management by D K Bhattacharya Oxford Publications

Wage and Salary Administration Total Compensation Systems by Dunn J D and Rachel M II

Compensation Management by Henderson Richard L.

## **5. Organization Behavior – Group Psychology**

### **Objectives**

To study organizational behavior at the group level, and decision making in groups, teams

To experience team building & development, intergroup process. Use of negotiation and conflict management

### **Topics**

#### **Unit –I**

Group processes group development and cohesiveness group, group dynamics: concept, group norms, group status, and group cohesiveness, group performance –power and networks in organizations.

#### **Unit –II**

Introduction to conflict, Ways of resolving conflict, Games, and conflict resolution: Personality types and conflict a formula for prevention, Conflict and third-party intervention, Team building Processes, team conflict: conflict in teams, conflict over discipline, organisational conflict

#### **Unit –III**

Interpersonal communication theories - interpersonal relations and the method of transactional analysis, Global organizations that are fast and flat; building a lateral capability for execution; focusing on processes for excellent execution; managing change.

#### **Unit-VI**

Facilitator's skills required for effective people management.

### **Reference Books**

Making the Team by Leigh Thompson,

Organizational Behavior by Fred Luthans

Organizational Behaviour by Stephen Robbins, Timothy Judge Discussion

of Approaches To Managing Conflict by Christopher Moore's HBR Guide to

Dealing with Conflict by Amy Gallo and Liisa Ivary.

Managing Conflict: A Practical Guide to Resolution in the Workplace by David Liddle

Natural History of Disputes by John Conley and William O'Barr's

## **6. Learning and Development**

### **Objective:**

To determine and analyze learning and development of an organization To design, conduct, deliver and evaluate training programs.

### **Topics**

#### **Unit –I**

Understanding training and facilitation, TNA, understand learning theories, creating a lesson plan, planning for the basics, adding slack time, choosing activities, types of activities and creating a tickle trunk. Preparing for the workshop: creating a materials list, gathering participant information, setting up the physical location. Getting off on the right foot: greeting participants, being prepared, using icebreakers and program execution.

#### **Unit – III**

Delivery tips and tricks, using visual aids, creating supporting materials, gauging when it's time for a break, Keeping the program interactive, encouraging discussion, using group work, the power of post-it notes, dealing with difficult participants and tackling tough and sensitive topics in-depth, lessons learned, completion of action plans and evaluation

#### **Unit – IV**

E-learning characteristics and design of an e-learning course in terms of sequencing, choice of learning strategies, delivery formats, interactive content and learning platforms used to host online courses.

### **Reference books**

Employee Training and Development by Raymond A Noe

Successful Teaching by Marshal. J .L

Training And Development by ILO

Effective Training Systems, Strategies and Practices by P. Nock Blanchard, James W Thacker

T And D Hand Book by Craig, Robert L And Lester R Brittle

## **7. Research Methodology**

### **Objective:**

To understand the methods of conducting systematic inquiry in the social sciences.

To learn how to conduct social research

## **Topics**

### **Unit –I**

Introduction to concepts of sociology, social research, principles, and practices. Scientific approach: conceptual foundations. Research design: types of research, research process and research proposal and experimental research

### **Unit – II**

Measurement: validity, reliability, scaling techniques, questionnaire, and scale development

### **Unit –III**

Sampling techniques and design, methods of data collection and hypothesis testing

### **Unit –IV**

Data analysis: descriptive statistics, univariate & bivariate analysis, multivariate data analysis, qualitative methods, research report

### **Reference Books:**

Business Research Methods by Donald R Cooper, Pamela S Schindler

Methods for Development Work and Research, Britha Mikkelsen

## **8. Industrial Relations**

### **Objective:**

To understand grievance management.

To comprehend Indian industrial relations in India.

To appreciate the role of trade unions collective bargaining and the negotiation processes.

## **Topics**

### **Unit-I**

Concept causes/sources of a grievance, need of a grievance procedure, model grievance procedure, and managerial practices to prevent grievances, grievance resolution, and union's perspective on grievance resolution.

### **Unit- II**

Collective bargaining: the state of collective bargaining, and the Indian industrial relations system, Hick's analysis of wages setting under collective bargaining, collective bargaining practice and trends. Behavioral theory of labor negotiation, negotiating a contract the negotiation process, and collective bargaining.

Meaning, characteristics, objectives, functions, types, growth, and development of trade unions TU movement in India. Central organizations of Indian trade unions. Problems of Indian trade unions.

### **Unit III**

Industrial relations scope, objectives, principles. Parties to industrial relations. Industrial relations policy in India. Structures and function of labor courts. Industrial disputes and its prevention and settlement: industrial disputes: meaning, classes, causes, consequences. Prevention and settlement of industrial disputes

### **Unit- IV**

Workers' participation management in India. Works committee, joint management council, scheme of workers' participation on board of directors, shop councils and plant council, workers' participation in share capital.

### **Reference Books:**

Dynamics Of Industrial Relations in India C.B. Mamoria, S. Mamoria and S.V. Gankar

Participative Management V/S Collective Bargaining – B.R. Virmani

Industrial Relations and Labor Legislation – G. Sinha & P. R Sinha

Industrial Relations Industrial Jurisprudence and Labor Legislation by A N Sharma

## MHRD Year II Semester – III

Serial No.	Semester - III	Credits
1	Strategic Management	4
2	International Human Resource Management	4
3	Strategic Human Resource Management	4
4	Organizational Structure, Theory & Design	4
5	Organizational Development	4
6	Learning Org. & Knowledge Management	4
7	Labor Laws	4
8	Quantitative Techniques in HR	4
9	Seminar paper 1	4
10	Seminar paper 2	4
Total		40

### 1. Strategic Management

#### Course objective:

To understand corporate planning for business operations.

To explore an organization's vision, mission, examine principles, techniques, and models of organizational and environmental analysis

To discuss the theory and practice of strategy formulation and implementation.

#### Topics

##### Unit-I

Basic concepts of strategic management; concept, evolution, characteristics, strategy formulation, stake holders in business, environment appraisal and industry analysis, strategic analysis, SWOT analysis, porter is five forces model, McKinsey's 7 S model, GE 9 cell model, strategy formulation, business strategy, corporate strategy, functional strategy, strategic choice – stability, expansion, retrenchment and restructuring of business

##### Unit-II

Strategy implementation: leadership style, corporate culture, values, ethics, social responsibilities, functional issues. Strategy evaluation: importance, malfunctioning of strategy, operations control, measurement of performance and analysis of variants

##### Unit-III

Strategic analysis and choice: contingency strategies; new business models: strategies for e-commerce, rural businesses, healthcare, pharma. Management of strategic alliances, Strategic and issues in M & A.



## **Unit-IV**

The global context of business: exploiting and balancing global economies of scale and scope. Global economies of scale, globally coordinated strategic intent and maneuvering and building a global presence

### **Reference Books:**

Strategic Management by John A. Pearce II, Richard B. Robinson, Amita Mital.

Strategic Management by Thompson & Strickland

Competitive Advantage by Michael Porter

Business Policy and Strategic Management by Azhar Kazmi

Cases in Strategic Management by S.B. Budhiraja & Atheya

Strategy and The Business Landscape: Core Concepts by Pankaj Ghemawat,

## **2. International Human Resource Management**

### **Objective:**

To understand HRM in a broader, comparative, and international perspective and to deal with complex issues and manifold risks.

To define, explain and compare perspectives and theories related to IHRM.

### **Topics**

#### **Unit – I**

The context and need of international HRM: globalization, national systems and multinational companies, international recruitment and selection, work visa and migration related issues. Transfer of HR practices in MNCs; international leadership development, international pay and compensation.

#### **Unit– II**

Cultural environment: Hofstede's dimensions: power distance, individualism or collectivism, masculinity or femininity, uncertainty avoidance and long-term or short-term orientation.

Gestland's dimensions: deal focus versus relationship focus; informal versus formal; rigid-time (monochronic) versus fluid-time (polychronic); expressive versus reserved. Cultural Dimensions and Cross –Cultural Adjustments and functioning that impact IHRM

#### **Unit– III**

Cultural factors/issues in performance management, developing international staff and multinational teams, approaches to international compensation, repatriation, managing global, diverse workforce, industrial relations in a comparative economic and social environment.

#### **Unit- IV**

Global unions, regional integration and framework agreements, emerging trends in employee relations and employee involvement, international labor standards, HR/IR issues in MNCs and CSR.

#### **Reference Books**

International Human Resource Management by Anne-Wil Harzing, Ashly Pinnington.

International Human Resources Management by Peter J Dowling, Marion Festing and Allen D Engle Sr

Hand Book of International Human Resources Management by Cheltenham Edward Elgar  
International Human Resources Management by Shen J and Edwards

International Human Resources Management by Scullion H and Linchan M

### **3. Strategic Human Resource Management**

#### **Objective:**

To develop an understanding Of Strategic Human Resources

Management to Understand the Relationship of HR Strategy with the  
Overall Strategy

#### **Topics**

##### **Unit–I**

Strategic human resource management – concept, definition, need and importance, levels of strategy & strategic planning, steps involved and developing a HRM plan.

Human aspects of strategy implementation – organizational culture, factors influencing culture and role of leadership.

##### **Unit–II**

Organizational structure and design – fundamentals of organization design. Importance of organizational structure, attributes of structure- differentiation and integration and various organizational structures

##### **Unit– III**

Recruitment and retention strategies – introduction, online recruitments, outsourcing recruitments, headhunting. Assessment centers, employee retention challenges, methods of retention, retrenchment strategies – introduction, impact, retrenchment, and redundancy. Downsizing and employee leasing

#### **Unit– IV**

Managing human capital in executing strategy, HR architecture as a strategic asset, the measurement challenge – aligning performance measurement and strategy implementation, clarifying, and measuring HR strategic influence. Creating and implementing an HR scorecard, cost benefit analysis for HR interventions, roles of CEO, executive team, line managers and HR function. Strategic competencies for HR professionals

#### **Reference Text:**

Strategic Human Resource Management by Randall S Schuler & Susan E Jackson,  
Strategic Human Resource Management by Tanuja Agrawal, Oxford

#### **4. Organizational Structure, Theory and Design**

##### **Objective:**

To understand the nature, functioning and design of organization,

To determine and study the organizational characteristics, organizational processes, and change processes.

To determine the type of technology needs to be matched to a certain kind of organizational structure for effectiveness

##### **Topics**

###### **Unit –I**

Evolution of organizational theory and design, determinants of organizational design, parameters of organizational design, organization, and environment, designing organizations for the international environment.

###### **Unit – II**

Organizations and organizational effectiveness: Stakeholders, Managers, and Ethics, Organizing in a changing global environment, organizational strategy, organization and technology, fundamentals of organization structures, types of organizational structures and work flow interdependence.

###### **Unit – III**

Organizational culture & ethical values, organizational failure and pathology, organizational change and development, organizational learning, and transformation

###### **Unit –IV**

Organizational decision-making process and strategy. Conflict, power and politics,  
Organizational decline, and downsizing

**Reference Books:**

Organizational Theory, Design and Change by R Jones Gareth and Matthew Mary.

Organizational Theory and Design – Richard L Daft

Organizational Design for Excellence by Robins Khandawalla

**5. Organizational Development**

To understand and implement change in organizations and organization change management techniques.

To understand organizational development, stages and process involved in organization development...

**Topics****Unit-I**

Foundations and purpose of OD, models of OD. Entry and contract of the OD Practitioner. OD consultant: role, skills & dilemmas, success, and failure.

**Unit –II**

Organizational analysis, diagnosis, prognosis, feedback, and OD.

**Unit-III**

OD interventions, design, planning and implementation, Individual interpersonal, Team / group interventions, comprehensive interventions, HR interventions and OD Interventions. Organizational transformation, Future of OD and new perspectives, OD in Integrating M & A, Expansion, Growth and Globalization

**Unit IV**

OD for social change, OD special application – cases: start-up, ongoing, family owned, turnaround, building high performing and building a learning organization. Effectiveness evaluation of OD.

**Reference Books:**

Organization Development and Change by Thomas G. Cummings and Christopher G. Worley.

Organization Development & Changes by Cummings, T, and Worley, C.

Organizational Development by French and Bell

Practicing Organizational Development: A Guide for Consultants by Rothwell, & Sullivan, R

Organizational Change and Development by Dipak Kumar Bhattacharaya

## **6. Learning Organizations and Knowledge Management**

### **Objective**

To understand the purpose of a learning organization and the elements required to create a learning organization

To acquaint with knowledge management tools, techniques, and systems as a strategic edge in a turbulent environment

To know how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management.

### **Topics**

#### **Unit –I**

Emerging business realities, learning organizations, capabilities-based view, learning tools and techniques, systems thinking, benchmarking and process mapping. Knowledge-based competition, knowledge-creation and acquisition processes, and the technology of creating a learning organization

#### **Unit –II**

Measuring learning: the intellectual capital architecting a learning organization architecting, learning organization and organizational design and culture, 5th discipline, challenges in the transformation to a learning organization, address problems of organizational learning, knowledge-based competition, knowledge-creation, and acquisition processes. Measuring learning- the intellectual capital.

#### **Unit III**

Concept of knowledge management, Understanding the three major inputs viz. strategy, people and IT for a successful KM system, comprehension of data, information and knowledge, types, and consequences of knowledge viz. tacit and explicit. Knowledge management, organization design and how organization structure affects knowledge management.

#### **Unit IV**

Knowledge management strategy and HRM, communities of practice, the Indian experience, knowledge management and understand culture which helps mitigate individual's fears. Pitfalls of a global KM system and problems of cross-border issues in knowledge management.

### **Reference Books**

Learning Organizations: Turning Knowledge into Actions by Marcus Goncalves.

The Fifth Discipline by Peter M Senge.

Developing The Learning Organization by Peter M Senge

Knowledge Management Systems Theory and Practice by Straut Barnes

Knowledge Management Tools And Techniques by Madanmohan Rao

Knowledge Management In Organizations by Donald Hislop

## **7. Labor Law**

### **Objective:**

To interpret and apply understand the rationale behind the laws and their enforcement problems

To familiarize with law of the land, legal aspects of HR and Indian labor laws.

To know the leading cases and judgments under each law

### **Topics**

#### **Unit-I**

Brief in jurisprudence, main features of the constitution of India, judicial system ILO, labor administration, an orientation of IPC, CRPC, the Indian evidence act pollution control laws, public interest litigation. Liabilities under tort, social norms of 21st century gender justice, legal aspects of employment, POSH

#### **Unit-II**

Laws related to employment and IR Industrials: Employment (Standing Orders) Act, The Industrial Disputes Act, Bombay Industrial Relations Act, The Migrant Workers Act Trade Unions Act, Maharashtra Recognition of Trade Union Act, The Contract Labor (Regulation & Abolition) Act

#### **Unit-III**

Laws related to compensation benefits and welfare: the equal remuneration act, the payment of wages act, the minimum wages act, the payment of bonus act, the employees provident fund (and misc. Provisions) act, the workmen's compensation act, the employees' state insurance act, the payment of gratuity act, the maternity benefit act, the factories act, and the shops & establishments act

#### **Unit-IV**

Dispute resolution, management of conflict, employment, and termination of employment legal processes

### **Reference books**

Bare acts of the respective laws

Labor and Industrial Laws by K.M. Pillai

Industrial Relations and Labor Laws by Ptalin Ghosh

Labor law by H L Malik

Jurisprudence - A Salmond

## **8. Quantitative Techniques in HRM**

### **Course Objectives:**

To familiarize with the scientific techniques of constructing and standardizing the assessment instruments used by an organization.

To learn about methods to design/construct either customized standardized instruments or to choose the readily available standardized psychometric instruments.

### **Topics**

#### **Unit I**

Concept of individual differences, need for quantification of information, what are psychometric tests, uses of psychometric tests, features of standardized scientific assessment instruments, process of designing scientific and standardized instruments

#### **Unit II**

Developing items - related issues, norm-referenced vs. criterion referenced tests, item analysis, specialized techniques of correlation- point-biserial, biserial, extreme group method and scaled scores

#### **Unit III**

Reliability kinds, methods of reliability – split half, KR-20, Cronbach's Alpha, reliability of raters – rank correlation, techniques of improving reliability, role of test users, validity studies –types-content, criterion, factorial, techniques of establishing validity- regression analysis and factor analysis

#### **Unit IV**

Designing WAB, developing interview questions, methods of performance appraisal, constructing attitudinal scales, employee evaluation – usage of ANOVA, setting cut-off - scaled scores, developing norms and utility analysis

### **Reference books**

Statistics in psychology & Education by Garrett

Fundamental Statistics in Psychology & Education by J. P. Guilford

Foundations of Behavioral Research by Fred Kerlinger

## MHRD Year II Semester – IV

Serial No.	Semester - IV	Credits
1	Operational Excellence	4
2	Ethics, Corporate Governance & CSR	4
3	Human Resource Polyclinic	4
4	HR Analytics, AI & Digitization	4
5	Change Management and Culture Building	4
6	Psychometric Testing	4
7	Economics	4
8	Competency Mapping & Assessment Centers	4
9	Seminar paper 1	4
10	Seminar paper 2	4
Total		40

### 1. Operational Excellence

#### Objective:

To understand organizational excellence and the processes

To acquaint with business excellence models and their processes and elements

To study quality management systems

#### Topics

##### Unit - I

Foundation of TQM, components of quality and TQM, key aspects of quality system, Malcom Bald ridge national quality award, business excellence importance, Quality framework, pillars, model discipline tools and training, TBEM and IMC excellence awards.

##### Unit - II

TQM tools and improvement cycle: measurement of quality, cost of quality, tools and techniques for quality improvement, statistical process control, TQM implementation, design of experiments (ANOVA, Taguchi methods and S/N ratio), quality control in supply chain & service sector.

##### Unit - III

Principles and implementation of six sigma, DMIAC and DFSS methodology, lean six sigma, seven tools of QC and quality control circles.



## **Unit –IV**

5-s program, poke-yoke, kaizen events, value stream mapping (VSM) , application of SPC using Minitab, various quality standards and awards, business process reengineering reliability, world class benchmarking and PCMM.

### **Reference Books:**

Total Quality Management- Besterfield D. H., Besterfield-Michna C., Besterfield G.H., Besterfield-Sacre M

Total Quality Management, Organization and Strategy- Evans, J. R., Dean J. W.

100 Methods for Total Quality Management - Kanji G. K., Asher M.

Total Quality Management - Oakland G. F.

Quality Management. Introduction to TQM - Goetsch D. L., Davis S. B

## **2. Ethics, Corporate Governance and CSR**

### **Course objective**

To understand ethical behavior and the inherent conflicts in being ethical

To gain practice in seeing the ethical dilemmas in common business situations.

To appreciate governance issues of business, government, and society.

To create measures for corporate governance and act with responsibility to people, planet, and Profits.

### **Topics**

#### **Unit-I**

Moral development in humans, theories, concepts theories of ethics and ethics projects. Ethics in making decisions and choices in conflicts and dilemmas international business: ethics issues beyond borders. Ethics, economics environmental business and social responsibility. Business disciplines – ethics in various functions of management. Environmental concerns and corporations' laws governing environment

The Corporate Culture—Impact and Implications

#### **Unit- II**

International standards, corporate governance, corporate citizenship, global reporting initiatives, global compact, millennium development goals, etc.

Power dimensions of business – theoretical perspective – sociological perspective

### **Unit- III**

Corporate governance: concepts and domain., market model and control model, owed on corporate governance obligation to society, investors, employees, customers, Codes of 'best practice' and norms of behavior. Boards of directors: the lynchpin. Internal controls and accountability, External governance. External reporting need vs. delivery, Multinational corporations, globalization of the Indian business and firms, coping with global competition, conflictwith nation states.

### **Unit-IV**

Achieving business success through social responsibilities. CSR History, Importance and Policy. CSR development, implementation, reporting, measurement, and audit. CSR sustainability, global trends, and future

### **Reference Books**

Business, Government, and Society: A Managerial Perspective, Text, and Cases by John F.

Steiner. Business and Government by Francis Cherunilam,

Corporate Governance: Principles, Policies and Practices by Fernando A. C,

Business and Society by Lawrence and Weber,

Empowering Organization through CSR by Wolf Ruth, Theodora Issa and Monica Thiel

CSR an Implementation Guide for Business by Paul Hohen

CSR Concepts and Cases an Indian Experience by C V Baxi and Ajit Prasad

Business Ethics: Decision Making for Personal Integrity & Social Responsibility by Laura P. Hartman, Joseph R. DesJardins and Chris MacDonald.

Corporate Governance: Principles, Policies, and Practices R. I. (Bob) Tricker.

## **3. Human Resource Polyclinic**

### **Course Objective:**

To understand the basic concepts, functions, and processes of HRM; acquaint with all processes from recruitment to retirement.

To develop ways in which HRM might diagnose a business strategy and facilitate change necessary to accomplish the strategy

To understand the application and nuisances of HRM

### **Topics**

#### **Unit – I**

Overview of Human Resource Management, dynamic environment of HRM, responsibilities and objectives of human resource management, equal employment opportunity, employee rights, human rights

## **Unit –II**

Human resource planning and job analysis, recruitment and selection, usage of psychometric tests for selection, induction, training & development and managing careers. Management and development of Human Resources: managing careers; performance appraisal; employee training and management development

## **Unit –III**

Maintaining high performance: establishing performance management system, rewards and payplans. Fundamentals of wage, salary, compensation & benefits, compensation surveys and current trends in compensation

## **Unit –IV**

Overview of labor relations, employee relations: grievance handling; disciplinary action; trade unions; industrial relations, collective bargaining, and workers' participation in management; quality of work life; quality circles occupational safety and health, employee benefits, health & safety at work, HR audit, HR research, HR accounting and collective bargaining, HR trends to deal with GIG employees

### **Reference Books:**

Human Resource Management by Robert L. Mathis, John H. Jackson, Sean R. Valentine, Patricia Meglich. Cengage

Human Resource Management by, Decenzo and Robbins. Managing

Human Resources by Bohlander G.; Snell, S.; Sherman A.

Human Resource Management by Gary Dessler

Personnel management by C. B Mamoria

Human Resource Management by D.K Battacharaya

Human Resource Management by V S P Rao

## **4. HR Analytics, AI, and**

### **Digitization Objective**

To study how HR analytics can be utilized

To prepare employees to face AI and digitization

### **Topics**

#### **Unit-I**

Introduction to HR analytics, maturity framework and people practices, reporting and data visualization. Creating business understanding for HR, featured technology tools and HRIS systems, descriptive, predictive, and prescriptive analytics in HR. Evolution of analytics in decision making, forecasting and predictions techniques.

## **Unit-II**

Strategy maps aligning with organization vision and developing HR metrics examples in recruitment & on-boarding, key metrics across retention, recruitment, and performance management. Employee retention analysis, employee satisfaction survey and balanced scorecard

## **Unit- III**

Metrics & HR score cards, analytics in HRM, aligning HR analytics with organizational strategy and ROI, best practices in training & development analytics, workforce planning and staffing,

## **Unit-IV**

Challenges in application of HR digitalization, choosing right role of HR for building digitalization of HR, digital HR marketing, digital media, data centre security, digitalization by redesigning purpose of HR and HR digitalization with DMS, cloud, block chain, internet of thing and artificial intelligence

## **Unit-VII**

AI delivers solutions, HR chat bots, reinforce employee relations and support workforce engagement. Advantages of implementing AI and ML in HR. Barriers to AI adoption and digitization of human resources

## **Reference books**

Predictive HR Analytics Mastering the HR Metric by Dr Martin R Edwards and Kirsten Edwardsj

H R Analytics the What, Why and How by Tracy Smith

Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce Book by Ben Eubanks

Revolutionizing HR With AI by Pankaj Harita

Digitization Transforms HR by Tim Zimmermann RMAN  
MMERMAN

## **5. Change Management and Culture Building**

### **Objectives**

To understand change and its management

To understand and enhance skills for effective diversity management to develop insights in culture building

### **Topics**

#### **Unit-I**

Understanding the change process, resistance to change, plan organizational change and adopting OCM techniques.

#### **Unit -II**

The change target: organizational framework, structured vs. procedural changes, the black box

framework and the value chain framework.

### **Unit –III**

Leading an increasingly heterogeneous workforce and ethnicity. Empowering best, talented and creative employees from diverse backgrounds to perform and to ensure their retention to create a sustainable competitive advantage.

### **Unit –III**

Culture verses mission statement, building an adaptive culture, cross culture management and diversity management

#### **Reference books**

Theory of Organizational Development Change by Thomas G Cummings. Christopher G Worli

Organizational Transition by A S Lewes

Organizational Change themes and issues by Jim Grieses

Change Management by V Nilakant, S Ramnayan

## **6. Psychometric Testing**

### **Course Objective:**

To create awareness about different types of psychological tests in vogue

To learn to interpret test profiles and explore patterns in interpretation from several tests.

To develop a perspective about the intricacies and ethics of use psychological tests

### **Topics**

#### **Unit – I**

Theory and issues in psychological testing and intelligence testing- theoretical background, types of intelligence tests. Aptitude testing – usage of tests at various levels, physical ability tests and testing sensory ability

#### **Unit– II**

Personality assessment - theoretical background, self-report inventories, multi-factor personality tests, big 5 model of personality, diagnostic tests of personality – awareness of its requirements contemporary practices in testing- concept of E I. and leadership scales.

#### **Unit – III**

Organizational Surveys, satisfaction surveys, motivation, morale, and performance measures.

#### **Unit – IV**

Testing creativity, assessment centers and integration of profiles

**Reference Books:**

Human Resource Selection by Gatewood

Work in the 21<sup>st</sup> Century by Landy & Conte

Psychological Testing by Principles, Applications, and issues – Robert Kaplan

Psychological Testing by Anne Anastasi

Psychometric Methods and Practices by Larry R Price

Psychological Testing and Assessment: An Introduction to Tests and Measurement by. Cohen, R. J., Swerdlik, M. E., & Phillips, S. M.

**7. Economics****Course Objectives**

To acquire insights of microeconomic issues that managers face at the corporate level.

To comprehend working of the markets, determination of prices and the techniques of decision making that the players in the market can adopt to ensure that sound decisions are made.

To identify the determinants of various macroeconomic aggregates.

**Topics****Unit-I**

Nature and scope of managerial economics, significance in decision-making and fundamental economic concepts, demand objectives of a firm, role of a managerial economist, Demand analysis and business forecasting; law of demand its exceptions and determinants. Elasticity of demand- price, income, cross and advertising elasticity;

**Unit-II**

Supply analysis; law of supply, supply elasticity; analysis and its uses for managerial decision making. Production concepts and analysis; production function, cost concept and analysis, short- run and long-run cost curves and its managerial use.

**Unit- III**

The market system: supply and demand: how markets work; elasticity and its applications; the limitations of markets: market failure; the consumer and consumer behavior. Market equilibrium and average revenue concept, theory of price, price discrimination, pricing lining, profit, managerial objectives, profit maximization and other theories, market structure: perfect competition, features, determination of price under perfect competition. Monopolistic: features, pricing under monopolistic competition, product differentiation. Oligopoly: features, kinked demand curve, cartels, price leadership. Pricing strategies, price determination, full cost pricing, product line pricing, price skimming and penetration pricing.

#### **Unit-IV**

National income; concepts and various methods of its measurement, inflation, types and causes, business cycle, profit concept and major theories of profits. India's balance of payments and its impact on corporate decision making, global business: the global economy; business in emerging markets; outsourcing; global business, culture and ethics. An overview of modern macroeconomics, fiscal policy, monetary policy, unemployment, inflation, and stagflation, economic growth and productivity, budget deficits and the public debt, international trade and protectionism, exchange rates, the balance of payments, and trade deficits, the economics of developing countries

#### **Reference books**

Managerial Economics by Joel Dean

Managerial Economics: Concepts & Cases by Mote, Paul & Gupta

Fundamentals of Managerial Economics by James Pappas & Mark Hershey

Managerial Economics by Milton Spencer & Louis Siegleman

Economics by Samuelson

Business Economics by Mark Taylor, Andrew Ashwin, N. Mankiw.

Macroeconomics by N. Gregory Mankiw.

### **8. Competency Mapping and Assessment Centre**

#### **Course Objectives**

To understand the process of competency mapping and profiling.

To illustrate the integration of competency profiling to other HR applications

To comprehend assessment centers design and application.

#### **Topics**

##### **Unit - I**

Concept of competency and competence, constituents of competence, components of competencies, traits and types of competencies, threshold competencies, generic or key, functional, technical, managerial and leadership competencies.

##### **Unit - II**

Methodology of competency mapping, competency model development, competency management, significance of competency-based performance management, strategy-intervention and drivers. People capability maturity model, developing competency framework and David Clarence and McClelland model.

### **Unit - III**

Competency profiling, competency mapping tools, use of psychological testing in competency mapping, the five C's model for evaluating employees, assessment instruments. Competencies assessment (gap analysis), competency-based recruitment to retirement, succession planning and evaluate ROI.

### **Unit - IV**

Understanding of Assessment Centers – Techniques, Processes & Resource Requirements, The role of assessors, issues in developing competencies, experiential learning, competency profile and its HR application.

### **Reference books**

The Competency Hand Book by Steve Whiddett and Sarah Hollyforde.

The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi.

Competency based HRM by Ganesh Shermon

A Practical Guide to Competencies by Steve Whiddett and Sarah Hollyforde.

Assessment Centers: Identify Potential and Developing Competency by Nitin Sawardekar

Assessment and Development Centers by T V Rao

Art and Science of Competency Mapping by T V Rao



# **Course Curriculum at Glance**

## **Semester – I**

1. Perspective Management
2. Organizational Behavior - Individual Psychology
3. Marketing & Sales Management
4. Finance, Accounting and Costing
5. Managerial Communication
6. Intrapreneurship Management
7. Operations, Production and Supply Chain Mgmt.
8. Statistics
9. Seminar Paper 1
10. Seminar Paper 2

### **1. Perspective Management**

- Management Concept
- Planning and Decision Making
- Organizing
- Directing and Leading
- Controlling
- Management in Global Manufacturing and Service Organizations

### **2. Organizational Behavior - Individual Psychology**

- Psychological foundation of Human Behavior and Diversity in Organizations
- Attitudes Values and Beliefs
- Perception
- Emotions
- Learning
- Personality and Realization of Self
- Motivation: From Concepts to Applications
- Stress Management
- Power, Corruption and Empowerment

### **3. Marketing & Sales Management**

- Marketing Concept
- Concept of a Product
- Consumer Decision Making Process
- Services Marketing
- Marketing Research
- Marketing Channels
- Selling Model, Sales Process, Distribution and Promotion
- Overview of Negotiations

#### 4. Finance, Accounting and Costing

- Financial Management
- Interpretations of Financial Statements
- Working Capital Management
- Basics of Accounting
- Journal Entry to Balance Sheet
- Costing Concepts and application

#### 5. Managerial Communication

- Managerial Communication
- Nonverbal Communication
- Transactional Analysis, Public Speaking and Presentations
- Listening
- Meetings and Discussions,
- Writing Business Letters/ emails/ proposals/ digital media
- Public Relations

#### 6. Intrapreneurship Management

- Intrapreneurship Theories
- Entrepreneurship v/s Intrapreneurship
- Intrapreneurship in Corporate Environments
- Culture of Intrapreneurship
- Innovation & Intrapreneurship
- Characteristics of an Intrapreneur
- Leadership, Strategy & Intrapreneurship
- Selling an idea

#### 7. Operations, Production and Supply Chain Management

- Business Processes
- Operations Management
- Manufacturing Processes
- Managing Quality, Capacity and Project Management
- Role of Logistics
- Role of Supply Chain
- Supply Chain Management

## 8. Statistics

- Business Statistics
- Probability
- Sampling, Distributions and Estimation
- Hypothesis Testing
- Nonparametric Methods

## Semester – II

1. Commercial Laws and Taxation
2. Employee Engagement
3. Performance Management
4. Compensation Management
5. Organizational Behavior – Group Behavior
6. Learning & Development
7. Research Methodology
8. Industrial relations
9. Seminar Paper 1
10. Seminar Paper 2

### 1. Commercial Laws and Taxation

- Company Law
- Law on Contract Act. Sales of Goods, Law of Negotiable Instruments, Law of Partnership. Law of Consumer Protection & Information Technology Act
- Basics of Foreign Exchange Management Act
- Direct Tax – Income Tax, Indirect Tax – GST
- Working of Security Exchange & Board of India (SEBI)
- Legal issues in M&A, Anti-Trust Laws, and Dispute Resolutions

### 2. Employee Engagement

- Concept and Strategy of Employee Engagement
- Company Values to build Employee Loyalty and Meaningful Work
- Experiences that go beyond their Regular Deliverables and Job Descriptions
- HR needs to reinvent itself on Employee Engagement
- Employee Engagement Used for Company Branding and Digital Communities
- Ways To Harness Employee Engagement, Use of HR Catboats, AI, ML And Digitization
- Employee Engagement as a dimension of CSR and being a Role Model
- Design Programs & Governance Structures to Engage Employees

### 3. Performance Management

- Work Efficiency, Productivity Effectiveness and Performance Management
- Creating A Performance Culture And PMRS
- Tools of Performance Management- MBO, MBR, BSC, 360° Degree Appraisal, Competency Based Appraisal
- Identification of Key Result Areas - Goal Setting
- Performance Review and Creation of Individual Development Plans
- Performance Counseling
- Techniques and Strategies of Coaching
- Performance Excellence

### 4. Compensation Management

- Philosophy and Design Principles of Executive Pay
- Key Elements of Executive Compensation Management Process, Pay for Performance, Position, Competence Time Horizon, Expectancy, Base Pay, Annual Bonus and Risks of payment
- Compensation and Rewards Strategy, Long Term Incentives/ Stock Options, Regulation, Variable Pay Systems and Golden Parachute
- Remuneration Surveys, Compensation Discussion and Analysis
- Executive Employment Agreements
- Compensation Linked to Performance Measures, Performance Metrics and Compensation, Work Force Productivity And ROI
- CEO Pay, Ownership Guidelines, Board Meeting, Fees & Gifts etc.
- Corporate Governance, Transparency with Shareholders and Terminal Benefits

### 5. Organizational Behavior – Group Psychology

- Foundations of Group Behavior and Group Effectiveness
- Negotiation in Groups
- Interpersonal Communication Theories: Transactional Analysis
- Understanding Work Teams and Conflict Resolution Process
- Leadership - Concept, Traits, Styles and Transformational Leadership
- Power and Politics
- Organizational Climate
- Building a Culture, Cross Culture Management and Diversity Management
- Facilitator's Skills Required for Effective People Management

### 6. Learning and Development

- Understanding Training, Facilitation and TNA
- Methods Of Training and Creating a Lesson Plan
- Choosing Activities, Creating a Tickle, and Interactive Training
- Preparing and Delivery for A Training Program /Workshop
- Encouraging Discussion and Using Group Work

- Dealing with Difficult Participants
- Understanding of Learning Theories
- Completion of Action Plans
- Evaluation and Effectiveness of Training
- E-Learning Characteristics Design, Strategies, Delivery Formats & Learning Platforms

## 7. Research Methodology

- Concepts of Sociology, Social Research, Principles and Practices
- Scientific Approach: Conceptual Foundations, Research Design
- Types Of Research, Research Process and Research Proposal
- Measurement: Validity, Reliability and Scaling Techniques, Questionnaire
- Sampling Techniques and Design, Methods of Data Collection and Hypothesis Testing
- Data Analysis and Qualitative Methods
- Research Report

## 8. Industrial Relations

- Brief In Jurisprudence, Constitution of India, Judicial System ILO, Orientation of IPC, CRPC,
- The Indian Evidence Act, Pollution Control Laws, Public Interest Litigation, Tort, Gender Justice,
- Legal Aspects of Employment and POSH
- Concept of Grievance
- Collective Bargaining Behavioral Theory of Labor Negotiation
- Industrial Relations Scope, Objectives, Principles & Policy in India
- Structures and Function of Labor Courts
- Industrial Disputes Prevention and Settlement
- Trade Unions
- Worker Participation

## Semester – III

1. Strategic Management
2. International HRM
3. Strategic HRM
4. Organizational Structure, Theory & Design
5. Organizational Development
6. Learning Org. & Knowledge Management
7. Labor Laws
8. Quantitative Techniques in HR
9. Seminar Paper 1
10. Seminar Paper 2

## 1. Strategic Management

- Basic Concepts of Strategic Management and Business Policy
- Environmental Scanning and Industry Analysis
- Organizational Analysis and Competitive Advantage
- Strategy Formulation and Business Strategy
- Corporate Strategy
- Functional Strategy
- Strategic Choice
- Strategy Implementation and Control

## 2. International HRM

- Economic and Social Environment of National and Multinational Companies related to IHRM
- Organizational Effectiveness and Ethics in a Global Environment
- Basic Challenges of Organizational Design and IHRM Cultural Dimensions
- Managing a Globally Diverse Workforce, Human Resources Transfer of HR Practices in MNC's Outsourcing, Recruitment and Selection, Work Visa, and Migration Law
- International Performance Management, Compensation and Repatriation
- International Leadership Development, Developing International Staff and Multinational Teams
- Global Unions, Regional Integration and Framework Agreements
- Employee Relations, Employee Involvement, and International Labor Standards

## 3. Strategic HRM

- Concept, Need Importance, Levels & Steps involved in developing a SHRM Plan
- Human Aspects of Strategy, Implementation, Cultural Factors and Leadership
- Organizational Structure and Design integrated with SHRM
- Attraction, Assessment, Retention, Retrenchment, Redundancy and Downsizing Strategies
- Managing Human Capital in Executing Strategy, HR Architecture as a Strategic Asset and the Measuring HR Strategic Influence
- Creating, implementing an HR Scorecard and Workforce Metrics
- Cost Benefit Analysis for HR Interventions
- Roles Of CEO, Management and HR Function
- Strategic Competencies for HR Professionals

## 4. Organizational Structure, Theory and Design

- Fundamentals of Organization Structures
- Designing Organizational Structure
- Attributes of Structure- Differentiation and Integration
- Designing for International Environment
- Organizational Strategy
- Organizational Structures and Work Flow Interdependence
- Organizational Decision-Making Process and Strategy

- Conflict, Power, and Politics
- Organizational Decline and Downsizing

## 5. Organizational Development

- Foundations, Purpose, Models and Process of OD
- OD Intervention, Evaluation and Institutionalization and HR Interventions
- OD in Integrating M&A, Expansion, Growth and Globalization
- OD Special Applications- Start-Up, Ongoing, Family Owned, Turnaround, Building High Performing, Building Learning Organizations, Social Change etc.
- Organizational Transformation
- Future of OD and New Perspectives
- Evaluation of OD Effectiveness
- Organization Development Practitioner

## 6. Learning Organizations and Knowledge Management

- Emerging Business Realities and why Organizations need to Learn
- Building the Learning Organization: Fifth Discipline
- E- Learning: Tools and Techniques
- Architecting: A Learning Organization and Systems Thinking
- Benchmarking and Process Mapping
- Organizational Design and Culture
- Understanding Data, Information and Knowledge
- K M and a Culture to Mitigate Individual's Fears
- Strategy and HRM
- Knowledge-Based Competition, Creation & Acquisition Processes
- Communities of Practice
- Problems of Cross-Border Issues in K M
- KM: The Indian Experience

## 7. Labor Laws

- Laws Related to Employment and IR: Employment (Standing Orders) Act, The Industrial Disputes Act, Bombay Industrial Relations Act, The Migrant Workers Act Trade Unions Act, Maharashtra Recognition of Trade Union Act and The Contract Labor (Regulation &Abolition) Act.
- Laws Related to Compensation Benefits and Welfare: Equal Remuneration Act, Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Employees Provident Funds (And Misc. Provisions) Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment Of Gratuity Act, Maternity Benefit Act, The Factories Act and The Shops & Establishments Act

## 8. Quantitative Techniques In HRM

- Concept of Individual Differences, Psychometric Tests
- Features of Standardized Scientific Assessment Instruments
- Process of Designing Scientific, Standardized Instruments
- Developing Items and Item Analysis
- Reliability Kinds, Reliability of Raters and Role of Test users
- Validity Studies - Regression Analysis and Factor Analysis
- Designing WAB and Developing Interview Questions
- Constructing Attitudinal Scales, Employee Evaluation – Usage Of ANOVA
- Setting Cut-Off - Scaled Scores, Developing Norms, Utility Analysis

## Semester – IV

1. Operational Excellence
2. Ethics, Corporate Governance & CSR
3. Human Resource polyclinic
4. Economics
5. HR Analytics, AI And Digitization
6. Change management and culture building
7. Psychometric testing
8. Competency Mapping and Assessment Center
9. Seminar Paper 1
10. Seminar Paper 2

### 1. Organization Excellence

- Foundation of TQM & Key aspects of Quality Systems
- Malcom Baldrige National Quality Awards, TBEM, IMC Excellence Awards
- TQM Tools and Improvement Cycle
- Quality Control in Supply Chain & Service Sector
- Six Sigma, DMIAC and DFSS Methodology, Seven Tools of QC, QC Circles
- 5-S Program, Poke-Yoke, Kaizen Events and Value Stream Mapping (VSM)
- Application of SPC Using Minitab, Various Quality Standards, Business Process Reengineering, Benchmarking and PCMM

### 2. Ethics, Corporate Governance & CSR

- Philosophy, Ethics and Business
- Moral Development in Humans, Concepts, Theories of Ethics
- Ethics in Making Decisions & Impacted of Corporate Culture
- CSR: Policy, Development, Implementation and Sustainability
- CSR: Reporting, Measurement, Audit & Global Trends
- Corporate Governance, Issues, Concepts, Domain, Law Accountability and Reporting
- Public Policy Business and Politics and The Government
- Corporate Citizenship Multinational Corporations Functioning, Global Reporting Initiatives



### 3. Human Resource Polyclinic

- Dynamic Environment of HRM And Objectives of HRM, Equal Employment Opportunity, Employee Rights & Human Rights
- HRP, Induction, T & D, Managing Careers & Succession Planning
- Maintaining High Performance, Rewards and Pay Plans
- Employee Benefits, Health & Safety
- Overview of Labor Relations and Collective Bargaining
- HR Audit, HR Research, HR Accounting & HCM
- HR Trends to deal with GIG Employees

### 4. HR Analytics, AI, and Digitization

- HR Analytics, Maturity Framework, People Practices and HRIS Systems
- Descriptive, Predictive and Prescriptive Analytics in HR
- Strategy Maps Aligning with Organization Vision
- Employee Retention Analysis, Employee Satisfaction Survey, Balance Scorecard
- Metrics, HR Score Cards Analytics in HRM
- Aligning HR Analytics with Organizational Strategy and ROI
- Best Practices in Learning & Development - Analytics
- Challenges In Application of HR Digitalization– DMS, Cloud, Block Chain, Internet of Thing, Artificial Intelligence
- AI Solutions. HR Chatbots for Reinforcing Employee Relations and Support Workforce Engagement
- Advantages And Barriers of Implementing AI And ML In HR

### 5. Change Management and Culture Building

- Understanding the Change Process and Resistance to Change
- Plan Organizational Change and Adopting OCM Techniques
- Organizational Framework, Structured v/s Procedural Changes, The Black Box Framework, The Value Chain Framework
- Strategic Change Interventions and Transformational Change
- Culture - Mission Statement, Organizational Culture, Ethical Values, Organizational Failure and Pathology
- Creating And Managing Organizational Culture and Values
- Culture – Building an Adaptive Culture, Cross Culture Management
- Organizational Rites and Social Responsibility
- Manager Heterogeneity Ethnicity and Diversity Management

### 6. Psychometric Testing

- Theory, Issues in Psychological Testing and Usage of Tests
- Personality Assessment - Theoretical Background, Self-Report Inventories
- Personality Tests and Awareness of its Requirements
- Contemporary Practices in Testing- Concept of E.I., Leadership Scales
- Organizational Surveys – Satisfaction Surveys, Motivation and Morale

- Performance Measurement
- Testing Creativity
- Assessment Centers and Integration of Profiles

## 7. Economics

- a. Nature of Economics and its use in Decision-Making
- b. Demand Analysis
- c. Supply Analysis
- d. The Market System and Market Structure
- e. National Income
- f. An Overview of Modern Macroeconomics

## 8. Competency Mapping and Assessment Centre

- Concept of Competence and Competency
- Methodology of Competency Mapping
- Competency Model Development
- Competency Models
- Competency Profiling
- Competency Based HR Practices from Recruitment to Retirement and Its ROI
- Assessment Centers Management, Processes & Resource Requirements
- The Role of Assessors

### **Seminar Paper 1**

**Seminar topics to be finalized in discussion with the professor.**

### **Seminar Paper 2**

**Seminar topics to be finalized in discussion with the professor.**

## Assessment and evaluation

Every course will be evaluated on continuous basis and at the end of the semester.

The weightage for continuous assessment is 40% and the weightage for semester end examination is 60%. Minimum passing percentage is 50%. The student will have to pass separately in continuous assessment and semester end examination.

The seminar papers will be evaluated by the guiding professor. 40% marks will be awarded by the guide on the basis of the work done by the student, intermittent interactions and learning that has happened during the course of writing the seminar paper. 60% marks will be awarded based on the viva-voce of the student.

## Credit and Grading System

*Credit Based Semester and Grading System: (10-point grading system)*

### *Grading of Performance*

#### **Letter Grade and Grade Point Allocation**

In every Course, based on the combined performance in all assessments, in a particular Semester as per the curriculum/syllabus, the student is awarded a letter grade. These letter grades not only indicate a qualitative assessment of the learner's performance but also carry a quantitative (numeric) equivalent called the Grade Point. The letter grades and their equivalent grade point applicable for **MHRD** program are given below:

A learner who remains **absent** in any form of **evaluation/examination**, **letter grade** allocated to him/her should be **AB** and corresponding **grade point** is **zero**. He/She should reappear for the said evaluation/examination in due course.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

### ***SGPA/ CGPA Calculation***

#### **Semester Grade Point Average (SGPA)**

The performance of a learner in a semester is indicated by a number called Semester Grade Point Average (SGPA). The SGPA is the weighted average of the grade points obtained in all the courses by the learner during the Semester. For example, if a learner passes five courses (Theory/Projects etc.) in a semester with credits  $C_1$ ,  $C_2$ ,  $C_3$ ,  $C_4$  and  $C_5$  and learners grade points in these courses are  $G_1$ ,  $G_2$ ,  $G_3$ ,  $G_4$  and  $G_5$  respectively, then learners' SGPA is equal to:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4G_4 + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

The SGPA is calculated to two decimal places. The SGPA for any semester will take into consideration the "**F** or **AB**" grade awarded in that semester. For example, if a learner has failed in course 4, the SGPA will then be computed as:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4*\text{ZERO} + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

#### ***Cumulative Grade Point Average (CGPA)***

An up-to-date assessment of the overall performance of a learner from the time s/he entered the University of Mumbai is obtained by calculating a number called the Cumulative Grade Point Average (CGPA), in a manner similar to the calculation of SGPA. The CGPA therefore considers all the courses mentioned in the curriculum/syllabus manual, towards the minimum requirement of the degree learner have enrolled for. The CGPA is calculated at the end of every semester to two decimal places and is indicated in semester grade report cards. The CGPA will reflect the **failed status** in case of **F grade(s)**, till the course(s) is/are **passed**. When the **course(s)** is/are **passed** by obtaining a **pass grade** on subsequent examination(s) the **CGPA** will only reflect the **new grade** and not the **fail grades** earned earlier.

Example: Up to semester  $r$  a learner has registered for  $n$  courses, among which s/he has "**F**" grade in  $i^{th}$  course. The semester grade report at the end of semester  $r$  therefore will contain a CGPA calculated as:

$$\text{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \dots + C_i \cdot \text{ZERO} + \dots + C_nG_n}{C_1 + C_2 + C_3 + \dots + C_i + \dots + C_n}$$

Even if a learner has **failed** in a course **more than once**, the course will figure **only once** in the **numerator** as well as the **denominator**. At the end of semester **r+1** s/he has appeared for examination for **k** number of courses including the **i<sup>th</sup> backlog course** and has cleared all the courses including the **backlog course**, the CGPI at the end of this semester is calculated as,

$$\text{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \dots + C_i \cdot G_i + \dots + C_nG_n}{C_1 + C_2 + C_3 + \dots + C_i + \dots + C_n}$$

There will also be a **final CGPA** calculated which considers **all the credits earned** by the learner specified for a particular programme.

Rules of passing and promotion will be as per the University of Mumbai.

The rules for unfair means, supplementary examinations, and exemptions etc. are same as University of Mumbai

### **Discipline during the study period**

The students will have to sign undertaking that they will attend all the classes, take part in activities, workshops, seminar, and conferences organized by the institute. He/She will follow all rules and regulations of the institute. In case of any indiscipline; appropriate action will be initiated and will be binding on the student. Students will not damage any furniture, fixture, and infrastructure of the institute. In case of the damage the institute will recover it from the students.