

MASTER IN HUMAN RESOURCE
DEVELOPMENT (MHRD)
TWO YEARS FULL TIME PROGRAM

At

Jamnalal Bajaj Institute of Management Studies
(Autonomous)
University of Mumbai

May 2019

Prescript

- During the last 25 -30 years there have been revolutionary changes in the enterprises world-wide. The products, the people, the business model, organizational lifestyle, societal transformation have created a different world of opportunities and complexities, driving mankind continuously in search of 'yet another step towards, fulfilling yet another set of needs'.
- Addressing “ Nothing is permanent but Change” as People are changing and will continue to change, technologies are changing and will continue to change, society is changing and will continue to change and processes of doing business are changing and will continue to change.
- 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 “Sanskar” the mind-set, technical as well as behavioural competencies and value systems.
- With setting up of new HR management course in JBIMS, we are committed to create new generation of HR professionals who can be the Change Leaders and Change Management Catalyts.

Overview:

- Jamnalal Bajaj Institute of Management Studies, offers 2 year full time Master degree program “**Master in Human Resource Development (MHRD)**”. The program is designed for aspirants with a strong desire to specialize in Human Resource Management. It focuses on developing HR leaders integrated with the Business as Partners. The program offers an extensive curriculum which includes a series of courses in various areas of Management apart from HR courses. These are multidisciplinary courses which are important for Strategic planning and Decision making.

The major HR thrust areas are Talent Attraction, Compensation Administration, Human Resource Management, Performance Management, Welfare and Industrial Relations & Labour laws, Human Resources Information Systems, Learning and Development.

We Promise & Are Committed To

- Grooming younger generation, to create, sustain and develop business and non-business organizations of today and tomorrow through people, develop professionals as Change Accelerators and Managers, focusing on need of the **Contemporary Organizations** and **NATION BUILDING** as the core of the program.

- With this background, JBIMS has decided to set up a separate course specialising in Human Resource Development.

Our Uniqueness

- ❖ Preparing for today and tomorrow
- ❖ Preparing Value driven HR professionals as organizational change facilitator – Context is Nation Building
- ❖ Focussing on
 - Knowledge Enhancement
 - Application Exposure
- ❖ Innovative Learning System
- ❖ Be in the Learning Environment for 12 hours a day
- ❖ Focussed on Research and Filed projects
- ❖ Mentoring on continual basis
- ❖ Partnering with industry

Lecture Schedule

Time Slot Suggested	Description
7.30 am to 8.00 am	Yoga
8.00 am to 9.30 am	Lecture 1
9.30 am to 10.00 am	BREAK
10.00 am to 11.30 am	Lecture 1 continued
11.30 am to 12.00 noon	BREAK
12.00 noon to 3.00 pm	Lecture 2

Orientation “Who am I” – 1 week	
Semester I – July to November	Semester II – December to March
Semester III – July to November	Semester IV – December to March

Summer Project: April and May after Year 1

ADMISSION PROCEDURE FOR MASTER IN HUMAN RESOURCE DEVELOPMENT(MHRD)

The method:

The desiring candidates having Bachelor’s degree (minimum three years) in any faculty will apply on the portal of the institute for admission to Master in Human Resource Development (MHRD) Program.

The application forms will be opened from 1st June 2019 to 15th June 2019 for applying to the admission process of MHRD.

Only complete and **consistent** applications will be considered for admission.

The cut-off for Past Academic Record is as follows:

Category	Percentage of Marks in 10 th Standard SSC or equivalent	Percentage of Marks in 12 th Standard HSSC or equivalent
General	60% or above	60% or above
Reserved	55% or above	55% or above

The candidate should have passed minimum Three-year Duration Bachelor's Degree awarded by any of the Universities recognised by University Grants Commission or Association of Indian Universities in any discipline with at least 50% marks in aggregate or equivalent (at least 45% in case of candidates of backward class categories or its equivalent);

OR

Appeared for the final year examination of any Bachelor's degree to be awarded by any of the Universities recognised by University Grants Commission or Association of Indian Universities in any discipline.

The candidates themselves should make note of the above cited criteria.

The admission procedure consist of Written Test and In Person Assessment

The applicants will have to appear for a Written Test (WT) and In Person Assessment(IPA) that includes Written Aptitude Test(WAT), Group Activity(GA) And Personal Interview(PI).

The Total Score is made up of Written test and In-Person Assessment (IPA) Score.

The written test will consist of 100 items of 1 mark each. The hundred items will be multiple choice items where correct / students' responses will be scored as 1 depending upon the correct and desirous choice.

100 items will include

1. 20 Items for Numerical Ability
2. 20 Items for General And Business Environment Awareness
3. 20 Items for Human Behaviour Aspect
4. 20 Items for Group Dynamics
5. 20 Items for Individual Behaviour

The written test scores will have 0.25 negative marking for wrong answer in the Numerical ability and General and Business environment awareness sections. The other three sections will not have any negative marking.

The Written aptitude test will be evaluated for 10 marks. A 300 word essay on "Statement Of Purpose(SoP)" and pledge for joining the course.

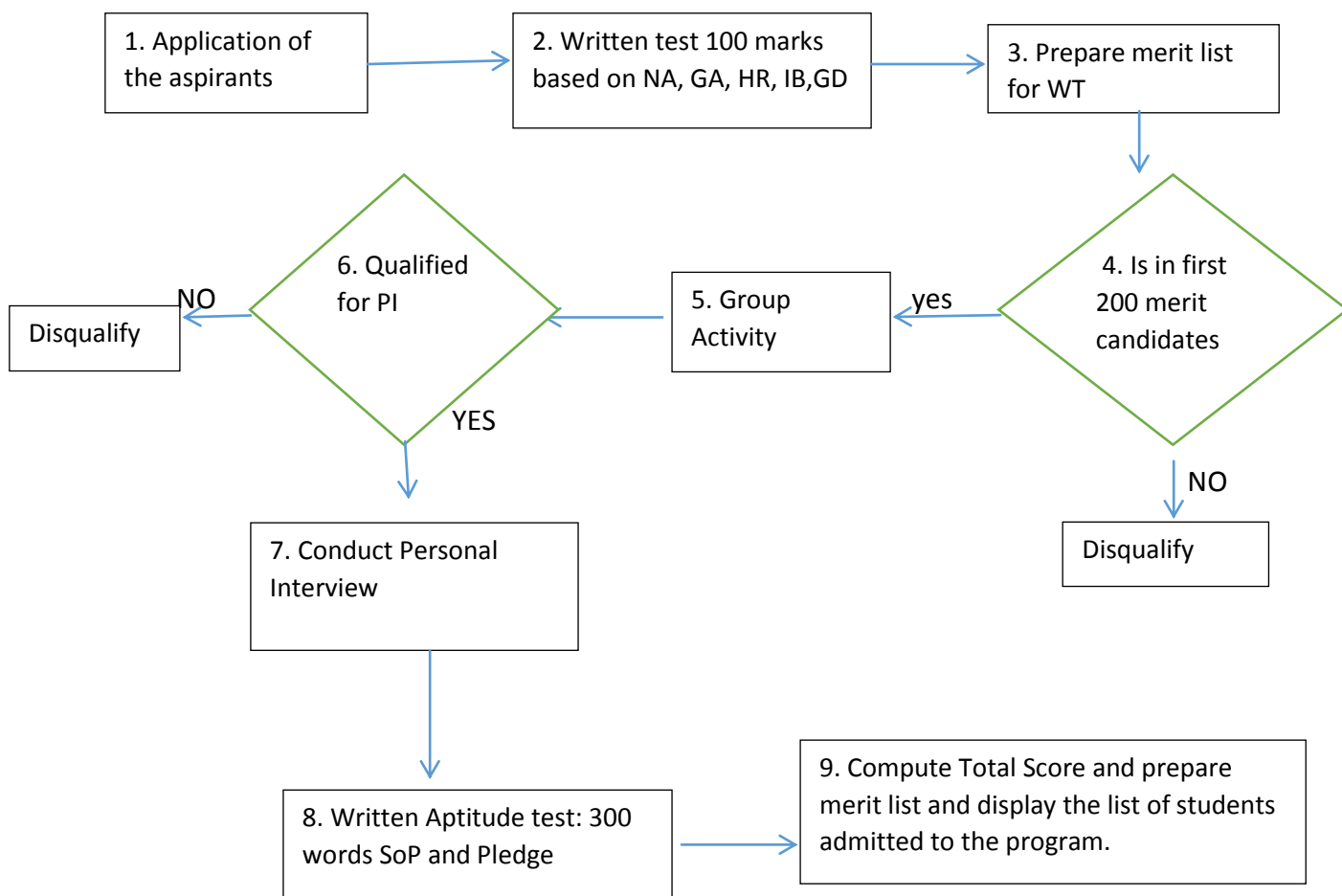
The Group Activity will be conducted in a group of 10-12 where behaviour in the group show casing- leadership, communication, interest in the group activity, initiative, logical reasoning/sequencing will be assessed for 40 marks.

Personal Interviews will be carry 50 marks and every individual will appear for after qualifying in Group Activity.

All the students who have applied for admission to MHRD program will appear for written test. Written test will be conducted on the smart mobile phones. Every aspirant will carry their own mobile phones.

To qualify for In Person Assessment, candidate have to score Minimum 50 Marks for Open Category and 45 Marks for Reserved Category. Depending upon the scores of written test a merit list of students will be computed.

Around 200 students with top merit will be called for In Person Assessment. The candidates will undergo group activity. Those who clear group activity will go for Personal Interviews and Written Aptitude Test.



Allotment Logic and Different Seat Categories:

There are 20 seats for MHRD program. 50% reservations apply. Ten seats are available for Open Category and ten seats are available for reserved for backward category in Maharashtra only.

Backward Class Candidates

The backward class reservation seats are allotted to **Only Maharashtra domiciled candidates with valid documents. The seats will be allocated as per the following category and reservations.**

Category	Percentage	Seats
SC	13	2
ST	7	1

VJNT	3	1
NTB	2.5	1
NTC	3.5	1
NTD	2	1
OBC	19	3
SUB TOTAL	50	10
OPEN	50	10
Total seats	100	20

There are no seats reserved for Non Resident Indians(NRI), Persons of Indian Origin(PIO), Children of Indian Workers in Gulf Countries(CIWGS) and Foreign National.

In case of Tie (Same Total Score)

In case of two or more candidates obtaining equal Total Scores, the ties will be broken by observing the scores in the following order

1. Personal Interview Score
2. Group Activity Score
3. Written Ability Test Score
4. Marks at HSC or equivalent
5. Marks at SSC or Equivalent

Documents required:

Students will bring the original documents for verification at the time of admission procedure along with the Photo ID provided by Government of India.

- a. 10th standard Certificate and mark sheet
- b. 10+2 standard certificate and mark sheet
- c. Degree, passing certificate and all years mark sheets
- d. Birth certificate/Domicile certificate in case of students applied in reserve category
- e. Caste certificate, caste/tribe validity certificate, non-creamy layer certificate wherever applicable issued by the competent authority(Maharashtra Only)

It is the responsibility of the candidate to understand the eligibility criteria and requirement for claiming the reservation seat and produce the relevant documents.

Note:

- Candidates without relevant document will not be considered for the admission and requests of such candidates regarding reconsideration will not be entertained under any circumstances.

- Candidates reporting late for the admission or candidate, who remain absent, will not be considered for the allotment process in the subsequent rounds if any and requests of such candidates regarding reconsideration will not be entertained under any circumstances.
- The candidates appearing for the qualifying examination-

Candidates appeared for final year examination fulfilling the remaining eligibility criteria will be offered provisional admission subject to the condition that they will pass the examination with the required percentage of marks on or before September of that year. If the candidate is failed and applied for revaluation of the result in such cases the admission to such candidate will be given on provisional basis subject to the condition that candidate will pass the examination with the required percentage of marks on or before September of that year. Undertaking from such candidate shall be taken for forfeiting the right of admission and fees paid in case of not securing required percentage of marks in qualifying examination. In case, the candidate fails to produce the results of the final year examination on or before September of that year, then admission offered to such candidate automatically is cancelled and the fees (tuition, development and other fees) paid by the candidate of the academic year 2019-20 will be forfeited.

- **Total fees of Rs.3,50,000/ per annum** to be paid at the time of admission. Full fees need to be paid in case of reserved category candidates if the Government does not reimburse the fees as JBIMS is autonomous institute

Rules of Cancellation:

The rules of cancellations are applicable as per the University of Mumbai Ordinance O.3574 relating to the refund of tuition fees etc. in respect of post graduate courses.

In case of seats not filled, second merit list will be displayed.

Admission Committee of JBIMS is the final Authority in deciding any matter regarding Admission.

Discipline during the study period.

The students will have to sign undertaking that they will attend all the classes, take part in activities, workshops and 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 form the students.

Master in Human Resource Development(MHRD)

Human Resource Development 2019-2020 (Batch 2021) Two years full time program

The Two years full time program will consist of orientation and four semesters. The semesters are 4 month duration as per the University schedule.

The structure

Each semester will consist of eight courses and 2 seminar papers of 4 credits each. Each student will have to undergo at least two workshops. Each 4 credit course will be covered in 40 hours in a semester.

MHRD Year 1

Serial No.	Semester - I	Credits	Semester - II	Credits
1	Perspective Management	4	Commercial Law & Taxation	4
2	Organisational Behaviour - Individual Psychology	4	Ethics, Corporate Governance & CSR	4
3	Marketing & Sales Management	4	Human Resource Polyclinic	4
4	Finance, Accounting & Costing	4	Economics	4
5	Managerial Communication	4	Organisational Behaviour- Group Dynamics	4
6	Entrepreneurship Management	4	Psychometric Testing	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

Every student will undertake two seminar papers 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 certificate from plagiarism software will be required for checking the originality.

The assessment will be in the form of presentations in seminar.

Workshops will be conducted to impart skills.

MHRD Year 2

Serial No.	Semester - III	Credits	Semester - IV	Credit
1	Strategic Management	4	Operational Excellence	4
2	International HRM	4	Employee Engagement	4
3	Strategic HRM	4	Performance Management	4
4	Organizational Structure, Theory & Design	4	HR Analytics, AI & Digitisation	4
5	Organisational Development	4	Change Mgmt. and Culture Building	4
6	Learning Org. & Knowledge Management	4	Learning & Development	4
7	Labour Laws	4	Compensation Management	4
8	Quantitative Techniques in HR	4	Competency Mapping & Assessment Centres	4
9	Seminar paper 1	4	Seminar paper 1	4
10	Seminar paper 2	4	Seminar paper 2	4
Total		40	Total	40

The areas for seminar papers are indicated below but not limited to

To phrase around these areas eg. "Impact of employee engagement on sustainability"

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

Conferences

Artificial Intelligence	Human Capital Management
Emotional Intelligence	Pay For Performance
MI	CSR
India Centric Boundary-less organizations	HR Benchmarking
Digitization	HR for Start up,
Globalization	Equity
Transformation	Jurisprudence
Business Leadership	Managing Redundancy

In company assignments and research articles to be written based on researched assignments

A Study of:

Relevance of Awards / Rewards	Business Process Reengineering
Factors Influencing Organisation 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	Cross Cultural Studies
Millenniums	Developing Global Managers
Achievement Orientation	Discipline in Management Staff
Assessment Centres	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	Impact of Outsourcing on sustainability of an organization
Empowerment	Performance Counselling
Ethics with a People Management Focus	Performance Management and Review Systems
Exit interviews	Potential Assessment and Appraisal
Issues in HR - Family Owned and Managed Companies	Selection Strategies
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	Trusteeship Management
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

Summer Project in Organizations

Every student will have to undertake a summer placement activity in organizations. 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.

Detailed syllabus for all courses

MHRD Year I Semester - I

Serial No.	Semester - I	Credits
1	Perspective Management	4
2	Organisational Behaviour - Individual Psychology	4
3	Marketing & Sales Management	4
4	Finance, Accounting & Costing	4
5	Managerial Communication	4
6	Intrepreneurship 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.

Organising: 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- Organisation - Human Factors and Motivation - Committees and group Decision Making

Staffing: Concept, nature and importance of staffing

DIRECTING: Foundations of individual and group behaviour – 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 Behaviour – Individual Psychology

Course objective:

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

To understand leadership frameworks and to understand leadership development

To understand the impact of individual behaviour in the organizational setting

Topics

Unit - I

Foundation of human behaviour: 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, SandeepPuri.

Principles of Marketing by Philip T. Kotler and Gary Armstrong

How To Master The Art Of Selling by Tom Hopkins¹
Sales Management by Still, Cundiff&Govani
Supply Chain Management by Chopra,S AndMeindl,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, 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:

Hornngren'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 Ron Ludlow, Fergus Panton

Games People Play by Eric Berne

6. Intrapreneurship 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

Entrepreneurship - 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 PradeepPai

Supply Chain Management by V VSople

Supply Chain Management strategy planning and operations by Sunil Chopra and Peter Meindi

Logistics and Supply chain Management by Martin Christopher

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 finalised in discussion with the professor.

Seminar Paper 2

Seminar topics to be finalised in discussion with the professor.

The student will have to undergo two compulsory workshops like (not limited to)

- 1. Spread Sheet analysis**
- 2. Communication**

MHRD Year I Semester – II

Serial no	Semester - II	Credits
1	Commercial Law & Taxation	4
2	Ethics, Corporate Governance & CSR	4
3	Human Resource Polyclinic	4
4	Economics	4
5	Organisational Behaviour-Group Dynamics	4
6	Psychometric Testing	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 Sanghania And VinodSinghania

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 behaviour. 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, conflict with nation states.

Unit-V

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 pay plans. 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. 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 behaviour. 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.

5. Organization Behaviour – 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 Behaviour by FredLuthans

Organizational Behaviour byStephen Robbins, Timothy Judge

Discussion of Approaches To Managing Conflict by Christopher Moore's

HBR Guide to Dealing with Conflict by Amy Gallo and Liisalvary.

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. 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 21st 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. 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, 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 Labour Legislation – G. Sinha&P.R Sinha

Industrial Relations Industrial Jurisprudence And Labour 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	Organisational Development	4
6	Learning Org. & Knowledge Management	4
7	Labour Laws	4
8	Quantitative Techniques in HR	4
9	Seminar paper 1	4
10	Seminar paper 2	4
Total		40

1. Strategy 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's 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, AmitaMital. .

Strategic Management by Thompson &Striekiand

Competitive Advantage by Michael Porter

Business Policy And Strategic Management by AzharKazmi

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

Strategy And The Business Landscape: Core Concepts by PankajGhemawat,

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 (monochromic) versus fluid-time (polychromic); 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-WilHarzing, AshlyPinnington.

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 AndLinchan M

3. Strategic Human Resource Management

Objective:

To Develop a 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 organisation. 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 organisation 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 MadanmohanRao

Knowledge Management In Organisations 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

Labour and Industrial Laws by K.M. Pillai

Industrial Relations and Labour Laws by Ptyalin Ghosh

Labour 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 and 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, specialised 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 Behavioural Research by Fred Kerlinger

MHRD Year II Semester – IV

Serial No.	Semester - IV	Credits
1	Operational Excellence	4
2	Employee Engagement	4
3	Performance Management	4
4	HR Analytics, AI & Digitisation	4
5	Change Management and Culture Building	4
6	Learning & Development	4
7	Compensation Management	4
8	Competency Mapping & Assessment Centres	4
9	Seminar paper 1	4
10	Seminar paper 2	4
Total		40

1. Organization 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. Employee Engagement

Objective

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

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 employers 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 JamieNottie

Driving Employee Engagement Through Effective Performance Appraisal by Courtney Bigony

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, behavioural 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 PremChadha

4. HR Analytics, AI and Digitisation

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 chatbots, 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 byPankajHarita

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 Organisational Development Change by Thomas G Cummings. Christopher G Worli

Organisational Transition by A S Lewes

Organisational Change themes and issues by Jim Grieses

Change Management by V Nilakant, SRamnayan

6. Learning and Development

Objective:

To determine and analyse 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. 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.

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 centres design and application .

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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 AssessmentCenters – 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 Centres : Identify Potential and Developing Competency by Nitin Sawardekar

Assessment and Development Centres by T V Rao

Art and Science of Competency Mapping by T V Rao

Course Curriculum at Glance

Semester – I

- 1. Perspective Management**
- 2. Organisational Behaviour - Individual Psychology**
- 3. Marketing & Sales Management**
- 4. Finance, Accounting and Costing**
- 5. Managerial Communication**
- 6. Entrareneurship 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**
- **Organising**
- **Directing and Leading**
- **Controlling**
- **Management in Global Manufacturing and Service Organisations**

2. Organisational Behaviour - 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

1. **Commercial Laws And I Taxation**
2. **Ethics, Corporate Governance & CSR**
3. **Human Resource polyclinic**
4. **Economics**
5. **Organisational Behaviour – Group Behaviour**
6. **Psychometric testing**
7. **Research Methodology**
8. **Industrial relations**

Semester – II

1. Commercial Laws AndTaxation

- **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. 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. Economics

- Nature of Economics and its use in Decision-Making
- Demand Analysis
- Supply Analysis
- The Market System and Market Structure
- National Income
- An Overview of Modern Macroeconomics

5. Organisational Behaviour – 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. 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. 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. **Organisational Structure, Theory & Design**
5. **Organisational Development**
6. **Learning Org. & Knowledge Management**
7. **Labour Laws**
8. **Quantitative Techniques in HR**

Semester - III

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 Labour 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. Organisational 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. Organisational 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 Organisations, Social Change etc.**
- **Organizational Transformation**
- **Future of OD and New Perspectives**
- **Evaluation of OD Effectiveness**
- **Organization Development Practitioner**

6. Learning Organisations 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. Labour 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. Employee Engagement**
- 3. Performance Management**
- 4. HR Analytics, AI And Digitisation**
- 5. Change management and culture building**
- 6. Learning & Development**
- 7. Compensation Management**
- 8. Competency Mapping and Assessment Center**

Semester - IV

1 Organization Excellence

- **Foundation of TQM & Key aspects of Quality Systems**
- **MalcomBaldridge 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. 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. HR Analytics, AI and Digitisation

- **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. 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. 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**

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**

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 **MMS** 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:

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

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^{th} **backlog course** and has cleared all the courses including the **backlog course**, the CGPI at the end of this semester is calculated as,

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

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