



SNDT Women's University, Mumbai

Master of Business Administration – Human Resource Management (MBA- Human Resource Management)

As per NEP-2020

Syllabus

SEM – III & IV

(2023-24)

Jankidevi Bajaj Institute of Management Studies

JDBIMS, Mumbai

Programme		<p>Master of Business Administration – Human Resource Management</p> <p>(MBA- Human Resource Management)</p>
Preamble		<p>The name of the programme shall be Masters of Business Administration (Human Resource Management), or MBA (Human Resource Management)</p> <p>The programme will be of 88 credits, i.e., 22 credits per semester for four semesters.</p> <p>The objective of the programme is to provide the student with opportunities to pursue a career in industry or entrepreneurship acquiring knowledge, skills and attitudes that give a strong foundation for holding competent and responsible executive positions. The curriculum has been designed to enable the student to develop a thorough knowledge of the basic concepts and techniques of modern management with special emphasis on human resource. Further, it aims to enable the student to develop analytical, decision-making and managerial skills related to plan, organize, manage and control the human resources in the organization.</p>
<p>Programme Outcomes (POs)</p> <p><i>Action Verbs demonstrating (Major) discipline-related knowledge acquisition, mastery over cognitive and professional, vocational skills are to be used e.g. demonstrate sound understanding of., analyse, compare, create, design, etc.... (minimum 5)</i></p>		<p>After completing this programme, Learner will</p> <ol style="list-style-type: none"> 1. be able to provide the student with opportunities to pursue a career in Human resource departments in Indian industry 2. be able to acquire knowledge, skills and attitudes that give a strong foundation for holding competent and responsible H R executive positions in companies 3. be able to understand the changing conditions and advancements in the field of HRM 4. be able to imbibe the HR's Changing role and adopt modern the perspective for applying new HR techniques in performing various HR functions 5. be able to develop analytical, decision-making and interpersonal managerial skills to accomplish the HR goals of the organization

Eligibility Criteria for Programme		A graduate in any discipline with 50% of marks at graduation for open category and 45% for reserved category from an Indian University recognized by the Association of Indian Universities (AIU).
Intake (For SNTD WU Departments and Conducted Colleges)		
Duration		4 semesters (2 years)

Program Structure

SN	Courses	Type of Course	Credits	Marks	Int	Ext
	Semester I					
PG 1.1	Managerial Economics	Major (Core)	4	100	50	50
PG 1.2	Financial Reporting, Statements and Analysis	Major (Core)	4	100	50	50
PG 1.3	Managerial Skills for Effectiveness	Major (Core)	4	100	50	50
PG 1.4	Computer Applications for Business	Major (Core)	2	50	50	0
PG 1.5	Organizational Behavior	Major (Elective)	4	100	50	50
PG 1.6	Statistics and Business Research Methodology	Minor Stream (RM)	4	100	50	50
			22	550	300	250
	Semester II					
PG 2.1	Marketing Management	Major (Core)	4	100	50	50
PG 2.2	Human Resource Management	Major (Core)	4	100	50	50
PG 2.3	Operations Management	Major (Core)	4	100	50	50
PG 2.4	Legal and Business Environment	Major (Core)	2	50	0	50
PG 2.5	Human Resource Development	Major (Elective)	4	100	50	50
PG 2.6	Internship	OJT (Internship)	4	100	50	50
			22	550	250	300

Assessment strategies to be used for "Practical external" are: Lab practical of software, Presentation/Seminar/Workshop evaluation, product evaluation, Viva Voce, etc. by external examiners. Theory papers are not to be set for these courses.

*** CBCS for other students**

can be dropped out by our students

\$ Skill-based courses

Program Structure

SN	Courses	Type of Course	Credits	Marks	Int	Ext
	Semester III					
PG 3.1	Employee Relations	Major (Core) Theory	4	100	50	50
PG 3.2	Compensation and Benefits Management and Performance Management Systems	Major (Core) Theory	4	100	50	50
PG 3.3	Human Resource Metrics and Analytics	Major (Core) Theory	4	100	50	50
PG 3.4	Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability	Major (Core) Theory	2	50	0	50
PG 3.5.1	Strategic HRM and Organization Design	Major (Elective) Theory	4	100	50	50
PG 3.5.2	Knowledge Management & Total Quality Management System	Major (Elective) Theory				
PG 3.6	Entrepreneurship and Sectoral Specialisation	RP	4	100	50	50
			22	550	250	300
	Semester IV					
PG 4.1	Corporate Strategy	Major (Core) Theory	4	100	50	50
PG 4.2	Organization Change and Development	Major (Core) Theory	4	100	50	50
PG 4.3	Team Dynamics and Talent Management	Major (Core) Theory	4	100	50	50
PG 4.4.1	International HRM	Major (Elective) Theory	4	100	50	50
PG 4.4.2	Psychometric Testing, Competency Mapping & Assessment Centers	Major (Elective) Theory				
PG 4.5	Research Project (Year Long Project)	RP	6	150	100	50
			22	550	300	250

SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester III		
PG 3.1	Employee Relations Major (Core) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none"> understand the interaction pattern among labour, management and the State appreciate the importance of certain important and critical issues in Indian Industrial Relations System evaluate the role of trade unions in industrial disputes and labour welfare apply various methods of resolving industrial disputes 		
Module 1	Overview of Industrial relations		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> Gain knowledge of different industrial relations systems, including the roles of government, employers, trade unions, and other stakeholders in regulating employment relationships. Understanding the legal framework governing industrial relations, including labor laws, collective bargaining agreements, and employment regulations, is essential for compliance and effective management of workplace issues. 	Module Contents: <ul style="list-style-type: none"> Concepts, scope and philosophy of Industrial Relations (IR), IR-dimensions of the problem, emergence of the labour force, I.R. and five year plans. Four decades of I.R. policy in India The nature of management response, The framework of labour relations legislations and govt. outlook regarding I.R. systems 	
Module 2	Overview of Industrial disputes		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> Develop skills in conflict resolution, negotiation, and mediation enables students to effectively manage disputes and conflicts that arise in the workplace, fostering productive labor-management relations. Learn about the collective bargaining process, including negotiation techniques, contract 	Module Contents: <ul style="list-style-type: none"> Industrial conflicts and disputes causing Industrial unrests – strikes, lockouts, go slow, - Recent Trends in Industrial Disputes-Lay off, Termination Retrenchment, closures, VRS Methods of solving Industrial disputes – negotiations, Conciliation, arbitration, adjudication and collective bargaining- principles, procedures, and collective 	

	administration, and resolution of bargaining impasses, preparing them to participate in or facilitate collective bargaining negotiations.	agreements, machinery for settlement of disputes	
Module 3	Trade Unions		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> Identify and explain the rights and obligations of employers, employees, and trade unions under labor laws, including provisions related to wages, working hours, leave entitlements, and occupational health and safety. Analyze relevant case law, legal precedents, and judicial decisions related to labor law to understand legal reasoning, interpretations, and implications for employment practices and dispute resolution. 	<p>Module Contents:</p> <ul style="list-style-type: none"> Trade Unions: What are Trade Unions, Trade Unionism in India; Emergence, history, growth; Trade Union as an Organization; Structure, Size, Affiliation, Membership, Finance, Leadership; Trade Union recognition and registration. Trade Unions, Grievances and redressal mechanisms, Code of discipline in industries, .Standing orders, Settlements, White collar & blue collar unionism; Trade Unionism in the unorganized sector; Multi-unionism and Multi-union bargaining; Role of trade unions in wage determination, productivity and labor welfare. 	
Module 4	Overview of Labour Legislations		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> Demonstrate a comprehensive understanding of key industrial acts, including their scope, objectives, provisions, and implications for employers, employees, and other stakeholders. Communicate legal concepts and requirements under labor laws effectively to diverse stakeholders, including employers, employees, trade unions, regulatory authorities, and legal advisors. 	<p>Module Contents: Objectives, Principles, Classification and Evolution, International Labour Organisation, Social Justice and Labour Legislation, Indian Constitution and Labour Laws.</p> <ul style="list-style-type: none"> Industrial Acts -Industrial Disputes Act 1947, Payment of Gratuity Act 1982, ESI Act 1948. The Factories Act, 1948. The Mines Act, 1952. The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979. The Contract Labour (Regulation and Abolition) Act, 1970. The building and other construction workers (Regulation of employment and conditions of service) Act, 1996. 	

		<ul style="list-style-type: none"> The Child Labour (Prohibition and Regulation) Act, 1986. 	
Assignments/Activities towards CCE			
		<ul style="list-style-type: none"> Case Studies Conduct Group discussions and Debates Ask students for Policy analysis Ethical Dilemmas Conduct Mock Arbitration or Mediation Sessions 	

References

Books:

Arun Monappa, RanjeetNambudiri, PatturajaSelvaraj:Industrial Relations and Labour Laws, TataMcGraw Hill ,2nd edition, 2012

SinhaP.R.N.,Sinha InduBala, ShekharSeema Priyadarshini:Industrial Relations, Trade Unionsand Labour Legislation, Pearson India,2nd edition, 2012

Gupta, R. K. (2020). Labour Laws and Industrial Relations in India

Bhattacharya, D. (2019). Trade Unions and Industrial Relations in India: Emerging Trends and Challenges

Ramaswamy, E. A., & Murthy, B. S. (Eds.). (2021). Industrial Disputes and Collective Bargaining in India: Trends and Analysis

Singh, K. (2021). Industrial Relations in India: Challenges and Opportunities

Websites

www.articlesbase.com

<http://industrialrelations.naukrihub.com/employee-welfare.html>

www.india-laws.com

www.Citehr.com

www.ilo.org

www.hrmguide.net

Journals

Personnel Today

Industrial Journal of Industrial Relations

Indian Journal of Industrial Relations

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SWAYAM – NPTEL

Industrial Safety And Fire Safety Management, [Industrial Safety And Fire Safety Management - Course \(swayam2.ac.in\)](http://www.swayam2.ac.in)

UDEMY

Diploma in Labour Laws and Statutory Compliances for HRs , [Diploma in Labour Laws and Statutory Compliances for HRs | Udem](https://www.udemy.com/course/diploma-in-labour-laws-and-statutory-compliances-for-hrs/)

Labour Laws and Industrial Relations, [Labour Laws and Industrial Relations | Udem](https://www.udemy.com/course/labour-laws-and-industrial-relations/)

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester III		
PG 3.2	Compensation and Benefits Management and Performance Management Systems Major (Core) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none"> • understand the concepts and theories of compensation • gain knowledge of various aspects of managerial compensation • understand the concepts of performance management • gain knowledge of various aspects of performance evaluation, methods, and applications • Equip the student with comprehensive knowledge and practical skills to improve their ability for compensation management and performance appraisal in their organizations 		
Module 1	Overview of Compensation Administration		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> • explain the purpose, objectives, and key components of performance management systems, including goal setting, performance appraisal, feedback, and development planning • design and implement performance appraisal systems that are aligned with organizational goals, incorporate relevant performance criteria, and provide accurate and fair assessments of employee 	Module Contents: <ul style="list-style-type: none"> • Compensation Administration- Theories of wages, concept of wages, Job evaluation approach to compensation management. Principles governing salary administration, wage survey and wage differentials, periodic revision of wages. Systems of wage payment-time rate and piece rate wages-advantages and disadvantages. Components of wages-activities involved in job analysis • Wage policy at Macro level and micro level, Reward strategy & psychological contract-Law 	

	performance	relating to compensation- Executive compensation. Pay for performance, competency based pay, equity based rewards, team rewards-Productivity linked wages, productivity bargaining incentive payment, Bonuses- concept & methods of calculation-Productivity linked bonus	
Module 2	Designing Performance Appraisal Systems		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> explain the link between performance management and rewards, including merit-based pay, bonuses, promotions, and other recognition and incentive programs understand how these incentives motivate employees to perform at their best 	<p>Module Contents:</p> <ul style="list-style-type: none"> Dearness allowances as a separate component of wage- principles for fixation of DA, consumer price index number, its computation, nominal wages and real wages Fringe benefits-objectives, classification, Salary structure- grades and incremental scales, Managerial compensation- perks Taxable/Non Taxable, Benefits administration, employee welfare and working conditions-statutory and voluntary measures, ESOP- options and implementation, Retirement benefits-provident fund pension and gratuity, VRS – Role of HR department in implementing a VRS package 	
Module 3	Introduction to Performance Management System		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> evaluate the effectiveness of performance management systems in driving employee performance, fostering employee engagement, and supporting organizational objectives, and propose recommendations for improvement analyze common challenges in performance management, such as rater bias, goal setting difficulties, and resistance to 	<p>Module Contents:</p> <ul style="list-style-type: none"> Introduction to Performance Management System: Definition, concerns and scope, Objectives of Performance Appraisal (PA), Methods of PA, Appraisal Forms and Formats in PA Issues and Problems in P A, Legal and Ethical Perspectives in PA. Shortcoming of performance appraisal, Guideline for performance appraisal and good practices Performance Management process-Performance planning - Organizational and individual 	

	performance feedback, and develop strategies to overcome these challenges	performance plans - Components of Manager's performance and development plan. Implementing Performance Management: Strategies for effective implementation of performance management-Top Management agreement, commitment and leadership. Appraisal Communication, Appraisal Interview, Performance Feedback and Counseling	
Module 4	Performance Management and strategic planning		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> discuss legal requirements and ethical considerations in performance management, including issues related to fairness, confidentiality, discrimination, and compliance with relevant laws and regulations 	<p>Module Contents:</p> <ul style="list-style-type: none"> Reviewing & Managing Performance-Performance Management and strategic planning. Alternative models for Assessing Performance-Balance score card; EFQM Model, Outcome metrics-Economic Value Added (EVA); other economic measures. Performance Management and Rewards Building High Performance culture. Performance Management & Employee Development. Ethical issues and Ethical Strategies in Performance management 	
Assignments/Activities towards CCE			
	<ul style="list-style-type: none"> Conduct Group discussions and Debates Total rewards analysis assignment Compensation structure design project Legal compliance simulation Performance improvement plan (PIP) Case study 		

References

Books:

Henderson Richard I.: *Compensation Management in a Knowledge - based World*, Pearson India, 10th edition, 2012

Martocchio Joe: *Strategic Compensation: A Human Resource Management Approach*, Pearson India, 6th edition, 2012

Milkovich, G. T., Newman, J. M., & Gerhart, B. (2021). *Compensation* (13th ed.). McGraw Hill Education

Martocchio, J. J. (2020). Strategic Compensation: A Human Resource Management Approach (10th ed.). Pearson

Milkovich, G. T., & Milkovich, C. (2021). Compensation and Benefits: Instructors' Edition (14th ed.). McGraw-Hill Education

Aguinis, H. (2019). Performance Management (4th ed.). Pearson

Pulakos, E. D. (Ed.). (2020). The Oxford Handbook of Personnel Assessment and Selection (2nd ed.). Oxford University Press

Websites

www.articlesbase.com
<http://industrialrelations.naukrihub.com/employee-welfare.html>
www.india-laws.com
www.Citehr.com
www.ilo.org
www.hrmguide.net
<http://shrmindia.org>
<http://humanresources.about.com/od/performancemanagement>

Journals

Personnel Today
Industrial Journal of Industrial Relations
Indian Journal of Industrial Relations
International Journal of Business Performance Management
International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

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Performance Management System [Swayam](#)

UDEMY

Performance Management and Compensation Management in HRM

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester III		

PG 3.3	Human Resource Metrics and Analytics Major (Core) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none"> • appreciate the use of technology in the administration of human resources • understand how new technologies can contribute significantly to the efficiencies in the management of a company's human capital • apply HR audits skills • accomplish a variety of objectives for the firm ensuring legal compliances • establish efficient documentation and technology practices 		
Module 1	Human resource challenges, practices and implementation		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> • Define and differentiate between various HR metrics and analytics concepts, including key performance indicators (KPIs), metrics, predictive analytics, and prescriptive analytics 	Module Contents: <ul style="list-style-type: none"> • Talent search, maintenance, retention, screening for culture fit, organizational transparency, employee privacy, employee loyalty, managing workplace diversity, job stress and fatigue, job satisfaction, organizational commitment, innovation and intrapreneurship, rapid growth • Employee engagement and motivation, integration of talent, HR and technology, Challenges in implementing HR practices, Adopting best HR practices 	
Module 2	HR Audit and Understanding HR indicators		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> • develop and use predictive models to forecast HR-related outcomes, such as employee turnover, performance, engagement, and productivity, and assess the impact of different factors on these outcomes 	Module Contents: <ul style="list-style-type: none"> • Objectives, scope and need for HR audit, Qualitative and quantitative indicators for HR audit, Areas and levels of HR Audit ,HR Audit Report and its benefits • metrics and data, Data collection, tracking, entry, Assess IT requirements to meet HR needs, Relational databases and HR systems, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, 	

		data manipulation (using Excel)	
Module 3	Human Resources Information Systems		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> develop and use predictive models to forecast HR-related outcomes, such as employee turnover, performance, engagement, and productivity, and assess the impact of different factors on these outcomes develop an HR analytics implementation plan, including defining project objectives, selecting appropriate data analytics tools and techniques, building data capabilities, and integrating HR analytics into organizational processes and decision-making 	<p>Module Contents:</p> <ul style="list-style-type: none"> HRIS need analysis, and cost justification for HRIS investments, System design and acquisition, HRIS Life Cycle/HR responsibility in each phase of HRIS development Project management development and HRIS acceptance, Change management: implementation, integration, and maintenance 	
Module 4	HRIS applications, Benchmarking and best practices		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> apply quantitative and qualitative data analysis techniques, such as descriptive statistics, correlation analysis, regression analysis, and data visualization, to interpret HR data and extract meaningful insights 	<p>Module Contents:</p> <ul style="list-style-type: none"> HR Administration, Job Analysis , HR Planning, Recruitment and Selection in an Internet Context and in context of mobile workers, Training and development, Performance management, Compensation, Benefits ,Payroll Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification– return on investment, Communicating recommendations. 	
Assignments/Activities towards CCE			
	<ul style="list-style-type: none"> Case Studies Analysis HR Metrics Data Collection Project HR Analytics Software Evaluation Data Visualization Exercise 		

References

Books:

Fitz-enz, J., & Mattox II, J. (2019). Predictive Analytics for Human Resources. Wiley

Guenole, N., Ferrar, J., & Feinzig, S. (2017). The Power of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance. Pearson FT Press

Lawler, E., Boudreau, J., & Mohrman, S. A. (2019). Effective Human Resource Management: A Global Analysis. Stanford Business Books

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2015). HR from the Outside In: Six Competencies for the Future of Human Resources. McGraw-Hill Education

Levenson, A. (2021). HR Analytics Handbook. Kogan Page

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<http://smallbusiness.chron.com/advantages-disadvantages-human-resourceinformation-system-2107.html>

Journals

International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

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Human Resource Metrics and Analytics [Swayam](#)

UDEMY

HR Analytics using MS Excel for Human Resource Management, [HR Analytics using MS Excel for Human Resource Management | Udemey](#)

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester III		
PG 3.4	Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability Major (Core) Theory		2
	Course Outcomes: learners will be able to <ul style="list-style-type: none">• Understand the value and significance of doing business		

	<p>ethically, ethical issues and dilemmas and their influence on decision making in business activities.</p> <ul style="list-style-type: none"> • Appreciate the significance of corporate governance from local and global perspective, doing business ethically, ethical issues and dilemmas and their influence on corporate decision making. • Identify the need and importance for an organization to be a corporate citizen and the impact of CSR, and sustainability on corporate sector. • Gain insight into the present day leadership imperatives and leadership challenges in the global scenario, and the role of women leaders. 	
Module 1	Overview of Ethics and "Business "ethics	1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Studying Indian Ethos provides insights into the cultural values, traditions, and philosophies that shape Indian society. Understanding these values is crucial for business leaders to navigate the Indian market effectively and respectfully. • Study Business Ethics equips individuals with the ability to analyze ethical dilemmas in the business context and make decisions that align with moral principles. This involves understanding ethical theories, frameworks, and applying them to real-world scenarios. 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Ethics and "Business "ethics: What is ethics? Nature and objectives of ethics-, ethics and morality, ethics and religion, ethics and law, ethics and values. The 3 C's of business ethics: compliance, contribution and consequences. Factors causing unethical behaviour. • Environmental issues in Business Ethics. Workplace Ethics. Ethics in Marketing and Consumer Protection. Ethics in Accounting and Finance. Ethics in HR practices. Ethics in the board room. Professional ethics. Ethics and conflict of interest.
Module 2	Evolution of corporate governance	1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Identify CSR and Sustainability education foster awareness of the impact businesses have on society and the environment. It emphasizes the importance of integrating social and environmental concerns into business operations and decision-making processes ▪ Integrating ethical 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Corporate Governance- Evolution of corporate governance- Governance practices and regulation-Structure and development of boards-Role of capital market and government- Governance ratings-Future of governance- innovative practices- Transparency and disclosures; Some important Reports on Corporate Governance - Case studies with lessons learnt- Highlights of Kumarmangalam

	<p>principles, social responsibility, and sustainability into business strategies, organizations can create long-term value for stakeholders. This includes financial value, as well as non-financial value such as trust, reputation, and positive societal impact.</p>	<p>Birla Committee for SEBI on Corporate Governance; CII's Desirable Corporate Governance Code; Cadbury Committee report for effective Corporate Governance; Blue ribbon Committee on improving the effective corporate audit committees; Naresh Chandra Committee on Corporate audit and governance; Corporate Governance Voluntary Guidelines 2009, Sarbanes Oxley and Clause 49.</p> <ul style="list-style-type: none"> • Corporate Social Responsibility- Theoretical perspectives- Corporate citizenship-Business practices-CSR Management Philosophy; Objectives-Definition- Evolution- Need for CSR - Strategies for CSR-Challenges and implementation- CSR Charter; CSR Codes of Conduct; Core stake holders and Multi stake holders. • Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thoughton Sustainable Development, Sustainable Development and social framework, equitable distribution, criticism. Meaning and Scope- Corporate Sustainability- Sustainability Terminologies and Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL). • Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines- National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business-International Standards-Sustainability Indices- Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting. 	
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Assignments/Activities towards CCE		
	<ul style="list-style-type: none"> • CSR Impact Assessment Project • Sustainability Reporting Analysis • Community Engagement Initiatives • Sustainable Business Model Canvas 	

References

Books:

Chakraborty, S. K. (2018). Indian Ethos and Values for Managers.

Crane, A., Matten, D., Glozer, S., & Spence, L. J. (2020). Business Ethics: A European Perspective.

Hartman, L., & DesJardins, J. (2019). Business Ethics: Decision-Making for Personal Integrity & Social Responsibility.

Lopez, E. V., & Medina, A. (2016). Ethics and Governance in Project Management: Small Sins Allowed and the Line of Impunity.

Moon, J. (2014). Corporate Social Responsibility: A Very Short Introduction.

Moon, J., & Matten, D. (2019). Corporate Social Responsibility: The Good, the Bad and the Ugly.

Rasche, A., Morsing, M., & Moon, J. (2017). Corporate Social Responsibility: Strategy, Communication, Governance.

Theis, T., & Tomkin, J. (Eds.). (2020). Sustainability: A Comprehensive Foundation.

Vinze, A. S., & Schwartz, Z. (2021). Sustainability in the Hospitality Industry: Principles of Sustainable Operations.

Chakrabarti, R. (2019). Indian Corporate Governance: Understanding the Challenges of Compliance.

Websites

<https://www.globalreporting.org/Pages/default.aspx>

<http://database.globalreporting.org/search/>

<http://www.csrwire.com/>

<http://www.oecd.org/corporate/>

<https://aflcio.org/what-unions-do/social-economic-justice/corporate-accountability>

<http://www.theacsi.org/>

Journals

[Business Ethics Quarterly](#)

[Business Strategy & the Environment](#)

[Ethical Corporation](#)

[The Journal of Corporate Citizenship](#)
[Journal of Management & Governance](#)
[Corporate Social-Responsibility and Environmental Management](#)
[CSRwire](#)
[Triple Pundit](#)

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Corporate ESG and Sustainability - 101 Level Masterclass, [Corporate ESG and Sustainability - 101 Level Masterclass | Udemey](#)

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester III		
PG 3.5.1	Strategic HRM and Organization Design Major (Elective) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none"> • distinguish the strategic approach to human resources from the traditional functional approach • develop the perspective of strategic human resource management. • appreciate SHRM in the context of changing forms of organisation • understand components of structure and its determinants like strategy, size, technology, environment, power and politics for designing organizations for effective functioning • learn how organizations can adapt to or control external elements and stakeholders • design the strategic and structural changes needed to attain effectiveness • appreciate the impact of power and politics in organizations and learn to handle internal conflict and coordination between work units • analyse the existing corporate culture and how managers shape the culture 		
Module 1	Introduction to Strategic HRM		1
	Learning Outcomes (LOs):	Module Contents:	

	<p>Learners will be able to</p> <ul style="list-style-type: none"> analyze and assess the alignment between HR strategies and organizational strategies, identifying how HR practices contribute to competitive advantage, innovation, and long-term sustainability develop and implement strategic workforce plans that align with organizational goals, anticipating future workforce needs, identifying critical skill gaps, and implementing strategies to attract, develop, and retain talent 	<ul style="list-style-type: none"> definition, meaning, aims, approaches and challenges. HR strategies- Definition, Types of HR strategies, criteria for an effective HR strategy, Formulation of HR Strategies, conducting a strategic review Implementing strategic HRM: Staffing, training & development, performance management & feedback, Integrating HR strategies with Corporate and Business strategies, Human Resource System-HR as a strategic partner, strategic role of top management, strategic role of line management Managing Employee Relations: Employee engagement strategy, Unions and Strategic Collective Bargaining , Strategies for culture management, improving business performance through strategic HRM 	
Module 2	Global Dimensions of strategic HRM		1
	<p>Learning Outcomes (LOs):</p> <p>Learners will be able to</p> <ul style="list-style-type: none"> recognize the importance of global and diversity considerations in strategic HRM, understanding how cultural, legal, and demographic factors influence HR strategies and practices in multinational organizations and diverse workforces demonstrate strategic HR leadership skills, including effective communication, collaboration, negotiation, and influencing skills, to gain buy-in from stakeholders and align HR initiatives with organizational objectives 	<p>Module Contents:</p> <ul style="list-style-type: none"> Global Dimensions of strategic HRM: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation, HR strategy in International Context Converting global presence into global competitive advantage, Developing cross cultural sensitivity, Training & development of International staff, Compensation issues, Performance management issues, outsourcing & its HR implications Strategic Knowledge Management-building knowledge management into strategy framework, knowledge 	

		<p>sharing as a core competency, HR dimension to knowledge management. Strategies for learning organization, Strategies for improving organizational effectiveness, Building a multicultural – multinational Organization</p> <ul style="list-style-type: none"> • Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM, Corporate Ethics, Values and SHRM 	
Module 3	The Evolution of organization theory		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • understand various organizational structures, such as functional, divisional, matrix, and network structures, and their implications for communication, coordination, and decision-making • Develop skills in implementing organizational change initiatives, including restructuring, mergers, acquisitions, and technology adoption, while minimizing disruption and maximizing employee engagement and commitment. 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Understanding organizations- Organization and stakeholders, The Evolution of organization theory, Organizational effectiveness • Basics of an organizational design-Dimension of organization structure • The determinants of structure – Strategy, organization size, technology, environment, power and politics. • Organizational design – Alternative structures & various design options, Bureaucracy, Adhocracy 	
Module 4	Contemporary issues in organization theory		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • learn strategies for managing organizational complexity, such as simplification, standardization, and integration, to enhance clarity, transparency, and adaptability in the organization • recognize that organization 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Contemporary issues in organization theory – managing the environment • Change management- managing Change in the organization • Managing organizational conflict, Managing organizational culture • Managing organizational evolution , Organizational 	

	design is an ongoing process that requires continuous learning, adaptation, and responsiveness to internal and external changes, such as market dynamics, technological advancements, and regulatory requirements.	decision making and organizational learning & knowledge management	
Assignments/Activities towards CCE			
	<ul style="list-style-type: none"> • Case Study Analysis on HR Innovation • Organizational Structure Redesign Project • Organizational Network Analysis • Design Thinking Workshop • Change Management Simulation 		

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Kates, A., & Galbraith, J. R. (2019). Designing Your Organization: Using the STAR Model to Solve 5 Critical Design Challenges

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www.shrmindia.org

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SWAYAM – NPTEL

Strategic HRM, [Swayam](#)

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Strategic Human Resource Management (HRM) Masterclass, [Strategic Human Resource Management \(HRM\) Masterclass | Udemey](#)

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester III		
PG 3.5.2	Knowledge Management & Total Quality Management System Major (Elective) Theory		4
	<p>Course Outcomes: learners will be able to</p> <ul style="list-style-type: none"> • Acquaint with knowledge management tools, techniques and systems as a strategic edge in a turbulent environment • know how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management. • understand organizational excellence and the processes • acquaint with business excellence models and their processes and elements • study quality management systems 		

Module 1	Overview of Knowledge Management		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> Identify and apply techniques for creating and capturing both explicit and tacit knowledge. Understand the processes and tools for knowledge creation within an organization. 	<p>Module Contents:</p> <ul style="list-style-type: none"> 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. 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. 	
Module 2	Understanding TQM Concepts and Principles		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> Define and explain key TQM concepts, principles, and frameworks. Understand the historical development and evolution of TQM as a discipline. 	<p>Module Contents:</p> <ul style="list-style-type: none"> Foundation of TQM, components of quality and TQM, key aspects of quality system, Malcom Baldrige national quality award, business excellence importance, Quality framework, pillars, model discipline tools and training, TBEM and IMC excellence awards. 	
Module 3	Quality Management Systems (QMS)		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> Develop skills in quality planning, including setting quality objectives and developing quality plans. Apply quality control techniques to monitor and maintain product and service standards. 	<p>Module Contents:</p> <ul style="list-style-type: none"> 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), 	

		<p>quality control in supply chain & service sector.</p> <ul style="list-style-type: none"> Principles and implementation of six sigma, DMIAC and DFSS methodology, lean six sigma, seven tools of QC and quality control circles. 	
Module 4	Performance Measurement and Metrics		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> Identify and use key performance indicators (KPIs) and metrics to measure quality performance. Analyze quality data to make informed decisions and drive improvement. 	<p>Module Contents:</p> <ul style="list-style-type: none"> 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. 	
Assignments/Activities towards CCE			
	<ul style="list-style-type: none"> Case Study Analysis KM Strategy Development KM Metrics and Evaluation Statistical Process Control (SPC) Analysis 		

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Books:

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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.

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Human Resource Management Journal
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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester III		
PG 3.6	Entrepreneurship and Sectoral Specialisation RP		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none"> understand the requirements to start a new small/medium enterprise and augment their entrepreneurial skills in the area of their interest. 		
Module 1	Concept of Entrepreneurship		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> develop an entrepreneurial mindset characterized by creativity, initiative, resilience, and a willingness to take calculated risks. learn how to identify and evaluate entrepreneurial opportunities by recognizing unmet needs, market gaps, and emerging trends. develop comprehensive business plans and strategies that outline the vision, mission, goals, target market, value proposition, and competitive advantage of their entrepreneurial ventures. 	Module Contents: <ul style="list-style-type: none"> Concept of Entrepreneurship and emergence of entrepreneurial class Theories of entrepreneurship Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning. Analysis of business opportunities, environmental scanning, Sectoral studies, process of generating business ideas, screening and selection Techno-economic feasibility studies. Development of detailed project report for implementation Ancillary industry development; Identification of opportunities for ancillary industries. Entrepreneurial opportunities in service industries, transportation, distribution and 	

		agro industries.	
Module 2	Institutional framework for entrepreneurship development		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Students should learn about the legal and regulatory requirements for starting and operating a business, including business registration, intellectual property protection, contracts, and compliance with labor laws and industry regulations. • Students should foster a culture of innovation and creativity within their ventures, encouraging experimentation, continuous learning, and the pursuit of new ideas and opportunities. • Students should consider ethical and social responsibility considerations in entrepreneurship, including honesty, integrity, fairness, environmental sustainability, and social impact, to build trust and credibility with stakeholders. 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Institutional framework for entrepreneurship development in our country. Government policy, agencies supporting entrepreneurship & development, industrial estates, financial incentives, backward area benefits, schemes for the educated unemployed, fiscal incentives, procurement of industrial equipment, marketing support, source of finance : institutional and others. • Training for entrepreneurship development. • Entrepreneurial behaviour, techno-economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurial development. 	
Assignments/Activities towards			
	<ul style="list-style-type: none"> • Business Plan Development • Entrepreneurial Case Studies Analysis • Market Research and Validation • Startup Simulation Game • Entrepreneurial Mindset Development • Business Model Canvas Workshop 		

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Kuratko, D. F., & Morris, M. H. (2021). Entrepreneurship: Theory, Process, and Practice

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Burns, P. (2021). Entrepreneurship and Small Business

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Intro to Entrepreneurship: Get started as an Entrepreneur, [Intro to Entrepreneurship: Get started as an Entrepreneur | Udem](#)

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The following areas of sectoral specialization will be offered.

1.	Agency and Broking
2.	Any other sector of Interest to the students with specific approval of the Institute
3.	BPO and KPO
4.	Digital Marketing
5.	Education Management
6.	Food Processing
7.	Health and Wellness Management
8.	Horticulture
9.	Hospitality Management
10.	Insurance
11.	Investment Banking
12.	Logistics and Supply Chain Management
13.	Management of Family Business
14.	Mutual Funds
15.	Pharma Management
16.	Retail and Shopping Mall Management
17.	Technology Management

SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester IV		
PG 4.1	Corporate Strategy Major (Core) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none"> • understand basic concepts and theories in strategic management in corporate sector • analyse strategic management techniques, strategy formulation and compare the alternatives in the context of rapidly changing technology • apply appropriate strategic management tools to diagnose internal and external factors affecting organizations • Evaluate strategies adopted for various purpose 		
Module 1	Introduction to Strategic management		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> • define and differentiate between key concepts in strategic management, including corporate strategy, business strategy, competitive advantage, and strategic planning • analyze the external environment in which organizations operate, including industry structure, competitive forces, market trends, and technological advancements, to identify opportunities and threats for strategic decision-making 	Module Contents: <ul style="list-style-type: none"> • Concept of strategy, Corporate, Business and Functional Levels of Strategy ,Meaning and Characteristics of strategic management, strategic management Vs. operational management ,Strategic Management Process, Stakeholders in business and their roles in strategic management • Strategic intent, vision, mission, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)Internal analysis 	
Module 2	Analyzing Company's Environment		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> • assess the internal resources, capabilities, and core competencies of organizations, including tangible and intangible assets, human capital, and technological infrastructure, to determine competitive strengths and weaknesses 	Module Contents: <ul style="list-style-type: none"> • External Environment: Environmental appraisal ,Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, strategic Group 	

	<ul style="list-style-type: none"> develop corporate-level strategies that guide an organization's overall direction and scope of activities, including growth strategies, diversification strategies, vertical integration, and international expansion strategies 	<p>analysis</p> <ul style="list-style-type: none"> Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage, Core Competence, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model, Organizational Capability Profile: Strategic Advantage Profile, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model 	
Module 3	Strategy formulation and choice		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> develop implementation plans for corporate strategies, including setting objectives, allocating resources, designing organizational structures and systems, and managing change processes to ensure successful execution and alignment with strategic goals measure and evaluate the performance of corporate strategies using key performance indicators (KPIs), balanced scorecards, and other performance measurement tools, and identify opportunities for strategic adjustment or course correction 	<p>Module Contents:</p> <ul style="list-style-type: none"> Corporate level Strategy Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies Business level strategy- Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy Competing through Business Models -Competitive Advantage and Firm Resources -Generic Strategies 	
Module 4	Strategy Implementation & Evaluation		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> demonstrate a commitment to continuous learning and adaptation in the field of corporate strategy, staying 	<p>Module Contents:</p> <ul style="list-style-type: none"> Strategy Implementation & Evaluation: issues and barriers, Matching structure to strategy, Changing structures and 	

	informed about emerging trends, best practices, and case studies of successful and unsuccessful strategic initiatives.	<p>processes, Building learning organization, implementing Functional strategies(HR, Marketing ,Finance, Operations)</p> <ul style="list-style-type: none"> • Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation, Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. 	
Assignments/Activities towards			
	<ul style="list-style-type: none"> • Strategic Analysis Case Studies • Industry Analysis and Market Entry Strategy • Mergers and Acquisitions Case Analysis • Strategic Audit and Performance Evaluation • Strategic Leadership Case Analysis 		

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UDEMY

Business Fundamentals: Corporate Strategy, [Business Fundamentals: Corporate Strategy | Udemy](https://www.udemy.com/course/business-fundamentals-corporate-strategy/)

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester IV		
PG 4.2	Organization Change and Development Major (Core) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none">develop effective organisations through proper understanding of organisational dynamics.appreciate the theoretical underpinnings of Organisational Analysis, Diagnosis, Effectiveness and Changeget a “hands-on” experience of interventions for change and organizational development deal more effectively with employers, employees and other stakeholders in OD process change for achieving organizational effectiveness		
Module 1	Overview of Organizational Change and Development		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none">explain major theories and models of organizational change, and apply them to real-world organizational change scenariosconduct organizational diagnosis using qualitative	Module Contents: <ul style="list-style-type: none">Introduction: Definition of change, how people experience change, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	

	<p>and quantitative methods to assess organizational culture, structure, systems, and processes, and identify areas requiring change intervention</p>	<ul style="list-style-type: none"> Organizational Change: Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective. Planned change, models of planned change, triggers for change, Model of Change Management: The organizational development model, people management, Organizational politics and change, the learning organization. Strategies for implementing organizational change, Challenges of execution 	
Module 2	Organisational Analysis and Diagnosis		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> design and implement change interventions, including communication strategies, training programs, team-building activities, and leadership development initiatives, to facilitate successful organizational change and development 	<p>Module Contents:</p> <ul style="list-style-type: none"> Organisation Development – Introduction, Definition, Objectives, Characteristics and Conceptual Framework of OD, OCTAPACE model of climate survey, Organisation Effectiveness Organisational Analysis and Diagnosis – Approaches, Skills of a Change Agent; Managing Implementation of Change 	
Module 3	Organisation Development Interventions		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> recognize sources of resistance to change within organizations and develop strategies to overcome resistance, build buy-in, and foster employee engagement and commitment to change initiatives facilitate cultural transformation and promote organizational learning by 	<p>Module Contents:</p> <ul style="list-style-type: none"> Organisation Development Interventions – Criteria for Selection and Major Types Available, Classification of OD interventions Interventions - Survey Feedback and Confrontation Meeting, team building Interventions, structural interventions, comprehensive OD interventions 	

	creating a supportive environment for experimentation, innovation, knowledge sharing, and continuous improvement		
Module 4	Organisation Development Process		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none"> analyze the challenges and opportunities of managing organizational change in global contexts, including cultural differences, regulatory requirements, and geopolitical factors, and develop strategies for navigating global change initiatives 	Module Contents: <ul style="list-style-type: none"> Interventions -Sensitivity Training Laboratory, Third Party Peace Making, management Grid, OD and Organisational Image, Institution Building Managing OD Process, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD. 	
Assignments/Activities towards			
	<ul style="list-style-type: none"> Change Management Consulting Project Change Portfolio Analysis Change Leadership Reflection Paper Organizational Diagnosis Project Change Management Case Studies Change Agent Role-Play 		

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SWAYAM – NPTEL

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UDEMY

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester IV		
PG 4.3	Team Dynamics and Talent Management Major (Core) Theory		4
	<p>Course Outcomes: learners will be able to</p> <ul style="list-style-type: none"> • develop effective organisations through proper understanding of organisational dynamics. • deal more effectively with employers, employees and people in work life. • learn techniques of training, coaching, mentoring and leadership • equipped to apply relevant tools for managing talent in organizations • identify new approaches for attracting, rewarding and retaining talent • appreciate the role and integration of talent management with the culture and business practices of an organization • understand ways to align H R strategies with the business strategies of an organization 		

Module 1	Overview of Dynamics of human behaviour	1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> demonstrate an understanding of effective communication, collaboration, and conflict resolution within a team context, leading to improved team performance and cohesion 	<p>Module Contents:</p> <ul style="list-style-type: none"> Dynamics of human behaviour: Categories; Social groups and its types , Group Dynamics: Definition ,History ,Intragroup Dynamics, Type of groups, Influence on behaviour, Group structure, group performance, intergroup dynamics, conflict and its resolution, Team: composition, formation, and development-Team Performance and Motivation-Team Conflict and resolution ,Team Decision Making , Team dynamics in a workplace, Motivating and managing team. Leadership and team effectiveness Individual Learning, Group learning, Self differentiated learning, Changing behavior: stages of behavior change, competitive vs collaborative behaviour, developing collaboration, Behavior Modeling - meaning, process, advantages and disadvantages, Transactional Analysis, Behavior Based Safety in Indian Organizations, Psychological Well Being, Spiritual Well Being and Personality, Understanding personality: How personality affects the dynamics among people
Module 2	Learning behavioural skills	1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> analyze and navigate diverse behavioral dynamics within teams, employing strategies to foster inclusive communication, manage conflicts constructively, leverage individual strengths, and cultivate a culture of mutual respect and collaboration, thereby enhancing team productivity and cohesion 	<p>Module Contents:</p> <ul style="list-style-type: none"> Learning behavioural skills: Assertiveness-Understanding assertive, aggressive, submissive and manipulative behavior, Leadership-difference between leadership and management, Stress Management, Bringing behavioral and attitudinal change in workforce Organizational Climate surveys, attitudinal surveys, Assessment Centers, Validation of an

		Assessment Tool (Recruitment Test), and Core Competencies, Executive development programmes, Management Development and Training	
Module 3	Introduction to Talent Management and approaches		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> equipped with the knowledge and skills to effectively identify, attract, develop, and retain top talent within an organization understand the principles of talent acquisition, performance management, succession planning, and employee development, enabling them to create and implement strategies that optimize workforce capabilities and contribute to organizational success 	<p>Module Contents:</p> <ul style="list-style-type: none"> Introduction to Talent Management and approaches: Introduction, overview, history, need and scope, key processes, consequences of failure in managing talent, tools for managing talent. Key elements of talent management system. Approaches of developing a talent management strategy, mapping business Talent Planning and Acquisition: Objectives, succession planning program, innovative talent planning, ensuring leadership. Talent Acquisition: Recruiting process, strategic trends in talent acquisition and management solutions. Talent management strategies, essentials of talent management process. 	
Module 4	Talent engagement and retention		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> implement talent management strategies that align with organizational objectives, cultivate a culture of continuous learning and development, and create pathways for employee growth and career progression 	<p>Module Contents:</p> <ul style="list-style-type: none"> Talent engagement and retention: Concept of talent engagement, retention, best practices for talent engagement, improving employee retention. Role of information technology in talent management systems, HR analytics for TM Processes. Role of the HR manager in designing rewards and compensation plans for effective talent management Contemporary talent management issues, challenges, best practices: Organisational issues, challenges, best practices, talent 	

		management in India.	
Assignments/Activities towards			
	<ul style="list-style-type: none"> • Team Formation Exercise • Team Reflection and Action Planning • Recruitment Strategy Project • Talent Retention Case Study Analysis • Talent Analytics Project 		

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Team Dynamics, [Swayam](#)

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Professional in Talent Development (PTD), [Professional in Talent Development \(PTD\) | Udem](#)

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester IV		
PG 4.4.1	International HRM Major (Core) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none">• appreciate the globalization and its implications for businesses• understand the issues in global talent management, negotiation strategies and competencies of a global manager• evaluate various social security legislations from an international perspective• apply international HR practices in developing cross-cultural training for expatriates• develop skills to create and manage multicultural teams and HR systems for different countries and cultures		
Module 1	Overview of International HRM		1
	Learning Outcomes (LOs): Learners will be able to <ul style="list-style-type: none">• comprehend the global business environment, including cultural, economic, legal, and political factors that impact international HRM practices	Module Contents: <ul style="list-style-type: none">• Introduction: Defining international HR, difference between domestic and international HR, Approaches, Challenges in global labour market, Linking HR to International expansion strategies, International business ethics and HRM• IHRM – Recruitment & Compensation: Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? Objectives of international compensation, key components of international compensation program, approaches to international Compensation	

Module 2	Understanding Global Business Context		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • develop sensitivity and awareness of cultural diversity, and demonstrate the ability to manage and leverage cultural differences effectively in a global workforce • Demonstrate proficiency in sourcing, recruiting, and retaining talent across borders, considering diverse cultural expectations, legal frameworks, and market conditions 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Managing and supporting international assignments: Linking international assignments with organizational strategy, Psychological Contract – Past & Present Negotiation Strategies and Contract Administration, challenges of localization, global integration, differentiation, Mastering expatriation • IHRM - Importance of pre departure training programs, effectiveness of pre departure training, developing staff through international assignments. Performance management in multinational setting , PM of international employees, Appraisal of international employees, Cultural Factors/Issues in Performance Management, IHRM – Global Talent Management, Role of the corporate HR function, Managing Global, Diverse Workforce 	
Module 3	Industrial Relations		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Understand the legal and ethical issues related to international HRM, including compliance with international labor laws, human rights standards, and corporate social responsibility principles 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Industrial Relations in a Comparative Perspective, Emerging Trends in Employee Relations and Employee Involvement, Trade unions and international HR, the response of trade unions to multi nationals • Global Unions, Regional Integration and Framework Agreements , International Labour Standards, , the issue of social dumping, the impact of digital economy 	
Module 4	Global Leadership Development		1
	Learning Outcomes (LOs):	Module Contents:	

	<p>Learners will be able to</p> <ul style="list-style-type: none"> • Cultivate leadership skills necessary for managing multicultural teams, resolving conflicts, and driving organizational change in diverse global settings 	<ul style="list-style-type: none"> • The Global Manager – Five Core Competencies and Seven Mental Disciplines , Globalization and Global Organisations Socio-cultural context, Culture and employee management issues , responding to diversity, Culture Differences – Hofstede’s Model of cultural dimensions, Mindset Mapping • HR challenges in cross border integrations-Legal issues in global workforce management , Institutional & Structural Context-Managing alliances and joint ventures, HRM practices in different countries , HR/IR issues in MNCs 	
Assignments/Activities towards			
	<ul style="list-style-type: none"> • Cross-Cultural Simulation • Country Analysis Project • Expatriate Management Exercise • International HR Policy Analysis • Global HRM Research Project 		

References

Books:

Peter j Dowling, Devis E Welch; International Human Resource Management ,Thomson Publishing , 5th Edition.

Dowling, P. J., Festing, M., & Engle, A. D. (2020). International human resource management (7th ed.). Cengage Learning

Brewster, C., Sparrow, P., & Vernon, G. (2016). International human resource management (5th ed.). Kogan Page

Cascio, W. F., & Boudreau, J. W. (2017). Investing in people: Financial impact of human resource initiatives (3rd ed.). Pearson

Scullion, H., & Linehan, M. (2019). International talent management: A critical perspective. Oxford University Press

arique, I., & Briscoe, D. R. (Eds.). (2017). International human resource management: Policies and practices for multinational enterprises. Routledge

Sparrow, P., Brewster, C., & Chung, C. (2016). Globalizing human resource management. Routledge

Bhattacharya DipakKumar, Human Resource Planning, Oxford Publication 3rd edition, Reprint 2013

Rennie Ann and McGee Rita, International Human Resource Management, First Edition, McGraw-Hill Education, 2012

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<http://www.cipd.co.uk/global/>
www.shrm.org
www.hrmguide.net

Journals

International Journal of Human Resource Management
 Human Resource Management Journal
 Human Resource Management

MOOC

SWAYAM – NPTEL

Human Rights International Law and International Humanitarian Law, [Human Rights International Law and International Humanitarian Law - Course \(swayam2.ac.in\)](http://www.swayam2.ac.in)

UDEMY

Introduction to International Relations, [Introduction to International Relations | Udemy](https://www.udemy.com/course/introduction-to-international-relations/)

www.egyankosh.ac.in

SN	Courses, Modules and Outcomes	Course Contents	Cr
	Semester IV		
PG 4.4.2	Psychometric Testing, Competency Mapping & Assessment Centers Major (Core) Theory		4
	Course Outcomes: learners will be able to <ul style="list-style-type: none"> • Create awareness about different types of psychological tests in vogue • learn to interpret test profiles and explore patterns in interpretation from several tests. • develop a perspective about the intricacies and ethics of use psychological tests • understand the process of competency mapping and profiling. • illustrate the integration of competency profiling to other HR applications To comprehend assessment centers design and application 		

Module 1	Understanding Psychometric Principles		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Define and explain key concepts and principles of psychometric testing. • Understand the historical development and theoretical foundations of psychometrics. 	<p>Module Contents:</p> <ul style="list-style-type: none"> • 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 • 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. 	
Module 2	Applications of Psychometric Testing		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Explore the applications of psychometric testing in various fields such as education, clinical psychology, organizational settings, and research. • Learn how to select appropriate tests for different contexts and purposes. 	<p>Module Contents:</p> <ul style="list-style-type: none"> • Organizational Surveys, satisfaction surveys, motivation, morale and performance measures • Testing creativity, assessment centers and integration of profiles 	
Module 3	Understanding Assessment Centers		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Define and explain the concept and purpose of assessment centers in organizational settings. • Understand the history and evolution of assessment centers as a tool for evaluating competencies. 	<p>Module Contents:</p> <ul style="list-style-type: none"> • 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. • 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.	
Module 4	Observation and Evaluation Techniques		1
	<p>Learning Outcomes (LOs): Learners will be able to</p> <ul style="list-style-type: none"> • Learn techniques for observing and evaluating participant behaviors and performance during assessment center exercises. • Develop skills in using rating scales, behavioral checklists, and other tools for objective assessment. 	<p>Module Contents:</p> <ul style="list-style-type: none"> • 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. • Understanding of Assessment Centers – Techniques, Processes & Resource Requirements, The role of assessors, issues in developing competencies, experiential learning, competency profile and its HR application. 	
Assignments/Activities towards			
	<ul style="list-style-type: none"> • Statistical Analysis Assignment • Test Administration and Scoring Exercise • Competency Assessment Project • Design an Assessment Center • Simulation Exercise 		

References

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.

The Competency Hand Book by Steve Whiddett and Sarah Hollyforde.

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

Competency based HRM by Ganesh Shermon

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

Assessment Centers: Identify Potential and Developing Competency by Nitin Sawardekar

Assessment and Development Centers by T V Rao

Art and Science of Competency Mapping by T V Rao

Websites

<http://www.cipd.co.uk/global/>

www.shrm.org

www.hrmguide.net

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

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Competency Mapping and Assessment

Centre Course Objectives

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SN	Courses, Modules and Course Contents	Cr
	Semester IV	
PG 4.5	Research Project (Year Long Project) RP	6
	The Project will enable the student to <ul style="list-style-type: none">• critically review literature related to the topic of research• demonstrate the capability of conducting research• apply relevant tools to analyze data and interpret the results• document the research work following well accepted norms for	

	presenting research	
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