Master of Business Administration – (Human Resource Development)

MBA-(HRD) – Revised Syllabus 2020

2 year, 4 Semester Full time Programme

Choice Based Credit System (CBCS) and Grading System Outcome Based Education Pattern

MBA I (HRD)- effective from AY 2020- 21
MBA II (HRD)- effective from AY 2021-22

1.0-Preamble: The revised MBA (HRD)- Curriculum 2020 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System initiated in the AY 2013. The curriculum takes the MBA (HRD) programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2.0-Outcome Based Education:

Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

  a. There must be a performer – the student (learner), not only the teacher
  b. There must be something performable (thus demonstrable or assessable) to perform
  C. The focus is on the performance, not the activity or task to be performed

Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of broad future- focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation)

Graduate Attributes (GAs): Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

Programme Outcomes (POs): Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

Programme Specific Outcomes (PSOs): Programme Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the programme are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are:

    a.   Disciplinary knowledge and skills

    b.   Generic skills

    c.   Attitudes and values

Course Outcomes (COs): A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aims to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

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

Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.

    a.   Every ONE hour session per week of L amounts to 1 credit per semester

    b.   A minimum of TWO hours per week of T amounts to 1 credit per semester,

    c.   A minimum of TWO hours per week of P amounts to 1 credit per semester,

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

documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

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

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

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

3.0-MBA (HRD) - Programme Focus:

Programme Educational Objectives (PEOs):

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

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

PEO3: Offer a deep dive into various facets of human resources management and organizational development by integration of cross-cutting issues relevant to gender, environment and sustainability, human values, professional ethics into curriculum through incorporation of relevant topics comprising legal aspects of marketing, ethical, social and environmental concerns in product, pricing, distribution and promotion decisions, socially responsible marketing; green marketing, cause relating marketing; social marketing, corporate governance and social responsibility of business, legal framework of business, e-business and cyber laws, labor and social security laws, ethical and legal issues in performance management, workforce diversity, role of ethics in organizational behavior, negotiation, international business; ethical and social considerations in strategic management and cross border ethics management.5. PEO5: Graduates of the MBA(HRD)- program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs and change agents.

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

PE05: Develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today's business and societal challenges.

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

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues

2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.

3. Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions

4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large

5. Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.

6. Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.

7. Ability to identify the opportunities and leverage managerial & leadership skills for founding, leading & managing start-ups as well as professionalizing and growing family businesses.

8. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors& act with integrity.

10 Life long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

Programme Specific Outcomes (PSOs): MBA (HRD) Programme is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena and the curriculum thus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming good leaders and assets for an organization. Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various human resource and organizational development operations of an organization in the emerging globalized environment.

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

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Entrepreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

4.0-MBA (HRD)-Program Course Types & Evaluation Pattern

Proposed Course Structure for 2020-2021

Course:- Master of Business Administration - Human Resource Development

BOS: Human Resource management

SEMESTER - I						
Sub. Code	Core/ UL / IL	Credit	Subject	Compressive Concurrent Evaluation (CCE) Marks	End Semester Evaluation (ESE) Marks	Total Marks
101	GC	3	Principle and Practice of Management	50	50	100
102	GC	3	Organizational Behaviour	50	50	100
103	GC	3	Economics for Human Resource Management	50	50	100
104	GC	3	Human Resource Management	50	50	100
105	GC	3	Labour Laws – I	50	50	100
106	GC	3	Research Methodology	50	50	100
107	UL	2	Personnel Administration System	0	50	50
108	UL	2	Entrepreneurship and New Venture Planning	0	50	50
109	UL	2	Accounting for HR	0	50	50
110	IL	2	Business Communication	50	0	50
111	IL	2	MS-Excel	50	0	50
112	IL	2	Basics of Marketing	50	0	50
Total Credit-30						

Sub. Code	Core/ UL / IL	Credit	Subject	Compressive Concurrent Evaluation (CCE) Marks	End Semester Evaluation (ESE) Marks	Total Marks
SEMESTER - I I						
201	GC	3	Labour Welfare	50	50	100
202	GC	3	Industrial Organizational Psychology	50	50	100
203	GC	3	Industrial Relations	50	50	100
204	GC	3	Training and Development	50	50	100
205	GC	3	Labour Laws – II	50	50	100
206	GC	3	Finance For HR	50	50	100
207	UL	2	Future of WorkPlaces	0	50	50
208	UL	2	Management of Employee Transformation	0	50	50
209	UL	2	Business Law	0	50	50
210	IL	2	Field Work	50	0	50
211	IL	2	Basic of Operation & SCM concepts	50	0	50
212	IL	2	Cross Cultural Management	50	0	50
Total Credit-30						

Sub. Code	Core/ UL / IL	Credit	Subject	Compressive Concurrent Evaluation (CCE) Marks	End Semester Evaluation (ESE) Marks	Total Marks
			SEMESTER - III			
301	GC	3	Strategic Human Resource Management	50	50	100
302	GC	3	Organizational Development	50	50	100
303	GC	3	Compensation Management	50	50	100
304	GC	3	Labour Laws – III	50	50	100
305	GC	6	Summer Internship Project	50	50	100
306	UL	2	Reward And Recognitions	0	50	50
307	UL	2	Instruments in HRD	0	50	50
308	UL	2	Best Practices in HR	0	50	50
309	IL	2	Change Management	50	0	50
310	IL	2	Quality Management In HR	50	0	50
311	IL	2	Environmental Management & Health and safety	50	0	50
Total Credit-30						

SEMESTER - IV						
Sub. Code	Core/ UL / IL	Credit	Subject	Compressive Concurrent Evaluation (CCE) Marks	End Semester Evaluation (ESE) Marks	Total Marks
401	GC	3	Competency Mapping and Career Development	50	50	100
402	GC	3	PR & Corporate Communication	50	50	100
403	GC	3	Labour Laws IV	50	50	100
404	GC	3	Cases in HR	50	50	100
405	UL	2	International HR	0	50	50
406	UL	2	Collective Bargaining	0	50	50
407	IL	2	HRIS	50	0	50
408	IL	2	Dissertation	50	0	50
Total Credit-20 Total Credit=Sem I + Sem II + Sem III + Sem IV=30+30+30+20=110						

Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a minimum of 8 weeks. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. SIP can be carried out in a Corporate Entity /

NGO / SME / Government Undertaking / Cooperative Sector. SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace.

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

Sr. No.	Documents
1	Institute's Certificate
2	Certificate by the Company
3	Formal feedback from the company guide
4	Executive Summary
5	Organization profile
6	Outline of the problem/task undertaken
7	Research methodology & data analysis (in case of research projects only)
8	Relevant activity charts, tables, graphs, diagrams, AV material, etc
9	Learning of the student through the project
10	Contribution to the host organization
11	References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in SEM III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

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

Sr. No.	Criteria
1	Adequacy of work undertaken by the student
2	Application of concepts learned in SEM I and II
3	Understanding of the organization and business environment
4	Analytical capabilities
5	Technical Writing & Documentation Skills
6	Outcome of the project – sense of purpose
7	Utility of the project to the organization
8	Variety and relevance of learning experience

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

Comprehensive Concurrent Evaluation (CCE) / Concurrent Internal Evaluation (CIE):

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

Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one of more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course	
1	Class Test
2	Open Book Test
3	Written Home Assignment
4	In-depth Viva-Voce

Group B (Individual Assessment) – Not more than 1 per course	
5	Case Study
6	Case let
7	Situation Analysis
8	Presentations

Group C (Group Assessment) – Not more than 1 per course	
9	Field Visit / Study tour and report of the same
10	Small Group Project & Internal Viva-Voce
11	Model Development
12	Role Play
13	Story Telling
14	Fish Bowls

Group D (Creative-Individual Assessment) – Not more than 1 per course	
15	Learning Diary
16	Scrap Book / Story of the week / Story of the month
17	Creating a Quiz
18	Designing comic strips
19	Creating Brochures / Bumper Stickers / Fliers
20	Creating Crossword Puzzles
21	Creating and Presenting Posters
22	Writing an Advice Column
23	Library Magazines based assessment
24	Peer assessment
25	Autobiography/Biography
26	Writing a Memo
27	Work Portfolio

Group E (Use of Literature / Research Publications -Individual Assessment) – Not more than 1 per course	
28	Book Review
29	Drafting a Policy Brief
30	Drafting an Executive Summary
31	Literature Review
32	Term Paper
33	Thematic Presentation
34	Publishing a Research Paper
35	Annotated Bibliography
36	Creating Taxonomy
37	Creating Concept maps

Group F (Use of Technology-Individual Assessment) – Not more than 1 per course	
38	Online Exam
39	Simulation Exercises
40	Gasification Exercises
41	Presentation based on Google Alerts
42	Webinar based assessment
43	Creating Webpage / Website / Blog
44	Creating info graphics / infomercial
45	Creating podcasts / Newscast
46	Discussion Boards

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

1.-Linkages of the CCE to COs.

2.-A description of the assessment - brief concept note

3.-Criteria that will be assessed - the expected learning outcomes.

4.-Descriptions of what is expected for each assessment component - the expectations from the student.

5.-Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.

6.-The team composition, if applicable.

7.-The format and mode of submission, submission timelines

8.-Any other relevant details.

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

1.-Involving faculty members from other management institutes.

2.-Setting multiple question paper sets and choosing the final question paper in a random manner.

3.-One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.

4.-Involvement of Industry personnel in evaluating projects / field based assignments.

5.-Involvement of alumni in evaluating presentations, role plays, etc.

6.-100% moderation of answer sheets, in exceptional cases.

Retention of CCE Documents: Records of CCE shall be retained for 3 years from the completion of the Academic Year. I.e. Current Academic Year (CAY) + 3 years. Likewise records of assessments to decide the learning needs of students for opting for Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option etc. shall be retained for 3 years from the completion of the Academic Year.

7.0 End Semester Evaluation (ESE):

1.-The End Semester Evaluation (Summative Evaluation) for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Savitribai Phule Pune University.

2.-The ESE shall have 5 questions each of 10 marks.

3.-All questions shall be compulsory with internal choice within the questions.

4 . The broad structure of the ESE question paper shall be as follows:

Question. No.	Cognitive Abilities Evaluated	Nature of Answer
Q.1	REMEMBERING	Any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Any 2 out of 3 (5 marks each)
Q.3	APPLYING	3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING- CREATING	5 (a) or 5 (b) (10 marks)

Programme Flexibility:

Average Credits per semester, Fast & Slow Learners:

1.-It is expected that a student registers for 30 credits in Semester I, II, III each and balance 20 credits in Semester IV.

2.-Fast learners (under accelerated plan), may be permitted to register for up to 6 additional credits per semester, subject to fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.

3.-Slow learners, may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 4 academic years since the first admission to the MBA programme.

Dropping an Elective Course:

1.-Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.

2.-In such a case they shall be said to have dropped the original course and opted for a new one.

3.-Generic Core (GC), Subject Core (SC) CANNOT be dropped.

4.-Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses

5.-Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

Horizontal or Lateral Credit Transfer:

1.-When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred

to as 'Horizontal or Lateral Credit Transfer'.

2.-Horizontal or Lateral Credit Transfer shall be permitted between the MBA and the MCA programme of SPPU for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.

3.-The list of such courses eligible for Horizontal or Lateral Credit Transfer between the MBA and the MCA programme of SPPU shall be announced by the BOS/Faculty.

4.-The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.

5.-Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) only.

Block Credit Transfer:

1.-Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.

2.-Block credit transfer shall be permitted for all national and international professional certifications achieved by the learner provided the courses learning outcomes (CLOs) are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.

3.-Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) courses ONLY.

Credit Transfer for MOOCs:

1.-Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM, NPTEL, EdX, Coursera, Udemy as a part of ASCC.

2.-Priority shall be given to the SWAYAM platform. If a course is not available of SWAYAM, other online platforms may be used.

3.-Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs.

4.-Not more than 20% of the credits per semester (6 credits) per semester shall be earned

through the MOOCs.

5.-Since MOOC is a guided self-study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.

6.-Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.

8.0-Online courses of SWAYAM or equivalent platform shall be allowed if:

a)-There is non-availability of suitable teaching staff for running a course in the Institution or

b)-The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.

1-Evaluation of MOOCS through SWAYAM:

In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).

The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.

After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.

The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the proviso that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.

A certificate regarding successful completion of the MOOCs course shall be signed by the PI

and issued through the Host Institution and sent to the Parent Institution.

2-**Evaluation of MOOCS through EdX, Coursera, Udemy:**

The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.

Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

9.0-Professional Certification Programmes:

1.-Learners may opt for Professional Certification Programmes as a part of ASCC. These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.

2.-Not more than 20% of the total credits (22 Credits) shall be earned through the Professional Certification Programmes.

3.-Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the Professional Certification Programmes.

4.-Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.

5.-For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.

6.-A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.

Indicative list is provided below –

I.-Business English Certificate (Cambridge) / IELTS / TOEFL Certification

II.-Foreign Language Certification Equivalent to A1/A2 or above

III.-Google / Microsoft / Oracle / Sun Certification

IV.-NSE / BSE / NISM Certification

V.-SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification

VI-Six Sigma Certification

VII-ISO Certification (as an auditor)

VIII-Tally ERP Certification

IX-NLP Certification

Start-up: Launching and Sustaining' program6: AICTE has launched the 'Start-up: Launching and Sustaining' program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) &Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard. Such students shall have to fulfill two out of the five measurable outcomes as below:

a)-Funding: Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.

b)-Employment Created: At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.

c)- Revenues Generated: At least 5 Lakhs INR of Cumulative revenues should be generated

by the student start-up as per Audited Profit and Loss Statements.

d)-Surplus Generated: At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.

e)-Patent Application or Granted: The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

10.0-Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program.

It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back ito the academic stream through the regular registration of the University Semesters.

SPPU may suitably verify the details of fulfilment of the two out of the five measurable outcomes listed above.

Passing Standards:

1.-A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.

2.-Formative Evaluation and Summative Evaluation shall be separate heads of passing.

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

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

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

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

Scaling Down of CCE Scores: The marks obtained by the student for the CCE shall be scaled down, to the required extent, if percentage of the marks of CCE exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

Degree Requirements: The degree requirements for the MBA programme are completion of minimum 110 credits.

11.0-Maximum Attempts per Course:

1.-A student shall earn the credits for a given course in maximum FOUR attempts.

2.-Dropping a course and opting for another equivalent course can be done ONLY in the case of Generic Elective (GE - UL), Generic Elective (GE - IL) and Subject Elective (SE- IL).

3.-If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.

4.-The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.

5.-A student may drop at the most 4 courses (GE – UL / GE – IL / SE – IL).

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

Grade Improvement:

1.-A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.

2.-He/she can avail not more than three attempts, according to the syllabus in existence, for

grade improvement.

3.-He /she shall appear for University Evaluation of at least 1/3rd of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

4.-Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) cannot be selected for Grade Improvement.

12.-Miscellaneous

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

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

LTP indicated in the syllabus is indicative.

Numbers indicated against each unit indicate L+T. These are indicative in nature. Course teachers may modify based on teaching & assessment, evaluation methods adopted.Text Books and Reference Books refer to latest edition.

COMPULSORY GENERIC CORE COURSE

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

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction to Management**: Basics of Management: Definition, Need and Scope, Understand what is management? Key terms in management, Nature of management, Process of management, Significance of management, Different levels of management. Managerial Skills, Types of managers, Introduction to Strategic Management – definitions, process and purpose.	7+2
2	**Current issues in management:** Managing innovation, Corporate governance, Globalization.	7+2
3	**Development of management thought:** Different Schools of management – Introduction, Classical Theories: F. W. Taylor, Modern theories, Behavioral Approach, Quantitative School of Management,	8+2

	Systems management theory, Contingency School of Management, Quality School of Management Modern Management Concepts – Peter Drucker: , Peter Senge:, Gary Hamel, " M Alvin Toffler, Tom Peters, " Michael Hammer, ", C. K. Prahalad, Michael E. Porter.		
4	**Functions of Management:** **A-Planning:** Introduction, Nature, Factors affecting planning, Myths about Planning , Tools for Planning: Importance/Need/Of Planning: Benefits of planning/ disadvantages of Planning, Steps in Planning Function, Types of Plans, MBO **B-Organizing:** Organizing – concept, name , importance, principles, centralization, decentralization, organization structures,, line and staff authority, functional, product matrix, geographical, customer, virtual, - Organizations as networks, - types of network , Organizational design for change and innovation. **C-Staffing**: Nature and Importance of Staffing Function, Steps in Staffing Process: Manpower planning, Need of Manpower Planning, Types of Recruitment, Selection, Placement, Training, Remuneration, Concept of Knowledge workers **D-Directing:** Concept , Nature/Characteristics, Importance, Role of a supervisor, Functions of a supervisor Leadership, Motivation - Supervision and communication **E-Controlling:** Concept: What is Controlling ?Features, nature, importance, process, techniques, Co-ordination , Planning and Controlling	8+2	
5	**Decision Making:** Introduction to decision making, meaning, nature, Components , steps in decision making, Decision making environment, Decision making conditions, Types of Decisions, styles, Decision making tools/Models, Constraints on Decision Making	5+2	

	Reference Book
1	Harold Koontz & Heinz Weihrich :Essentials of Management, Tata McGraw Hill
2	Principles & Practice of management: L.M.Prasad. Management Concepts & Practices – Hannagan
3	Management, 11/E Stephen P. Robbins, San Diego State University, Mary Coulter, Missouri State University – Pearson Principles of Management – Tony Mordem, Ashgate Publishing, Ltd
4	Peter Drucker, Widely recognized as the father of modern management. "Concept of the Corporation" Gary Hamel, author of "Leading the Revolution"
5	Michael Hammer, co-author of "Reengineering the Corporation". C. K. Prahalad, co-author of "Competing for the Future: Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets of Tomorrow"
6	Michael E. Porter, author of "Competitive Strategy: Techniques for Analyzing Industries and Competitors"
7	Edgar Schein, inventor of the term "Corporate Culture"
8	Peter Senge, MIT professor and author of The Fifth Discipline
9	The Art and Practice of the Learning Organization
10	Supplementary Strategic management for competitive advantage FW Gluck, SP Reading Kaufman, AS Walleck - Harvard Business Review Material

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

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Fundamentals of OB:** Understanding OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behaviorist and social cognitive), Limitations of OB. **Dynamics of People and OB:** Disciplines that contribute to the field of OB (psychology, social psychology, sociology, anthropology),	7+2

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

	Engagement, empowerment	
3	**Interpersonal Processes And Behavior, Team And Leadership Development:** **A-Foundations of Group Behavior**: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development. **B-Managing Teams**: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building. **C-Managing Conflict:** Meaning of Conflict, Types of Conflicts (Intergroup Conflict, Intra-Individual Conflict and Interpersonal Conflict), Johari Window, and Overcoming Conflict. **D-Leadership:** Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.	8+2
4	**Organization System**: **Foundations of Organization Structure:** Concept of Organization & Organizational Structure, Basic elements in designing OS. **Organizational Culture:** Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture), Creating Positive Organizational Culture, Concept of Workplace Spirituality.	5+2
5	**Managing Change:** **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. **Implementing Organizational Change:** How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's - Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.	7+2

Learning Resources	
Text Books	Organizational Behviour by Robin
	Organizational Behaviour by Nelson & Quick
	Organizational Behaviour by Fred Luthans
	Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra
	Organizational Behaviour by M N Mishra
	Organizational Behaviour by K Ashwathappa
Reference Books	Understanding OB by Uday Pareek
	Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar
Supplementary Reading Material	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler
	Organizational Performance in a Nutshell by Daniel M. Wentland
Websites	http://papers.ssrn.com
	http://www.nwlink.com/~donclark/leader/leadob.html
Journals	Organizational Behavior and Human Decision processes
	Journal of Organizational Behavior
	Journal of Human Values
	International Studies of Management & Organization

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

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Labour Demand & Supply :** Firm's demand and Market demand for labour, Hiring from alternative skill sets, Selection – probation, contingent contract, Individuals decision to work, Market supply of labour, Retirement and voluntary retirement schemes, Some labour legislations and its impact on individual Supply of labour.	8+2
2	**Wage Management:** Wage determination, Changing market conditions and wages, Wage regulations and wage, Internal job Markets and different considerations behind wage setting.	7+2

3	**Compensations and Incentives:** Straight pay and variable pay Types of variable Impact of variable to increase motivation, moral & productivity, Designing of compensation schemes to motivate older employees to work harder, Designing Economically efficient and incentive compatible wage contracts	7+2
4	**Lab our Mobility:** Why Workers Migrate, How to design Incentives for retaining critical worker? Impact & changes in Labour mobility after 1991 LPG policy.	5+2
5	**Discrimination in the Labour Market:** Factors lead to Employee discrimination, Laws against discrimination, Employer Reaction to such laws, and Usefulness of the law.	8+2

Learning Resources	
Text Books	Principles of Economics by Robert H. Frant and Ben S. Bernanke Publication – Tata McGraw – Hill

Labour Economics By Roy B. Helfgott Publication – Random House, New York

Economics of Labour and Industrial Relations by Dr. T. N. Bhagoliwal Publication – Sahitya Bhavan Publication

Labour Economics by F. Ray Marshall, Vernon M. Briggs, Jr. and Allan G. King Publication – Richard D. Irwin, INC

Labour Welfare, Trade Unionism and Industrial Relations by Punekar, Deodhar and Sankaran Publication – Himalaya Publishing House |
| Reference Books | Labour Economics & Labour Problems, by M.V.Joshi, Atlantic Publication ISBN – 8171568696

Labour Economics by, A K Sharma, Anmol Publisher Pvt Ltd, 2007, ISBN – 978-8126128464

Aspects of Labour Welfare and Social Security by A. M. Sarma Publication – Himalaya Publishing House

The Changing Profile of India's Industrial Economy by Biswanath Ghosh Publication – The world Press Pvt. Ltd.Calcutta

Industrial Economics and Management By Singh S. P. Publication – A. I. T. B. S. Publishers

Labour Law, by S P Jain, Dhanpat Rai & Co. |
| Supplementary Reading Material | Economic Times

Business Standard |
| Websites | www.rbi.org.in/home.aspx

www.macroscan.org

www.finmin.nic.in

www.indiabudget.nic.in |
| Journals | Journal of Indian Economy

Business Today

Journal of HRM

Labour Market

Economic & Political Weekly |

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	104
SUBJECT NAME	HUMAN RESOURCE MANAGEMENT
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-104-1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization
CO-104-2	UNDERSTANDING	ENUMERATE the emerging trends and practices in HRM.
CO-104-3	APPLYING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO-104-4	ANALYSING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO-104-5	EVALUATING	OUTLINE the compensation strategies of an organization
CO-104-6	CREATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Understanding Concept of Human Resource Management** **A-Human Resource Management:** Definition, nature, scope and importance, Evolution of HRM, Objectives and functions. HRM and its Environment. **B-PM & HRM:** Difference between PM and HRM, Role of HR Professional/ Manager, Qualities of successful HR. **C-Organization of HR Department**: Structure of HR Dept., line and staff aspects of HRM, relationship and linkages with other functional depts. personnel policies and principles. **D-Model of HRM:** Fombrun model, Harvard model, Guest model, Warwick model. **E-HR's Strategic role:** SHRM, HR's role as a strategic partner, strategy,	7+2

		HRIS, Human Capital Management, HR and Employee Performance and Commitment, Managing global HR	
2		**Procurement of Human Resources** **A-Job Analysis:** Nature and need of Job Analysis, steps in Job Analysis, methods of collecting information for Job Analysis, Quantitative Job Analysis techniques, Define Job Descriptions, Writing JD's, Define Job Specification, writing JS's. **B-HRP:** Meaning and significance of matching right abilities to the right job, importance of HRP, its Objectives and Process, factors affecting HRP, HR estimation- HR demand forecast. **C-Recruitment:** Definition and Meaning, Need, planning of Recruitment, Process and sources of Recruitment, recruiting yield pyramid, study of live recruitment process, Succession planning. **D-Selection:** Define selection, Process of selection , types of tests and selection, work sampling technique, test of cognitive ability, achievement tests, situational testing. **E-Interview:** Types Interview techniques, Designing and conducting an effective interview, matching the candidature to the job, Activity on Mock interview F-**Induction & Placement:** Define Induction, Techniques, requisites and evaluation of induction programmer, define placement, problems in placements. Interview.	8+2
3		**Training, Developing, Appraising Employees and Managing Performance.** **A-Training:** Define Orientation, Definition and importance of training, objective and needs, training process, gaps in training, training programme and its evaluation, analysis of training needs, methods of training, training for special purposes. **B-Development:** Define Development, need and importance of development, what management development, EDP's is/MDP's. **C-Performance Management System:** Define PMS, Explain self-appraisals, Performance appraisals, objectives and methods of performance appraisals, Performance counseling, Performance coaching, Performance Mentoring, Performance interviews, Edward Deming's view on PA, Legal issues associated with PA. **D-Job Evaluation:** Define Job evaluation, Scope and process of JE,	8+2

	methods of JE.	
	E-**Managing Careers:**	
	Career Management process Career planning, Career path, Career development roles, managing promotions and transfers, types of promotion and transfer.	
4	**Compensation and Productivity Management** **A-Wage & Salary Administration:** Define reward, compensation, wage, salary, establishing pay rates, compensation trends, factors affecting employee remuneration, wageand salary structure, minimum fair and living wage, wage policy in India, preparation of salary structure. **B-Benefits and Services:** Nature and need of B & S, types of employee B & S, fringe benefits, administration of B & S, insurance – retirement-flexible benefits programmers. **C-Incentive schemes:** nature of incentive schemes, scope and type of incentive schemes, wage incentive schemes and plans in India, team or group variable plans, incentive schemes for operation employees, managers & executives, salespeople. **D-Productivity Management:** Performance productivity management-through TQM, Kaizen, Quality circles.	5+2
5	**Industrial relation, separations and safety management** **A-Industrial Relations:** Define IR, concepts and objectives of IR, parties to IR, approaches to IR, TU and its role in IR. **B-Dispute Settlements:** Machineries of dispute settlement - Grievance procedure, collective bargaining, negotiation, conciliation, arbitration, adjudication, labour courts. **C-Separations:** Define separations, VRS/CRS, resignation, superannuation, gratuity, discharge, dismissal, suspension, layoff, retrenchment. **D-Safety & Security:** Define employee safety, types of safety, safety and health programmers, and statutory provisions of safety in India.	7+2

Learning Resources	
Text Books	Human Resource Management by Gary Dessler
	Human Resource Management by K Aswathappa
	Personnel Management by C.B. Mamoria
	Human Resource Management by R.S. Dwivedi
	Human Resource Management by L.M.Prasad
Reference Books	Recent experiences in HRD by Rao T V
	Designing and Managing HRS by Udai Pareek
	Strategic Human Resource Planning & Management by Rothwell & Kazanas.
Websites	www.citehr.com
	www.gvsu.edu/e-hr
	www.humanresourcemanagement.co.uk/
	www.hr-guide.com/
Journals	HRM Journal by David Collings, Tony Dundon and Mick Marchington.
	Human Resource Management Review by R.W. Griffeth

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

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

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

	separate factory or two or more factories to be a single factory .		
	Chapter II- Inspecting staff (Sec 8-10),		
	Chapter III- Health(Sec-11-20),		
	Chapter IV- Safety(Sec21-41),		
	Chapter IVA- Provision related Hazardous process (Sec 41A-41H).		
	Chapter - V- Welfare(Sec42-50)		
	Chapter VI- Working hours of adult (Sec 51-66),		
	Chapter VII- Employment of young person(Sec 67-77),		
	Chapter VIII- Annual leave with wages(Sec 78-84),		
	Chapter IX- Specially provisions(Sec 85-91A),		
	Chapter X- Penalties and Processes (Sec 92-106A).		
	THE FIRST SCHEDULE,, THE SEOND SCHEDULE, THE THIRD SCHEDULE		
4	**Payment of wages Act 1936**	5+2	
5	**Bombay Shops & Establishment Act 1948** Applicability, Applicability of other Acts to Shops and Establishment, Key Definitions Registration of Establishment – procedure, Dispute as to the category of establishment, Opening and closing hours, Hours of work of employees, Leave provisions, Health and safety provisions, Overtime, Statutory compliances for employer under the Act, Prohibitions in respect of employment under the Act-double employment etc., Obligations of the employees, Offences-Penalties	7+2	

Learning Resources	
Text Books	Industrial and Labour Law – P. L. Malik
	Industrial Law – J. K. Bareja
	Industrial & Labour Laws – S. P. Jain
Reference Books	Labour laws for Managers – B.D. Singh
	Industrial Relations, Trade union and Labour Legislations, Sinha , Sinha, Pearson Pub.
	Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.
Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4th ed, 2011.)
	Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3rd ed, 2011.)
Bare Acts latest ref 2013	Industrial Employment Standing order Act, 1946
	The Factories Act, 1948
	Employees Compensation Act, 1923
	Payment of wages Act, 1936
	Bombay Shops & Establishment Act, 1948

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	106
SUBJECT NAME	RESEARCH METHODOLOGY
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-106-1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO-106-2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of Scientific business research.
CO-106-3	APPLYING	MAKE USE OF scientific principles of research to SOLVE Contemporary business research problems.
CO-106-4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO-106-5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO-106-6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Foundations of Research:** Meaning, Objectives and Concept of theory-deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process	7+2

2	**Problem Identification & Formulation:** Management Question – Research Question – Investigation Question – Measurement Issues. Hypothesis– Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance.	7+2
3	**Research Design, Qualitative and quantitative research:** Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group Qualitative research – Quantitative research – Concept of measurement, causality, generalization, and replication. Merging the two approaches.	7+2
4	**Measurement and Attitude Scaling Techniques:** Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales– Ranking Scales – Paired Comparison & Forced Ranking.	7+2
5	**Types of Data, Sampling and Analysis of Data:** Secondary Data - Definition, Sources, Characteristics. Primary Data –Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing Methods. Determining size of the sample -Practical considerations in Sampling and sample size. Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association.	7+2

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

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

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Designing Personnel Policy:-Elements of Personnel Policy, Role of Time office, Methods & Elements of Time Office, Leave Records, Statutory Registers	5+2
2	Drafting communication in personnel department Letter of Appointment – Probationary & Contract Employee, IT Employee, Letter of promotion, transfer Designing of salary structure – Manufacturing Employee/Service Sector Employee & IT Employee	5+2
3	Drafting of Legal Communications Memo ,Warning , Show- Cause Notice , Charge Sheet ,Elements of Domestic Enquiry	5+2
4	Designing of:-Job enlargement, Job enrichment, Job analysis, Job description, Job specification, Job rotation.	5+2
5	Calculations & Documentation of statutory returns Elements of TDS - Form 16A, Gratuity , Professional Tax , PF and ESI Forms & Returns	5+2

Learning Resources	
Text Books	Guide on Labour Management forms and precedents (Law, Practice and Procedure) by S.D. Puri (Snow white publications) Personnel Management – Edwin Flippo , 4th Edition, Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India, 2008, 3rd Edition
Reference Books	Personnel Management – C. B. Mamoria , 2011 Dynamics of Personnel Administration – Rudrabaswaraj 2010
Supplementary Reading Material	Various articles in newspapers for changes in labour rules.
Websites	http://www.citehr.com http://www.managementstudyguide.com/issues-in-job-design.htm
Journals	Journal of Industrial Relation Human Capital Journal of HRM

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	108
SUBJECT NAME	ENTREPRENEURSHIP & NEW VENTURE PLANNING
CREDITS	2
LTP	2:0:0

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-108-1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the factors influencing Entrepreneurship Growth.
CO-108-2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the Entrepreneurship Development ecosystem in Indian context.
CO-108-3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO-108-4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO-108-5	EVALUATING	EVALUATE the startup ecosystem and the entrepreneurial opportunities in Light of requirements of a business plan.
CO-108-6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectorial opportunities and financing options.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction**: Concept of Entrepreneurship; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges	5+1

2	**Entrepreneurship Development and Leadership**: Types of startups; Entrepreneurial class Theories; Entrepreneurial training; EDP Programmes; Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; International Entrepreneurship-Opportunities and challenges; Entrepreneurial Challenges; Source of innovative ideas; Entrepreneurship and Creativity; Techniques for generating ideas, Impediments to creativity.	5+1
3	**New Venture Planning:** Methods to Initiate Ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a Marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research, Marketing Mix; Business Plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.	5+1
4	**Financing Venture:** Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new- venture proposals; Evaluating the Venture Capital- process; Sources of financing for Indian entrepreneurs.	5+1
5	**Special Issues for Entrepreneurs: Legal issues –** Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection-Patents, Trademarks and Copyrights – importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges ,Entrepreneurship.	5+1

Learning Resources	
Text Books	Kumar, Arya, and Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India. Natarajan. K and E. Gordon, Entrepreneurship Development, Himalaya Publication, India. Vasant Desai, Small- Scale Industries and Entrepreneurship, Himalaya Publication, India.
Reference Books	Hishrich. Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin. Allen, K.R., Launching New Ventures: An Entrepreneurial Approach, Cengage Learning. Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India. Roy, Rajeev, Entrepreneurship, Oxford University Press.

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

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

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

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

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

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

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-110-1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO-110-2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business Interactions
CO-110-3	APPLYING	DEMONSTRATE appropriate use of body language.
CO-110-4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, Elementary interviews and public speaking activities.
CO-110-5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal Communications in a Business context.
CO-110-6	CREATING	CREATE and DELIVER effective business presentations, Using appropriate technology tools, for common business situations.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction to Business Communication:** Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication., Importance of Effective Communication In Organization Organizational Structure & Communication Process	5+1
2	**Other Communication Skills:** Body Language, Gestures, Postures, Listening Skill, Observation. Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.	5+1

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

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

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	111
SUBJECT NAME	MS EXCEL
CREDITS	2
LTP	0:3:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-111-1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO-111-2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets
CO-111-3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
CO-111-4	ANALYSING	ILLUSTRATE the use of the most commonly used data-Manipulation commands in MS Excel.
CO-111-5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO-111-6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction to Excel** MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Go to.	11
2	**Working with Excel -**Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, Grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.	11

3	**Conditional Formatting** Once defined, it will automatically change the formats as per conditions user puts	11
4	**Commonly used functions** Sum, Max, Min, Average, Count, Today, Now, Dated if, Count if, Count A, Count Blank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sum if	11
5	**Data Viewing and Reviewing** Inserting comments, spell checks and changes to the worksheet data etc., Viewing data in different ways e.g. Page break, normal etc.	11

Learning Resources	
Reference Books	Albright Stephen Nelson Narayan Ash Sah

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	112
SUBJECT NAME	BASICS OF MARKETING
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-112-1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO-112-2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO-112-3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO-112-4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO-112-5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO-112-6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction:** Nature, scope and importance of Marketing; Core marketing concepts; Company orientation towards the market place- production concept, product concept, selling concept, marketing concept, holistic marketing concept; Marketing mix; Marketing management process- a strategic perspective. Marketing Environment: Marketing information system; Analyzing macro marketing environment; impact of micro and macro marketing environment on marketing decisions. Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process. Market Segmentation: Bases for segmenting a consumer market and business market; Criteria for effective market segmentation; Evaluating and selecting target market; Positioning – concept, bases and process.	11
2	**Product and Pricing Decision:** Product-concept and classification; Major product decisions; New product development; Product life cycle – concept and marketing strategies for different life cycle stages; Packaging and labeling; Product support services; Branding decisions; Pricing – Objectives, Factors affecting price of a product; steps in setting price, pricing policies and strategies; Ethical issues concerning product and pricing decisions.	11
3	**Distribution and Promotion Decisions**: Channels of distribution – concept and importance; Different types of distribution channels; Channel management decisions; Channel integration and systems; Distribution logistics – concept, importance and major logistics decisions. Promotion Decisions: Meaning and importance of promotion; Promotion tools and their characteristics; Determining optimal promotion mix; Integrated Marketing Communications – Concept and importance; Developing and implementing promotional programme; Ethical issues concerning distribution and promotion decisions.	11
4	**Services Marketing:** Concept; Nature & Classification of services; Characteristics of services & their marketing implications; Managing service quality.	11

	Customer Relationship Management: Concept, Nature and Relevance of CRM and e-CRM in the globalized economy; Dimensions of CRM from the perspective of Internal and External Customers; Developing and Managing Relationship.	
5	**Trends in Marketing**: Social Media Marketing; Green Marketing; Internal Marketing; Socially Responsible Marketing; Cause relating Marketing; Social Marketing; Other emerging trends.	11

Learning Resources	
Reference Books	Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla Y. and Ehsan Ul Haque, Principles of Marketing: A South Asian Perspective, Pearson.
	Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg, Cengage Learning.
	Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
	McCarthy, E. Jerome; Cannon, Joseph and William D. Perreault, Basic Marketing, McGraw-Hill Education.
	Armstrong, Garyand Philip Kotler, Marketing: An Introduction, Pearson.
	Chhabra, T.N., Principles of Marketing, Sun India Publication.
	Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
	Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.
	Neelamegham, S., Marketing in India: Text and Cases, Vikas Publishing House.
	Rajgopalan, Marketing Management: Text and Cases, Vikas Publishing House

COMPULSORY GENERIC CORE COURSE

SUBJECT CODE	201
SUBJECT NAME	LABOR WELFARE
CREDITS	3
LTP	2:1:1

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

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

5	Maharashtra Workers Welfare Board -The Bombay Labour Welfare Fund Act -1953. Social Security – concepts and components Inter- relationship of Welfare with Productivity- Relationship between Mental, Physical, Social & Industrial Health. Discussion of two cases (Problems) related to Labour Welfare and Industrial Hygiene.		8+2

Text Books	Aspects of Labour Welfare and Social Security - A.M.Sharma
	Labour welfare,Trade unionism & Industrial relations - S.D. Punekar
	Labour Problems & Social welfare - R.C. Saxena
Reference Books	Industrial and Labour laws – S D Puri
	Industrial and labour laws – S.P Jain

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	202
SUBJECT NAME	INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY
CREDITS	3
LTP	2:1:1

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

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

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

Learning Resources	
Text Books	Maier R F Norman (1970). Psychology in Industry (3rd ed.). Oxford & IBH Publishing Co. India. Harrel Thomas W (1964). Industrial Psychology (Revised Edition) Oxford & IBH Publishing Co. India. Fred Luthans (2006) Organizational Behaviour (11th Ed.) McGraw- hill Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson (2008) Management of organizational behavior: leading human resources , Pearson Prentice Hall.
Reference Books	Robbins/Judge. Organizational Behavior (14th Edition). Free-Books.biz. Anderson, N.; Ones, D.S.; Sinangil, H.K. & Viswesvaran,C. (Eds.). (2002). Handbook of industrial, work and organizational psychology,Volume 2 Organizational psychology. Thousand Oaks, CA: Sage Publications Ltd Koppes, L.L. (Ed.). (2007). Historical perspectives in industrial and organizational psychology. Mahwah, NJ: Lawrence Erlbaum Rogelberg, S.G. (Ed.). (2002). Handbook of research methods in industrial and organizational psychology. Malden, MA: Blackwell.
Supplementary Reading Material	Anderson, N.; Ones, D.S.; Sinangil, H.K. & Viswesvaran, C. (Eds.). (2002). Handbook of industrial, work and organizational psychology, Volume 1: Personnel psychology. Thousand Oaks, CA: Sage Publications Ltd Rogelberg, S.G. (Ed.). (2002). Handbook of research methods in industrial and organizational psychology. Malden, MA: Blackwell.
Websites	http://en.wikipedia.org/wiki/Industrial_and_organizational_psychology http://www.siop.org/ http://www.socialpsychology.org/io.htm http://www.apa.org/about/division/div14.aspx http://psychology.uwo.ca http://www.ou.edu/cas/psychology/Research/IOPsych.html
Journals	Journal of Organizational Behavior Management Work & Stress European Journal of Work Organizational Psychology HR Magazine Human Resource Magazine

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	203
SUBJECT NAME	INDUSTRIAL RELATIONS & EMPLOYEE RELATIONS
CREDITS	3
LTP	2:1:1

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

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

5	Grievance handling procedure – labour management Co- operation role of functional manager including personnel & industrial relations manager in promoting & establishing peaceful industrial relations	5+2

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

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

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction To Training Concept:** Definition, Meaning, Need For Training, Importance of Training, Objectives of Training, Concepts of Education, Training And Development, Overview of Training Functions, Types of Training	7+2
2	Process of Training: Steps In Training, Identification of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods And Process of Needs Assessment.	7+2
3	Designing And Implementing A Training Program: Trainer Identification, Methods and Techniques of Training, Designing A Training Module, Leadership, Training the Trainer (TTP), Management Development Program (MDP), Budgeting of Training.	7+2
4	Evaluation of Training Program: Kirkpatrick Model of Evaluation, Measuring transfer of learning, CIRO Model, Cost-Benefit Analysis, ROI	7+2

	of Training.	
5	Technology In Training: Different Aids of Training ,CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning	7+2

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

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	205
SUBJECT NAME	LABOUR LAWS -II
CREDITS	3
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	The Employees Provident Fund and Miscellaneous Provisions Act-1952 Sec1- Short title, extent, application and commencement, Sec2- Defines, Sec3- Power to apply act to an establishment which has a common PF with another establishment, Sec4- Power to add to schedule-I, Sec5- Employees PF Scheme, Sec6- Contributions and matters which may be provided for in the scheme, Sec7- Modification of the scheme, Sec-8 Mode of recovery of moneys' due from employers, Sec-9 fund to be recognized under act 11 of 1922 , Sec10- Protection against attachment, Sec 11- Priority of payment of	8+2

		contributions over other debts,	
		Sec 12- employer not to reduce wages, etc,	
		Sec 13- Inspectors, Sec 14-	
		Penalties,	
		Sec 15- Special Provision relating to existing PF,	
		Sec 16- Act not to apply to certain establishments,	
		Sec 17- Power to exempt,	
		Sec 19- Delegation of powers,	
		Sec 20- Power of Central Govt to give directions,	
		Schedule I, II, III, IV.	
2		The Employees State Insurance act-1948	6+2
3		Industrial Disputes Act	7+2
4		The Maternity benefit act-1961 (Social Security Legislation)	8+2
		Sec1- Short title extent and commencement,	
		Sec2- Application of the act,	
		Sec3- Definitions,	
		sec4- employment of or work by , woman prohibited during certain period,	
		Sec5- Right to payment of maternity benefit,	
		Sec6- Notice of claim for maternity benefit and payment thereof,	
		Sec7- Payment of maternity benefit in case of death of woman.	
		Sec8- Payment of medical bonus ,	
		Sec9- Leave for miscarriage, etc.	
		Sec10- Leave for illness arising out of pregnancy, delivery, premature birth of child, miscarriage, medical transmission of pregnancy, tubectomy operations.	
		Sec11- Nursing breaks,	
		Sec12- Dismissal during absence or pregnancy,	
		Sec14- Appointment of inspectors,	
		Sec16- Power of duties of inspectors.	
5		Sec17-Power of inspectors to direct payments to be made,	6+2
		Sec18- Forfeiture of maternity benefit.,	
		Sec19- Abstract of act and rules there under to be exhibited,	
		Sec20- Registers and etc,	
		Sec21- Penalty for contravention of act by employer,	
		Sec 22- Penalty for obstructing Inspector.	
		Sec23- Cognizance of offences.	
		Sec24- Protection for action taken in good faith,	

	Sec25- Power of Central govt. to be given Directions,	
	Sec26- Power to exempt establishments.	
	Sec27- Effect of laws and agreement inconsistent with this act.	
	Sec28- Power to make rules.	

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

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	206
SUBJECT NAME	FINANCE FOR HR
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-206-1	REMEMBERING	DESCRIBE the key terms of finance in HR
CO-206-2	UNDERSTANDING	EXPLAIN the basic financial concepts
CO-206-3	APPLYING	PRACTICE of understanding the formats of balance sheets
CO-206-4	ANALYSING	ANALYSE the financial intelligence system and its role in HR Department
CO-206-5	EVALUATING	DESIGN HR Financial intelligence system
CO-206-6	CREATING	DEVELOP income statement, balance statement and cash flow statement

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

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

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	207
SUBJECT NAME	FUTURE OF WORKPLACES
CREDITS	2
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Changing nature of workplace**-Key Drivers for Changing nature of work-Increasing pressure on organization –competitive agile, customer focused ,Communication and information technology break-through, Outsourcing, Changing workers attitude and values, Demographic and Diversity, Globalization Key organizational changes-Reduced hierarchical structure, Blurred boundaries, Teams as basic building blocks, New management perspectives, Continuous change	5+1
2	**Human Capital**-Definition, Meaning, Characteristics, Five elements of Human capital-skills, qualification and Education, Work Experience, Social& Communication skills, Habits and personality traits, Brand image, Human Capital Management Strategies-Recruiting & applicant tracking, On boarding, HR management, benefit administration, Performance and Talent Management, Time & Labour, Payroll	6+1
3	**Lifelong Learning**-Definition, Meaning, Essential Elements-Focus On Growth, Become A Serial Master, Stretch, Build A Personal Brand, Own Your Development, Stay Vital, Lifelong Learning Skills-Motivation, Acquire, Search, Trigger, Examine, Reflect	6+1

4	**Skills required for success at work place**-Ability and willingness to learn new skills, Critical thinking and problem solving, Collaboration and team work, Interpersonal communication, Ability to analyze and synthesize information, Leadership, Important job skills-Data literacy, Critical Thinking, Tech savviness, Creativity, Emotional Intelligence, Cultural Intelligence	6+1
5	**Technological revolution at workplace-**Crowd sourcing,Wearable technology, Artificial intelligence, Video Technology, Big data &analytical capabilities of robotics, Smart Buildings, Smart Workplace, Smartphones, HR Analytics	5+1

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

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	208
SUBJECT NAME	MANAGEMENT OF EMPLOYEE TRANSFORMATION
CREDITS	2
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction**: Concept, nature and process of planned change. Resistance to change. Emerging Horizons of Management in changing Environment. Transformation: concept and significance. Transformation vs. change.	11
2	**Culture management**: Cultural values and the impact of culture on management, Cross-cultural management models, Personal Intercultural Awareness Profile. Organizational culture and impact on leading change, Culture management in Downsizing, Mergers, and Acquisitions.	11
3	**Change management**: Cross-cultural and change management models, Change management simulation, Informal networks and managing beyond hierarchy, Communication strategies in Post-Merger Integration,	11
	Business Process Reengineering: BPR as a tool of Managing	

4	Transformation: BPR – An imperative for survival. Reengineering imperative in USA, Reengineering scenario in Europe, Reengineering imperative in India, Instances of reengineering in Indian organizations (Case studies). Five steps methodology to implement BPR. Potential HR interventions for Downsizings, Mergers, and Acquisitions	11
5	**Leadership in Transformation**: Transformational Leadership, role of transformational leaders in downsizing, mergers and acquisitions, Developing a personal leadership approach for today's global business, Post Merger Integration leadership case with peer-to-peer feedback	11

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

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	209
SUBJECT NAME	BUSINESS LAW
CREDITS	2
LTP	2:1:1

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

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

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

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

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	210
SUBJECT NAME	FIELD WORK
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-210FW-1	REMEMBERING	DESCRIBE the key terms involved in field work activity
CO-210FW-2	UNDERSTANDING	EXPLAIN steps in carrying our field work
CO-210FW-3	APPLYING	PRACTICE E the use field work in practice
CO-210FW-4	ANALYSING	ANALYSE the role of field work activity & learning
CO-210FW-5	EVALUATING	DESIGN and conduct field work
CO-210FW-6	CREATING	DEVELOP practical concepts through field work.

In **Semester II** the student shall work under the supervision of the Faculty and carry out a Field Work and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their reports on both faces of the paper.

The student is required to conduct research on a topic related to one (or more) of contemporary issues in Human Resource Management. The topic is chosen in consultation with the faculty. The student will prepare and present a detailed research proposal prior to starting the work. A Field Work outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed project and make an oral presentation of the same. Through the Field Work, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area.

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

Field Work shall have a weightage of 4 credits. The Institute shall conduct a viva-voce for evaluation of the Field Work, for 50 marks. The Panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director.

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

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives.	11
2	Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout.	11
3	Production Planning & Control (PPC): Role and Functions of PPC Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity	11

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

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

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

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism	11
2	Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations.	11
3	Cross Cultural Leadership and Decision Making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.	11

4	Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation	11
5	International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.	11

Learning Resources	
Text Books	Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.

Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press, 1996.

Mary O'Hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture and Time, Jossey Bass Publishers, San Francisco, USA, 1994 |

COMPULSORY GENERIC CORE COURSE

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

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

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

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

	values and business ethics.	8+2
	Global HR: Introduction to global HR strategies, Difference between Global HRM and Domestic HRM, developing HR as a value added function, Strategic HR issues in global assignments.	

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

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	302
SUBJECT NAME	ORGANISATIONAL DEVELOPMENT
CREDITS	3
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Concept & Definition of OD:** Values and Assumptions, Importance, Evolution: Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake.	7+1
2	**Foundations of OD:** Models and theories of Planed change , Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioral Science, Parallel Learning Structures	7+2
3	**The process of organization development:** Role of change agent Entering and Contracting, Diagnosing Organizations, Diagnosing Groups and Individuals, Collecting and Analyzing Diagnostic Information, Feeding Back Diagnostic Information, Designing Interventions, Managing Change, Evaluating and Institutionalizing Interventions	7+2
4	**Human process interventions:** Interpersonal and Group Process Approaches, Organization Process Approaches.	7+2

5	**Techno-structural interventions:** Restructuring Organizations, Employee Involvement, Work Design, Performance Management, Developing Talent, Managing Workforce Diversity and Wellness	8+2

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

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	303
SUBJECT NAME	COMPENSATION MANAGEMENT
CREDITS	3
LTP	2:1:1

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

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

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

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

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	304
SUBJECT NAME	LABOUR LAWS -III
CREDITS	3
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-304-1	REMEMBERING	DESCRIBE the key terms involved in each Act
CO-304-2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO-304-3	APPLYING	ILLUSTRATE the use of the Acts in different Labor Problems
CO-304-4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and Labor perspective
CO-304-5	EVALUATING	DESIGN critical thinking by making judgments related to use of various provisions of the Acts in industrial and labour laws
CO-304-6	CREATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts Industrial and labour market

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**The Minimum Wages Act – 1948: (Wage Legislation)** Objects, scope and application of the act, Imp definitions- appropriate govt, Competent authority, cost of living index number, employees, employer, scheduled employment, wages, Fixing of minimum rate of wages, minimum rate of wages, Procedure for fixing and revising minimum wages, advisory board, central advisory board- composition of committees. Wages in kind overtime, Payment of Minimum rate of wages, Validation of fixation of certain minimum rates of wages, Fixing hours for a normal working day, Wages of worker who works for less than normal working day, Wages for two or more classes of work, minimum time rate wages for piece work, maintenance of registers and records,	11+2

	Appointment, powers and functions of inspectors, Claims- single application in respect of a number of employees, Bar of suits – contracting out payment of undisbursed amounts due to employees, Exemption of employer from liability in certain cases, exemptions and exceptions, Penalties for certain offences, General Provision for punishment and other offences, cognizance of offences, offences by companies.	
2	The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices act- 1971.	11+2
3	**Payment of Gratuity act-1972** (**Social Security Legislation)** Entire act and Rules thereunder	5+2
4	**The Apprentice Act- 1961:** Objects, Applicability, Defns- Apprentice, Apprenticeship training, Apprenticeship, Advisor, Apprenticeship Council, Board or state council of technical education, Designated trade, employer, establishment, establishment in private and public sector, Graduate or technician apprentice, industry, national council, prescribed, regional board, state, state council, state govt, technician vocational, Trade apprentice, worker, All India Council, Qualifications for being engaged as an apprentice, Novation of contract of apprenticeship, Period of apprentice training, Termination of Apprenticeship contract, Practical and basic training of apprenticeship, Obligations of the employers, Obligation of payment, Health safety and welfare of apprentices, Hours of work, overtime, leave, Settlement of disputes, grant of certificates to the apprentices, Offer and acceptance of employment, Administration of the act, Offences and penalties, Protection of action in good faith	10+2

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

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	305
SUBJECT NAME	SUMMER INTERNSHIP PROJECT
CREDITS	6

<div align="center">COURSE OBJECTIVE</div>

1- To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes and gain experience for developing professional identity.

2- To provide means to immerse students in actual supervised professional experiences

3- To give an insight into the working of the real organizations

4- To gain deeper understanding in specific functional areas and relevant topic.

5- To appreciate the linkages among different functions and departments

6- To develop perspective about business organizations in their totality

7- To help the students in exploring career opportunities in their areas of interest

At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks in the area of Human Resource Management. The student shall submit a written structured report based on work done during this period.

SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by –
1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the SIP work.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Sem III. One hard copy is to be returned to the student after by the Institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:
1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	306
SUBJECT NAME	REWARD & RECOGNITIONS
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-306-1	REMEMBERING	DESCRIBE the key terms involved in Reward management
CO-306-2	UNDERSTANDING	EXPLAIN Grade and pay structures.
CO-306-3	APPLYING	PRACTICE the use of Reward management for special groups
CO-306-4	ANALYSING	ANALYSE Union role in Reward Management
CO-306-5	EVALUATING	DESIGN process of setting reward management system
CO-306-6	CREATING	DEVELOP relationship between trade union and management

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

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

SPPU MBA(HRD) SYLLABUS 2020

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	307
SUBJECT NAME	INSTRUMENTS IN HRD
CREDITS	2
LTP	2:1:1

	Course Outcomes: On successful completion of the course the learner will be able to	
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-307-1	REMEMBERING	DEFINE the key terms related to Human resource development
CO-307-2	UNDERSTANDING	EXPLAIN the individual and group process affecting performance
CO-307-3	APPLYING	PRACTICE the use of HRD TOOLS to solve complex human problems in organization
CO-307-4	ANALYSING	ANALYSE different tools and framework of HRD.
CO-307-5	EVALUATING	DESIGN Human resource development tools.
CO-307-6	CREATING	DEVELOP HRD tools for training coaching, succession planning and career planning.

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

Learning Resources	
Text Books	Training for Development by Rolf Lynton and Udai Pareek Assessment and Development Centers by Iain Ballantyne and Nigel Povah
Reference Books	Training Instruments in HRD and OD by Udai Pareek
Supplementary Reading Material	Harvard Business Review on Finding & Keeping the Best People by Harvard Business Review (Apr 12, 2011)
Websites	www.explorehr.org http://www.humanext.com/hrd-tools.html
Journals	Human Resource Development Review by Sage International Journal of Human Resource Development and Management by Inderscience Publishers

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	308
SUBJECT NAME	BEST PRACTICES IN HR
CREDITS	2
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Building Sustainability through HR Practices	7+2
2	HR Accounting: HR Accounting - Design, preparation and Implementation: Responsibility Accounting and Management Control; Management Control Structure and Process; Design of Hr Accounting process and Procedures for each of the HR Sub - System including Recruitment, induction, PA and Training; Classification of Costs in HR Accounting - Behavioral Aspects of Management Control – Social control	7+2
3	HR Audit: Introduction, Nature, Objectives of HRA, Models of HRA, Emerging Issues, Prospects, Objective, Role of HR auditor, Importance of HR Audit, Scope of HRA ,Record for HR Audit, checklist, Advantage, Prerequisites of HR Audit	7+2

| 4 | Balanced Scorecard / HR Scorecard / Workforce Scorecard | 7+2 |
| 5 | Knowledge Management: Introduction, Types and Consequences of Knowledge Management, Culture, Strategy and HRM | 7+2 |

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

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	309
SUBJECT NAME	CHANGE MANAGEMENT
CREDITS	2
LTP	2:1:1

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

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

5	Executing Change: Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure		

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

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	310
SUBJECT NAME	QUALITY MANAGEMENT IN HR
CREDITS	2
LTP	2:1:1

Course Outcomes: On successful completion of the course the learner will be able to		
CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-310-1	REMEMBERING	DEFINE the key terms related to Quality Management
CO-310-2	UNDERSTANDING	EXPLAIN the concept of Quality Management
CO-310-3	APPLYING	PRACTICE THE USE OF Quality management techniques in HRM
CO-310-4	ANALYSING	ANALYSE the Effectiveness of quality management process on HR
CO-310-5	EVALUATING	DESIGN Quality management practices in an Organization.
CO-310-6	CREATING	DEVELOP model of Quality management techniques in HR.

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Introduction to QMS: Concept, Objective, Processes, Various Tools of QMS,TQM Principle Benefits TQM, TQM objectives, Steps for Implementing TQM Principles. Barriers	7+2
2	Six Sigma: Concept & Definition, Steps involved in launching Six Sigma, Benefits derived, Methodology	7+2
3	ISO Certification: Concept & Definition, Importance, Standards, Benefits of Implementing of ISO Certification, Various Certification Series under ISO	7+2
4	Kaizen: Concept & Definition ,Processes, The principles of Kaizen Implementation, Basic Tips for Kaizen Activities	7+2
5	5S: Introduction to the Concept, 5S (Sort, Set In Order, Shine, Standardize, Sustain), Benefits of Implementation of 5S	7+2

Learning Resources	
Text Books	Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersy) Sleeper, Andrew, 2005, Edition 1, Design for Six Sigma Statistics McGraw-Hill Professional Walker, Fred and Gupta, Bhisham, 2005, Edition 1, Applied Statistics for Six Sigma Green Belt, ASQ Quality Press Kenett, Ron and Baker, Emanuel, 2010, Edition 1, Process Improvement and CMMI® for Systems and Software, Taylor and Francis Inc. Dinero, Donald (2005). Training Within Industry: The Foundation of. Productivity Press Scotchmer, Andrew (2008). 5S Kaizen in 90 Minutes. Management Books 2000 Ltd Ohno, Taiichi. Toyota Production System (TPS)
Reference Books	Walker, Fred and Gupta, Bhisham, 2009, Edition 1, The Certified Quality Inspector Handbook, ASQ Quality Press Imai, Masaaki (1986). Kaizen: The Key to Japan's Competitive Sharma, D. D. TQM : Principles, Practices & Cases. New Delhi: Sultan Chand & Sons. Greg, Bounds et Al., TQM: Towards the Emerging Paradigm. New York: McGraw Hill. Conti, Tito. Building Total Quality: A Guide for Mgt. Chapman & Hall. S, M. Sundara. Raju. (1995). Total Quality Management. New Delhi: Tata McGraw Hill. Baghchi, T. ISO 9000. A H Wheeler & Co. Ltd.Dennis, Lock. Handbook of Quality Management. Ashgate Pub. Company.
Supplementary Reading Material	Breyfogle, Forrest, 2003, Implementing Six Sigma: Smarter Solutions Using Statistical Methods, Edition 2, Smarter Solutions Bodek, Norman (2010). How to do Kaizen: A new path to innovation - Empowering everyone to be a problem solver. Vancouver, WA, US: PCS Press
Websites	en.wikipedia.org/wiki/Six_Sigma http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-igma/ www.sixsigmamk.com, http://www.lmsi.ca/5s.htm , http://en.wikipedia.org/wiki/5S_(methodology) http://en.wikipedia.org/wiki/Kaizen www.iso.org

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	311
SUBJECT NAME	ENVIRONMENTAL MANAGEMENT AND HEALTH & SAFETY
CREDITS	2
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	Health and Safety Organization and Administration : Safety Organization, Safety Planning, Safety policies, Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping	7+2
2	Occupational and Work Related Health and Safety: Occupational health , Occupational Safety , Occupational Disease, Fire Basic Chemistry/Mechanism , Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association- Objective Formation, Scope and Significance	8+2
3	Labour Welfare & Labour Welfare Officer: Introduction & Origin, Welfare from Indian prospective, Objectives, principals, approaches, Classification of welfare. Need, role, functions, duties, Qualification, disqualification, Duties under Maharashtra Welfare officers Rules 1966	8+2

4	Statutory & Non Statutory welfare facilities : Study of all statutory & Non statutory welfare facilities	6+2
5	Environmental Pollution and Protection: Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974 , The Environment Protection Act 1986: Definitions, General powers of the central Government: Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution	6+2

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

SPPU MBA(HRD) SYLLABUS 2020

COMPULSORY GENERIC CORE COURSE

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

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

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

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

Learning Resources	
Text Books	Competency Based HRM, Ganesh Shermon, TMH, 1st Edition, 2002. A handbook of Competency mapping – Seema Sangvi, Response Books, 2004. Human Resource Management, Pravin Durai, Pearson 2010 Human Resource Management, Gary Dessler & biju Varkkey, Pearson, Twelfth Edition, 2011.
Reference Books	Calvin S, Theories of Personality, Hall Et Al, Wiley Publication John.W.Newstrom and Keith Davis Tata, Organizational Behaviour - Human Behavior at work, McGraw Hill, I1/e, 2003 Robert N. Lussier, Human Relations in organizations, 6th edition, Mc-Graw Hill Education Stephen Robbins, Training in Interpersonal Skills – tips for managing People at work, Et al, Pearson, PHI. Udai Parek,Understanding OB, Oxford University Press. Whetten & Cameron, Development Management Skills, 7th Ed. Pearson, PHI Competence at work (1993) by Lyle M. Spencer, Signe M. Spencer. John Wiley and Sons Inc 360 Degree feedback, Competency Mapping and assessment Centers, Radha R Sharma, Tata Mc-Graw Hill

Supplementary Reading Material	http://www.kesdee.com/casestudy/Competency_Mapping_&_Case_S tudies.pdf
	Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
Websites	http://www.articlesbase.com/human-resources-articles/competency- mapping
	http://www.psnacet.edu.in/courses/MBA/HRM/16.pdf
	http://en.allexperts.com/q/Human-Resources-2866/2011/9/competency-management.htm
	http://en.allexperts.com/q/Human-Resources-2866/2011/9/competency-management.htm
Journals	Human Capital
	Journal of Human Resource Management

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	402
SUBJECT NAME	PR & CORPORATE COMMUNICATION
CREDITS	3
LTP	2:1:1

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

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

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

| 5 | **PR and Research:** Advertising in PR, Fundamentals of successful Newsletter**,** Types of House Journals, Exhibitions and PR | 6+2 |

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

SUBJECT CODE	403
SUBJECT NAME	LABOUR LAWS -IV
CREDITS	3
LTP	2:1:1

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

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

2	**The Payment of Bonus Act- 1965 (Wage Legislation)** \Short title, extent and application, Definitions Establishments to include departments, undertakings and branches Computation of gross profits Computation of available surplus Sums deductible from gross profits *Calculation of direct tax payable by the employer Eligibility for bonus * Disqualification for bonus Payment of minimum bonus Payment of maximum bonus * Calculation of bonus with respect to certain employees Computation of number of working days Set on and set off of allocable surplus Special provisions with respect to certain establishment * Deduction of certain amounts from bonus payable under the Act Time limit for payment of bonus Recovery of bonus due from an employer Reference of disputes under the Act Maintenance of registers, records, etc. Inspectors Penalty Offences by companies Cognizance of offences		11+2
3	**Information Technology Act 2000** Entire act and Rules thereunder		5+2
4	**The Protection of Human Rights (Amendments) act-2006** Applicability, Chapter – II The national human rights commission, Chapter – III Functions and powers of the commission Chapter – IV Procedure, Chapter – V State human rights commission Chapter – VI Human rights courts, Chapter – VII Finance, accounts and audit		8+2

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

COMPULSORY GENERIC CORE COURSE	
SUBJECT CODE	404
SUBJECT NAME	CASES IN HR
CREDITS	3
LTP	2:1:1

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

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

Learning Resources	
Text Books	Case Studies in Personnel Management Industrial Relations & Trade Unions – Dr. Anandram. Publication: Everest Publishing House Cases in Personnel Management – Shyamkant Gokhale – Everest publication
Reference Books	Case studies in Indian Management – Dr. M. A. Kohok – Everest Publication Case studies in Personnel Management Industrial Relation & Organization Behavior – Dr. S. A. Khopkar
Supplementary Reading Material	Text and Cases –Pearson Publication
Websites	www.shrmindia.org www.peoplematters.com www.hrmguide.net
Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

GENERIC ELECTIVE –UNIVERSITY LEVEL	
SUBJECT CODE	405
SUBJECT NAME	INTERNATIONAL HR
CREDITS	2
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Introduction –The Enduring Context of IHRM:** The changing Business Scenario- Nature of Globalization, Drivers of Globalization, Ripple Effects of Globalization, Three Type of Task, People and Country, Introduction of IHRM, Difference between Domestic and International Human Resource Management, Nature of IHRM-Growing Interest of IHRM, Functional Positioning of IHRM.	7+2
2	**Recruitment and Selection for International Firm:** Sources of international human resource power selection, strategies for overseas assignments Human Resource Planning, Recruitment & Selection, Recent Trends In International Staffing, Human Resource Outsourcing Issues in Staff Selection , Strategies to tackle these problems	7+2

3	**Developing of International Staff and Multi National Teams:** Managing global and diverse work force, Recent trends in international Staffing , Human Resource Outsourcing, Performance management in multinational, Performance of international employees, Appraisal of international employees, Understanding Repatriation ,Benefits From Returnees ,Challenges of Re-Entry Repatriation Process, Managing Repatriation, Tips For Successful Repatriation		7+2
4	**International Compensation Management:** Objectives of Compensation, Theories of Compensation ,Compensation Strategy Components of Compensation ,Variables Influencing of Compensation, Compensation Packages, Compensation Administration, Issues In International Compensation		7+2
5	**International Industrial Relations:** Key issues in International Industrial, Trade Union and International Human Resource, Response of trade union to multinationals, Industrial relations and Global Union Managerial strategies for labour relations in large corporation		7+2

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

SUBJECT CODE	406
SUBJECT NAME	COLLECTIVE BARGAINING
CREDITS	2
LTP	2:1:1

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

UNIT No.	CONTENTS	NUMBER OF SESSIONS
1	**Collective Bargaining:** Definitions, Characteristics	4+1
2	**Critical Issues in Collective Bargaining**	4+1
3	**Theories of Collective Bargaining:** Hick's Analysis of Wages Setting under Collective Bargaining, Conflict-choice Model of Negotiation, A Behavioral Theory of Labour Negotiation	8+2
4	**Collective Bargaining in India:** Pre-requisites for successful Collective , Bargaining in any Country, the State and Collective Bargaining, Collective Bargaining and the Indian Industrial Relations System, Levels of Bargaining, Coverage and Duration of Agreements, The Question of Managerial Prerogatives, Difficulties in the Bargaining Process and Administration of Agreements. Collective Bargaining & the emerging Scenario.	12+3

5	**Negotiating a Contract:** Pre-negotiation , Preparing the Charter of Demand(s), Creating the Bargaining Team Submission of COD, Costing of Labour Contracts **The Negotiation Process:** What is Negotiation, Effective Negotiation, Preparing for Negotiation, Communication Style, Breaking Deadlocks, Strategy and Tactics/Games Negotiators Play, Closing Successfully, Negotiating Integrative Agreements, Reviewing **Post Negotiation:** Administration of the Agreement, Grievance Management	8+2

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

SUBJECT CODE	407
SUBJECT NAME	HUMAN RESOURCE INFORMATION SYSTEM
CREDITS	2
LTP	2:1:1

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

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

3	**Implementation of HRIS:** Tools in HRIS development	7+2
4	**HRIS Applications:** Applicant and employment management, EEO and affirmative action Compensation, Benefits, Employee and industrial relations, Training and development, Human resource planning, OSHA, Payroll, Other HRIS, application	8+2
5	Emerging Trends in HRIS, Networking, Internet, Intranet,Technology Implications, etc	6+2

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

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

GENERIC ELECTIVE – INSTITUTE LEVEL	
SUBJECT CODE	408
SUBJECT NAME	DISSERTATION
CREDITS	2
LTP	2:1:1

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

In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

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

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

Dissertation shall have a weightage of 2 credits. The Institute shall conduct a viva-voce for

evaluation of the dissertation, for 50 marks. The Panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry. Copies of Dissertation report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

Syllabus Setting Committee:-

1. Hon. Prof. Dr. Parag Kalkar , Dean, Faculty of Commerce and Management, SPPU Pune

2. Hon. Prof. Dr. Shailesh Kasande, BOS Member, SPPU Pune & Chairman, Syllabus Committee

3. Prof. Dr. D. K. Mukhedkar, Director, MVP's IMRT,Nashik

4. Prof. Dr. Shakeel Ahmed, Director,PIMSE, Pune

5. Prof. Mrs. Mishba Kadri, HOD , PIMSE, Pune

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8. Prof. Dr, Pravin B. Rayate, Assistant Professor, MVP's IMRT, Nashik

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10. Prof. Harshal S. Deshmukh, Assistant Professor, MVP's IMRT, Nashik