Nutan Maharashtra Vidya Prasarak Mandal's (NMVPM's)

NUTAN MAHARASHTRA INSTITUTE OF ENGINEERING AND TECHNOLOGY (NMIET)

An

Autonomous Institute

Affiliated to Savitribai Phule Pune University

Governing
Post Graduation (MBA) Program

Master of Business Administration

Human Resource Management

(With effect from Academic Year 2025 – 27)

Course Approval Summary – Board of Studies (MBA)

Sl. No.	Approved By	Signature and Stamp / Authority
1	Chairman, Board of Studies, MBA	HEAD OF THE DEPARTMENT Master Of Business Administration Nutan Maharashtra Inst Of Engg & Tech Talegaon Dabhade, Pune - 410 507
2	Secretary, Academic Council, NMIET, Pune	
3	Chairman, Academic Council, NMIET, Pune	Director Nutan Maharashtra Institute of Engineering & Technology Talegaon Dabhade - 410507

CURRICULUM FRAMEWORK

List of Abbreviations

Sr. No.	Abbreviation	Type of Course
1.	GC	Generic Core
2.	GC	Generic Core with Non-Credit
3.	SC	Specialization Core
3	SE	Specialization Elective
4.	OJT	On the Job Training
5.	RP	Research Project

Course Wise Credit Distribution

Sr. No	Abbreviation	Type of Course	No. of Courses III Sem	No. of Courses IV Sem	Total Course	Credit Points	% of Credits
1	GC	Generic Core	1	2	3	8	15%
i	GC	Generic Core with Non-Credit	1	-	1	0	0%
2	SC	Specialization Core	1	1	2	6	12%
i.	SC OJT	On Job Training	1	-	1	8	15%
ii.	SC RP	Research Project	-	1	1	6	12%
3	SE	Specialization Elective	4	4	8	24	46%
Total			8	8	16	52	100%

ASSESSMENT PARAMETERS

Continuous Assessment (CA) Parameters					
Parameter	**Attendance & Overall Conduct**	**Assignment**	**Group Presentation**	**Case Study Presentation**	**Field Project**
Marks (25)	5	5	5	5	5

Summative Assessment (SA) Parameters					
Course Credits	**Formative Assessment (FA)**		**Summative Assessment (SA) / Practical**	**Oral / Viva Voce**	**Total Marks**
	Unit Test (UT)	**Continuous Assessment (CA)**			
3 Credit Course	25 Marks	25 Marks	50 Marks	--	**100 Marks**
2 Credit Course	10 Marks	10 Marks	30 Marks	--	**50 Marks**
6 Credit Course	--	100 Marks	--	50 Marks	**150 marks**
OJT Credit (8 Credit)	--	100 Marks	--	100 Marks	**200 Marks**
Audit Course (0 Credit)	--	--	--	--	**Pass/ Not Pass**

CURRICULUM STRUCTURE
Second Year MBA-SEM-III- (Human Resource Management)

Type	Sem Code	Course Code	Course	Credits	FA (50) UT (25)	FA (50) CA (25)	SA (50) TH	PR	L	T	P	TOT	Marks TOTAL
Mandatory	GC – 14	MB25 GC-301	Strategic Management	3	25	25	50	-	2	1	1	4	100
Mandatory	GC – 15	MB25 GC-302	Cyber Security		Audit Course (0 Credit)								AC/NC
Mandatory	SC – 01	MB25SH RM-303	Strategic Human Resource Management	3	25	25	50	-	2	1	1	4	100
CORE TOTAL				**3**	**6**	**50**	**50**	**100**	**0**	**4**	**2**	**2**	**8**	**200**
Mandatory	OJT (SC)	MB25 OJTHRM-304	On the Job Training	8	0	100	0	100	0	2	14	16	200
SIP TOTAL				**1**	**8**	**0**	**100**	**0**	**100**	**0**	**2**	**14**	**16**	**200**
Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list													
Elective	SE 01	MB25SE HRM-305	Competency-based HRM	3	25	25	50	-	2	1	1	4	100
Elective	SE 02	MB25SE HRM-306	Artificial Intelligence (AI) in Human Resource Management	3	25	25	50	-	2	1	1	4	100
Elective	SE 03	MB25SE HRM-307	Personal Administration and Application Policies	3	25	25	50	-	2	1	1	4	100
Elective	SE 04	MB25SE HRM-308	HR Planning and Application of Technology in HR	3	25	25	50	-	2	1	1	4	100
Elective	SE 05	MB25SE HRM-309	Learning and development	3	25	25	50	-	2	1	1	4	100
Elective	SE 06	MB25SE HRM-310	Labour Economics & Costing	3	25	25	50	-	2	1	1	4	100
GENERIC ELECTIVE TOTAL				**4**	**12**	**100**	**100**	**200**		**8**	**4**	**4**	**16**	**400**
SEMESTER TOTAL				**8**	**26**	**150**	**250**	**400**		**12**	**8**	**20**	**40**	**800**

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,
*Exit Policy: Available as a separate document

CURRICULUM STRUCTURE
Second Year MBA-SEM-IV- (Human Resource Management)

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L,T,P]				Marks
					Theory								
					FA (50)		SA (50)		TOTAL				
					UT (25)	CA (25)	TH	PR	L	T	P	TOT	TOTAL
Mandatory	GC–16	MB25 GC- 401	Entrepreneurship, Innovation and Design Thinking	3	25	25	50	-	2	1	1	4	100
Mandatory	GC–17	MB25 GC- 402	Project Management	2	10	10	30	-	1	1	1	3	50
Mandatory	SC–02	MB25SC HRM-403	Employee Relations & Labour Legislation	3	25	25	50	-	2	1	1	4	100
CORE TOTAL				**3**	**8**	**60**	**60**	**130**	**0**	**5**	**3**	**3**	**11**	**250**
Mandatory	RPED	MB25RP HRM-404	Research Project	6	0	100	0	50	0	2	10	12	150
RESEARCH PROJECT TOTAL				**1**	**6**	**0**	**100**	**0**	**50**	**0**	**2**	**10**	**12**	**150**
Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list													
Elective	SE 07	MB25SE HRM-405	Compensation & Reward Management	3	25	25	50	-	2	1	1	4	100
Elective	SE 08	MB25SE HRM-406	Designing HR Policies	3	25	25	50	-	2	1	1	4	100
Elective	SE 09	MB25SE HRM-407	Change Management & New Technologies in HRM	3	25	25	50	-	2	1	1	4	100
Elective	SE 10	MB25SE HRM-408	Organizational development and Change Management	3	25	25	50	-	2	1	1	4	100
Elective	SE 11	MB25SE HRM-409	Performance Management System	3	25	25	50	-	2	1	1	4	100
Elective	SE 12	MB25SE HRM-410	HR Analytics	3	25	25	50	-	2	1	1	4	100
GENERIC ELECTIVE TOTAL				**4**	**12**	**100**	**100**	**200**		**8**	**4**	**4**	**16**	**400**
SEMESTER TOTAL				**8**	**26**	**160**	**260**	**380**		**13**	**9**	**17**	**39**	**800**

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,
*Exit Policy: Available as a separate document

Course Syllabus
Second Year MBA
(Human Resource Management)
Semester III

Program	MBA (Business Analytics)				Semester: III		
Course	Strategic Management				Course Code		MB25GC-301
	Teaching Scheme (Hrs./Week)			**Evaluation Scheme and Marks**			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA		
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real-world context.
CO 301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Understanding Strategy:** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers.	(7+2)
II	**Analyzing Company's Internal Environment-** Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.	(7+2)
III	**Generic Competitive Strategies–** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.	(7+2)

IV	**Strategy Implementation**– Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.	(7+2)
V	**Cost Control Techniques:** Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance.	(7+2)
	Total	45

Suggested Textbooks:
1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Suggested Reference Books
1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahlad,
4. Blue Ocean Strategy by Kim & Mauborgne

Suggested Online Link:
1. https://onlinecourses.nptel.ac.in/noc24_mg112/preview
2. https://onlinecourses.nptel.ac.in/noc25_mg129/preview
3. https://www.coursera.org/learn/strategic-management
4. https://www.upgrad.com/advanced-program-strategic-management-business-excellence-iim-lucknow/
5. https://www.coursera.org/courses?query=strategic+management

Program	MBA (Business Analytics)		Semester: III	
Course	Cyber Security		Course Code	MB25GC-302

	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA		
0	-	-	-	-	Yes	-	AC/NC

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 302.1	REMEMBERING	Recall and describe the phases of ethical hacking, CIA triad, cybersecurity principles, and basic security concepts.
CO 302.2	UNDERSTANDING	Explain basics of Linux, virtualization setup, cloud-based virtual machines, and cybersecurity tool configuration.
CO 302.3	UNDERSTANDING	Interpret networking fundamentals, scanning techniques, network vulnerabilities, and security components like IDS/IPS and firewalls.
CO 302.4	APPLYING	Apply ethical hacking tasks such as reconnaissance, exploitation, privilege escalation, post-exploitation, OSINT, and persistence techniques.
CO 302.5	ANALYSING	Analyze web application vulnerabilities using OWASP Top 10, evaluate security flaws, and assess governance, risk, and incident response strategies

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction**: Phases of ethical hacking, Understanding the underlying principles cyber security, Understanding CIA Triads, Information Security Vs Cyber Security. **Basics of Linux:** Windows-based Setup, Installing VirtualBox or VMware for virtualization, Setting up Kali Linux as a virtual machine, Installing and configuring essential cybersecurity tools. Linux-based Setup, Using a Linux distribution as the host OS, Installing and configuring essential cybersecurity tools. Linux basic commands and filesystem architecture, Cloud-based Setup (AWS or Azure),Creating a virtual machine instance on a cloud platform. Installing Kali Linux or other distributions. Configuring cloud security policies and networking, Registration on - TryHackMe HackTheBox, PortSwigger Web Academy	(4+2)
II	**Network Hacking:** Networking Fundamentals, Understanding the fundamentals of networking. OSI and TCP/IP models. IP and MAC addresses, subnetting, and IPv4/IPv6. Introduction to routers, switches, and firewalls. Types of Viruses, worms, and trojan horses and how they spread through the network. Role of Firewalls and Intrusion Detection Systems (IDS) and Intrusion Prevention Systems (IPS). Secure Network architecture and design principles, **Network Sniffing:** Packet capturing and analysis with Wireshark and TCP Dump. **Scanning and Reconnaissance:** Network scanning with Nmap, Network Vulnerability Assessment with Nessus, Identifying open ports, services, and potential vulnerabilities. **Initial Foothold:** Phishing attacks and email-based threats, Exploiting software vulnerabilities, social engineering techniques. **Privilege Escalation:** Windows Privilege Escalation Linux Privilege Escalation Cheetsheets and Payloads. **Post Exploitation:** Post Exploitation Tools and frameworks Creating backdoors and maintaining control Deleting digital Footprints, File system manipulation and data exfiltration, Techniques for maintaining access and evading detection. Concept of Persistence.	(4+2)
III	**OSINT (Open-Source Intelligence Techniques):** Information Gathering Tools and Techniques for OSINT of - Website, mail, FaceBook Instagram Twitter, Phone Number, Data Leak Lookups,	(4+2)

IV	**Web Application Security:** Web Application Fundamentals and Lab Setup: Web App Technologies Basics (HTML, CSS and JS) Client Server Model, Burp Suite Installation, Burp Suite Proxy Setup and Practical, **OWASP Top 10:** Broken Access Control SQL Injection, Cross Site Scripting XML External Entity, Security Misconfiguration - Access Control Vulnerabilities Vulnerable and Outdated Component Vulnerabilities, Authentication Vulnerabilities, Server Side Request Forgery, Business Logic Vulnerabilities Session Management Vulnerabilities **Automation Testing for Web Apps** Practical of Tools - ZAP, Nikto, Nuclei.	(4+2)	
V	**Cybersecurity Governance, Risk, and Strategy for Business Leaders:** Cybersecurity as a Business Imperative Risk Management Frameworks Security Policies & Compliance, **Incident response and decision making:** Incident Response & Business Continuity Strategic Decision-Making	(4+2)	
	Total	30	

Suggested Textbooks:

1. Principles of Information Security (7th Edition), Authors: Michael E. Whitman & Herbert J. Mattord, Publisher: Cengage Learning, Edition: 7th Edition (2023)

2. Cryptography and Network Security: Principles and Practice, Author: William Stallings, Publisher: Pearson, Edition: 8th Edition (latest widely adopted)

3. Cybersecurity: With Cryptography Essentials, Authors: Shishir Kumar Shandilya, Agni Datta & Bong Jun Choi, Publisher: McGraw Hill / Higher Education Press, Edition: 1st Edition (2025)

4. https://nptel.ac.in/courses/106105031

5. https://nptel.ac.in/courses/106106248

6. https://www.coursera.org/learn/crypto

Program	MBA (Business Analytics)					Semester: III	
Course	Strategic Human Resource Management					Course Code	MB25SCHRM-303
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 303.1	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO 303.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO 303.3	APPLYING	Apply HR strategies to various cultural and international settings.
CO 303.4	ANALYSING	Analyse the impact of HR strategies on organizational outcomes.
CO 303.5	CREATING	Examine strategies for recruitment, retention, training, and development.

	Course Contents	
Unit	**Description**	**Duration [Hrs]**
I	**Introduction to Strategic Human Resource Management:** Definition and objectives of SHRM, Evolution of SHRM: Include recent trends like digitalization. Strategic Fit: Emphasize the importance of aligning HR strategies with business objectives, Types of HR strategies: Add examples of innovative HR strategies, Linking HR strategies to business strategies: Include case studies or examples.	(7+2)
II	**Components of SHRM:** Human Capital management: Include the role of technology in HCM, Valuation of human resources, Emphasize the importance of measuring HR's ROI, Formulation of HR strategies: Include the role of data-driven decision-making, Strategic HR vs traditional HR: Highlight the differences and benefits of SHRM, Challenges and issues in implementation of HR strategies: Include recent examples from Indian context	(7+2)
III	**HR Planning as a strategy:** Business Strategy & HRP: Emphasize the importance of aligning HRP with business objectives, HRP process: Include the role of technology in HRP, Forecasting and analyzing HR demand: Include qualitative and quantitative methods, Supply forecasting: Discuss the importance of internal and external talent pipelines, Comparison of demand and supply forecasting: Include examples or case studies.	(7+2)
IV	**Specific HR strategies:** Talent Management strategies: Include recent trends like talent development, Career Planning and succession planning: Emphasize the importance of continuous learning, Compensation and reward strategies: Discuss recent trends like variable pay and benefits, Employee engagement strategies, Ethics and governance in business in HR Strategy.	(7+2)

V	**Global Dimensions to HR strategy:** SHRM in international context: Discuss recent trends like globalization and Global competitive advantage: Emphasize the importance of HR in driving business success, Issues and challenges in SHRM: Include recent examples from global context, Cross-cultural management: Discuss recent methods like cultural intelligence and diversity, equity, and inclusion, OCTAPACE: Include recent examples or case studies, Global business ethics: Emphasize the importance of ethics in HR decision-making.		(7+2)
	Total		45

Suggested Textbooks:

1. Strategic Human Resource Management, (Agrawal, Tanuja), Oxford University Press
2. Strategic Human Resource Management- A General Managerial Approach, (Greer, Charles P.), Pearson Publications, Second Edition
3. Strategic Human Resource Management, (Mello, Jeffrey A.), Thomson Publications, Second Edition

Suggested Reference Books

1. Human Resource Management- Text and Cases, (Pande, Sharan; Basak, Swapnalekha), Pearson Publication
2. Global Resource Management, (Bedi, S.P.S; Kishore, Minakshi), Wisdom Publications, 2007 Edition
3. International Human Resource Management, (Dowling, Peter J.; Welch, Denice E.), 4th Edition

Suggested Online Link:

Basics of Strategic HRM – UniAthena (free)
👉 https://uniathena.com/short-courses/basics-of-strategic-human-resource-management UniAthena
✓ **Search strategic HRM courses on Coursera**
👉 **https://www.coursera.org/courses?query=strategic%20human%20resource%20management Coursera**

Program	MBA (Business Analytics)		Semester: III	
Course	On the Job Training		Course Code	MB25OJTHRM-304

Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	PR	
8	0	2	14	0	100	100	200

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 304.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO 304.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO 304.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO 304.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
CO 304.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.

Course Contents		
Unit	Description	Duration [Hrs]
A	On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry. Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester.	(14+2)
B-1]	Guidelines for the On Job Training (OJT) Nature of the OJT: The On-the-Job Training (OJT) program shall be of 12 weeks (3 months). 1. 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week. 2. 4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc. 3. OJT must be conducted outside the academic institution to expose students to real-world work environments. 4. **OJT must be related to the intended specialization of the student.** 5. OJT must be done individually. Group projects are not permitted. 6. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT. 7. OJT should involve fieldwork / desk work in the organisation; **online OJT**	

	is not permitted. 8. Primary data collection is mandatory for Research based OJT. 9. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches. 10. Research based OJT can involve surveys, interviews, case studies or observation studies. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT.	
B-2]	Permissible Partner Organizations: Students have the flexibility to conduct the OJT with any of the following organizations: 1. Companies listed on either NSE or BSE in India /abroad 2. Unlisted subsidiaries of Listed Companies. 3. Government / Semi-Government Undertaking / PSU 4. Government Offices 5. Start Ups with an existence of 3 years or more and/or manpower more than 10. 6. Family managed businesses with an existence of 10 years or more and manpower more than 100. 7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.	

B-3]	OJT mentors:
	
	a) Each student shall be assigned two mentors
	   i. a faculty mentor from the institution
	   ii. an industry mentor from the host organization where the student undertakes the OJT.
	b) **Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations.
	c) **Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.	

B-4]	Submission of documentation for OJT: a) **OJT Progress diary**: Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted. b) **Formal Evaluation from the industry mentor**: The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report. c) **OJT report**: A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT 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 OJT reports on both faces of the paper. Spiral bound copies may be accepted.	
B-5]	**OJT report should contain the following:** The OJT report should be well documented and supported by – 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, pictures, screenshots, AV material, etc. 9. Learning of the student through the OJT 10. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards 11. Contribution to the host organization References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)	
B-6]	**Interaction between mentors:** It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid- term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably	
B-7]	**OJT workload for the faculty:** Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.	

B-8]	Evaluation Pattern: Total Marks: 200 Formative Assessment:100 Marks Summative Assessment: 100 Marks	
	Total	16

Program	MBA (Business Analytics)			Semester: III		
Course	Competency-Based HRM			Course Code		MB25SEHRM-305
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks		
Credits	Lecture	Tutorial	Practical	FA		SA	Total

Credits	Lecture	Tutorial	Practical	UT	CA	TH	Total
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 305.1	REMEMBERING	Recall the fundamental key terms, concepts and framework related to competency, its models, mapping, assessment and its trends.
CO 305.2	UNDERSTANDING	Understand the concept of competency, its models and competency-based HR practices.
CO 305.3	APPLYING	Apply concepts of competency in mapping and assessment of employee performance and in various HR practices.
CO 305.4	ANALYSING	Examine how to integrate the applications of competency model and Data driven HR with other HRM functions.
CO 305.5	EVALUATING	Design and Map employees skill based competency matrix for effective and ethical HR decisions w.r.t. rewards and promotions.

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to Competency:** Definition and History of Competency, Basic Components of Competency (Knowledge(K), Skill(S), Attitude(A)), Performance Vs Competency, Type of Competency- Generic Vs Specific, Key Competency, Functional, behavioural, Emotional and Technical Competency, Leadership and Managerial Competency.	(7+2)
II	**Competency Development & its Models:** Need and Importance of Competency Development, Stages in Developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial & Leadership, Custom, Development of Personnel Competency Framework – Lancaster Model of Competency, Application of Competency-Based HRM in HR functions.	(7+2)
III	**Competency Mapping:** Procedures/Steps-Determining Objectives and Scope, Clarifying Implementation Goals and Standards, Create an Action Plan, Define Competency-based Performance Effectiveness (Key Result Area (KRA) & Key Performance Indicators(KPI)), Tools for Data Collection, Data Analysis, Validating Competency Model, Mapping Future Jobs, and Single Incumbent Jobs, Using Competency Profile in HR Decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation.	(7+2)
IV	**Competency Assessment:** Meaning, purpose and Benefits, Steps in Competency Assessment – Measuring and mapping competencies a. Behavioural Event Interviewing (BEI), b. Assessment centre c. Conducting and operating assessment centre d. Role of assessors in an assessment centre e. Designing tools in an assessment centre f. Integration of data, Report Writing and g. Feedback mechanism. Types of Assessments (ex. Assignments, Quizzes and Exams, Presentations and Group Work etc.)	(7+2)

	Practical Applications and Trends:	(7+2)
V	Data collection and use of data analytics for various HR practices, like performance data, employee surveys, and training evaluations for effective HR decisions. Emerging Trends in Competency-Based HRM- e. q. Ethical Considerations, Emotional Intelligence, Future of Work. Technology in HRM: HRIS and other technologies to support HR processes and improve efficiency	
	Total	**45**

Suggested Textbooks:

1. Armstrong, M. & Baron, A., Performance Management and development, Jaico Publishing House, Mumbai.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3. Bagchi, S. N., Performance management, Cengage Learning India
4. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education

Suggested Reference Books

1. Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; Latest Edition
2. Ganesh Shermon: 'Competency based HRM'; Tata McGraw Hill; Latest Edition.
3. Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition.

Suggested Online Link:

🗒 Study HR competencies & frameworks by searching in HRMOOCs:

✓ Coursera HR Management specializations include competency-based content

🔗 https://www.coursera.org/specializations/human-resource-management Coursera

✓ HR MOOC list with strategic and talent management topics

🔗 https://www.my-mooc.com/en/categorie/human-resources my-mooc.com

Program	MBA (Business Analytics)			Semester: III			
Course	Artificial Intelligence (AI) in Human Resource Management			Course Code		MB25SEHRM-306	
	Teaching Scheme (Hrs./Week)			**Evaluation Scheme and Marks**			
	Lecture	Tutorial	Practical	FA		SA	Total
Credits				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 306.1	REMEMBERING	RECALL the fundamental key terms, concepts of Artificial Intelligence (AI) and its applications
CO 306.2	UNDERSTANDING	UNDERSTANDING of Artificial Intelligence (AI) and its applications in Human Resource Management (HRM).
CO 306.3	APPLYING	APPLY AI-driven tools and techniques in HR functions
CO 306.4	ANALYSING	ANALYSE ethical and legal considerations in AI-powered HR decision-making and implementation
CO 306.5	EVALUATING	EVALUATE and develop practical expertise in AI-powered HR analytics and process automation.

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to AI in HRM:** Overview of Artificial Intelligence (AI) and Machine Learning (ML) , Evolutionxs of AI in HRM , The Role of AI in Enhancing HR Functions.	(7+2)
II	**AI in Talent Acquisition and Recruitment:** AI-Based Resume Screening & Applicant Tracking Systems (ATS) , Adoption of AI in Task automation, Recruitment, and Talent acquisition , Chatbots and Virtual Assistants for Candidate Engagement , Predictive Analytics for Hiring Decisions , AI in Diversity and Inclusion in Hiring , HR Metrics.	(7+2)
III	AI in Employee Engagement and Performance Management: AI-Driven Employee Feedback Systems , Sentiment Analysis and Employee Experience Monitoring , AI for Performance Appraisals and 360-Degree Feedback , Personalized Learning & Development with AI.	(7+2)
IV	**Usage of AI in various functions of HR :** Using AI in Workforce Planning , Using AI in On-boarding , Using AI in Employee Training , Using AI in Performance Management , Using AI for Employee Retention.	(7+2)
V	**AI in HR Analytics and Decision-Making:** Workforce Planning with AI , Predictive HR Analytics for Retention and Productivity , AI-Powered Compensation & Benefits Optimization , HR Metrics & Dashboards for Data-Driven Decisions. **Ethical, Legal, and Future Implications of AI in HRM :** Ethical Challenges of AI in HR (Bias, Privacy, and Transparency) , Legal & Compliance Aspects of AI in HR , The Future of AI in HRM – Trends and Innovations	(7+2)
	Total	45

Suggested Textbooks:

1. Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce – Ben Eubanks
2. The Future Workplace Experience: 10 Rules for Managing Disruption in Recruiting and Engaging Employees – Jeanne C. Meister & Kevin Mulcahy
3. Human + Machine: Reimagining Work in the Age of AI – Paul R. Daugherty & H. James Wilson
4. Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018 5. Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022

Suggested Reference Books

1. Reports from Gartner, McKinsey, and Deloitte on AI in HR
2. Case studies from Harvard Business Review (HBR)
3. Articles from SHRM (Society for Human Resource Management)

Suggested Online Link:

▤ Free online course on how AI impacts HR:

✓ Artificial Intelligence in HRM – Alison (free)

👆 https://alison.com/course/artificial-intelligence-in-human-resource-management Alison

✓ Search "AI for HR" and "Generative AI in HR" on Coursera or MOOC lists

👆 https://www.my-mooc.com/en/categorie/human-resources

Program	MBA (Business Analytics)					Semester: III	
Course	Personal Administration and Application Policies					Course Code	MB25SEHRM-307
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 307.1	REMEMBERING	To introduce students to foundational concepts of human resource capital valuation, accounting, and audit.
CO 307.2	UNDERSTANDING	To equip students with practical skills for quantifying, reporting, and auditing human resource capital.
CO 307.3	APPLYING	To develop analytical capabilities for evaluating the strategic value and impact of human capital.
CO 307.4	ANALYSING	To foster understanding of accounting standards and regulatory compliance related to human resources.
CO 307.5	CREATING	To cultivate insights into ethical considerations, transparency, and reporting practices in human resource accounting.

sCourse Contents		
Unit	Description	Duration [Hrs]
I	**Introduction to HR Capital and HR Accounting:** - HR Accounting and HR as an Asset Definition of Human Resource Accounting Mapping Assigned HRA – concepts, methods and applications - - HRA – concepts, methods and applications - - 2 Human Resource Accounting vs. Other Accounting **HR Audit** - - Objectives, Concepts, Components, Need, Benefits, Importance Methodology and instruments of HR Audit - - HR Audit Process and Issues in HR Audit Role of HR Audit in business environment	(7+2)
II	**Human Resource Costs / Investment Human Resource Costs** – the Monetary Value Approach, Non-Monetary value Based Approaches - Investment in employees –HRD **Return on Investments** - HR Budget - Development of HR - ROI through High Performance Employees - Measurement of Group Value – The Likert and Bowers Model, Herman son's Unpurchased Goodwill Model	(7+2)
III	**Human Resource Accounting System** - Developing Human Resource Accounting System Implementation of Human resource Accounting system - Integration with other accounting system	(7+2)
IV	**Human Resource Scorecard** - HR Scorecard, Constituents of HR Scorecard - HR Scorecard as an instrument in HR Audit, Performance Appraisal Management.	(7+2)

V	**Human Resource Audit Report** - HR Audit Report – purpose - Report Design – Preparation of report - Use of HR Audit report for business improvement Recent Advancements in Human Resource Audit and Accounting	(7+2)
	Total	45

Suggested Textbooks:

1. Human Resource Management Text and Cases by K. Aswathappa
2. Personnel & Human Resource Management – P. Subba Rao
3. Human Resource Audit T.V. Rao

Suggested Online Link:

- 🖳 Learn this as part of general HR and HR policy courses:
- ✓ Great Learning Free HR Management course (covers policies & HR admin)
  🔗 https://www.mygreatlearning.com/academy/learn-for-free/courses/human-resource-management My Great Learning
- ✓ Browse HR courses with admin & policy modules on Coursera
  🔗 https://www.coursera.org/courses?query=human%20resource%20management C

Program	MBA (Business Analytics)			Semester: III			
Course	HR Planning and Application of Technology in HR			Course Code		MB25SEHRM-308	
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308.1	REMEMBERING	Remember basics of HR Planning and Application.
CO 308.2	UNDERSTANDING	To understand the importance of Human Resource Planning (HRP), Job Analysis, Job Design & Re-Design and its integration with Strategic HRM to enhance Organizational Effectiveness
CO 308.4	APPLYING	To apply HR Planning techniques to understand manpower requirements in the organization in the dynamic business environment
CO 308.5	ANALYSING	To analyse HRP Strategies facilitating Workforce Diversity
CO 308.6	EVALUATING	To evaluate the impact of HRP Strategies on Organizational Effectiveness

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to HR Planning:** Concept & Importance of HR Planning, HRP Process , Forecasting Techniques: Forecasting, HR Supply HR Demand Forecasting, Managerial Judgment, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique, Skills Inventories, Replacement Charts, Staffing Tables , Linking HRP to Strategic HRM	(7+2)
II	**Job Analysis:** Process, Uses, Techniques of Data Collection, Methods, Job Description & Job Specification **Job Design and Job Re-design:** Job Design - Benefits, Methods, Job Re-design - Process, Steps, Types, Methods	(7+2)
III	**HR Planning, Acquisition & Selection:** Recruitment & Selection, Linking of HRP to Recruitment & Selection **Workforce Planning for Diversity:** Diversity Planning, Dimensions of Diversity, Policies, Valuing Diversity in Organizations , Gender Diversity Legislation , Corporate initiatives on Gender Diversity , Organizational Strategies for Promoting Diversity , Diversity Awareness Training Programs , Systemic and Individual Diversity , Change Initiatives, , The Future of Diversity – A Global Perspective	(7+2)
IV	**Employee Engagement, Retention & Succession Planning:** Employee Engagement: Conceptual Framework, Antecedents of Engagement, Outcomes of Employee Engagement, Employee Retention. Succession Planning	(7+2)

V	**Use of HRIS in HR Planning :** Introduction to HRIS , HRIS & Automation in HRP Processes , Privacy & Security in Information Systems **Emerging Trends & The Future of HR Tech** : Virtual Reality (VR), Augmented Reality (AR) & Blockchain in HR , The Gig Economy and Flexible Hybrid Work Arrangements	(7+2)
		Total	45

Suggested Textbooks:

1. Human Resource Planning, James W Walker
2. Human Resource Management-Text and Cases– K. Aswathappa, McGraw Hill Education, 8th Edition
3. Human Resource Development – Uday Kumar Haldar – Oxford Publications
4. Managing Diversity: Toward a Globally Inclusive Workplace Book by Michalle E. Mor Barak
5. HR Analytics: The What, Why and How: Tracey Smith
6. Managing Human Resources -Snell & Morris Cengage Learning
7. HR -Denisi, Griffin, Sarkar - Cengage Learning: A South-Asian Perspective

Suggested Reference Books:

1. Human Resource Planning – D.K Bhattacharya
2. Human Resource Planning – M.S Reddy
3. Planning & Managing Human Resources – William J Rothwell, H.C Kazanas, Reinventing Jobs: A
4. Step Approach for Applying Automation to Work by Ravin Jesuthasan and John Boudreau
5. HR Here and Now – The Making of the Quintessential People Champion Sage Recommended

Suggested Online Link:

- Included in broader HR management & HR analytics courses:
- ✔ General HR management courses above include workforce/HR planning My Great Learning
- ✔ **Look for "HR Analytics & Planning" on Coursera**
- 🔗 **https://www.coursera.org/courses?query=hr%20planning%20analytics Coursera**

Program	MBA (Business Analytics)					Semester: III	
Course	Learning and development					Course Code	MB25SEHRM-309
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 309.1	REMEMBERING	Remember concepts, theories, and frameworks of employee learning and development
CO 309.2	UNDERSTANDING	Discover and apply various L&D models, frameworks, and industry best practices to enhance employee growth and organizational performance
CO 309.3	APPLYING	Apply various L&D models, frameworks, and industry best practices to enhance employee growth and organizational performance.
CO 309.4	ANALYSING	To analyse and interpret real-world case studies of successful L&D initiatives and create effective L&D strategies
CO 309.5	EVALUATING	Evaluting the role of technology and AI in transforming Learning and creating suitable Learning & Development strategies.

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to Learning & Development :** Importance of L&D in Organizational Growth , Difference Between Training, Learning, and Development , Aligning L&D Strategy with Business Goals , The Role of HR in Learning & Development	(7+2)
II	**Learning Theories and Models :** Adult Learning Theories (Andragogy, Experiential Learning, Constructivism) , ADDIE Model (Analysis, Design, Development, Implementation, Evaluation) , Bloom's Taxonomy of Learning Objectives , Model for Workplace Learning	(7+2)
III	**Training Needs Assessment & Program Design :** Identifying Skill Gaps & Training Needs , Designing the training module , Competency Mapping & Career Development Plans , Designing Effective Training Programs , Instructional Design Principles & Learning Styles	(7+2)
IV	**Learning Methods & Emerging Trends :** Traditional vs. Digital Learning Approaches , E-Learning, Gamification, and Micro learning , AI and Learning Analytics in Corporate Training , Virtual Reality (VR) & Augmented Reality (AR) in Training	(7+2)
V	**Evaluation of Training Effectiveness :** Kirkpatrick's Four Levels of Evaluation, ROI of Training & Development Programs , Employee Engagement and Post-Training Performance Analysis , Continuous Learning & Upskilling Strategies, The practical, training execution, L&D chart for employee.	(7+2)
	Total	45

Suggested Textbooks:

1. Employee Training and Development, Raymond A. Noe and Amitabh Deo Kodwani ,9th Edition, McGraw Hill
2. The New Leadership Literacies: Thriving in a Future of Extreme Disruption and Distributed Everything, Bob Johansen, Berrett-Koehler Publishers
3. Make It Stick: The Science of Successful Learning, Peter C. Brown, Henry L. Roediger III, Mark A. McDaniel, Harvard University Press

Suggested Reference Books:

1. Training and Development: Theories and Practices, S. K. Bhatia, Deep & Deep Publications
2. Fundamentals of Human Resource Management, Gary Dessler, Pearson Education
3. Harvard Business Review (HBR) Articles on L&D
4. Research Reports from McKinsey, Deloitte, and ATD (Association for Talent Development)
5. SHRM Learning & Development Resources

Suggested Online Link:

📖 Focus on training design, evaluation and L&D strategy:

✔ HR Simplified free modules include Training & Performance Management

🔗 https://hrsimplified.org/free-hr-academy-online-hr-training-and-certifications/ HRSimplified

✔ Coursera HR courses include Training & Development sections

🔗 https://www.coursera.org/courses?query=training%20and%20development%20HR Course

Program	MBA (Business Analytics)			Semester: III			
Course	Labour Economics & Costing			Course Code		MB25SEHRM-310	
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 310.1	REMEMBERING	Recall the concept of Labour Economics, Wage Theories
CO 310.2	UNDERSTANDING	Understand the Labour Economics and Wage Theories, Labour Mobility, Labour Costing.
CO 310.3	APPLYING	Apply the Labour Economics concept, Wages Theory and Labour Costing in real time scenario.
CO 310.4	ANALYSING	Analyze the impact of Labour Mobility & Productivity in Rural and Urban context
CO 310.5	CREATING	Evaluate the Labour costing, Labour Mobility, Turnover & Productivity with Industrial Relation

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to Labour Economics and the Indian Labour Market**: Definition, nature, scope & importance of labour economics, micro and macro approaches, the importance of studying labour economics for HR managers, and its relationship with other disciplines. Characteristics of the Indian Labour Market: including size, diversity, and demographic composition, significance; challenges.	(7+2)
II	**Wage Theories and Sectoral Wage Determination:** Theories of Wages -Classical Theories, Marxist Theory, Neo-Classical & Modern Theories. Definitions, objectives, and importance of minimum wage; Legal and Statutory aspects of wages. Wage Determination: Organized Sector & Unorganized Sector. Rural Sector & Urban Sector.	(7+2)
III	**Labour Costing:** Definition of labour costing, objectives of labour costing, and its significance in decision- making. Components of Labour Cost: Direct Labour Cost and Indirect Labour Cost Methods of Wage Payment: Time- Rate System, Piece-Rate System. Incentive Systems: Financial & Non-Financial Incentives. Labour Cost Control. The impact of automation on employment, wages, and the changing nature of work	(7+2)
IV	**Labour Mobility, Turnover and Productivity**: Labour Migration, Causes of Migration, Effects of Migration. Trends of Migration: Regional and international migration patterns. Absenteeism, Labour Turnover: Meaning types, causes, and consequences of labour turnover. Measures to Control Labour Turnover. Wages in Relation to Cost and Productivity. the concept of productivity and its measurement; the impact of wage increases on productivity and profitability.	(7+2)
V	**Governance, Ethics, and Exit Strategy -** Corporate governance and board structure, Ethical and legal challenges in start-ups, Regulatory compliance under Companies Act and LLP Act, Exit strategies: mergers, acquisitions, IPOs, and liquidation, Legal restructuring and conversion of entities, Case studies on start-up success and failure due to structural and legal issues	(7+2)

	Total	45

Suggested Textbooks:

1. Datt, Ruddar & Sundharam, K.P.M. (2016). *Indian Economy*. S.Chand Publishing.
2. Ghosh, B. (2014). *Labour Markets in India*. Oxford University Press.
3. Holley, W. H., Jennings, K. M., & Milkovich, G. T. (2017). *Human Resource Management*. Cengage Learning.
4. Mamkoottam, K. (1996). *Labour Market in India: Socio-Economic Perspectives*. Concept Publishing Company.
5. Myneni, S. R. (2005). *Labour Laws*. Asia Law House.
6. Nagarajan, G. (2007). *Labour Economics*. Pearson Education India.
7. Pandey, S. C., & Singh, B. K. (2017). *Industrial Relations and Labour Laws*. Pearson Education India.

Venkata Ratnam, C. S. (2006). *Industrial Relations*. Oxford University Press

Suggested Reference Books:

1. Sen A. (1999) Microeconomics: Theory and Application, Oxford University Press, New Delhi.
2. Samuelson, P.A. and W.O. Nordhaus (1998), Economics, 16th Edition, Tata McGraw Hill, New Delhi.
3. Verian H. (2000) Microeconomic Analysis, W.W Norton New Yark.
4. Michale Perkin (1996) Economics, 3rd Edition, Addison Westey Publishing company, Inc. U.S.A.
5. Koutsoyiannis, A. (1979), Modern Microeconomics, 2nd edition Macmillan Press, London.
6. Layard, P.R.G. and A.W. Walters (1978) Microeconomic Theory, McGraw Hill, New Yark.
7. Ahuja H.L. (2003) Advanced Economic theory: Microeconomic Analysis, 13th Edition, S.Chand and Co. Ltd. New Delhi.
8. Sen, A/ (1999) Microeconomics: theory and Applications, Oxford University Press, New Delhi.
9. Chaturvedi, Gupta and Pal (2002) Business Economics: Text and Cases Galgotia Publishing Company, New Delhi.

Suggested Online Link:

▤ Learn related economics topics online:
✓ Search Labour Economics or Labor Market courses on MOOC list
↬ https://www.mooc-list.com/tags/labor-market MOOC List
✓ Coursera economics courses (Principles of Econ) to build base
↬ https://www.coursera.org/courses?query=economics MOOC List
✓ SWAYAM also has *economics* courses often including labor economics
↬ https://swayam.gov.in/

Course Syllabus
Second Year MBA
(Human Resource Management)
Semester IV

Program	MBA (Business Analytics)				Semester: IV		
Course	Entrepreneurship, Innovation & Design Thinking				Course Code		MB25GC-401
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 401.1	REMEMBERING	**DESCRIBE** the fundamentals of entrepreneurship, innovation and design thinking.
CO 401.2	UNDERSTANDING	**UNDERSTAND** the prerequisites of entrepreneurship and innovation.
CO 401.3	APPLYING	**APPLY** the Design Thinking process to real-world challenges.
CO 401.4	ANALYSING	**IDENTIFY** business opportunities and create viable business models.
CO 401.5	EVALUATING	**EVALUATE** entrepreneurial ideas and innovation strategies using design thinking principles and business model frameworks to determine their feasibility, viability, and desirability in real-world contexts.
CO 401.6	CREATING	**Develop** entrepreneurial mindsets and skills and Pitch ideas effectively to stakeholders or investors.

Course Contents		
Unit	Description	Duration [Hrs]
I	**Entrepreneurship & Innovation** – Definition, Objective and Features: Entrepreneurship; Difference between Entrepreneurship and Traditional Businesses; Entrepreneurs and Intrapreneurs; Corporate Entrepreneurship, Technological Entrepreneurship, Life Cycle of Startup, Focus on Valley of Death, Why Startups Fail? Innovation: Culture of innovation - process and Types of innovation – Continuous and Disruptive, Radical Innovation, Challenges in innovation, Agile/Lean Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship Creating Value through Innovation. Management of Innovation, Types of IPR	(7+2)
II	**Entrepreneurial Theories and Entrepreneurial Environment, Entrepreneurial Development-** Theories of Entrepreneurship; Successful Entrepreneurs and Their Traits; Types of Entrepreneurs; Entrepreneurial Environment- PESTEL and Their Effects; Business Environment Analysis, Business Planning; Mid-career Dilemmas; Entrepreneurial Growth and Competitive Advantage; Changing Role of Entrepreneurs. Women Entrepreneurs, Entrepreneurship Development Institute; Entrepreneurship Development Programs	(7+2)
III	**Design Thinking** – Introduction, Definitions and Meaning; Design Thinking –as an Art and Science; Stages of Design Thinking –Empathise, Define, Ideate, Prototype and Test; Entrepreneurship Design Thinking, Need of Design and Design Thinking Writing the Problem Statement; Understanding Stakeholders and Users; Personas, Empathy Maps; Current Scenarios to identify pain points; Ideation and Storyboarding; Deriving Goals from Ideas; Future Scenarios and Moments of Max Impact; Prototyping	(7+2)

IV	**Design Thinking in Start-Up** – 5 stages integration Empathise–Listening to People involved and the End User Problems Realisation, Understanding User Needs: User Research Techniques, Observation, Interviewing, Surveys, Persona Mapping; Define– Identifying User Problems, Problem Statement Formulation, Reframing Problems; Ideate – Generating Ideas, Brainstorming Techniques, Mind Mapping, Scenarios - Finding the solutions most effectively; Prototype – Making the samples to Launch, Different Types of Prototypes, Testing and Iterating; Test – Evaluating offerings, Usability Testing, User Feedback. Design thinking with AI	(7+2)
V	**Opportunity Recognition & Business Models**- Model of opportunity recognition (Corbett, 2005), Identifying opportunities through Design Thinking, Market research basics, Value Proposition Canvas, Business Model Canvas (BMC), Minimum Viable Product (MVP): Lean Startup & Validation- Lean Startup methodology (Eric Ries), Build- Measure-Learn cycle, Customer validation, Metrics and KPIs, Agile iteration. Teamwork and Collaboration. Business Model Failure: Reasons and Remedies. Sustainability Innovation and Entrepreneurship. Emerging technologies such as artificial intelligence, augmented reality, virtual reality	(7+2)
	Total	45

Suggested Textbooks:
1. Steps to Innovation: Going from Jugaad to Excellence – Rishikesha T. Krishnan and Vinay Dabholkar
2. *Innovation and Entrepreneurship - Peter Drucker*
3. *Entrepreneurship: Business and Management – Dr. R.C. Bhatia, Sultan Chand & Sons, 2020*
4. *Entrepreneurship - Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha. 11th Edition*
5. *.The Lean Startup – Eric Ries*
6. *.Creative Confidence – Tom Kelley & David Kelley*

Suggested Reference Books:
1. Ten Types of Innovation – Larry Keeley, Helen Walters, Ryan Pikkel & Brian Quinn
2. Design Thinking for Strategic Innovation – Idris Mootee
3. Start with Why – Simon Sinek
4. Business Model Generation – Alexander Osterwalder & Yves Pigneur
5. The Startup Owner's Manual – Steve Blank & Bob Dorf
6. Design a Better Business – Patrick Van Der Pijl, Justin Lokitz & Lisa Kay Solomon

Suggested Online Link

1. https://onlinecourses.nptel.ac.in/noc21_mg63/preview
2. https://onlinecourses.nptel.ac.in/noc25_mg81/preview
3. https://www.coursera.org/learn/design-thinking-entrepreneurship
4. https://www.coursera.org/specializations/innovation-entrepreneurship

Program	MBA (Business Analytics)			Semester: IV			
Course	Project Management			Course Code		MB25GC-402	
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
2	1	1	1	10	10	30	50

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 402.1	REMEMBERING	DESCRIBE the basic terms and concepts in Project Management.
CO 402.2	UNDERSTANDING	EXPLAIN the various parameters of cost, time and quality in project management
CO 402.3	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a Project perspective.
CO 402.4	ANALYSING	EXPLAIN techniques as cpm/pert/earned value analysis and projected financial statements
CO 402.5	CREATING	DEVELOP the capability of student to conceive an idea, evaluate it's feasibility and make it workable.

Course Contents		
Unit	Description	Duration [Hrs]
I	**Overview of Project Management:** Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno economic feasibility, Government policy to location, legal aspects, Preparation of DPR	(4+2)
II	**Project Planning:** Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts	(4+2)
III	**Project scheduling and Risk Management:** Gantt chart, splitting and multitasking, Risks in time estimates PERT analysis **Project Organization:** Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution	(4+2)
IV	**Earned value analysis:** 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time **Financial analysis:** Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income- expenditure and balance-sheet	(4+2)
V	Computer applications and Software for Project Management, Project Management Cases	(4+2)
	Total	30

Suggested Textbooks:

1. Project Planning estimation and assessment by Prasanna Chandra
2. Project Management: The Managerial Process by Gray and Larson 3E Tata McGraw- Hill
3. Quantitative Techniques in Management by N D Vohra

Suggested Reference Books:

1. Project Management Managerial Emphasis by Meredith and Mantel
2. Project Management: A Managerial Approach, Authors: Jack R. Meredith, Samuel J. Mantel Jr. & Scott M. Shafer, Publisher: John Wiley & Sons, Edition: 9th Edition (2016)
3. A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Author: Project Management Institute (PMI), Publisher: Project Management Institute, Edition: 7th Edition (2021)
4. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Author: Harold Kerzner, Publisher: John Wiley & Sons, Edition: 12th Edition (2022 / reprint)

Suggested Online link:

- https://onlinecourses.nptel.ac.in/noc25_mg127/preview
- https://elearn.nptel.ac.in/shop/nptel/project-management/
- https://www.coursera.org/learn/predictive-project-methodologies
- https://www.coursera.org/learn/project-planning-and-execution-

Program	MBA (Business Analytics)					Semester: IV		
Course	Employee Relations & Labour Legislation					Course Code		MB25SCHRM-403
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
Credits	Lecture	Tutorial	Practical	FA		SA		Total
				UT	CA	TH	PR	
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 403.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
CO 403.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO 403.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO 403.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO 403.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to Contemporary Employee Relations**: Concept, Definition, Scope, Objectives and Importance of Employee Relations, Evolving Nature of Work: From Industrial Relations to Strategic Employee Relations, Key Influencing Factors: Technology, Globalization, Workforce Diversity Approaches to ER: Dunlop's Approach, Human Relations Approach, Social Action Approach, Gandhian Philosophy in Modern ER, Role of ILO and its relevance in India today, Emerging ER Models in the Gig Economy and Remote Work Era	(7+2)
II	**Mechanism for Harmonious Employee Relations:** Collective Bargaining: Definition, Process, Essential Conditions, Functions and Importance of Bargaining Units, Workers' Participation in Management, Problem-solving & Negotiation Techniques in ER, Grievance Redressal: Sources, Forms, and Procedures, Model Grievance Procedure, Role of Committees, Digital ER Tools.	(7+2)
III	**Legislations governing Employee Relations:** The Industrial Disputes Act, 1947: Key Definitions: Industry, Workmen, Industrial Dispute, Authorities: Roles and Responsibilities, Strikes, Lockouts, Layoffs, Retrenchment & Closure, The Contract Labour (Regulation and Abolition) Act, 1970: Advisory Boards, Registration, Licensing, Welfare Measures, Health Provisions, Record-Keeping,	(7+2)
IV	**Legislation Related to Unions and Wage Protection:** The Trade Union Act, 1926:Formation, Registration, Privileges and Rights, Types and Structures of Unions, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 – Unfair labour practices on the part of Employers and Employees, Authorities, Complaints & Penalties under the act, The Minimum Wages Act, 1948: Fixation, Revision of Wages, Advisory Boards, Registers, Hours of Work, Overtime Wages, Role of Trade Unions in the Platform Economy (e.g., Swiggy, Uber, Zomato)	(7+2)

V	**Legislations for Safe and Equitable Work Environment:** The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of children, Child Labour Provisions, Maternity benefit Act, 1961 – Eligibility, Leave Provisions, Crèche Facility and latest amendment, The Sexual harassment of women at workplace (Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint Procedures	(7+2)
	Total	**45**

Suggested Textbooks:

1. Personnel Management, C B Mamoria
2. Dynamics of Personnel Administration, Rudrabaswaraj
3. Personnel Management, Edwin Flippo
4. Industrial and Labour Laws, S. P. Jain

Suggested Reference Books:

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication
2. Introduction of Labour and Industrial Laws, Avatar Singh
3. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand
4. Bare Acts

Suggested Online Link:

➤ https://clc.gov.in/clc/labour-law
— Lists central labour law Acts and rules (e.g., Minimum Wages, Payment of Wages, Contract Labour, Equal Remuneration, Child Labour). Chief Labour Commissioner
Shram Suvidha Portal (Unified Labour Compliance)
➤ https://www.shramsuvidha.gov.in/ *(search / portal directly)*
— Unified compliance portal for labour laws, reporting returns, inspections, and grievances. Wikipedia
Global Legal Insights — Employment & Labour Laws (India)
➤ https://www.globallegalinsights.com/practice-areas/employment-and-labour-laws-and-regulations/india
— Detailed article covering employment law trends, industrial relations, termination, discrimination, etc. GLI
ICLG — Employment & Labour Laws (India)
➤ **https://iclg.com/practice-areas/employment-and-labour-laws-and-regulations/india**
— **Comprehensive overview of Indian labour legislation and workplace regulation. ICLG Business Reports**

Program	MBA (Business Analytics)		Semester: IV	
Course	Research Project		Course Code	MB25RPHRM-404

Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	PR	
6	0	2	10	-	100	50	150

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 404.1	REMEMBERING	Carry out a substantial research-based project
CO 404.2	UNDERSTANDING	Demonstrate capacity to improve student achievement, engagement and retention
CO 404.3	APPLYING	An understanding of the ethical issues associated with practitioner research
CO 404.4	ANALYSING	Applying domain knowledge and foundational research skills to address a research problem.
CO 404.5	EVALUATING	Analyse data and synthesize research findings

	Course Contents	
Unit	Description	Duration [Hrs]
A]	**Preamble:** A research project is a systematic and organized endeavour undertaken to investigate a specific topic, question, or problem in order to gain new insights, knowledge, or understanding. The objective of the research project is to further develop the student's ability to carry out and contribute to business research. The student should demonstrate, through his/her thesis and orally, an ability to plan, conduct, and present a scientific investigation of relevance to the subject of Business Administration and the student's chosen Master's program. A further aim is to develop skills for the critical examination of investigations and research reports and to provide the student with the opportunity for a deeper level of theoretical study within a chosen area. These projects involve a structured process of inquiry, data collection, analysis, and interpretation to arrive at meaningful conclusions. **Learning Objectives** 1. Understand the purpose and significance of research in business management. 2. Develop skills in research methodology, data analysis, and interpretation. 3. Learn to conduct a thorough literature review and critically evaluate existing research. 4. Learn to formulate a clear research question and develop a compelling research proposal. 5. Master the art of writing a well-structured and coherent dissertation. 6. Gain confidence in presenting research findings to an academic audience.	(10+2)
B-1]	**Conducting research projects can offer benefit and advantages to the students:** 1. **Intellectual Growth:** Engaging in research projects allows students to explore and develop their intellectual curiosity. It encourages critical thinking, problem-solving skills, and the ability to analyse complex issues. 2. **Skill Development:** Research projects help students develop a variety of skills such as	(10+2)

information gathering, data analysis, literature review, writing, presentation, and time management. These skills are valuable both academically and in future careers. .

3. **Deepened Understanding:** Research enables students to delve deeply into a specific topic, gaining a more comprehensive understanding of it beyond what's covered in regular coursework.

4. **Independent Learning:** Research projects encourage self-directed learning. Students learn how to set their own goals, manage their time, and work independently, fostering a sense of responsibility and initiative.

5. **Problem Solving:** Through research, students confront real-world problems and work towards finding innovative solutions. This experience prepares them to tackle challenges in various aspects of their lives.

6. **Personal Growth:** Research projects can boost students' confidence as they overcome obstacles, contribute to knowledge, and present their findings to peers and professors. This can positively impact their self-esteem and personal growth.

7. **Networking:** Engaging in research projects often involves collaboration with professors, peers, and sometimes professionals in the field. This can lead to valuable networking opportunities and connections that might be beneficial for future academic or career pursuits.

8. **Enhanced Resume/CV:** Having research experience on a resume can make students stand out to potential employers or graduate programs. It demonstrates their commitment to learning and their ability to handle complex tasks.

9. **Contribution to Knowledge:** Even in the early stages of their academic careers, students can contribute to the existing body of knowledge. Their research findings might lead to new insights or perspectives in their chosen field.

10. Preparation for undertaking Research: For students considering post graduate, engaging in research during their postgraduate years can provide a taste of the kind of work they might encounter at the next academic level PhD.

11. **Career Exploration**: Research projects can help students explore potential career paths within their field of study. They might discover specific areas they are particularly passionate about.

12. **Personal Interest Pursuit**: Research projects often allow students to delve into topics that deeply interest them, providing a fulfilling and enjoyable learning experience.

13. **Exposure to Research Methods:** Students gain exposure to various research methodologies, which can be beneficial not only in academia but also in fields where data analysis and evidence-based decision-making are crucial.

14. **Critical Evaluation:** Research requires students to evaluate existing literature, sources, and information critically. This skill helps them become more discerning consumers of information.

15. **Long-Term Impact:** Some research projects can have lasting impacts beyond the academic realm, contributing to policy changes, technological advancements, or improvements in various industries.

| B-2] | In Semester IV the student shall work under the supervision of the faculty and carry out a Research Project and submit a structured report in TWO hard bound copies (Blackbook) & one soft copy (PDF). In the interest of environmental considerations, students are encouraged to print their Research Project 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 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 advanced written approval for Research Report Proposal from the faculty Supervisor and the Director of the Institute about the topic before commencing the Research Project work. A Research Project outlining the entire problem, including a survey of literature and the various results obtained along with their solutions, | (7+2) |

is expected to be produced. The student must submit the completed Research Project and make an oral presentation of the same. Through the Research Project, 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 Research Project / project shall be certified by the Faculty Supervisor, HOD & approved by the Director of the Institute.

1) All sheets are to be A4 size.
2) The Text in all the chapters shall be in Times New Roman 12 Font, Regular, justified with line spacing of 1.15.
3) The margins shall be as follows: Top & Bottom: 0.8 inches; Left: 1 inch, Right: 0.5 inches
4) One extra line spacing should be left in between paragraphs.
5) All Chapter headings are to be centered in the Font Times New Roman 14 size Bold.
6) All headings of section shall be in Times New Roman 12 Bold
7) All sub-section headings shall be in Times New Roman, size, 12, Bold, Italic.
8) All minor sub-section headings shall be in Times New Roman, size, 12, Regular.
9) It is advised that the sections and sub- sections are to be limited to 3rd level
   a. Zero Level - Chapter Headings
   b. First Level - Main sections in each chapter: to be numbered as 1.1, 1.2, 2.1, 3.1 etc.
   c. Second level - Sub- sections in each section: to be numbered as 1.1.1, 1.2.2, 2.1.3, 3.2.1 etc.
   d. Third level - Minor sub-sections i.e., sections in sub-sections.: to be numbered as 1.1.1.1, 1.2.2.1, 2.1.3.2,
      3.2.1.4 etc. - to be avoided to the extent possible.
10) All the references / Bibliography is to be listed at the end, arranged in the chronological order and are to be numbered 1, 2, 3 etc.
11) The reference No. should be given as superscript in the report wherever they appear.
12) All the figures are to be numbered as Fig. 1.1, Fig. 2.3 etc. indicating chapter No and the sl. No. of the figure in that chapter. The title of the figure should at the bottom of the figure and should be numbered as shown below. Fig. 1.1 Study Area Fig. 2.1 Definition Sketch Fig. 3.2 Experimental Setup etc....
13) All the figures are to be placed at the end of each chapter. Alternatively, they can be placed after the page where they are first referred to. Uniformity should be maintained and under no circumstances should these two alternatives indicated be mixed.

Research projects may include:
➤ Developing a research question or statement
➤ Finding and evaluating sources
➤ Conducting research
➤ Writing a report etc.

Students can do-
➤ Survey based research.
➤ Secondary data analysis such as decision analysis, cost effectiveness analysis or Meta-analysis.
➤ Observation based/Interview based research.

Each student must work under the supervision of a faculty mentor. Depending on the area of research interest or the research topic,

B-3]	**Research Project Process** I. SELECTION OF THE RESEARCH TOPIC: **The first major challenge in conducting research**	

Research Project Process

I.   SELECTION OF THE RESEARCH TOPIC:

The first major challenge in conducting research

1. The easiest way is working with a faculty mentor who is active in research and may have defined one or more researchable questions.
2. Consulting with leading faculty in your area of interest and asking for advice on researchable topics is another avenue for research ideas.
3. Developing research ideas from loose ends discovered during:
   a) desk research/FP/SIP/OJT, b) literature review c) reviewing journal article(s), and d) discussions, critique of research articles in journal club, could be an interesting, and a rewarding experience.

II. DEVELOPING THE RESEARCH PROPOSAL

A research proposal helps to develop research idea into a valid, scientific research project. A general outline of the elements of a Research Proposal is presented. Although the Research Project Outline provides a description of all the elements of a research project, students are required to complete the writing up of the Methodology section before beginning the project implementation. Writing of the research proposal has a twofold purpose:

4. it provides the researcher, with the blueprint for implementing the project, and
5. it has to be submitted to the research supervisor, HOD and Director of the Institute) for securing approval.

III. PROJECT IMPLMENTATION

In order to conduct a valid, scientific study, it is important that student rigorously follow the study design outlined in your research proposal and approved by the research supervisor. To ensure timely completion of the project, it is important to stay within the framework discussed in the Timeline.

IV. WRITE-UP OF PROJECT RESULTS AND DISCUSSION

This should follow directly from your research proposal. The research project outline provides a 'how to' write-up of the results and discussion sections.

V. RESEARCH PRESENTATION

Once the research project is complete, student have to make a public oral presentation to present the work.

B-4]

OUTLINE OF A RESEARCH PROJECT

I.   TITLE PAGE (Page 1, DO NOT NUMBER)

- ➢ Study Title
- ➢ Names of the Supervisor (faculty mentor)
- ➢ Discipline
- ➢ Name of the Institute
- ➢ Date: month and year proposal prepared/submitted

II. SUMMARY (Page2, 1-2 pages; DO NOT NUMBER)

The summary should be brief and include: 1) a few sentences introducing the topic of current study (could include a couple of references); 2) statement of the problem; 3) a brief description of the methodology to be used including duration of study, subject selection criteria, tests to be performed, and/or data to be collected; 4) significance and implications of the study (why is it important to do the study, and what are the benefits: fill in gap in knowledge; develop further understanding of a clinical situation; modify current approach to treatment; cost-benefit analysis etc., etc.).

III.   INTRODUCTION (Page 3; up to 2 – 3 pages)

This section consists of an overview of the research question and some indication of the study's worth and the contribution it is apt to make to the field of study. It should include the rationale for the research project.

IV.   **REVIEW OF THE LITERATURE** (Page 4; up to 4 –6 pages; a minimum of 10 references required).

Use references to establish the link between the proposed study and previous work done on the topic, lay the groundwork for the proposed study, and demonstrate why it is important and timely. The literature review is not just a compilation of facts, but a coherent argument that leads to the description of the proposed study.

V.   **PROBLEM STATEMENT & RESEARCH HYPOTHESES** (up to 1/2-1 page)

The problem statement describes the problem posed by the proposed study and specifies it in the form of Research Hypotheses. The research hypotheses should flow logically from the discussion presented in the Review of Literature and the Statement of the Problem. The hypotheses should be very specific in presenting what aspects of the research topic will be studied, and how. The hypotheses (If any) should be optimally clear, concise, meaningful, and typically written in the present tense. One recommended statement of the criteria for a good hypothesis is that is: a) be free of ambiguity, b) express the relationship between two variables or concepts, and c) imply an empirical test. AVOID having more than one hypothesis embedded in a single, complex statement. A conceptual model represents a visual depiction of the relationship between all the variables in your study. It is a good place to start when planning your research project, and also helps in developing your hypotheses.

VI.   **RESEARCH METHODOLOGY** (up to 2-3 pages)
1. Study Duration: Describe the time frame during for which data will be collected (retrospective study; chart reviews), or intervention administered (prospective study; etc). If any
2. Subject Selection: Of particular importance in this section are:
    a) the sampling procedure to be used – random, stratified, convenience, b) the source of the subjects, c) the criteria for selection – clearly state inclusion/exclusion d) the rationale for determining sample size – use power test to determine sample size for significance; realistic estimates of crossovers, dropouts must be used in calculating sample size
3. Instrumentation or Measures: This section lists all the variables (intervention as well as outcome variables) you would be examining in your study, and describes what particular measures, or forms, or data collection sheets you will be using to measure the variables.
4. Procedures: This section provides a detailed description of the exact steps to be taken to conduct your research. This includes the procedure used to contact subjects, obtaining Informed Consent, and collecting the data.
5. Data Analysis: In this section describe the statistical tests that will be used to address the research hypotheses. Although intimidating, this section forces you to think how you will analyze (or have it analyzed) at the time the proposal is generated rather than after the data are collected. This way, you can avoid wasting time collecting data that are not analyzable because they are not in the collected in the correct format.
6. Study Limitations: Describe the shortcomings and weakness of your study most likely to impact the internal validity of your study.

VII. RESULTS

In this section, you present your findings as clearly as possible. The Results section contains JUST THE FACTS: tables, figures, transcript summaries, and your description of what is

noteworthy and important about these. Begin with a description of the sample. Simple demographics can be presented in tabular form. Follow with presenting your findings in terms of the research questions/hypotheses tested.

VIII.DISCUSSION
This section typically contains:
• An overview of significant findings
• A consideration of the finding in light of previous research
• A careful examination of findings that fail to support your hypotheses
• Limitations of the study that may affect the generalizability of the results
• Recommendations for further research
• Implications of study for professional practice

IX.REFERENCES

Students must cite all studies referred to in the proposal, using the APA citation method

B-5]	Evaluation Pattern:

Evaluation Pattern:

Total Marks: 150
Formative Assessment: 50 Marks
Summative Assessment: 50 Marks

1) **Formative Assessment Weightage 50 marks**
1. Project Proposal
2. Three Progress Reports
3. Final Research Project Report
4. Pre- submission Presentation
a) Research Project Objectives, Research Question and Hypotheses
b) Introduction and literature Review
c) Methodology
d) Quality of Analysis and Research, discussion and findings
e) Documentation and Reporting
f) References
g) Reflection

2) **Summative Assessment Weightage 50 marks**
1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
a) Presentation – 05 marks
b) Viva-Voce– 20 marks
c) Report – 15 marks
d) Ability to connect with the theoretical & conceptual frame work – 10 marks

The Internal & the External viva-voce shall evaluate the candidate based on:
1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I, II and III
3. Analytical capabilities
4. Technical Writing & Documentation Skills
5. Outcome of the project – sense of purpose
6. Utility of the project to the organization

	7. Variety and relevance of learning experience
	
	Presentation could be through any of the enlisted formats (this is an indicative list and innovative formats if any beyond this list may be adopted) -
	    1. Traditional Slide Deck Presentation
	    2. Infographics
	    3. Video presentation
	    4. Paper presentation
	    5. Poster presentation
	    6. Webinar or online presentation
	    7. TED-style presentation
	    8. Storytelling Presentation etc.	

	Total	**12**

Program	MBA (Business Analytics)			Semester: IV			
Course	Compensation & Reward Management			Course Code		MB25SEHRM-405	
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 405.1	REMEMBERING	RECALL the fundamental concepts, types, and framework of compensation management and its strategic role in an organization
CO 405.2	UNDERSTANDING	UNDERSTAND compensation policies, planning, strategies, job, evaluation techniques, and development of equitable pay structures to gain competitive advantage
CO 405.3	APPLYING	DEVELOP knowledge of designing incentive plans, profit sharing, gain sharing, and innovative reward structures suitable for startups and existing organizations.
CO 405.4	ANALYSING	EXAMINE the concept, role, and components of reward management system along with recent developments in monetary and non-monetary rewards across industries
CO 405.5	EVALUATING	EXPLORE current and emerging trends in compensation practices globally, especially in MNCs, Gig Economy, remote workforce management, and addressing contemporary compensation challenges

	Course Contents	
Unit	**Description**	**Duration [Hrs]**
I	**Compensation:** Concept of compensation, types of compensation, conceptual framework of compensation management, Job Evaluation & Pay Structures, Internal & External Equity in Compensation, Developing a total compensation strategy— Competitive Advantage, the compensation structure-, advantages of fair compensation system, significant compensation issues, and merits and demerits of various compensation systems.	(7+2)
II	**Wage and Salary Administration:** Definition, Goals, Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems–Wage criteria and wage machinery— Wage Components—Salary Benchmarking.	(7+2)
III	**Incentives, reward system & pay restructuring:** Meaning and determinants of incentives, wage incentives, Incentive calculation process, possible inputs and outputs of incentive process, types & forms of profit sharing, non- monetary incentives & cafeteria-style compensation, retention bonus etc. Individual Incentive Plans, Group & Team- Based Incentives, Profit Sharing & Gain Sharing Plans.	(7+2)
IV	**Reward Management:** Concept, Aims, and Components of Reward System Monetary & Non-Monetary Rewards, Role of Reward in Organization, Strategic Perspectives of Reward Systems: Aligning Reward Strategy with Business Objectives and Strategies. Recent Development in Rewards and Recognition in Business Organizations: Executive Reward Practices, Reward strategies in a knowledge economy–Reward Strategies in a Service-based economy.	(7+2)

V	**Current Trends in Compensation:** Compensation Practices of Multinational Corporations and Strategic Compensation Systems; compensation Trends in Gig Economy, Freelancers and Contract Workers Compensation, On-demand Pay Systems, Crowd-sourced Pay Models, Contemporary Challenges-Pay Inequality & Gender Pay Gap.		(7+2)
	Total		**45**

Suggested Textbooks:

1. Tapomoy Deb, Compensation Management text & cases, Excel Publication , 2014
2. Joseph J. Martocchio, Strategic Compensation- A Human Resource Management Approach- Pearson Education, 2012, 3rd Ed

Suggested Reference Books:

1. Dipak Kumar Bhattacharya, Compensation Management , Oxford University Press , 2014
2. Richard.I. Henderson: Compensation Management In A Knowledge Based World - Prentice-Hall, 2012, 9th Ed
3. Milkovich & Newman, Compensation, Tata McGraw –Hill, New Delhi, 2015

Suggested Online Link:

- *Strategic HRM-related course* includes compensation design
  - **Strategic HRM: Talent, Performance, Compensation Design (Coursera)** Coursera
- Also find compensation modules in HR courses on
  - Great Learning's free HR course (includes compensation basics)

Program	MBA (Business Analytics)					Semester: IV	
Course	Designing & HR Policy					Course Code	MB25SEHRM-406
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 406.1	REMEMBERING	Recall the concept of HR Policy Manual
CO 406.2	UNDERSTANDING	Understand the HR Policy Designing and implementation Process
CO 406.3	APPLYING	Prepare operational policy for an organization of your choice
CO 406.4	ANALYSING	Compare HR Policies in various context
CO 406.5	EVALUATING	Evaluate HR Policies in Indian and Global context

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to HR POLICY**: Meaning, Need, scope of HR policy, Introduction to the content of Policy Manual, Importance of POLICY Manual for employees and employers, use of HR policy Manual, Steps in designing HR policies, Type of HR policies Implementation of HR policy, - Role of HR policies in organizational success.	(7+2)
II	**HR Policy Design and Implementation**: Analysing Organizational Needs- Understanding organizational vision, mission and values, Principles of effective HR policy design, Factors Affecting HR policy framing -cultural factors, Labour Laws and regulation, Social Factors, Best practices in HR policy development, Writing and communicating HR policies	(7+2)
III	**HR policy in Indian Context:** Designing Recruitment and hiring policy, Employee operational policies- Compensation policies, T&D policies, Appraisal Policies, Career Advancement policies, conduct and safety policy-code of conduct, Disciplinary Action, Grievance Handling policies, Diversity and inclusion policies in India, Employee wellness and mental health policies in India, Data protection and confidentiality policies in India.	(7+2)
IV	**HR Policy in Global Context**: - Principles of effective global HR policy design, Role of technology in global HR policy design and implementation, HR policy design and implementation for global talent management and expatriate management, Data protection and confidentiality policies.	(7+2)
V	**Case Studies and Best Practices**: - Real-world examples of effective HR policy design and implementation, best practices in HR policy development and compliance in Indian and Global Context	(7+2)
	Total	45

Suggested Textbooks:

1. How to Develop Essential HR Policies and Procedures, by John H. McConnell Amco, Div American Mgmt. Association, Volume 1Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
2. Florida Employment Law Manual (HR Compliance Library) Paperback – Import, 22 Mar 2016by Jennifer Saltz Bullock (Author), Jeff O'Connell (Editor)
3. The: An Indispensable Guide for Managers and Human Resources Professionals by S. Smith, R. Mazin
4. Human Resource Management: Gary Dessler
5. Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow White.
6. Human Resource Policies and Procedures for Nonprofit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004

Suggested Reference Books:

1. How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2. Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white
3. Human Resource Policies and Procedures for Non-profit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004
4. HR Tech Strategy: Revolutionizing Employee Experience Through HR-Tech Synergy, Marlene De Koning

Suggested Online Link:

✔ HR policy design is part of broader HR management courses:
🔗 Free HR Management Course (Great Learning) — covers policies, performance, compensation, planning.

Program	MBA (Business Analytics)					Semester: IV	
Course	Change Management & New Technologies in HRM					Course Code	MB25SEHRM-407
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 407.1	REMEMBERING	Remember the basic concepts and Models of Change Management
CO 407.2	UNDERSTANDING	Understand the IKS principles and models of change management in organizations.
CO 407.3	APPLYING	Apply effective communication and leadership skills during organizational change
CO 407.4	ANALYSING	Analyze the impact of technological advancements on HR practices
CO 407.5	EVALUATING	Evaluate HR technologies such as HRIS, ATS in recruitment, and remote work tools.

Course Contents		
Unit	Description	Duration [Hrs]
I	**Introduction to Change Management :** Meaning, need, nature and scope of change management in organizations, Types of organizational change (planned, unplanned, transformational, incremental) Forces for change: internal and external, Causes and overcoming techniques, Approaches to Change Management: Behavioural, Cognitive and Psychodynamic	(7+2)
II	**Organisational Change and Resistance to Change:** Process of Organisational Change, Impact of Change on Organisation. Effective communication strategies for change management, Resistance to Change: Individual and Organisational Resistance, Manifestation of Resistance, Minimizing Resistance to Change, OD and Team Intervention to Overcome Change, Organizational culture and its influence on change, Relationship between organizational culture and change, Strategies for aligning culture with change initiatives.	(7+2)
III	**Role of HR in Change Management:** HR as a change agent, Strategic partner vs. change facilitator, HR's responsibility in driving and sustaining organizational change, Communication and employee engagement during change, Leader and Team Change Management: Identify Leadership Issues in Change, Role of leadership in change.	(7+2)
IV	**Change Management Models:** Models for planning and managing change -ADKAR model, Kotter's 8-Step Process, Force Field Analysis, McKinsey 7S Framework.	(7+2)
V	**Digital Transformation in HR:** Introduction to HR Technology: HRIS, HCM, ATS, Performance Management Tools, Chatbots for employee engagement, Blockchain in HR, Challenges in Implementing HR Tech, Virtual Reality (VR) in training & development, Case Studies on Smart Research and Action Research Related to Change Management of Organisations	(7+2)
	Total	45

Suggested Textbooks:

1. Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2. Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite

Suggested Reference Books:

1. Change and Knowledge Management by B. Janakiram, P. V. Ravendra,Shubha Murlidhar Published by biztantra
2. Change Management by Robert a Paton and James McCalman, Sage Publication, 3rd Edition
3. Human Resource Information System by P. K. Gupta and Sushil Chaabra.
4. Ian Palmer; Richard Dunford; David Buchanan (2009) Managing Organizational Change: A Multiple Perspectives Approach: McGraw-Hill: New York2.
5. John Hays (2002).Theory and Practice of Change Management.

Suggested Online Link:

Look up Change Management courses on general platforms:
☞ Coursera search (Change Management): https://www.coursera.org/search?query=change%20management
☞ FutureLearn Change Management courses: https://www.futurelearn.com/courses FutureLearn
Many HR courses include digital transformation modules as well.

Program	MBA (Business Analytics)				Semester: IV			
Course	Organizational development and Change Management				Course Code		MB25SEHRM-408	
	Teaching Scheme (Hrs./Week)			**Evaluation Scheme and Marks**				
Credits	Lecture	Tutorial	Practical	FA		SA	Total	
				UT	CA	TH		
3	2	1	1	25	25	50	100	

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 408.1	REMEMBERING	To introduce foundational concepts, methodologies, and practices of organizational development (OD).
CO 408.2	UNDERSTANDING	To equip students with practical skills to manage organizational change initiatives effectively
CO 408.3	APPLYING	To develop analytical capabilities to diagnose organizational problems and implement OD interventions.
CO 408.4	ANALYSING	To foster understanding of human factors, resistance management, and leadership roles in change processes.
CO 408.5	EVALUATING	To cultivate strategic insights into sustaining organizational growth, innovation, and adaptation through change management.

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction to** Organizational Development**:** - Overview of the field of OD - Concept, Definitions and Importance of OD, Understanding Organization Development and Change Management, Need for Change Process of Organizational Change	(7+2)
II	**Approaches to Organizational Development**: - Action Research as a Process - Action Research Model - Action Research as an Approach - History of Action Research - Examples of Action Research in OD - Systems Theory - The Nature of Systems - Systems Approach - Socio-Technical Systems Theory and Open Systems Planning	(7+2)
III	**Organizational Diagnosis and Diagnostic Models**: - Managing the OD Process - Diagnosing the System, its Subunits and Processes - Organizational Diagnostic Models and their Data Collection and Analysis, Assessment of OD: - Implementation Conditions for Failure and Success in OD efforts	(7+2)
IV	**Resistance to Change and Monitoring Change in Organizations**: - Meaning and Definition - Sources of Resistance to Change- - Individual Sources - Organizational Sources - Impact of Change on Employees - Dealing with Resistance to Change - Role of Communication in Managing Change - Effective Organizational Change Management	(7+2)
V	**Emerging Trends in OD and Change Management**: -- Systemic Approach towards OD and Change Management Galbraith Star Model of Organizational Design Mechanistic & Organic System and Contingency Approach Emerging Trends in OD and Change Management Learning Organization The Future of OD	(7+2)
	Total	45

Suggested Textbooks:

1. Organization Development and Change (11th ed.). Cummings, T. G., & Worley, C. G. (2019), Cengage Learning
2. Organization Development: Behavioral Science Interventions for Organization Improvement, French, W. L., & Bell, C. H., (6th ed.), Prentice-Hall
3. Organizational Change and Development, Dipak Kumar Bhattacharya, Oxford University Press
4. Organization Development: Principles, Processes, and Performance, Gary McLean, (1st Ed), Berrett-Koehler Publishers

Suggested Reference Books:

1. Management of Change and Organizational Development: Innovative Strategies and Approaches, S.K. Bhatia, Deep & Deep Publications
2. Organizational Change and Development, Kavitha Singh, Excel Books
3. Practicing Organization Development: Leading Transformation and Change, William J. Rothwell, Jacqueline M. Stavros, Roland L. Sullivan, (4th Ed.), Wiley's Publication

Suggested Online Link:

Organizational Development topics are often included in business or HR specializations on:

🔗 Coursera business/HR courses — search "organizational development"
https://www.coursera.org/search?query=organizational%20development Class Central

Program	MBA (Business Analytics)					Semester: IV	
Course	Performance Management System					Course Code	MB25SEHRM-409
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 409.1	REMEMBERING	DESCRIBE key components and applicability of theories of Performance Management System.
CO 409.2	UNDERSTANDING	DEMONSTRATE the communication skills required when managing achievement and under achievement.
CO 409.3	APPLYING	IDENTIFY factors affecting Performance Measurement
CO 409.4	ANALYSING	ANALYZE various tools for performance assessment
CO 410.5	EVALUATING	COMPARE various organizational performance management systems and best practices.

	Course Contents	
Unit	Description	Duration [Hrs]
I	**Introduction and Theoretical Framework:** Performance Appraisal & Potential Appraisal, Methods of Performance Appraisal: Traditional, Modern Methods, Components of PMS. Performance Management: Planning Performance for Role Clarity, Accountability and Effectiveness. Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management. Currents trends in performance management	(7+2)
II	**Process of Performance Management:** Overview and Importance of Performance Management Process, Performance Management planning process, setting objectives - Organizational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. Mid-cycle Review Process and End-cycle Review Process.	(7+2)
III	**Performance Measurement:** Determinants of performance measurement, approaches to measuring performance, diagnosing the causes of poor performance. Measuring results and behaviours, gathering performance information, implementing performance management system.	(7+2)
IV	**Performance Management & Reward Systems:** Performance linked remuneration system, Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan. Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions, Performance Improvements and Performance Management Skills	(7+2)
V	**Performance Management and Personal Development Plans:** 360 degree evolution in HR performance, feedback as a developmental tool, performance linked career planning & promotion policy, Competency Mapping as a Performance Management Tool, Balanced Scorecard and its Applications, Mentoring System, Assessment Centres, role of technology in PMS, Performance Management Practices of Different Companies (One example of Indian and global Context)	(7+2)

Total	45

Suggested Textbooks:

1. Performance Management: The New Realities by Michael Armstrong & Angela Baron, Jaico Publishing House, New Delhi, 2002
2. Appraising and Developing Managerial Performance by TV Rao Learning Systems Pvt. Limited, Excel Books, 2003
3. Performance Management, Systems and Strategies by Bhattacharyya, Dipak Kumar. 1/e; New Delhi: Pearson, 2011

Suggested Reference Books:

1. Corporate Performance Management by David Wade and Ronad Recardo, Butter Heinemann, New Delhi, 2002.
2. Performance Management by A.S. Kolhi & T. Deb,
3. Performance Management Systems by A.M. Sharma
4. Performance Management: Toward Organizational Excellence by T. V. Rao (2016)
5. Prem Chadha (2011). Performance Management, 1/e; New Delhi: McMillan
6. Henderson: Compensation Management in a Knowledge Based World 9/e Pearson Education.

Suggested Online Link:

Performance management is covered in HR courses like:

👉 Employee Relations – Coursera (includes performance module) Coursera

Also in Great Learning HR course: recruitment → training → performance. My Great Learning

Program	MBA (Business Analytics)					Semester: IV	
Course	Performance Management System					Course Code	MB25SEHRM-410
	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
Credits	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 410.1	REMEMBERING	RECALL the fundamental key terms, concepts of HR Analytics
CO 410.2	UNDERSTANDING	UNDERSTANDING of the importance of Human Resource Analytics
CO 410.3	APPLYING	APPLY HR Analytics to facilitate decision making in organization
CO 410.4	ANALYSING	ANALYSE the business environment and use HR Analytics for various HR functions
CO 410.5	EVALUATING	EVALUATE the impact of HR Analytics in resolving business challenges.

Course Contents		
Unit	Description	Duration [Hrs]
I	**Introduction to Analytics:** Evolution of Analytics, Need for Analytics in Business, Introduction to HR Analytics and link to organizational goals **Matrices and Analytics:** Terminology of Matrices and Analytics, Descriptive Analytics, Prescriptive Analytics, Predictive Analytics, Models in HR Analytics.	(7+2)
II	**HR Information Systems and Data**: Information Sources, Analysis software options, preparing data: Using Software Big Data **Analysis Strategies:** Descriptive reports to predictive analytics, Statistical Significance: Types of data, Types of statistical tests: Factor Analysis, Reliability & Validity Analysis, SEM etc	(7+2)
III	**Recruitment and Selection Analytics**: Reliability and validity of selection process , Human bias in recruitment and selection , Predicting Employee Performance , Indicators of Performance , Methods for Measuring Performance	(7+2)
IV	**Employee Engagement and Workforce Perceptions:** Measuring Employee Engagement: Interrogating the measures, Conceptual Explanation of factor analysis **Predicting Employee Turnover:** Relevance of employee turnover as an HR indicator , Descriptive Turnover Analysis: Measuring and exploring differences between turnover at an individual and team level , Equality, diversity and inclusion: Approaches to measuring and managing D&I	(7+2)
V	**Monitoring the Impact of Interventions:** Tracking the impact of various HR interventions **Ethics in Analytics:** Ethical Standards for HR Analytics, Limitations of AI	(7+2)
	Total	45

Suggested Reference Books:

1. The New HR Analytics: Predicting the economic value of your company's human capital investment: Jac Fitz-enz
2. HR Analytics: The What, Why and How: Tracey Smith
3. HR Analytics Understanding Theories and Applications Dipak Kumar Bhattacharya Sage
4. Practical Applications of HR Analytics Pratyush Banerjee,Jatin Pandey,Manish Gupta Sage

Suggested Online Link:

⚙ **Innomatics Free HR Analytics Training** (hands-on basics) Innomatics
For deeper HR analytics certification programs:
∞ IIM Kozhikode HR & Analytics programme **(paid, cert)** **iim.ecampusapp.com**