

AC _____ ITEM NO: _____

Deccan Education Society's

Kirti M. Doongursee College of Arts, Science and Commerce (AUTONOMOUS)



Affiliated to

UNIVERSITY OF MUMBAI

Syllabus for Third Year

Program: Bachelor of Management Studies

Majors: Human Resource Management

Choice Based Credit System (CBCS)

with effect from

Academic Year 2025-2026

PROGRAM OUTCOMES

PO	Description
	A student completing Bachelor's Degree in Management Studies Program will be able to
PO1	Disciplinary Knowledge: Capability of executing comprehensive knowledge and understanding of business acumen.
PO2	Communication Skills: Demonstrate proficiency for Business Communication for effective and professional business management.
PO3	Critical Thinking: Ability to engage in reflective and independent thinking by understanding the concepts of various business domains.
PO4	Problem solving: Capability to deduce a business problem and apply the classroom learning into practice to offer a solution for the same.
PO5	Leadership Skills: Ability to develop group behavior and lead a team to achieve the individual, group and organizational goals.
PO6	Ethical & Social Awareness/Reasoning: Ability to ascertain unethical behavior, falsification, and manipulation of information. Ability to manage self and various social systems. To build perspective about global environment including cultural, social and sustainability issues.
PO7	Lifelong learning: Capability of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling in all areas of Commerce.
PO8	Global Perspective: Understand the application of management concepts in scenarios relating to the global business environment.

**Deccan Education Society's
Kirti M. Doongursee College (autonomous)**

Proposed Curriculum as per NEP, 2020

Year of implementation- 2025-26

Name of the Department: Bachelor of Management Studies

Semester	Course Code	Course Title	Vertical	Credit
V		Strategic Human Resource Management	Major	4
		Organisational Development	Major	4
		Yukti: Indian Wisdom for Managers	Major	2
		Adversity and Stress Management	Major (Elective 1)	4
		Workforce Diversity	Major (Elective 1)	4
		Logistics & Supply Chain Management	Minor	4
		Selling and Negotiation	VSC	2

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Proposed Curriculum as per NEP, 2020

Year of implementation- 2025-26

Name of the Department: Bachelor of Management Studies

Semester	Course Code	Course Title	Vertical	Credit
VI		International Human Resource Management	Major	4
		Finance for HR	Major	4
		Employers Branding , Talent acquisition and Retention	Major	2
		Performance Management	Major (Elective 1)	4
		Talent Management	Major (Elective 2)	4
		Production and Total Quality Management	Minor	4

Course Code	MAJOR SEM – V – Strategic Human Resource Management	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Define the foundational concepts, objectives, and evolution of Strategic Human Resource Management and its relevance in modern organizations.		
CO2	Understand HR strategies align with business goals, and the role of HR planning, policies, and strategic workforce initiatives.		
CO3	Apply SHRM models and tools to understand impact and improvement of organizational performance.		
CO4	Analyse real-world HR challenges, emerging recruitment methods, and evaluate their impact on employee engagement and business outcomes.		
Unit	Topics	No of Lectures	
I	SHRM - An Overview	15	
	1.1 Strategic Human Resource Management (SHRM) – Meaning, Features, 1.2 Evolution, Objectives, Advantages, Barriers to SHRM, 1.3 SHRM v/s Traditional HRM, Steps in SHRM, 1.4 Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, 1.5 Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model 1.6 Linking SHRM and Business Performance		
II	HR Strategies	15	
	2.1 Developing HR Strategies to Support Organisational Strategies, 2.2 Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, 2.3 Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, 2.4 Diversity Hiring, AI-enabled Talent Acquisition 2.5 Strategic Human Resource Development – Meaning, Advantages		

	<p>and Process, Strategic Compensation as a Competitive Advantage,</p> <p>2.6 Rewards Strategies – Meaning, Importance,</p> <p>2.7 Employee Relations Strategy</p> <p>2.8 Retention Strategies,</p> <p>2.9 Employee wellbeing and Mental health strategy</p> <p>2.10 Strategies for Enhancing Employee Work Performance</p> <p>2.11 Employee Experience and</p> <p>2.12 Career Pathing and Succession Planning</p>	
III	HR Policies	15
	<p>3.1 Human Resource Policies – Meaning, Features, Purpose of HR Policies,</p> <p>3.2 Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation,</p> <p>3.3 Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing,</p> <p>3.4 Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers,</p> <p>3.5 Hybrid Work Policy, DEI (Diversity, Equity & Inclusion) Policies</p> <p>3.6 Data Privacy, Ethics, and Compliance in HR Policies</p> <p>3.7 Innovative HR Policy Trends - Right to Disconnect Policy Menstrual Leave Policy Workcation Policy Pet-friendly Policy</p> <p>3.8 Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony</p>	
IV	Key aspects of SHRM	15
	<p>4.1 Mentoring</p> <p>4.2 Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement</p> <p>4.3 Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model</p> <p>4.4 Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions.</p> <p>4.5 Human Capital Management –Meaning and Role</p> <p>4.6 New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e – Recruitment- Social Media Recruiting, AI Chatbots in Hiring, Virtual Job Fairs</p> <p>4.7 Introduction to Strategic International Human Resource Management</p> <p>4.8 Expatriate Management – Challenges</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> Alexander Chernav, Strategic management, Eight Edition ,June 2014,Cerebellum press Richardn m.s Wilson, Collin Gilligan, Strategic marketing management,3rd edition, Elsevier 		

3. Subhash .C.Jain, Marketing Strategy, India edition, cengage learning
4. Sharan Jagpal, Marketng strategy, oxford university press
5. David A. Aker, Startegic Market Management, John Wiley & Sons, 2001
6. Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, Pearson, 13th edition

Course Code	HR MAJOR-SEM – VI – Organisational Development	Credits	Lectures /Week
	Paper II	4	4
<p>Course Outcomes:</p> <p>After successful completion of this course, students would be able to</p> <p>CO1. Identify the Organizational Development principles and their managerial relevance</p> <p>CO2. Understand the skills to evaluate Organizational Diagnosis techniques</p> <p>CO3. Use Organizational Development intervention techniques to solve organizational changes</p> <p>CO4. Devise and critically analyze challenges, ethics, and propose strategies for enhancing organizational effectiveness.</p>			
Unit	Topics	No of Lectures	
I	Organisational Development – An Overview	15	
	<p>1.1. Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance, Digital Transformation in OD.</p> <p>1.2. Relevance of Organisational Development for Managers, OD-HRD Interface, Participation of Top Management in OD ,Agile Management Practices.</p> <p>1.3. OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner.</p> <p>1.4. Emerging Trends in OD.</p> <p>1.5. OD in Global Setting</p>		
II	Organisational Diagnosis, Renewal and Change	15	
	<p>2.1 Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis</p> <p>2.2 Organizational Renewal, Re-energizing, OD and Business Process Re- Engineering (BPR), OD and Leadership Development,</p>		

	<p>AI-Driven Leadership & Change Management and their impact on organizational transformation.</p> <p>2.3. Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change</p> <p>2.4 Change Agents- Meaning, Features, Types, Role, Skills required</p>	
III	OD Interventions	15
	<p>3.1 OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions</p> <p>3.2 Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention.</p> <p>3.3 Techniques of OD Intervention – Traditional: Sensitive Training, Grid Training, Survey Feedback.</p> <p>3.4 Modern : Process Consultation, Third Party, Team Building, Transactional Analysis</p> <p>3.5 Evaluation of OD Interventions : Process, Types, Methods, Importance,</p> <p>3.6 Models : Kotter’s 8 Steps for Leading Change in Organizations, Force Field Analysis, Falletta’s Organizational Intelligence.</p>	
IV	OD Effectiveness	15
	<p>4.1 Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD</p> <p>4.2 Values in OD – Meaning, Professional Values, Value Conflict and Dilemma</p> <p>4.3 Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals.</p> <p>4.4 Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance</p>	

Reference books:

- i. Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House
- ii. French,W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi,1995.
- iii. Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs,N.J.,1990
- iv. Cummings, T. G. & Worley, C. G. (2009).Organization Development and Change (9th edition). Canada: South-Western Cengage Learning
- v. Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.
- vi. Cummings, T. G., Theory of Organization Development and Change, South Western.
- vii. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.
- viii. Richard L, Organisation, Theory, Change and Design , India Edition(Cenage Learning)
- ix. Garath R Jones, Mary Mathew , Organisation Theory, Design and Change: Sixth Edition, Pearson
- x. Wendell L French, Cecil H Bell, Jr, Veena Vohra ,Organisation Development , Sixth Edition, Pearson Education

Course Code	MAJOR SEM – V – Yukti: Indian Wisdom for Managers	Credits	Lectures/Week
	Paper I	2	2

Course Outcomes:

After successful completion of this course, students would be able to

1. Recall the management principles and phenomenon from the ancient scriptures and state their significance in shaping management and organizational systems.
2. Summarize essential management ideas derived from Indian epics, literature, and philosophies, and paraphrase their relevance in understanding leadership, decision-making, & work-ethics.
3. Employ ancient Indian approaches to leadership, governance, and self-management, and relate them effectively to contemporary professional and personal contexts.
4. Deconstruct complex modern management challenges using traditional Indian thought, and infer or relate sustainable and value-based strategies for holistic decision-making.

Unit	Topic	No of Lectures
1	Traditional Indian Workforce Systems and Practices	15
	<p>1.1. Corporate Life In Ancient India Concept, Features, Practices of Ancient Indian Economy. Ancient Indian Management – Objectives, Stakeholder value creation, Management in Ancient Indian Business, Essence of Indian Management, Workplace Hierarchy - Varna System and Sreni System – Brahmans, Ksatriyas, Vaishyas, Shudras</p> <p>1.2. Management Lessons and Takeaways from Traditional Scriptures and Philosophies in India: Ancient Indian Scriptures - The Vedas, Upanishads, Shastras, Sutras, Ramayan, Mahabharat and other related material. Principles and practices of other religious segments originating in India.</p> <p>1.3. Management Lessons and Takeaways from Arthshastra Principles of Administration Principles of Governance Management Principles and Practices Fundamentals HR Distribution & Management and Leadership</p>	
2	Ancient Wisdom in Modern Management	15
	<p>2.1. Modern & Traditional Management Practices – Correlation Study. Motivation and Leadership Lessons Political, Military and Statesmanship Lessons Economic and international relations Lessons Marketing Lessons Management in government and positive thinking in creative management.</p> <p>2.2. Lessons for Managers from Traditional Indian Scriptures: The concept of “Triguna Shastra” along with their balance in developing strong and righteous managers.</p>	

	<p>Sattvic Discipline at workplace – Ethics Divine and diabolic qualities for leaders and managers. Sattvic Leadership. Qualities of a virtuous worker. Self-actualization at workplace. Emphasis on creative and research through the concept of “<i>Manthanam</i>”</p> <p>2.3. Activities to Develop Human Mind and Body and Reduce Stress:</p> <p>Spiritual Wellbeing. Mental Wellbeing. Emotional Wellbeing. Physical Wellbeing.</p> <p><i>Case Studies can be introduces at any of the above levels.</i></p>	
<p>References Books:</p> <ol style="list-style-type: none"> 1. <i>The Gita and Management by Swami Bodhananda, BlueJay Books, Srishti Publishers and Distributers, New Delhi,</i> 2. <i>Bhagavad Gita On Effective Leadership, Pujan Roka, Jaico Publishing House, Mumbai.</i> 3. Indian Models of Economy, Business And Management, by P Kanagasabapathi, Second Edition, 2018, Visionias Ltd. 4. Ancient Indian Scriptures For Human Resource Management, Dr. Sneh Bhardwaj, 1st, 2020, Regal Publications 5. Business and Management Cases Based on Indian Ethos and Scriptures, Ashish Janakray Dave and Sumanta Dutta, First Edition, 2022, Bharti Publication 		

Course Code	MAJOR SEM - V - Stress and Adversity Management	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Recall concepts of adversity, stress, and burnout, and differentiate between various sources and types of stress in organizational settings.			
CO2 Understand workplace adversity affects employee behaviour, mental health, and productivity.			
CO3 Apply relevant techniques to manage adversity and stress in their professional and personal life.			
CO4 Interpret causes and consequences of workplace adversity and stress, and examine their impact on employee behaviour, emotional well-being, and overall productivity.			
Unit	Topics	No of Lectures	
I	Intro to Adversity	15	

	<ul style="list-style-type: none"> 1.1 Concept of Adversity 1.2 Concept of adversity – difference between stress and Adversity 1.3 what comes first - adversity or stress? 1.4 Causes of adversity 1.5 VUCA and its impact on working life 1.6 The role of human behaviour under pressure 1.7 Emotional Intelligence and adversity quotient (AQ) 1.8 Anxiety - Meaning, Mechanisms to cope up with anxiety 	
II	Understanding Organisational Stress	15
	<ul style="list-style-type: none"> 2.1 Stress – concept, features – Potential sources of stress 2.2 Types of stress 2.3 Concept of burnout – Depression 2.4 Time Management and Task Management - Meaning, Importance Approaches to Time Management 2.5 Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented 2.6 GAS Model 2.7 Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response. 	
III	Workplace Adversity and impact on Employees Productivity	15
	<ul style="list-style-type: none"> 3.1 Organizational change as a source of adversity 3.2 Characteristics of effective crisis leaders 3.3 Conflict resolution frameworks 3.4 Emotional and Behaviour Impact of adversity on employees 3.5 Role of advance technology and IA 3.6 Role of Middle Management in Mitigating Adversity 3.7 Impact of adversity on employees performance 	
IV	Ways of managing Adversity and stress	15
	<ul style="list-style-type: none"> 4.1 Pre-requisites of Stress-free Life 4.2 Role of Organisation in managing employees stress 4.3 Role of Individual in managing stress 4.4 Stress prevention mechanism – Traditional and Modern techniques of managing Stress 4.5 Meditation – Meaning, Importance – Techniques and Impact 4.6 Stress Counselling 4.7 Stress Audit Process 4.8 Assessment of Stress - Tools and Methods 	

Reference books:

1. Stress management by Susan R. Gregson
2. Stress management: Leading to Success By B Hiriyappa
3. Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper
4. Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton
5. Stress Management by A. K. Rai
6. Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper
7. Stress Management by Dr. Nivedit

Course Code	MAJOR SEM - III - Workforce Diversity	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Identify the terms and concepts of workforce diversity and its significance at workplace			
CO2 Describe the several aspects of relationship between workforce diversity and HRM functions, also its issues and trends.			
CO3 Use the tools and models of workforce diversity to effectively optimize and in still the variety of talent into the organization.			
CO4 Summarize and design an effective diversity and inclusion plan to sensitize and promote equality at workplace.			
Unit	Topics	No of Lectures	
I	Introduction to Management of Workplace Diversity	15	
	1.1 Concept, Need for Businesses to Embrace Diversity 1.2 Benefits of Workplace Diversity 1.3 Challenges to managing Diversity		
II	Workforce Diversity and HRM Functions	15	
	2.1 Workforce Diversity and HRM Functions 2.2 Role of Recruiter in Hiring Diversified Workforce 2.3 Workforce Diversity – Key to Organizational 2.4 Performance		
III	Strategies to Manage Diversity	15	
	1.1 Planning for diversity 1.2 Organizing for diversity: Cross functional teams 1.3 Diversity Training and Mentoring		
IV	Management of Issues and trends in Workplace Diversity	15	
	4.1 Management of Diversity in Workplace- 4.2 Best Practices in Achieving Workforce Diversity 4.3 Recent Trends of Diversity		
Reference books:			
1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7 th Edition.			

2. Handbook of Research on Workforce Diversity in a Global Society, edited by Scott, Chaunda L.
3. Diversity in the Workforce: Current Issues and Emerging Trends edited by Marilyn Y. Byrd, Chaunda L. Scott
4. Managing Diversity: Human Resource Strategies for Transforming the Workplace
Ellen Ernst Kossek, Sharon A. Lobel

Course Code	MINOR SEM - V	Credits	Lecture /Week
	Paper I – Logistics and Supply Chain Management	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Recall fundamental concepts, functions, and processes of logistics and SCM, while recognizing the importance of sustainability and global supply chains.			
CO2 Restate the interconnections between logistics components, supply chain strategies, sustainability initiatives, and global trade dynamics.			
CO3 Implement forecasting, inventory management, cost optimization, and sustainable logistics practices along with the government initiatives to improve supply chain efficiency.			
CO4 Evaluate global trends, technological advancements, policies, and environmental challenges to develop strategic supply chain solutions.			
Unit	Topics	No of Lectures	
I	Fundamentals of Logistics and Supply Chain Management	15	
	1.1 Introduction to Logistics 1.2 Introduction to SCM 1.3 Logistics & SCM in Customer Service & E-Commerce 1.4 Demand Forecasting in Logistics 1.5 Overview of Indian Logistics Sector		
II	Transportation and Distribution Network Management	15	
	2.1 Transportation 2.2 Warehousing 2.3 Distribution Management 2.4 Transport Infrastructure and Developments 2.5 Logistical Network Analysis		
III	Elements in Logistics and Supply Chain Management	15	
	3.1 Inventory Management 3.2 Material Handling and Packaging 3.3 Financing for Logistics and SCM 3.4 Performance Management In SCM 3.5 Supply Chain Risk Modelling and Management		

IV	Technological & Sustainable Trends in Logistics	15
	4.1 Role of Information Technology in Logistics & SCM 4.2 Logistics Outsourcing & Emerging Business Models 4.3 Sustainable & Green Logistics 4.4 Future Trends in Logistics & Resilient Supply Chains 4.5 Global Logistics & International Supply Chain Management	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Donald J. Bowersox, David J. Closs, M. Bixby Cooper, John C. Bowersox, Supply Chain Logistics Management, 5th Edition, 2024, McGraw Hill 2. Martin Christopher, Logistics & Supply Chain Management, 6th Edition, 2023, Pearson 3. Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi, Supply Chain Management: Strategy, Planning, & Operation, 7th Revised Edition, 2024, Pearson 4. Joel D. Wisner, Keah-Choon Tan, G. Keong Leong, Principles of Supply Chain Management: A Balanced Approach, 5th Edition, 2019, Cengage 5. David B. Grant, Alexander Trautrim, Chee Yew Wong, David B Grant, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, 2022, Kogan Page. 6. Chiranji Lal Chowdhary, Kumaresan Perumal, Logan Chella, Innovative Supply Chain Management via Digitalization and Artificial Intelligence: 424 (Studies in Systems, Decision and Control), 2022, Springer. 		

Course Code	VSC SEM – V – Selling & Negotiation	Credits	Lectures /Week
	Paper I	2	2
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Remember basic concepts of selling & negotiation			
CO2 Explain the core concepts of selling and negotiation,			
CO3 Apply the personal selling process and basic negotiation techniques in business scenarios.			
CO4 Analyse buyer behaviour and identify effective selling and negotiation strategies			
Unit	Topics		No of Lectures
I	Foundations of Selling		15
	1.1 Introduction Meaning and Importance of Selling in the Modern Business World Difference Between Selling and Marketing Types of Selling: B2B, B2C, Direct, Digital 1.2 Personal Selling Process: Prospecting, Approach, Presentation, Objections, Closing, Follow-up 1.3 Essential Sales Skills: Communication, Active Listening, Empathy, Product Knowledge 1.4 Activities: Product Pitching & Elevator Pitch Practice Role Play: Sales Meeting Simulation		
II	Negotiation Techniques and Application		15
	2.1 Negotiation Essentials Meaning, Importance, and Scope Difference Between Bargaining and Negotiation Key Concepts: BATNA, ZOPA, Win-Win vs Win-Lose 2.2 Negotiation Process and Strategies Steps: Preparation → Opening → Bargaining → Closure Negotiation Styles: Competitive vs Collaborative Tactics: Anchoring, Framing, Silence, Mirroring 2.3 Applied Negotiation in Business Common Business Scenarios: Customer, Vendor, Salary, Conflict Resolution Cross-Cultural and Ethical Aspects of Negotiation		

	<p>2.4 Activities</p> <p>Role Play: Buyer-Seller Negotiation</p> <p>Group Activity: Team Negotiation Simulation</p> <p>Feedback and Reflection Exercise</p>	
<p>Reference books:</p> <ol style="list-style-type: none">1. Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). Pearson Education.2. Futrell, C. M. (2020). Fundamentals of selling: Customers for life through service (14th ed.). McGraw-Hill Education.3. Rackham, N. (1996). SPIN selling. McGraw-Hill.		

Course Code	MAJOR SEM - VI - International HRM	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Recall key concepts, functions, and terminologies of International Human Resource Management including approaches, global HR practices, and cultural dimensions.		
CO2	Understand the differences between domestic and international HRM practices and IHRM's role in managing a diverse workforce.		
CO3	Articulate global HRM strategies and tools in practical scenarios like international staffing, performance appraisal systems, cross-border team management, and integration post-mergers.		
CO4	Analyse effective HRM strategies for addressing cross-cultural challenges, ethical concerns, and global trends in managing people across borders.		
Unit	Topics	No of Lectures	
I	International HRM - An Overview	15	
	1.1 International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions 1.2 Difference between International HRM and Domestic HRM 1.3 Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric 1.4 Limitations to IHRM 1.5 Qualities of Global Managers 1.6 Organizational Dynamics and IHRM 1.7 Components of IHRM- Cross Cultural Management and Comparative HRM 1.8 Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross-Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers 1.9 Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM 1.10 Managing Diversity in Workforce 1.11 Dealing with Cultural Shock		
II	Global HRM Functions	15	

	<p>2.1 International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce</p> <p>2.2 International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation</p> <p>2.3 HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training</p> <p>2.4 International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management</p> <p>2.5 Motivation and Reward System- Meaning, Benchmarking Global Practices</p> <p>2.6 International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR</p>	
III	Managing Expatriation and Repatriation	15
	<p>3.1 Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals)</p> <p>3.2 Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates,</p> <p>3.3 Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers</p> <p>3.4 Repatriation- Meaning, Repatriation Process,</p> <p>3.5 Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates</p> <p>3.6 Gig Economy</p>	
IV	International HRM Trends and Challenges	15
	<p>4.1 Emerging Trends in IHRM</p> <p>4.2 Off Shoring – Meaning, Importance, Off Shoring and HRM in India</p> <p>4.3 International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery,</p> <p>4.4 Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme</p> <p>4.5 Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World</p> <p>4.6 HR in MNCs – Industrial Relations in MNCs</p> <p>4.7 Role of Technology on IHRM</p> <p>4.8 IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization</p> <p>4.9 Growth in Strategic Alliances and Cross Border Mergers and Acquisitions Impact on IHRM</p>	

Reference books:

1. Peter J. Dowling, Marion Festing, Allen D. Engle Sr.: *International Human Resource Management 8th Edition (2023) Cengage Learning*
2. cris Brewster, Paul Sparrow, Guy Vernon: *International Human Resource Management 2nd Edition (2011) Oxford University Press*
3. "International Human Resource Management K. Aswathappa and Sadhna Dash McGraw Hill Education 4th Edition (2024)
4. Readings and Cases in International Human Resource Management Sebastian B. Reiche, Günter K. Stahl, Mark E. Mendenhall, Gary R. Oddou Routledge 2023 7th Edition

Course Code	MAJOR SEM – VI –	Credits	Lecture /Week
	Paper I- Financial Insights for Human Resource Professionals	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Recall and define key concepts of compensation, types of pay structures, and Indian legal frameworks in HR.			
CO2 Understand the role of HR in designing compensation plans and describe the factors influencing compensation.			
CO3 Apply compensation tools and incentive models to design pay structures for diverse organizational contexts.			
CO4 Analyze wage differentials, legal compliance, and ethical issues to propose fair and effective compensation systems.			
Unit	Topics	No of Lectures	
I	Compensation Plans and HR Professionals	15	
	1.1 Concept of compensation: Direct vs Indirect Objectives of compensation planning, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation 1.2 Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation 1.3 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security 1.4 Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India.		
II	Incentives and Wages	15	
	2.1 Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System 2.2 Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage		

	Differentials, Elements of a Good Wage Plan. 2.3 Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory.	
III	Compensation to Special Groups & Recent Trends	15
	3.1 Compensation for Special Groups: Expatriates, Remote & gig workers, High-risk job employees 3.2 Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. 3.3 Human Resource Accounting – Meaning, Features, Objectives and Methods 3.4 Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach, green compensation and sustainability-linked rewards, Flexible benefits, total rewards, digital platforms for payroll and rewards, AI in compensation benchmarking	
IV	Legal and Ethical Issues in Compensation	15
	1.4 Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952. 1.5 Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management. 1.6 Unethical practices: Wage suppression, unequal pay Role of labor unions and collective bargaining	
Reference books:		
<ol style="list-style-type: none"> 1. "Compensation" by Milkovich, George T., Newman, Jerry M., & Gerhart, Barry, 2022, McGraw-Hill Education 2. "Compensation Management" by Bhatia, S.K., 2021, Himalaya Publishing House 3. "Human Resource Management" by Gary Dessler, 2023, Pearson 4. "Human Resource Management: Text and Cases" by K. Aswathappa, 2020, McGraw-Hill Education India 5. "Essentials of Human Resource Management and Industrial Relations" by P. Subba Rao, 2018, Himalaya Publishing House 		

Course Code	HR MAJOR-SEM – VI – Employer Branding , Talent Attraction and Retention	Credits	Lectures /Week
	Paper I	2	2
Course Outcomes:			
After successful completion of this course, students would be able to			
<p>CO1. Remember basic concepts of employer branding and Talent management</p> <p>CO2. Understand the fundamentals of employer branding and its role in talent attraction</p> <p>CO3. Apply strategies to design and communicate effective employer brands and relates real- world branding and retention strategies across industries</p> <p>CO4. Analyze how employer branding impacts employee retention and engagement.</p>			
Unit	Topics	No of Lectures	
I	Foundations of Employer Branding and Talent Attraction	15	
	1.1 Introduction to Employer Branding: Definition, Importance, Scope, Corporate vs Employer Brand 1.2 Components of Employer Brand: EVP, Culture, Internal vs External Branding, Leadership Role 1.3 Employer Branding & Talent Attraction: Social Media, Recruitment Marketing, Campus Branding, Gen Z Hiring 1.4 Branding Strategy: Steps, Best Practices, Employer Brand Perception, Case Studies (Google, Infosys)		
II	Unit II: Talent Retention and Strategic Employer Branding	15	
	2.1 Talent Retention through Branding: Engagement, Career Growth, HiPo Retention, Recognition 2.2 Internal Communication & Experience: Internal Branding, Communicating Vision/Values, Belongingness		

	2.3 Employee Lifecycle & Branding: From Onboarding to Exit, Loyalty Building, Succession Integration 2.4 Industry Cases: Branding Wins & Pitfalls, Indian vs Global Company Practices	
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Reference books:

1. Brett Minchington (2010) - Employer Branding for Dummies
2. Simon Barrow & Richard Mosley (2005) - The Employer Brand
3. Richard Mosley (2014) - Employer Brand Management: Practical Lessons from the World's Leading Employers
4. Glen Llopis (2017) - The Innovation Mentality: Employer Branding in the Talent Economy
5. Universum Reports (Various) – Global Employer Branding Best Practices

Course Code	MAJOR SEM - VI - Performance Management and Career Planning	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Remember key terms, tools, and components of performance and career management.		
CO2	Explain processes and concepts related to performance systems and career models.		
CO3	Apply the uses of modern appraisal methods and career planning tools in business contexts.		
CO4	Analyse performance challenges and evolving career patterns in dynamic workplaces.		
Unit	Topics	No of Lectures	
I	Performance Management - An Overview	15	
	1.1 Performance Management- Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, 1.2 Performance Management Process, Pre-Requisites of Performance Management, 1.3 Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle 1.4 Best Practices in Performance Management, Future of Performance Management. 1.5 Role of Technology in Performance Management		
II	Performance Management Process	15	
	2.1 Performance Planning - Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking 2.2 Performance Managing - Meaning, Objectives, Process 2.3 Performance Appraisal - Meaning, Approaches of Performance Appraisal - Trait Approach, Behaviour Approach, Result Approach 2.4 Performance Monitoring-Meaning, Objectives and Process 2.5 Performance Management Implementation - Strategies for Effective Implementation of Performance Management 2.6 Linking Performance Management to Compensation 2.7 Concept of High Performance Teams		

III	Ethics, Under Performance and Key Issues in Performance Management	15
	<p>3.1 Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management,</p> <p>3.2 Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture,</p> <p>3.3 Future Implications of Ethics in Performance Management</p> <p>3.4 Under Performers and Approaches to Manage Under Performers, Retraining</p> <p>3.5 Key Issues and Challenges in Performance Management</p> <p>3.6 Potential Appraisal: Steps, Advantages and Limitations.</p> <p>3.7 Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.</p>	
IV	Career Planning and Development	15
	<p>4.1 Career Planning - Meaning, Objectives, Benefits and Limitations,</p> <p>4.2 Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning,</p> <p>4.3 Requisites of Effective Career Planning</p> <p>4.4 Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives</p> <p>4.5 Role of Technology in Career Planning and Development</p> <p>4.6 Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model</p> <p>4.7 New Organizational Structures and Changing Career Patterns</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers 2. Armstrong, Michael, Baron, Performance Management, Jaico Publishers 3. Robert Bacal, Performance Management, McGraw-Hill Education, 2007 4. T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007. 5. Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. 6. A.S. Kohli, T.Deb, Performance Management, Oxford University Press. 7. Herman Aguinis, Performance Management, Second edition, Pearson Education 		

Course Code	MAJOR SEM – VI – Talent and competency Management	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
C01	Recall the key concepts, principles, and scope of Talent Management and Competency Management.		
C02	Understand plain the need, benefits, life cycle, and role of HR and IT in developing Talent Management systems and competency frameworks.		
C03	Apply various strategies and approaches to Talent Management, Succession Planning, and Competency Mapping in real-world HR contexts.		
C04	Analyse contemporary trends, challenges, legal aspects, and best practices in Talent Management for building competitive advantage.		
Unit	Topics	No of Lectures	
I	Introduction to Talent Management	15	
	1.1 Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management 1.2 Benefits and Limitations of Talent Management 1.3 Principles of Talent Management 1.4 Source of Talent Management 1.5 Talent Gap – Meaning, Strategies to Fill Gaps 1.6 The Talent Value Chain 1.7 Role of HR in Talent Management 1.8 Role of Talent Management in building Sustainable Competitive Advantage to an Organization		
II	Talent Management System	15	
	2.1 Talent Management System – Meaning, Key Elements of Talent Management System 2.2 Critical Success Factors to Create Talent Management System 2.3 Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System 2.4 Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process 2.5 Approaches to Talent Management 2.6 Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent		

	Management Strategies 2.7 Talent Management and Succession Planning	
III	Contemporary Issues and Current Trends in Talent Management	15
	3.1 Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy 3.2 Contemporary Talent Management Issues, Talent Management Challenges 3.3 Current Trends in Talent Management 3.4 Best Practices of Talent Management 3.5 Ethical and Legal Obligations Associated with Talent Management 3.6 Talent Management in India	
IV	Competency Management and Competency Mapping	15
	4.1 Concept of Competency and Competence, Competence v/s Competency 4.2 Types of Competencies, Benefits and Limitations of implementing competencies 4.3 Iceberg Model of Competency 4.4 Competency Management – Meaning, Features and Objectives 4.5 Benefits and Challenges of Competency Management 4.6 Competency Development – Meaning, Process 4.7 Competency Mapping - Meaning, Features, Need and importance of competency mapping 4.8 Methods of Competency Mapping, Steps in Competency Mapping	
Reference books:		
<ol style="list-style-type: none"> 1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition. 2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi 3. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill 4. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition. 5. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill 6. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication 7. Seema Sanghi: The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publishing 		

Course Code	MINOR SEM – VI – Production & Quality Management	Credits	Lectures /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Remember basic concepts and terms related to Production & Quality Management		
CO2	Understand the various aspects of product design & development, manufacturing, materials & inventory management and quality management.		
CO3	Apply various fundamental concepts of production and quality in manufacturing scenarios.		
CO4	Analyse and improve manufacturing process, productivity and quality.		
Unit	Topics	No of Lectures	
I	Production Management & Manufacturing Systems	15	
	1.1 Introduction to Production Management Introduction to Production Management. Manufacturing Systems: Intermittent, Continuous Systems, and Smart Manufacturing. 1.2 Product Development & Design 1.3 Plant Location & Layout: Factors, Layout Types, and Digital Twin Technology. 1.4 Purchase Management: Vendor Evaluation, Strategic Sourcing, and Blockchain.		
II	Materials & Inventory Management	15	
	2.1 Materials Management: Concept, Objectives, Sustainable Practices & Material Handling Systems (Types, Automation, and Robotics.) 2.2 Inventory Management: Inventory Types Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML, JIT, Material Requirements Planning (MRP) and AI-Based Inventory Control. 2.3 EOQ & Forecasting: EOQ, Lead Time, Reorder Level, Safety Stock and Predictive Analytics.		
III	Basics of Productivity & TQM	15	
	3.1 Productivity Concepts: Concepts of Productivity, modes of calculating productivity. Efficiency, AI, and IoT Applications. 3.2 Quality Management: Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy Dimensions, SERVQUAL, and AI Integration. 3.3 TQM:		

	<p>Concept and Importance, Cost of Quality, TQM 4.0, and Real-Time Data Analytics.</p> <p>3.4 Quality Tools: Fish Bone, Pareto Analysis, and AI in Root Cause Analysis</p>	
IV	Quality Improvement Strategies & Emerging Trends	15
	<p>4.1 Quality Improvement: Lean Thinking, Six Sigma, and DMAIC/DMADV. Taguchi's Quality Engineering</p> <p>4.2 Certifications: ISO 9000, ISO 14000, QS9000, ISO 22000, ISO 45001 and MBNQA.</p> <p>4.3 Emerging Trends: Industry 4.0, Sustainable Manufacturing, and AI in Quality.</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Chase, R. B., Aquilano, N. J., & Jacobs, F. R. (2004). Production and operations management: Manufacturing and services (10th ed.). McGraw-Hill/Irwin. 2. Stevenson, W. J. (2020). Operations management (13th ed.). McGraw-Hill Education. 3. Evans, J. R., & Lindsay, W. M. (2020). Managing for quality and performance excellence (11th ed.). Cengage Learning. 		

Evaluation Scheme for First Year (UG) under NEP (4 credits)

I. Internal Evaluation for Theory Courses – 40 Marks

1. **Continuous Internal Assessment (CIA) Assignment** - Tutorial/ Case Study/ Project / Presentations/ Group Discussion / Ind. Visit. – 20 marks
2. **Continuous Internal Assessment (CIA) ONLINE Unit Test** – 20 marks

II. External Examination for Theory Courses – 60 Marks

Duration: 2 Hours

Theory question paper pattern:

Question	Based on	Marks
Q.1	Unit I	15
Q.2	Unit II	15
Q.3	Unit III	15
Q.4	Unit IV	15

- All questions shall be compulsory with internal choice within the questions.
- Each Question may be sub-divided into sub questions as A, B, C, D, etc. & the allocation of Marks depends on the weightage of the topic.

Evaluation Scheme for First Year (UG) under NEP (2 credits)

I. Internal Evaluation for Theory Courses – 20 Marks

1. **Continuous Internal Assessment (CIA) Assignment** - Tutorial/ Case Study/ Project / Presentations/ Group Discussion / Ind. Visit. – 10 marks
2. **Continuous Internal Assessment (CIA) ONLINE Unit Test** – 10 marks

II. External Examination for Theory Courses – 30 Marks

Duration: 1 Hour

Theory question paper pattern: All questions are compulsory.

Question	Based on	Marks
Q.1	Unit I	15
Q.2	Unit II	15

- All questions shall be compulsory with internal choice within the questions.
- Each Question may be sub-divided into sub questions as A, B, C, D, etc. & the allocation of Marks depends on the weightage of the topic.