

DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY
Chhatrapati Sambhajnagar.



CIRCULAR /SU/CM/NEP PG-II Year/22/2024

It is hereby inform to all concerned that, on the recommendation of the Dean, Faculty of Commerce & Management; **the Academic Council at its meeting held on 08.04.2024 has accepted the “following Revised Curriculum at PG Level as per National Education Policy-2020” for all concernerd affiliated colleges** under the Faculty of Commerce & Management.

Sr.No.	Courses	Semester
1	M.Com.	IIIrd & IVth
2	MPM	IIIrd & IVth

This is retrospective effect from the Academic Year 2024-25 and Onwards as per appended herewith.

All concerned are requested to note the contents of this circular and bring notice to the students, teachers and staff for their information and necessary action.

University Campus,
Aurangabad-431 004.

REF.NO. SU/COM/2024-25/ 2774-23

Date:- 04-07-2024.

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*Deputy Registrar,
Academic Section
Syllabus unit.*

Copy forwarded with compliments to :-

- 1] **The Principal all concerned affiliated colleges, Dr. Babasaheb Ambedkar Marathwada University.**
- 2] The Director, University Network & Information Centre, UNIC, with **a request to upload this Circular on University Website.**

Copy to :-

- 1] The Director, Board of Examination & Evaluation,
- 2] **The Section Officer, [B.Com. Unit] Examination Branch,**
- 3] The Section officer, [Eligibility Unit],
- 4] **The Programmer [Computer Unit-1] Examinations,**
- 5] **The Programmer [Computer Unit-2] Examinations,**
- 6] The In-charge, [E-Suvidha Kendra], Rajarshi Shahu Maharaj Pariksha Bhavan, Dr. Babasahcb Ambekar Marathwada University.
- 7] The Public Relation Officer,
- 8] The Record Keeper.

**DR. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



Curriculum of

CREDIT DISTRIBUTION SYLLABUS FOR
TWO YEAR/ONE YEAR PG AS PER NEP

M.P.M.

MASTER OF PERSONNEL MANAGEMENT

IIIRD TO IVTH SEMESTER

APPLICABLE FOR AFFILIATED COLLEGES

under NEP 2020

[Effective from the Academic Year 2024-25 & onwards]

**DR BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY
CHHATRAPATI SAMBHAJINAGAR**



Curriculum of

Master of Personnel Management (MPM) / Master of Commerce (HR)

IInd Year-Third Semester

Under Choice Based Credit & Grading System

As Per NEP -2020 guidelines

[Effective from the Academic Year 2023-24 & Onwards]

**DR BABASAHEB AMBEDKAR MARATHWADA
UNIVERSITY**

CHHATRAPATI SAMBHAJINAGAR



Illustrative Credit Distribution Structure for Two Year /One Year PG
As per NEP 2020 MPM /M.Com (HR) Programme

MPM/M.COM (HR): SECOND YEAR

LEVEL: 6.0

Semester - III	Paper Code	Paper Name	No of Credits	Marking Scheme		
				UA	IA	Total
MAJOR	MHR-M7	Training and Development	4	60	40	100
	MHR-M8	Labour Costing	4	60	40	100
	MHR-M9	Labour Laws –III	4	60	40	100
	Activity 3 (Choose Any one from the basket)	A)Personnel Correspondence	2	-	50	50
		B) Study of Managerial Qualities in Industries				
		C)Computation of employee Compensation				
		D) Any other activity in consultation with Respective Mentor/Guiding teacher.				
	MHR-E3 (Choose Any one from the basket)	A) Industrial Safety Management	4	60	40	100
		B) Environment Management				
		C) Organizational Behavior				
Field Project / On Job Training			---	---	---	---
Research Project	RP :1st (Choose Any one from the basket)	1) AI intervention in HRM 2) A study on Performance Management System. 3) Study on Industrial Relations. 4) Any Other Project consultation with Respective Mentor/Guiding teacher	4	60	40	100
Total Credit for Third Semester			22	300	250	550

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M.COM. (HR) (THIRD SEMESTER) (CBCS-NEP)

Paper No. : **MHR-M7**

Course Code:

Credit- 4

Subject Title: **Employee Training & Development**

Course Objectives: The course aims at instilling the learners with the strategic significance of T&D; besides orienting them with the conceptualization and theoretical foundations for execution of the function in the organization

Unit	Course Content	Periods
I	Conceptualization and introduction to Employee training & development: Definition of Training & Development, Competencies, skills, knowledge, attitude, pedagogy, andragogy and others. Strategic significance of T&D to organizations and the 2004 ASTD Competency Model Demographics of contemporary workforce and customization of T&D accordingly: Gen X, Gen Y (Millennial) & Gen Z workforce. Difference between Training and Development.	10 Lectures
II	Theoretical Foundations: Classical Conditioning and Operant Conditioning Theory, Reinforcement theory, Social learning theory, Goal theories, Needs theory, Expectancy theory, Adult learning theory, Information processing theory, Experiential learning theory and Self-efficacy theory.	10 Lectures
III	Training Need Assessment: Purpose, Process and tools. Conducting need analysis and understanding skill inventory: Organization analysis, person analysis and task analysis. Executive Training vs. Employee Training: Katz Model of Management Skills. Introduction to the Competency Mapping. Need Assessment Techniques: Observation, questionnaires, Interviews, focus groups, documentation and Online-technology.	10 Lectures
IV	Training Design Process: Learning cycle and learning styles. Types of learning outcomes: verbal information, intellectual skills, motor skills, attitude, cognitive strategies and others. Creating a learning environment: Learning objectives, faculty selection (internal trainer vs. external trainer), training material, feedback, learning community, classroom layout and others.	10 Lectures
V	Training transfer: Transfer theories: Identical elements, Stimulus generalization, Cognitive theory. Four modes of knowledge sharing. Training techniques: Hands-on-methods (On and Off-the-job training, simulations, case-studies, business games, role-plays, (behavior Modeling) Group building methods (Adventure learning, team training, blended training, action learning and others); Inbound vs. Outbound and e-Learning methods. The Learning Organization and Career Management	10 Lectures
VI	Training Evaluation: Conceptualization, process, feedback and categories of outcomes. Kirkpatrick's Four-level framework. Types of Evaluation Designs: Pre-test, Post-test, Comparison group, Time series, Solomon four-group and others ROI, Cost-benefit Analysis and other methods	10 Lectures

Reference Books:

- 1) Employee Training and Development – Raymond A. Noe, Mc-Graw Hill Irwin, 9th Ed.
- 2) American Society for Training and Development. (1976). Training and development handbook: A guide to human resource development (2nd ed.). New York: McGraw-Hill.

M.COM. (HR) (THIRD SEMESTER) (CBCS-NEP)

Paper No – MHR-M8

LABOUR COSTING

Credit 4

OBJECTIVES:

- Understand fundamental principles of labour costing.
- Learn various contemporary labour costing techniques
- Acquire essential skills for accurate compensation computation.

Learning Outcomes:-

- Principles Mastery: Demonstrate a comprehensive understanding of fundamental principles governing labour costing.
- Technique Proficiency: Apply various contemporary labour costing techniques effectively in real-world scenarios.
- Accuracy in Compensation Computation: Acquire essential skills for precise and accurate computation of compensation.
- Integration and Application: Integrate learned principles and techniques into practical applications, showcasing proficiency in labour costing scenarios

UNIT – I	Introduction to Labour Costing Fundamentals 1.1 Understanding Labour Costing: Definition and significance in personnel management. Historical evolution and relevance in contemporary business. 1.2 Basic Principles and Key Concepts: Exploration of fundamental principles governing labour costing. Key concepts essential for a comprehensive understanding. 1.3 Components of Labour Cost: Differentiating between direct and indirect costs. Analysis of wage and salary components.	15 Lectures
UNIT – II	Techniques of Labour Costing 2.1 Time Rate and Piece Rate Systems: In-depth study of time-based and piece-rate costing methods. Comparative analysis of advantages and limitations. 2.2 Incentive Schemes: Exploration of various incentive systems. Evaluation of their impact on labour cost calculation. 2.3 Labour Cost Control Techniques: Budgeting and forecasting strategies for labour costs. Application of variance analysis to control labour costs effectively.	15 Lectures
UNIT – III	Computation of Compensation Basics 3.1 Overview of Compensation: Definition and scope of compensation. Various components of compensation beyond basic wages. 3.2 Benefits and Perquisites: Analysis of non-monetary benefits and perquisites. Understanding their impact on overall compensation. 3.3 Legal and Ethical Aspects: Compliance with labour laws affecting compensation. Ethical considerations in compensation practices.	15 Lectures

UNIT – IV	<p>Advanced Topics in Labour Costing</p> <p>4.1 Strategic Labour Costing: Integration of labour costing into strategic business planning. Aligning labour costs with organizational objectives.</p> <p>4.2 Technological Advances: Utilizing technology for accurate labour cost analysis. Implementation of software tools and HRIS.</p> <p>4.3 Case Studies and Practical Applications: Real-world examples showcasing effective labour costing strategies. Application of advanced labour costing principles in organizational scenarios.</p>	15 Lectures

Activities/ Project and Application :

- Independent or group project focused on labour costing. Practical application of learned concepts.
- Inviting industry experts for insights into real-world labour costing practices.

Reference Books :

- Human Resource Management by Gary Dessler
- Compensation Management: A Strategic Approach by Joseph J. Martocchio
- Labour Economics by George J. Borjas
- Strategic Compensation: A Human Resource Management Approach by Joseph J. Martocchio
- Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold
- Labour Relations: Striking a Balance by John W. Budd
- Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold Kerzner

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M.COM. (HR) (THIRD SEMESTER) (CBCS-NEP)

Paper No. MHR-M9

Labour Laws-III

Credit 4

OBJECTIVES:

- To provide students an understanding of the basic concepts of Industry and labour
- To orient the students about the legal framework of Industries in India.
- To enable students develop an in-depth understanding of legal terms and provisions set under different laws.

UNIT -I	The Minimum Wages Act, 1948 Entire Act	14 lectures
UNIT -II	Payment of Wages Act, 1936 Entire Act	14 lectures
UNIT -III	Payment of Bonus Act, 1965 Entire Act	12 lectures
UNIT -IV	Employees Provident Funds (and Misc. Provisions) Act, 1952	10 lectures
UNIT -V	Payment of Gratuity Act, 1972 Entire Act	10 lectures

Books Recommended:

1. Industrial Law-P. L. Malik
2. Industrial Law-J. K. Bareja
3. Labour laws for Managers-B.D. Singh
4. Industrial & Labour Laws-S. P. Jain



M.COM (HR): SECOND YEAR (Third Semester) [CBCS-NEP]


Paper No: Activity 3 Activities related to mandatory Subject III Credit 2

Objectives:

- **To expose M.COM. HR students to Different core functions of HR departments
Personnel Correspondence in Personal and HR Department.**

	1) Personnel Correspondence. 2) Study of Managerial Qualities in Industries. 3) Computation of Employee Compensation 4) Any other activity consultation with respective mentor/Guiding teacher	
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- Students should prepare and submit duly verified report on the activity undertaken.
- The report should be certified by HOD and Guiding teacher.



M.COM (HR) (THIRD SEMESTER) (CBCS-NEP)

Paper No – MHR-E3 (A)

Industrial Safety Management

Credit 4

OBJECTIVES:

- To eliminate, reduce and control Industrial Hazards
- To Prevent and to create awareness of industrial Accidents
- Role of Management in Industrial Safety Planning

UNIT – I	Safety Management :- Concept of safety, Applicable areas, unsafe actions & Conditions. Role of Management in Industrial Safety Planning for safety- Definition, Purpose, Nature, Scope and Procedure, Range of Planning, Types of Plans, Management by Objectives (MBO), Policy formulation and implementation.	12 Lectures
UNIT – II	Responsibility of Safety :- Society, Govt. Management, Union & employees. Safety Officer :- Appointment, Qualification, Duties of Safety officer. Safety Committee - Membership, Functions & Scope of Safety Committee. Motivation & Training of employees for safety in Industrial operations. Disaster Management :- Designing, Importance & implementation of Disaster control Action Plan	14 Lectures
UNIT – III	Industrial Accidents :- Causes & effects of Industrial accidents. Accident Radio Theory, Cost of Accidents, Impact of accidents on employees, Union, Management & Society & their role & responsibility in the prevention of accidents.	14 Lectures
UNIT – IV	Legal provisions regarding safety , Accident prevention & Compensation to affected employees as under Factories Act - 1948, Factories Act (Amendment) 1987, Maharashtra Safety Officers Rule – 1982. The Workmen Compensation Act-1923, ESI Act, Public Liabilities Insurance Act-1991. Fatal Accident Act, Functions of National Safety Council, Accidents, recording, Investigation analysis & reposting.	10 Lectures
UNIT – V	Fire – basis Chemistry/Mechanism, Reasons, prevention & types of fire, extinction of fire, Loss prevention association-objective, formation, scope & significance.	10 Lectures

Reference Books :

- Factories Act, 1948
- Cost Accounting: Methods and Problems – B.K. Bhar
- Health in Industry - Donald Hanter
- Pollution Management in Industries – R.K. Trivedi
- Industrial Engineering – O.P. Khanna.

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M.P.M / M.COM (HR) (THIRD SEMESTER) (CBCS-NEP)

Paper No. MHR-E3 (B)

Environment Management (Elective)

Credit 4

OBJECTIVES:

- To orient students about the need and importance of environment management.
- To impart knowledge about legal framework providing for environment protection.

UNIT – I	Environment Protection Act, 1986 – Definitions, Occupier, Environmental pollution, handling of hazardous substance, offences by companies, penalties for contravention of the Act.	12 Lectures
UNIT – II	Air Pollution Act, 1982 - Definitions, Occupier, Chimney, Approval Fuel, Emission, Power & functions of Central & State Board, role of approved laboratories, offences by companies, penalties & Procedures.	14 Lectures
UNIT – III	Water Pollution Act, 1974 - Definitions, Sewage effluent, trade effluent, outlet, stream. Powers & functions of central state boards, role of approved laboratories, offences by companies, penalties & Procedures.	14 Lectures
UNIT – IV	Noise Pollution – Definitions of sound & noise, sources of noise, measurement of noise, effect of noise, physiological, psychological & behavioural, noise control	10 Lectures
UNIT – V	Environmental Audits Concept, need, features, types, ISO 14001 Environment (Protection) Act, 1986	10 Lectures

Reference Books :

- Factories Act, 1948
- Health in Industry-Donald Hanter
- Pollution Management in Industries – R.K. Trivedi
- Industrial Engineering – O.P. Khanna.

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M.P.M / M.COM(HR) (THIRD SEMESTER) (CBCS-NEP)

Paper No. MHR-E3 (C) ORGANIZATIONAL BEHAVIOUR Credit 4

OBJECTIVES:

1. To develop an understanding of the individual and group behavior within modern organizational set ups.
2. To enhance skills of students in understanding and appreciating individual, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3. Provide students with opportunities to apply OB concepts to real-world problems faced by managers.
4. To develop leadership and management potential within students.

UNIT -I	<p>Organizational Behaviour Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behavior models, Organization and the environmental factors. Organizational Theory, Organizational behavior modification. Misbehavior –Types</p>	14 lectures
UNIT -II	<p>Individual Behaviour Personality – Types – Factors influencing personality – Theories. Learning – Types of learners – The learning process – Learning theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Emotions and Moods in workplace</p>	14 lectures
UNIT -III	<p>Group Behaviour Organization structure – Formation – Groups in organizations – Influence – Group dynamics Interpersonal Communication Team building - Interpersonal relations – Group decision making techniques. Meaning of conflict and its types, Conflict Redressal process</p>	12 lectures
UNIT -IV	<p>Leadership, Power & Motivation Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers. Sources of power – Power centers – Power and Politics. Motivation at work – importance, need, types and its effects on work behavior. Motivation Theories : Maslow’s, Herzberg, McGregor’s, Cognitive Evaluation, Goal setting, Expectancy Theory</p>	10 lectures

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UNIT -V

Organisational Change

Organizational culture and climate – Factors affecting organizational climate – Importance.

Organizational change – Concept – Importance – Stability Vs

Change – Proactive Vs Reactive change – the change process

– Resistance to change – Managing change.

10 lectures

Books Recommended

1. Human Behavior at work - Keith Devis
2. Organization & Management - R. D. Agrawal Organizational
3. Organizational Behavior - K. Aswathapa
4. Organizational Behavior - Jit Chandan
5. Organizational Behavior - V. Ghosh
6. Organizational Behavior - Fred Luthans
7. Organizational Behavior - Stephen Robbins

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M.COM. (HR) (THIRD SEMESTER) (CBCS-NEP)

Research Project-I

Credits: 4

Max.Marks: 100

Objectives :

- The purpose of project is to expose the students to various research areas of HR.

Guidelines:

The candidate must undertake a project work – based on practical exposure, in a business firm for a period not less than 6 weeks.

The work done under the project must indicate the analytical and critical ability of the candidate in relation to the problem which he/she has identified during the period of training.

The final project report should be submitted before the commencement of the third semester examination.

The final project examination should consist of presentation and viva.

An external examiner should be appointed for conduct of viva-voce examination.

Following should be the weightage of marks:

As per University Norms

- 1) AI intervention in HRM
- 2) A study on Performance Management System.
- 3) Study on Industrial Relations.
- 4) Any Other Project topic in consultation with Respective Mentor/Guiding teacher

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**DR BABASAHEB AMBEDKAR MARATHWADA
UNIVERSITY, CHHATRAPATI SAMBHAJINAGAR**



Curriculum of
Master of Commerce (HR)
II Year-Fourth Semester
Under Choice Based Credit & Grading System
As Per NEP -2020 guidelines

[Effective from the Academic Year 2023-24 & Onwards]

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**DR BABASAHEB AMBEDKAR MARATHWADA
UNIVERSITY, CHHATRAPATI SAMBHAJINAGAR**



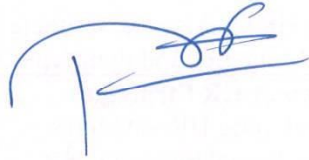
Illustrative Credit Distribution Structure for Two Year /One Year PG
As per NEP 2020 M.Com. (HR) Programme

MPM/M.COM (HR): SECOND YEAR

LEVEL: 7.0

Semester – IV	Paper Code	Paper Name	No of Credits	Marking Scheme		
				UA	IA	Total
MAJOR	MHR-M 10	Strategic Human Resource Management	4	60	40	100
	MHR-M 11	Case Study in Human Resource Management	4	60	40	100
	MHR-M 12	Labour Laws –IV	4	60	40	100
	Activity 4 (Choose Any one from the basket)	NIL				
	MHR-E4 (Choose Any one from the basket)	A) Organizational Development and Quality Management System	4	60	40	100
		B) Current Trends in HRM				
		C) Global HRM				
	Research Project	--	--	---	---	---
	Field Project	--	---	---	---	---
Research Project	RP :2 nd (Choose Any one	1) Study on Employee Engagement Strategies	6	60	40	100

	from the basket)	2) Study on Industrial Management 3) Study on Organizational Development Strategies 4) Any other Project in consultations with Respective Mentor / Guiding Teacher				
Total Credit for Fourth Semester			22	300	200	500





M.COM. (HR) (FOURTH SEMESTER) (CBCS-NEP)

Paper No: **MHR – M10**

Credit - 4

Subject Title: **Strategic Human Resource Management**

Course Objectives: The course aims at enabling learners with the theory to align the functioning of HR department with the strategic goals and vision of the organization.

Unit	Course Content	Periods
1.	Conceptualization and Process: Concept of Strategy and Strategic HRM. Aims of Strategic HRM, Approaches and Limitations. HR Strategies and their types.	10
2.	Formulation and implementation of HR Strategies: Fundamental considerations, Developing HR strategies, conducting a strategic review and implementing HR strategies. Articulation of HR strategy to organizational performance: The Bath People and Performance Model Strategic role of Top management, Front-line employees and HR Specialists: Dave Ulrich's HR Model (of HR functions)	14
3.	HR Strategies – I Organizational effectiveness: Strategies for improving Organizational development – action research, survey feedback, OD interventions, process consultation, team-building interventions, inter-group conflict interventions, inter-group conflict interventions and others; Organizational transformation: Beckhard's (1989) typology, transformation through leadership, Kotter's (1995) transformation programme	12
4.	HR Strategies – II Culture management: Organizational Culture typologies – Harrison (1972) and Handy 1981. Measuring organizational climate by Litwin and Stringer's work. Strategies for fostering and changing cultures: Culture analysis, culture support and reinforcement and Culture Change by Kurt Lewin Model Knowledge management: Process and types, Hansen's (1999) approach to development of Knowledge management Employee Resourcing, Retention and Relations strategy. Role of Human resource managers of Mergers and Acquisitions.	14
5.	Modern HRM Concepts and Tools: Autonomous and HPWS, Competency mapping, Human sigma and HR Analytics	10

Reference Books:

- 1) Strategic Human Resource Management – Michael Armstrong, Kogan Page, 3rd Ed.
- 2) Strategic Human Resource Management and Development – Ekta Sharma, Pearson, 1st Ed.
- 3) Strategic Human Resource Management – Jeffrey Mello, Cengage Learning, 4th Ed.



M.COM. (HR) (FOURTH SEMESTER) (CBCS-NEP)

Paper No.: MHR-M 11

Credit - 4

Subject Title: **Case Study in Human Resource Management**

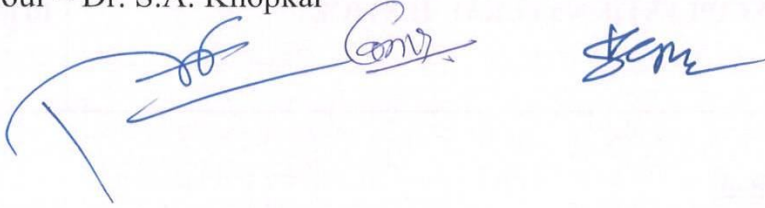
Objectives: The objective of course is to enable the students understand a case in its true spirit and to provide the skill necessary to apply the concepts and techniques of HR to resolve the issues discussed in the case.

Cases will be normally be based on the following topics from HRM and IR.

Unit	Course Content	Periods
	Recruitment – Selection – Transfer – Promotion – Career – Planning Seniority disputes – Pay scales and grades – salary and wage administration – VRS. Compensation and other relevant Topics of HRM Violation of Provisions of Labour Laws – unfair labour practices by employer and employees (trade union) – strikes, layoffs, Retrenchments – Closures – lockouts – wage Agreements – violations – Bonus gratuity grievances violations of provident Fund Act – weekly offs, Holidays and other relevant IR Topics.	60 Lectures

Reference Books:

- 1) Case Studies in Personnel Management Industrial Relations & Trade Union – Dr. Anandaram Publication : Everest Publishing House.
- 2) Case Studies in Personnel Management – Shymkant Gokhale - Everest Publication.
- 3) Case studies in Personnel Management Industrial Relations & Organisational Behaviour – Dr. S.A. Khopkar



M.COM. (HR) (FOURTH SEMESTER) (CBCS-NEP)

Paper No. : MHR-M12

Labour Laws-IV

Credit -4

OBJECTIVES:

1. To enable students develop an in-depth understanding of everyday application of labour laws.
2. To sensitize the students with principles of natural justice.

UNIT -I	WORKMEN'S COMPENSATION ACT, 1923 Entire Act	16 lectures
UNIT -II	TRADE UNION ACT, 1926 Entire Act	12 lectures
UNIT -III	EMPLOYEES STATE INSURANCE ACT, 1948 Entire Act	12 lectures
UNIT -IV	APPRENTICES ACT, 1961 Entire Act	10 lectures
UNIT -V	PRINCIPLES OF NATURAL JUSTICE	10 lectures

Books Recommended:

- 1) Industrial Law-P. L Malik
- 2) Industrial Law-J. K. Bareja
- 3) Labour laws for Managers-B.D. Singh
- 4) Industrial & Labour Laws-S. P. Jain

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M.COM. (HR) (FOURTH SEMESTER) (CBCS-NEP)

Paper No.: **MHR- E4(A)**

Credit - 4

Subject Title: Organizational Development and Quality Management System

Objectives:

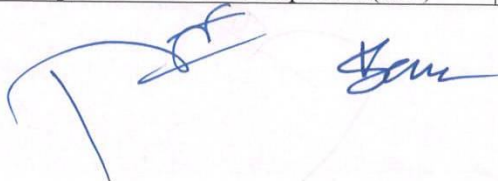
- Equip students with the knowledge and skills to lead organizational change effectively, fostering adaptability and strategic thinking.
- Cultivate a systems thinking approach to address complex organizational challenges by understanding interconnected components.
- Foster a commitment to quality management, emphasizing continuous improvement, customer focus, and excellence in organizational processes.
- Focus on strengthening interpersonal and team collaboration skills, crucial for successful organizational development efforts.
- Prepare students for ethical decision-making in organizational development and quality management, aligning with principles of ethical conduct in professional settings.

Cases will be normally be based on the following topics from HRM and IR.

Learning Outcomes:-

- Develop Change Leaders, Students will demonstrate the ability to formulate and implement strategic change initiatives, showcasing leadership skills, adaptability, and a proactive approach to organizational transformation.
- Promote Systems Thinking, Students will exhibit a comprehensive understanding of organizational systems, analyzing and addressing complex challenges by considering the interconnectedness of various components within the system.
- Instill Quality Management Principles, Students will apply quality management principles, demonstrating a commitment to continuous improvement, customer-centricity, and excellence in organizational processes.
- Enhance Interpersonal and Team Skills, Students will showcase improved interpersonal and team collaboration skills through effective communication, conflict resolution, and collaborative problem-solving within organizational contexts.
- Integrate Ethical Decision-Making, Students will develop the ability to make ethical decisions in organizational development and quality management scenarios, integrating ethical considerations into professional practices and decision-making processes.

Unit	Course Content	Periods
1	Foundations of Organisational Development and Change Leadership 1.1 Introduction to Organisational Development (OD)	60 Lectures



	<p>Historical evolution and principles of OD Kurt Lewin's Change Model Role of change leadership in organizational transformation 1.2 Systems Thinking in Organisations Understanding organizational systems Application of General Systems Theory Analyzing and addressing complex challenges through a systems thinking approach 1.3 Developing Change Leaders Leadership skills for effective change management Transformational Leadership Theory Strategies for fostering adaptability and strategic thinking</p>	
II	<p>Quality Management Principles and Practices 2.1 Principles of Quality Management - Overview of quality management principles Deming's 14 Points for Management Continuous improvement, customer focus, and excellence 2.2 Application of Quality Tools - Practical application of quality management tools Six Sigma methodology. Case studies on successful quality management practices</p>	
III	<p>Interpersonal and Team Skills for Organisational Development 3.1 Interpersonal Skills Development - Effective communication in organizational contexts Transactional Analysis for effective communication Conflict resolution and negotiation skills 3.2 Team Collaboration in Change Initiatives - Building and leading high-performing teams Belbin Team Role Theory Collaborative problem-solving techniques</p>	
IV	<p>Ethical Decision-Making in Organisational Development 4.1 Ethical Considerations in Professional Practices Integrating ethical principles into organizational development Ethical Decision-Making Frameworks Case studies on ethical challenges in change management 4.2 Ethical Decision-Making Process Frameworks for ethical decision-making Application of ethical considerations in real-world scenarios</p>	

Activities/ Projects :

Real-world Application Projects

Application of learned concepts to real organizational scenarios

Appreciative Inquiry technique for positive change

Project-based learning to address specific organizational challenges

Case Studies in Organizational Development

Analysis of successful and challenging organizational development cases

Critical examination of practical applications of quality management principles
Comparative analysis of various change management theories in case studies

Reference Books:-

1. "Organizational Development: Behavioral Science Interventions for Organization Improvement" by Wendell L. French, Cecil H. Bell Jr.
2. "Leadership and Organizational Culture: New Perspectives on Administrative Theory and Practice" by James L. Bess, Leslie S. Kaplan
3. "Transactional Analysis in Psychotherapy" by Eric Berne
4. "Total Quality Management: Text, Cases and Readings" by Joel E. Ross, Susan Perry
5. "Six Sigma For Dummies" by Craig Gygi, Bruce Williams, Neil DeCarlo, Stephen R. Covey (Foreword)
6. "Belbin Team Role Theory: A Conceptual and Empirical Study" by Michael D. Mumford, Keith R. Murphy
7. "Ethics and the Conduct of Business" by John R. Boatright

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M.COM (HR) (FOURTH SEMESTER) (CBCS-NEP)

Paper No.: MHR-E4 (B)

Credit - 4

Subject Title: **Current Trends in HRM**

Objectives: The objective of course is to expose the students to the fundamentals of organisational development.

Cases will be normally be based on the following topics from HRM and IR.

Unit	Course Content	Periods
I	Workforce Diversity – Concept, Advantages, implications for HRM, managing diverse workforce	12 Lectures
II	Recruitment & Selection : New Sources of recruitment – Mobile recruitment, online communication tools for recruitment, social media platforms, chat bots, Use of Artificial Intelligence tools	12 Lectures
III	Downsizing : Concept, rationale, consequences, Role of HR in downsizing VRS policies – Role of call centers, BPOs, KPOs and study of their industrial culture. Balanced score card, Rights of Intellectual properties	12 Lectures
IV	Retention of intellectual human factor- frequent transfer at frequent intervals. – Training and development – absence of innovative practices, remote learning, mentoring, experiential learning, gamification of training, on-demand delivery platforms for training	14 Lectures
V	Flexi work systems Concept – need- remote working – work from home – Digital collaboration platforms – virtual HR experiences – impact on family, productivity, work life balance	10 Lectures

Reference Books:

Human Resource Management – C.B. Gupta

Human Resource Management – V.S.P Rao

Research articles published in recent editions of various HR journals may be referred

Sum *[Signature]* *[Signature]*

M.COM. (HR) (FOURTH SEMESTER) (CBCS-NEP)

Paper No.: MHR-E4 (C)

Credit - 4

Subject Title: Global HRM

Objectives:

- The objective of course is to expose the students to the trends in Global H.R.M.
- It also intends to equip the students with various global practices in relation to Human resource management

Unit	Course Content	Periods
I	Defining Global HRM, Difference between Domestic and Global HRM, organizational structure in MNC, Barriers to effective Global HRM, The role of expatriates, the role of non expatriates, the role of the corporate HR functions.	12 Lectures
II	International staffing – Recruiting and selecting staff for international assignments – executive nationality staffing policies – International Labour Market- issues in Staff Selection	12 Lectures
III	Global compensation computation practice along with productivity and performance management, Global Incentives Management system – Short term, longterm systems – six sigma process improvement in accordance with ISO standards processes and procedures. Cross Cultural management – including communication (Language) - Lifestyle – climatic and environmental changes – global Socio cultural factors – customs and traditions including personal – psychological and individual determinants.	12 Lectures
IV	Strategic Human Resource Management in the context to Global scenario, Global HR Environment and strategizing the entire Global Process -	14 Lectures
V	Global Training and development strategies – Global performance management system – Global Exit and retrenchment strategies, mergers and acquisitions – Implications of HR at Global level.	10 Lectures

Reference Books:

- Global HR – Doona Deeprise
- International Business and Globalisation – John D. Daniels, Jeffrey a. Krug
- Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
- Global Business – Avadhani – Himalaya Publication
- International Human Resource Management : Text & Cases – P.L. Rao, Excel Publications



M.COM. (HR) (FOURTH SEMESTER) (CBCS-NEP)

Research Project-II

Credits: 4

Max.Marks: 100

Objectives :

- The purpose of project is to expose the students to various research areas of HR.

Guidelines:

The candidate must undertake a project work – based on practical training in any subject relating to Human Resource Management, HRD & Industrial relation, in a business firm for a period not less than 6 weeks.

The work done under the project must indicate the analytical and critical ability of the candidate in relation to the problem which he/she has identified during the period of training.

The final project report should be submitted before the commencement of the fourth semester examination.

The final project examination should consist of presentation and viva.

An external examiner should be appointed for conduct of viva-voce examination.

Following should be the weightage of marks:

As per University Norms

- 1) Study on Employee Engagement Strategies
- 2) Study on Industrial Management
- 3) Study on Organizational Development Strategies
- 4) Any other Project topic in consultation with Respective Mentor / Guiding Teacher

