THE UNIVERSITY OFBURDWAN

PROGRAMME STRUCTURE AND CURRICULUM
TWO-YEAR & ONE-YEAR POST-GRADUATE PROGRAMME
IN
BUSINESS ADMINISTRATION (HUMAN RESOURCE): MBA(HR)

Under

Curriculum and Credit Framework for Postgraduate Programme (CCFPP), as per N.E.P. 2020

[w.e.f. 2026 – 2027 (Two-Year Postgraduate Programme) and 2027 – 2028 (One-Year Postgraduate Programme)]

Programme Structure and Curriculum of the Postgraduate Programme in Human Resource Management leading to the Degree of Master of Business Administration (MBA(HR)) under the Curriculum and Credit Framework for Postgraduate Programmes (CCFPP) as per NEP 2020

The Master of Business Administration (Human Resource) i.e. MBA (HR) programme is a full-time, post graduate programme in Human Resource Management offered by the Department of Business Administration (Human Resource), The University of Burdwan. The programme is designed to enable students to comprehend the wide range of contemporary concepts, techniques and practices in the field of human resource management and understand the underpinning imperatives that influence the field.

The programme is offered in accordance with the Regulations of The University of Burdwan and the UGC Curriculum and Credit Framework for Postgraduate Programmes (CCFPG), 2024, as amended from time to time. In the event of any inconsistency, omission or ambiguity between this curriculum document and the applicable University Regulations, UGC guidelines, or any subsequent notification issued by the competent authority, the relevant University Regulations, UGC provisions, and decisions of the competent authority shall prevail.

1.1 PREAMBLE

In recent years, the landscape of Human Resource Management has undergone significant transformation due to rapid technological advancement, digitalization, globalization, demographic changes, evolving workforce expectations, sustainability concerns and the increasing relevance of artificial intelligence. Human Resource Management functions are no longer confined to the restricted domain of traditional personnel administration functions. These are increasingly expected to act in alignment with the broader organisational perspectives, thereby necessitating the need for repositioning the HRM functions as organisational strategic partner, workforce architecture, change leaders, facilitating analytics-driven decision-making and custodians of organizational culture and sustainability.

In line with the NEP framework, the Postgraduate Programme in Human Resource Management—Master of Business Administration (Human Resource) i.e. MBA(HR) programme seeks to integrate traditional strands of Human Resource Management such as talent acquisition, training and development, compensation management, industrial relations and labour laws with contemporary themes such as People Analytics, Human Capital Strategy, Workforce Ecosystem Management, Digital HR, Artificial Intelligence, Sustainability, Diversity, Equity and Inclusion, Future of Work and Strategic Leadership.

1.2 PROGRAMME TYPE: *PROFESSIONAL POSTGRADUATE DEGREE PROGRAMME*

The Professional Postgraduate Degree Programme in Human Resource Management i.e. MBA(HR) Programme integrates disciplinary knowledge with experiential learning, research, industry engagement and technology-enabled education to prepare competent and ethical human resource professionals capable of addressing contemporary organizational challenges.

1.3 GRADUATE ATTRIBUTES

The programme seeks to develop future-ready Postgraduates in Human Resource Management who are professionally competent, analytically rigorous, digitally literate, ethically grounded, globally aware, socially responsible, inclusive in outlook, research-oriented, innovative and committed to lifelong learning.

1.4 PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

The MBA (HR) programme aims to develop postgraduates who, after completing the programme, will be able to:

- Demonstrate advanced knowledge and professional competence in Human Resource Management to address organizational and workforce challenges effectively: **PEO1**
- Design and implement strategic human resource initiatives, including workforce planning, talent management, leadership development and organizational transformation: **PEO2**
- Apply analytics, digital technologies, artificial intelligence and evidence-based approaches to support strategic HR decision-making and organizational performance: **PEO3**
- Promote ethical leadership, diversity, equity, inclusion, sustainability and responsible governance in organizations: **PEO4**
- Engage in lifelong learning, research, innovation, consultancy and professional development to adapt to the evolving world of work: **PEO5**

1.5 PROGRAMME OUTCOMES (POs)

Upon successful completion of the MBA (HR) programme, graduates shall be able to:

- Identify, analyse and solve complex organizational and workforce-related problems using appropriate analytical and critical thinking approaches: **PO1**
- Apply quantitative, qualitative and analytical tools, including HR analytics and digital technologies, to support evidence-based managerial decision-making: **PO2**
- Design, implement and evaluate integrated human resource systems and strategic human capital management practices aligned with organizational goals: **PO3**
- Develop and implement workforce planning, talent acquisition, performance management, learning and development, succession planning and employee engagement strategies: **PO4**

- Demonstrate effective leadership, interpersonal, communication and collaborative skills to lead individuals, teams and organizational change initiatives: **PO5**
- Design and conduct research, interpret organizational data, and develop innovative, evidence-based solutions to contemporary human resource and management challenges: **PO6**
- Apply ethical principles, legal frameworks and good governance practices in managerial decision-making while demonstrating professional integrity and social responsibility: **PO7**
- Promote inclusive, equitable, multicultural and sustainable workplace practices that foster employee well-being, social responsibility and organizational resilience: **PO8**
- Develop and sustain harmonious employment relations by integrating labour legislation, employee relations, collective bargaining, social dialogue, and regulatory compliance with organizational and societal objectives: **PO9**
- Demonstrate entrepreneurial thinking, consulting skills and strategic advisory capabilities to create organizational value and contribute to innovation and business transformation: **PO10**

2: PROGRAMME STRUCTURE AND CREDIT FRAMEWORK

2.1 PROGRAMME DESIGN

The MBA (HR) programme has been designed in accordance with the Curriculum and Credit Framework for Postgraduate Programmes (CCFPP) and National Education Policy (NEP) 2020. The programme seeks to balance disciplinary depth, professional competence, analytical capability, research orientation and industry relevance.

The curriculum follows a progressive structure where:

- Semester I and II develop foundational and functional competencies.
- Semester III develops strategic and integrative competencies.
- Semester IV provides advanced specialization, research and experiential learning opportunities.

Parameter	**Description**
Programme Duration	Two-Year (Four Semesters)/One-Year (Two Semesters)
Academic Structure	Semester System

Total Credits	Two-Year (Four Semesters): 90 Credits+2 Credits Community Engagement	One-Year (Two Semesters): 40 Credits+2 Credits Community Engagement
UGC Academic Levels	Level 400-499 (Semesters I & II); Level 500-599 (Semesters III & IV)	
Exit Option	Students who successfully complete the First Year (Semesters I and II) with the prescribed 50 credits may exit the programme with a Postgraduate Diploma in Business Administration (Human Resource), having acquired a strong foundation in Human Resource Management, subject to the provisions of the UGC Curriculum and Credit Framework for Postgraduate Programmes (CCFPP), NEP 2020, and the relevant University Regulations.	
Re-entry Provision	Re-entry to the programme shall be permitted in accordance with the prescribed provisions of the University and the applicable regulations and regulatory guidelines.	

2.2 LEVEL DESCRIPTORS

The MBA (HR) programme is designed in accordance with the National Higher Education Qualification Framework (NHEQF) and the UGC Guidelines on the Curricular Framework for Postgraduate Programmes. The curriculum follows the principles of Outcome-Based Education (OBE), Competency-Based Learning, Industry Relevance, Research Orientation, Technology Integration, Global Perspective, Sustainability and Social Responsibility and Experiential Learning to facilitate progressive acquisition of knowledge, skills and professional competencies.

The curriculum is organised into the following learning levels:

Level 400–499 (Semesters I & II)

In accordance with the UGC framework, Level 400–499 comprises advanced courses including lecture-based courses with practicum, seminar-based courses, term papers, research methodology, software training, research projects, hands-on training, internships/apprenticeships and other theoretical and practical components at the first-year postgraduate level.

In the MBA (HR) programme, these courses primarily focus on developing foundational managerial knowledge, functional competence, analytical ability, application of concepts, digital and professional skills, while providing experiential learning through case studies, simulations, field-based assignments, industry interaction and practical exercises.

Level 500–599 (Semesters III & IV)

As defined by the UGC, Level 500–599 is intended for students who have completed a four-year Bachelor's degree and provides opportunities for original study or investigation in the major field of specialisation on a more individual and autonomous basis at the postgraduate level.

Accordingly, in the MBA (HR) programme, these courses underscore strategic thinking, multidisciplinary integration, innovation, critical evaluation, research, leadership and evidence-based decision-making. Students are expected to design, develop, formulate, integrate, evaluate and lead strategic HR interventions through advanced coursework, consulting assignments, research projects, internships and the Research Thesis /Project.

2.3 CREDIT FRAMEWORK

Two-Year Postgraduate Programme (NHEQF level 6.5)					
Curricular Components		University Prescribed Course Level and Credits Requirement			
		Course Level	Coursework	Research Thesis/ Project	Total Credits
1st Year	Semester I	**400-499**	28	—-----	28
	Semester II	**400-499**	22	—-----	22
Total credits (Sem I & Sem II)					**50**
Students who exit at the end of 1st year (Semester II) shall be awarded a Postgraduate Diploma in Business Administration (Human Resource) (NHEQF level 6)subject to fulfilment of the stipulated requirements					

Curricular Components		Course Level	Coursework	Research Thesis/ Project	Total Credits
2nd Year (Semesters III & IV)	Coursework & Research **Or**	**500-599**	Semester III 20	Semester IV 20	40
	Coursework **Or**		Semesters III & IV 40	------	
	Research		-----	Semesters III & IV 40	
Programme Credit (Semesters I, II, III, IV) Total:					**90**
Community Engagement: Two-credit compulsory course					

<table>
<tr><th colspan="5">One-Year Postgraduate Programme (NHEQF level 6.5)</th></tr>
<tr><td rowspan="2">Curricular Components</td><td colspan="4">University Prescribed Course Level and Credits Requirement</td></tr>
<tr><td>Course Level</td><td>Coursework</td><td>Research thesis/ Internship Project</td><td>Total Credits</td></tr>
<tr><td>Coursework & Research Or</td><td rowspan="3">500-599</td><td>Semester I
20</td><td>Semester II
20</td><td rowspan="3">40</td></tr>
<tr><td>Coursework Or</td><td>Semesters I & II
40</td><td>-----</td></tr>
<tr><td>Research</td><td>-----</td><td>Semesters I & II
40</td></tr>
<tr><td colspan="4">Programme Credit (Semesters I & II) Total</td><td>40</td></tr>
<tr><td colspan="5">Community Engagement: 2 credits</td></tr>
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2.4 PEDAGOGICAL FRAMEWORK

The **MBA(HR)** programme adopts a learner-centric, experiential and technology-enabled pedagogical framework to develop managerial competence, research capability, digital proficiency and professional employability.

Experiential Learning: Case studies, simulations, role plays, HR audits, recruitment simulations, competency mapping, organisational diagnosis, labour law compliance audits, employee engagement surveys, industry projects and field-based assignments.

Technology Integration: HRIS, HR & People Analytics, Artificial Intelligence, Machine Learning, Learning Analytics, Digital Collaboration Tools and Workforce Analytics.

Research Orientation: Research Methodology, evidence-based HRM, literature reviews, research projects, HR analytics, dissertations and industry-based research.

Employability: The programme prepares graduates for roles such as HR Executive, Talent Acquisition Specialist, Learning & Development Executive, Compensation & Rewards Analyst, HR Business Partner, Industrial Relations Officer, HR Analyst, People Analytics Specialist, HR Consultant, Human Capital Analyst, Workforce Planning Specialist and ESG & Sustainability Associate.

2.5 PROGRESSION MODEL OF THE MBA(HR) PROGRAMME

2.5 Progression Model of the MBA (HR) Programme

The MBA (HR) programme follows a progressive learning pathway that enables students to advance systematically from foundational knowledge to strategic competence and professional practice.

- **Semester I – Foundations of Human Resource Management:** Develops fundamental knowledge of organizations, human behaviour, economics, research, and analytical skills.

- **Semester II – Functional Human Resource Management:** Strengthens competencies in talent management, performance management, employment relations, labour laws, communication, and organizational effectiveness.

- **Semester III – Strategic Human Resource Leadership:** Focuses on strategic HRM, leadership, workforce transformation, sustainability, global HRM, HR analytics, and organizational change.

- **Semester IV – Research and Professional Practice:** Integrates advanced learning through research, industry internship/project, experiential learning, and evidence-based problem-solving to prepare students for leadership and professional careers in Human Resource Management.

3: SEMESTER-WISE DETAILED COURSE STRUCTURE AND COURSE SPECIFICATIONS

3.1: SEMESTER I: DETAILED COURSE STRUCTURE AND COURSE SPECIFICATIONS						
Course Type	**Course Code & Level**	**Name of the Course**	**Credit**	**L -T - P**	**Marks**	**Marks Dist. Th.- Pr.-IA**
Major/Core Course	PG2MBHR1011	ORGANISATIONAL BEHAVIOUR, LEADERSHIP AND INCLUSIVE WORKPLACE MANAGEMENT	**6**	**5-1-0**	**75**	**60 - 00 - 15**
Major/Core Course	PG2MBHR1012	CONTEMPORARY HUMAN RESOURCE MANAGEMENT AND WORKFORCE TRANSFORMATION	**6**	**5-1-0**	**75**	**60 -00- 15**
Major/Core Course	PG2MBHR1013	CONTEMPORARY MANAGERIAL ECONOMICS AND ECONOMICS OF HUMAN RESOURCES	**6**	**5-1-0**	**75**	**60-00- 15**
Major/Core Course	PG2 MBHR1014	RESEARCH METHODOLOGY AND BUSINESS ANALYTICS	**6**	**5-1-0**	**75**	**60-00-15**
Minor Course /*Generic Elective Course*	PG2MBHR1021 One course from any one vertical For MBA(HR)	BASIC ACCOUNTING AND FINANCE FOR HR *(ACCOUNTING AND FINANCE VERTICAL)*	**4**	**3-1-0**	**75**	**60-00-15**
		MARKETING MANAGEMENT & BRANDING *(MARKETING MANAGEMENT VERTICAL)*				
		OPERATIONS & SUPPLY CHAIN MANAGEMENT				

		(OPERATIONS MANAGEMENT VERTICAL)				
		DATA ANALYTICS USING R AND PYTHON *(ANALYTICS VERTICAL)*				
		INDIAN KNOWLEDGE SYSTEM, SOCIETY & MANAGEMENT *(INDIAN KNOWLEDGE SYSTEM VERTICAL)*				
		CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT *(CORPORATE SUSTAINABILITY AND RESPONSIBLE BUSINESS VERTICAL)*				
	PG2MBHR1021 (300-399) For non-MBA(HR) students/ Students of other departments	GIG ECONOMY & DIGITAL LABOUR				
		COMMUNICATION & WORKPLACE RELATIONSHIPS				
Total			**Credits 28**		**Marks 375**	

PG2MBHR1011: ORGANISATIONAL BEHAVIOUR, LEADERSHIP AND INCLUSIVE WORKPLACE MANAGEMENT

Credits: 6, Contact Hours: 90 Hours, Structure: 8 Modules

Course Description

This course examines human behaviour in organizational settings and develops understanding of individual, group and organizational processes. The course integrates concepts from psychology, sociology, anthropology and management studies to explain workplace behaviour. Particular emphasis is placed upon leadership effectiveness, employee engagement, organizational culture and inclusive workplace practices. Contemporary issues relating to diversity, equity, inclusion, psychological safety and employee well-being are also incorporated.

Course Objectives:

The course aims to

- Develop understanding of individual behaviour in organizations.
- Examine group dynamics and interpersonal processes.
- Understand contemporary leadership theories and practices.
- Analyze organizational culture and workplace behaviour.
- Develop capabilities for managing diverse and inclusive workplaces.
- Develop understanding of Indian perspectives on organizational behaviour.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Explain key concepts and theories of organizational behaviour.

CO2: Analyze individual and group behaviour in organizations.

CO3: Apply leadership concepts to workplace situations.

CO4: Evaluate organizational culture and employee engagement practices.

CO5: Recommend interventions for inclusive workplace management.

CO6: Demonstrate professional competencies for managing workplace relationships**.**

CO7: Explain key concepts of Indian perspectives on organizational behaviour.

Module I: Foundations of Organisational Behaviour and Workplace Dynamics: Human behaviour in organizations: Individual, group and organizational perspectives; Models of Organisational Behaviour; Contemporary challenges and opportunities in OB; Behaviour in changing organizations: Digitalization, remote and hybrid work- Evidence-based management and behavioural insights-Indian perspectives on human behaviour and work - Understanding OB in the Indian context.

Module II: Individual Behaviour in organizations: Personality: Meaning, determinants and development; Personality frameworks: Big Five Personality Model, Myers–Briggs Type Indicator (MBTI), Type A and Type B Personality; Personality traits influencing work behaviour and managerial effectiveness; Emotions and emotional labour in organizations; Emotional Intelligence (EI): Models and applications; Perception and attribution processes; Perceptual errors and managerial implications; Individual decision-making and behavioural biases; Indian perspectives on personality through the Triguna Theory (Sattva, Rajas and Tamas); Emotional Intelligence and personality self-assessment exercise; Indian perspectives on emotional regulation and mindfulness in the workplace.

Module III: Attitudes, Motivation and Employee Engagement: Attitudes and behaviour in organizations: Contemporary perspectives; Components of attitude- Job satisfaction, organizational commitment and employee engagement ;Motivation: Concepts and process ;Intrinsic and extrinsic motivation- Contemporary application of motivation theories-Job Characteristics Model and Motivating Potential Score (MPS)- Job redesign, empowerment and flexible work arrangement-Employee engagement and workplace motivation.

Module IV: Group Behaviour, Team Effectiveness and Workplace Relationships: Foundations of group behaviour; Types of groups and stages of group development; Team dynamics and team effectiveness; Communication processes in organizations; Conflict and conflict management; Negotiation and influence strategies; Power, politics and organizational citizenship behaviour (OCB); Psychological safety and collaborative workplaces; Indian approaches to teamwork, cooperation and collective well-being and conflict resolution.

Module V: Leadership Foundations and Leadership Theories: Leadership: Meaning, significance and functions; Leadership traits and competencies; Leadership styles and approaches; Power, authority, influence and trust in leadership Overview of Leadership theories:

Trait Approach, Behavioural Approach, Contingency and Situational Approaches, Path-Goal Theory, Leader-Member Exchange (LMX); Indian concepts of Leadership- Leadership insights from the Bhagavad Gita, Ramayana, Mahabharata, Arthashastra- Ethical governance and servant leadership traditions- Comparative analysis of selected Indian and global business and social leaders through the application of leadership theories and frameworks.

Module VI: Contemporary Leadership and Leadership Development: Transformational, Transactional and Charismatic Leadership; Authentic and Ethical Leadership, Servant Leadership, Strategic Leadership; Team and Organizational Leadership; Leadership in VUCA and digital environments; Leadership development through self-awareness, mentoring and coaching; Succession planning and leadership development--Evaluating leadership effectiveness; Development of leadership wisdom through Indian contemplative practices, self-reflection and value-based leadership: Lessons from Indian leaders and indigenous leadership traditions for contemporary organizations.

Module VII: Diversity, Equity and Inclusion in Organizations: Diversity, Equity and Inclusion (DEI): Concepts and significance; Dimensions of workplace diversity; Inclusive organizations and inclusive workplace culture; Theoretical perspectives on DEI; Psychological aspects of Workplace discrimination, harassment and bullying; Bias and stereotyping in organizations; Legal and ethical aspects of diversity management; Diversity as a source of innovation and organizational performance; Indian philosophical principles of Vasudhaiva Kutumbakam, Sarvodaya, Antyodaya, and respect for diversity in organizational life: Analysis and audit of workplace policies relating to equity, diversity and inclusion.

Module VIII: Inclusive Leadership and Managing Diverse Workplaces: Inclusive Leadership: Concepts, competencies and behaviours; Communication in diverse workplaces; Managing multicultural and multigenerational workforces; Gender equity and leadership; Social inclusion and accessibility in workplaces; Building inclusive organizational culture; Indian and global cases on inclusive leadership and workplace diversity.: Family Model of Organizations in Indian culture: Mutual care, belongingness and employee commitment; Balancing authority with compassion.

Suggested Readings:

1. Robbins, Judge and S. Sanghi, *Essentials of Organizational Behaviour*, Pearson.
2. S.P. Robbins, *Organizational Behavior*, Prentice Hall India Private Limited.
3. Davis and Newstrom, *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill.
4. Fred Luthans, *Organizational Behavior* McGraw Hill Book Company.
5. Eugene McKenna, *Business Psychology and Organisational Behaviour*, Routledge.

5. Griffin, Phillips and Gully, *Organisational Behaviour: Managing People and Organizations*, Cengage Learning.
6. Michalle E. Mor Barak. *Managing Diversity: Toward a Globally Inclusive Workplace*. Sage Publications.
7. Yukl, G. A. and Gardner, W. L. *Leadership in Organizations*. Pearson Education, Harlow.

PG2MBHR1012: CONTEMPORARY HUMAN RESOURCE MANAGEMENT AND WORKFORCE TRANSFORMATION

Credits: 6, Contact Hours: 90 Hours, Structure: 8 Modules

Course Description

The course introduces students to the philosophy, systems and practices of contemporary Human Resource Management. It provides an understanding of HR functions while simultaneously exploring workforce transformation arising from digitalization, automation, AI, sustainability and changing employment relationships.

Course Objectives:

The course aims to

- Develop understanding of HRM philosophy and functions.
- Examine the strategic importance of human resources.
- Understand emerging workforce trends.
- Explore digital transformation of HR.
- Develop appreciation for future workforce challenges.
- Develop understanding of Indian perspectives on HRM philosophy and practices.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Explain Contemporary HRM concepts and functions.

CO2: Apply HR practices in organizational settings.

CO3: Analyze changing workforce structures.

CO4: Evaluate digital HR systems.

CO5: Assess future workforce challenges.

CO6: Recommend workforce transformation initiatives.

Module I: Human Resource Management: Evolution and Contemporary Perspectives: HRM: Concept, objectives and functions; HRM, Strategic Human Resource Management (SHRM) and Human Capital Management (HCM); Contemporary HRM paradigms; HR as a strategic business partner; HR competencies and the evolving role of HR professionals; Evolution of people management from Indian perspective; HR Structure and Functions in Organizations; Indian perspectives on work, people and organizational relationships; Contributions of the Arthashastra and other classical Indian texts to human resource management; Emerging trends in HRM.

Module II: Human Resource Planning and Job Design: Human Resource Planning: Concept, objectives and process; Environmental scanning and workforce forecasting; Demand and supply forecasting techniques; Workforce Planning; Job Analysis; Methods of job analysis; Job Design; Competency Mapping; Talent planning and succession planning; Strategic workforce planning; Indian perspectives on role, duty and competency in work allocation and organizational effectiveness.

Module III: Recruitment and Selection: Recruitment: Concept, objectives and process; Sources of recruitment; Selection process; Selection tests; Employment interviews; Assessment Centres; E-recruitment and online hiring; AI-enabled recruitment and selection; Ethical and legal issues in recruitment.

Module IV: Training and Development: Learning and Development; overview and differences; Training: Need and importance; Training Need Assessment (TNA); Designing training programmes; Training methods; Training evaluation; Management Development; Career planning and career development; Succession planning; Coaching and mentoring; Continuous learning and reskilling: Guru- Shishya tradition as a model for mentoring, coaching and knowledge transfer; Indian approaches to lifelong learning and self-development.

Module V: Performance and Reward Management: Performance Appraisal: Concept and objectives: Traditional and modern methods of appraisal: Performance Management System; Goal setting and Key Performance Indicators (KPIs); Competency-based performance management; 360-degree feedback; Continuous performance management; Compensation Management; Wage and salary administration; Incentive systems; Employee benefits; Employee recognition programmes; Total Rewards approach.

Module VI: Employee Relations and Employee Experience: Employee Relations: Concept and significance; Employee voice and participation; Employee Engagement; Psychological contract; Grievance handling and grievance redressal; Employee well-being; Work-life integration and quality of work life.

Module VII: Digital HR and HR Information Systems: Digital transformation of HR; HR Information Systems (HRIS); Electronic Human Resource Management (e-HRM); HR technology ecosystem; Digital HR platforms; HR dashboards; Artificial Intelligence in HR; Data privacy, cybersecurity and ethical issues in Digital HR.

Module VIII: Workforce Transformation and Future of Work: Drivers and implications of Workforce Transformation; Transformation in modes of employment; Digitalization, automation and workforce change; Artificial Intelligence and the future of HR; Gig economy and gig workforce management; Platform work and digital labour platforms; Hybrid work models; Flexible work arrangements; Workforce ecosystems; Industry 5.0 and human-centric organizations; Sustainable workforce practices;Indian Knowledge Systems for sustainable and human-centric organizations; Gandhian philosophy of trusteeship and sustainable employment; Indian Knowledge System approaches to balancing technology, human dignity and societal well-being in the future of work; Future role of HR leaders/function.; Managing Gen Z employees and the Future Workforce.

Suggested Readings:

1. D. A. Decenzo and S. P. Robbins, *Human Resource Management,* Prentice Hall of India.

2. Garry Dessler and Biju Varkkey, *Human Resource Management*, Pearson Education, New Delhi.

3. Michael Armstrong: *Handbook of Human Resource Management*, Kogan Page. 4. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.

5. Armstrong, M., & Taylor, S. *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.

6. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. *Fundamentals of Human Resource Management*. Wiley.

7. Boxall, P., Purcell, J., & Wright, P. *The Oxford Handbook of Human Resource Management*. Oxford University Press.

PG2MBHR1013: CONTEMPORARY MANAGERIAL ECONOMICS AND ECONOMICS OF HUMAN RESOURCES

Credits: 6, Contact Hours: 90 Hours, Structure: 8 Modules

Course Description

The course develops economic fundamentals, reasoning and backdrop for managerial decision-making and introduces Economics of Human Resources relevant to contemporary HR aspects of Economics and management of work and employees.

Course Objectives:

The course aims to

- Develop a sound understanding of microeconomic principles and managerial economics for informed business and organizational decision-making.
- Examine the concepts of demand, production, cost, pricing, and market structures and their implications for managerial planning and resource allocation.
- Analyze labour market dynamics, employment trends, wage determination, and workforce participation from an economic perspective.
- Apply economic reasoning to contemporary Human Resource Management issues, including compensation, productivity, labour mobility, and human capital development.
- Develop analytical and decision-making skills by integrating managerial economics with Economics of Human Resources to address strategic organizational and HR challenges.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Explain economic principles relevant to managerial decisions.

CO2: Apply demand and cost analysis techniques.

CO3: Analyze market structures.

CO4: Interpret labour market behaviour.

CO5: Evaluate Economics of Human Resources issues.

Module I: Economic Foundations of Managerial Decision-Making and Workforce Management: Nature, scope and significance of Managerial Economics; Choice as an economic problem and business decision-making; Kautilya's Arthashastra and Contemporary Managerial Economics ; Decision-making in the context of Managerial and Economics of Human Resource; Macroeconomic environment and its implications for business and workforce decision-making (GDP, inflation, interest rates, unemployment, business cycles and economic policy); Human resources as economic resource and source of competitive advantage.

Module II: Demand Analysis, Consumer Behaviour and Forecasting: Demand analysis and determinants; Product demand and derived demand for human resources; Elasticity of demand and managerial applications; Cardinal Utility Theory; Indifference Curve Theory; Consumer surplus;Demand estimation and forecasting; Consumer behaviour in digital markets; Market intelligence.

Module III: Production, Cost Analysis and Productivity: Production functions and factor productivity; Laws of production; Input-Output relationships; Cost concepts and classifications; Short-run and long-run cost analysis; Economies of scale and scope; Learning curve; Strategic cost management vis-a-vis managerial economics; Productivity analysis.

Module IV: Market Structures, Competitive Strategy and Pricing Decisions: Market structure and competitive environment; Structure-Conduct-Performance (SCP) framework; Perfect competition and managerial implications; Monopoly and price discrimination; Monopolistic competition and product differentiation; Oligopoly, strategic interaction and game-theoretic perspectives; Cartels, price leadership and competitive strategies; Pricing decisions and pricing strategies; Strategic pricing in digital and platform markets.

Module V: Human Capital and the Economics of Human Resources: Understanding the economics of human resources; Impact of macroeconomic conditions on labour demand, employment, wages and workforce planning; Human resources as an economic asset; Convergence and divergence between labour and product markets; Demand for human resources; Supply of human resources; Work-leisure decision; Becker's Model of Allocation of Time; Human capital investment and workforce productivity.

Module VI: Compensation, Labour Markets and Workforce Productivity: Wage determination; Wage structures and wage differentials; Internal and external labour markets;Labour market policies; Economic issues in compensation; Economics of Alternative pay systems; Efficiency wages; Agency problems; Pay-for-performance; Labour productivity and organizational competitiveness.

Module VII: Employment Relations and Labour Market Institutions: Labour force participation and Hours of work; Labour mobility and migration; Labour market discrimination; Trade unions and their economic perspectives; Collective bargaining models; Economic impact of unions; Employment trends and labour market reforms in Indian and Global perspectives

Module VIII: Futuristic Perspectives on Economics of Human Resources and Platform Economy: Future of work; Economics of Human Resource vis-a-vis Gig and platform economy; Digital labour markets; Artificial Intelligence and automation; Remote and hybrid work; Skill-biased technological change; Demographic transitions; Globalization, economic resilience, demographic transitions and macroeconomic trends shaping the future of work.

Suggested Readings:

1. Keat, P. G., Young, P. K. Y., & Banerjee, S. Managerial Economics: Economic Tools for Today's Decision Makers. Pearson Education.
2. Thomas, C. R., & Maurice, S. C. Managerial Economics: Foundations of Business Analysis and Strategy. McGraw-Hill Education.
3. Baye, M. R., & Prince, J. T. Managerial Economics and Business Strategy. McGraw-Hill Education.
4. Dwivedi, D. N. Managerial Economics. Vikas Publishing House.
5. McConnell, C. R., Brue, S. L., & Macpherson, D. A. Contemporary Labor Economics. McGraw-Hill Education.
6. Cahuc, P., Carcillo, S., & Zylberberg, A. Labor Economics. MIT Press.
7. Pindyck, R. S., & Rubinfeld, D. L. Microeconomics. Pearson Education.
8. Lazear, E. P., & Gibbs, M. Personnel Economics in Practice. Wiley. Additional Readings.
9. International Labour Organization (ILO). *World Employment and Social Outlook* (latest edition).
10. World Economic Forum. *The Future of Jobs Report* (latest edition).
11. OECD. *Employment Outlook* (latest edition).

PG2MBHR1014: RESEARCH METHODOLOGY AND BUSINESS ANALYTICS

Credits: 6: Contact Hours: 90 Hours: Structure: 8 Modules

Course Description

The course develops research competence and introduces Human Resource Analytics as a foundation for evidence-based HR decision-making.

Course Objectives:

The course aims to:

- Develop understanding of research methods.
- Build skills in quantitative and qualitative analysis.
- Introduce metrics and analytics.
- Develop evidence-based decision-making capabilities.
- Build competence in data-driven HRM.
- Examine the relevance of Indian Knowledge Systems, and indigenous approaches to inquiry in research methodology and evidence-based decision-making.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Explain research concepts and methodologies.

CO2: Design research studies.

CO3: Apply qualitative and quantitative techniques.

CO4: Analyze HR data.

CO5: Interpret HR metrics and dashboards.

CO6: Develop evidence-based HR recommendations.

Module I: Foundations of Research: Meaning, objectives and significance of research; Scientific method and research process; Types of research- basic, applied, exploratory, descriptive, diagnostic and explanatory; Identification and formulation of research problem; Research objectives and hypotheses; Literature review- purpose, sources and process; Review of literature using electronic databases; Identification of research gaps; Conceptual framework and theoretical framework; Research ethics and academic integrity; Indian traditions of inquiry; Pramanas (Pratyaksha, Anumana, Upamana and Shabda) as sources of valid knowledge; Research ethics in Indian Knowledge Systems.

Module II: Research Design: Meaning and significance of research design; Exploratory research design; Descriptive research design; Diagnostic research design; Experimental and quasi-experimental research designs; Qualitative, Quantitative and Mixed-method research; Case study, survey and action research; Variables in research; Research proposal writing; Report planning and research documentation.

Module III: Measurement and Scaling: Concepts, constructs and variables; Levels of measurement; Scaling techniques; Reliability- concept and methods of testing; Validity- types and assessment; Questionnaire design and schedule preparation; Pilot testing; Measurement errors; Ethical considerations in data collection: Ethical principles in data collection from Indian Knowledge Systems.

Module IV: Sampling and Data Collection: Census and sampling; Sampling process; Probability sampling methods: simple random, systematic, stratified and cluster sampling; Non-probability sampling methods; Primary and secondary data; Sources of HR data; Survey methods; Interviews-structured, semi-structured and unstructured; Observation methods; Focus group discussions; Digital data collection tools; Data quality and data preparation; Pratyaksha (systematic observation) and Samvada (dialogue) as approaches to data collection and knowledge generation in Indian Knowledge Systems.

Module V: Quantitative Data Analysis: Data preparation and coding; Classification and tabulation of data; Descriptive statistics: measures of central tendency and dispersion; Inferential statistics: concept and applications; Correlation analysis; Regression analysis; Hypothesis testing; Parametric and non-parametric test; Introduction to multivariate analysis; Data analysis using relevant statistical software; Interpretation and presentation of results.

Module VI: Qualitative Data Analysis: Foundations of qualitative research; Qualitative research designs: phenomenology, grounded theory, ethnography, narrative inquiry and case study;

Qualitative data collection; Coding and categorization; Content analysis; Thematic analysis; Narrative analysis; Framework analysis (overview); Use of qualitative data analysis software:-an overview; Trustworthiness in qualitative research; Writing qualitative research findings; Narrative traditions and oral histories as sources of qualitative inquiry in Indian Knowledge Systems..

Module VII: Foundations of Business Analytics: Concept, evolution and importance of Business Analytics; Data-driven decision making; Types of Analytics—Descriptive, Diagnostic, Predictive and Prescriptive Analytics; Business Intelligence and Analytics Ecosystem; Data Warehousing and Data Mining; Data Sources and Data Management; Data Visualization and Dashboards; Key Performance Indicators (KPIs); Business Performance Measurement; Applications of Business Analytics in Marketing, Finance, Human Resource, Operations and Supply Chain Management: Responsible and human-centric use of data analytics.

Module VIII: Advanced Business Analytics and Emerging Technologies: Predictive Analytics and Forecasting; Prescriptive Analytics and Optimization; Machine Learning Applications in Business; Artificial Intelligence for Business Decision-Making; Text Analytics and Sentiment Analysis; Social Media Analytics; Big Data Analytics; Data Storytelling and Business Reporting; Ethical Issues in Business Analytics; Data Governance and Privacy; Emerging Trends in Business Analytics and Digital Transformation vis-a-vis Business Research.

Suggested Readings:

1. Kothari, C. R., & Garg, G. Research Methodology: Methods and Techniques. New Age International.
2. Cooper, D. R., & Schindler, P. S. *Business Research Methods*. McGraw-Hill.
3. Sekaran, U., & Bougie, R. *Research Methods for Business: A Skill Building Approach*. Wiley.
4. Creswell, J. W., & Creswell, J. D. *Research Design: Qualitative, Quantitative and Mixed Methods* Approaches. Sage.
5. Creswell, J. W. *Qualitative Inquiry and Research Design*. Sage.
6. Braun, V., & Clarke, V. *Thematic Analysis: A Practical Guide*. Sage.
7. Saldaña, J. *The Coding Manual for Qualitative Researchers*. Sage.
8. J. Fitz-Enz and J. Mattox, *Predictive Analytics for Human Resource*. John Wiley.
9. Evans, J. R. *Business Analytics: Methods, Models, and Decisions*. Pearson Education.
10. Sharda, R., Delen, D., & Turban, E**.** *Business Intelligence, Analytics, and Data Science: A Managerial Perspective*. Pearson.

MINOR/GENERIC ELECTIVES OF 1ST SEMESTER

MBHR1021: BASIC ACCOUNTING AND FINANCE FOR HR

(ACCOUNTING AND FINANCE VERTICAL)

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course introduces the fundamental concepts of accounting and finance required for HR professionals to understand organizational financial performance and support strategic decision-making. It emphasizes financial reporting, cost and management accounting, investment appraisal, and human capital accounting to enable HR managers to align people's decisions with organizational financial objectives.

Course Objectives:

The course aims to

- Develop an understanding of the fundamental principles of accounting, financial reporting, and financial management relevant to Human Resource Management.
- Examine financial statements, cost information, and financial indicators to support HR planning, budgeting, and managerial decision-making.
- Analyze investment, financing, and human capital decisions using appropriate accounting and financial management tools.
- Evaluate contemporary developments in accounting and finance, including Human Resource Accounting, Human Capital Accounting, and ESG reporting, for enhancing organizational performance.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Explain the fundamental concepts of accounting, financial reporting, and financial management applicable to HR professionals.

CO2: Analyze financial statements, cost structures, and financial performance indicators to support organizational and HR decisions.

CO3: Apply financial management techniques to evaluate HR investments, budgeting, and human capital initiatives.

CO4: Assess financing decisions, human capital investments, and contemporary accounting practices, including Human Resource Accounting and ESG-based human capital reporting, in organizational contexts.

Module I: Fundamentals of Accounting and Financial Reporting: Role and scope of accounting in business and human resource management; accounting principles, concepts and conventions; double-entry system and the accounting cycle; preparation of financial statements including Trading Account, Profit and Loss Account, and Balance Sheet; introduction to accounting standards and financial reporting.

Module II: Financial Statement Analysis for HR Managers: Financial statement analysis and interpretation; ratio analysis; fund flow and cash flow statements; financial indicators for HR decision-making; human capital indicators and productivity measurement.

Module III: Cost and Management Accounting for HR: Cost concepts, cost behaviour and elements of cost; cost sheet preparation; labour costing and labour cost control; absorption costing and marginal costing; standard costing and budgetary control.

Module IV: Financial Management and HR Investment Decisions: Objectives and scope of financial management; time value of money; capital budgeting techniques; working capital management; cost–benefit analysis; financial evaluation of HR initiatives and projects.

Module V: Financing and Human Capital Investment: Sources of finance; cost of capital; capital structure; leverage (including EBIT–EPS analysis); dividend policy; human capital investment decisions; return on investment (ROI) in HR programmes.

Module VI: Contemporary Issues in Accounting and Finance for HR: Human resource accounting: concept, objectives and models; human capital accounting and valuation; ESG and human capital reporting.

Suggested Readings

1. Bhattacharyya, S. K. *Accounting for Management: Text and Cases* . Vikas Publishing House.
2. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. *Financial Accounting*. Vikas Publishing House.
3. Khan, M. Y., & Jain, P. K. *Financial Management: Text, Problems and Cases*. McGraw Hill Education.
4. Horngren, C. T., Datar, S. M., & Rajan, M. V. *Cost Accounting: A Managerial Emphasis*. Pearson.
5. Pandey, I. M. *Financial Management*. Pearson India.

PG2MBHR1021: MARKETING MANAGEMENT & BRANDING
(MARKETING MANAGEMENT VERTICAL)

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course provides a comprehensive understanding of marketing principles, branding strategies, and customer value creation in contemporary business organizations. It integrates emerging concepts such as digital marketing, services marketing, internal marketing, and employer branding to enable HR professionals to appreciate the strategic role of marketing in enhancing organizational performance, customer experience, and employer reputation.

Course Objectives:

The course aims to

- Develop a sound understanding of the fundamental concepts, principles, and strategic processes of marketing and branding.
- Analyse consumer behaviour, market dynamics, and segmentation strategies to identify and evaluate marketing opportunities.
- Apply marketing mix strategies for product, pricing, distribution, and integrated marketing communication to create customer and organizational value.
- Examine the role of services marketing, digital marketing, internal marketing, and employer branding in enhancing customer satisfaction, employee engagement, and organizational reputation.
- Evaluate contemporary marketing practices with emphasis on sustainability, ethics, artificial intelligence, and the strategic integration of marketing and human resource management.

Course Outcomes:

Upon successful completion of the course, students will be able to:

CO1. Explain the concepts, principles, and strategic framework of marketing and branding in business organizations.

CO2. Analyse consumer and organizational buying behaviour to develop appropriate market segmentation, targeting, and positioning strategies.

CO3. Design marketing mix and branding strategies to strengthen competitive advantage and customer value.

CO4. Assess the effectiveness of digital marketing, services marketing, internal marketing, and employer branding in improving customer experience and organizational performance.

CO5. Integrate ethical, sustainable, and technology-enabled marketing practices with human resource strategies to support long-term organizational success.

Module I: Foundations of Marketing and Strategic Marketing: Marketing Concepts and Evolution; Nature, Scope and Functions of Marketing; Marketing Environment; Marketing Mix and Extended Marketing Mix; Strategic Marketing Planning; Marketing Process; Marketing Organization and Implementation; Human Aspects of Marketing; Marketing Orientation and Customer Value Creation.

Module II: Consumer Behaviour and Market Development: Marketing Information System; Marketing Research; Consumer Behaviour and Buying Decision Process; Business Markets and Organizational Buying Behaviour; Market Segmentation, Targeting and Positioning (STP); Customer Relationship Management (CRM); Customer Experience (CX); Employee Role in Delivering Customer Value.

Module III: Product, Branding and Pricing Decisions: Product and Service Decisions; Product Line and Product Mix; Product Life Cycle; New Product Development; Brand Management; Brand Identity; Brand Equity; Brand Positioning; Brand Image; Brand Extension; Brand Loyalty; Employer Branding; Packaging and Labelling; Pricing Objectives; Pricing Strategies and Methods.

Module IV: Marketing Communications and Distribution Management: Marketing Channels and Logistics Management; Retailing and E-commerce Channels; Integrated Marketing Communication (IMC); Advertising; Sales Promotion; Personal Selling; Public Relations; Digital Marketing; Social Media Marketing; Recruitment Marketing; Employee Advocacy and Brand Ambassadors.

Module V: Services Marketing and Contemporary Marketing Practices: Services Marketing; Service Quality and SERVQUAL Model; Customer Satisfaction and Customer Loyalty; People, Process and Physical Evidence; Internal Marketing; HR as an Internal Service Provider; Relationship Marketing; Green Marketing; Social and Ethical Marketing; Global Marketing; Artificial Intelligence and Analytics in Marketing; Emerging Trends in Marketing.

Module VI: Contemporary Branding and Emerging Marketing Practices: Strategic Brand Management; Brand Experience; Brand Communities; Personal Branding; Employer Branding; Internal Branding; Artificial Intelligence in Marketing; Sustainable Branding; Emerging Trends in Marketing

Suggested Readings:

1. Kotler, P., Keller, K. L., Chernev, A., et al. *Marketing Management*. Pearson.
2. Kotler, P., & Armstrong, G. *Principles of Marketing*. Pearson.
3. Ramaswamy, V. S., & Namakumari, S. *Marketing Management: Indian Context*. McGraw Hill.
4. Keller, K. L. *Strategic Brand Management*. Pearson.
5. Lovelock, C., Wirtz, J., & Chatterjee, J. *Services Marketing: People, Technology and Strategy*. Pearson.
6. Backhaus, K., & Tikoo, S. *Conceptualizing and Researching Employer Branding*. Career Development International.
7. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing*. Pearson.

PG2MBHR1021: OPERATIONS & SUPPLY CHAIN MANAGEMENT

(OPERATIONS MANAGEMENT VERTICAL)

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course introduces the principles and practices of operations and supply chain management with emphasis on planning, productivity, quality, inventory, logistics, and continuous improvement. It enables students to understand the strategic role of operations in organizational performance and the contribution of human resources in achieving operational excellence.

Course Objectives

The course aims to

- Understand the concepts, functions and strategic importance of operations and supply chain management.
- Analyse production planning, capacity planning and scheduling decisions.

- Apply work study, productivity improvement and quality management techniques.
- Examine inventory, materials and supply chain management practices.
- Evaluate lean operations, quality systems and emerging trends in operations management.

Course Outcomes:

Upon successful completion of the course, students will be able to:

CO1: Explain the concepts, functions, and strategic role of operations and supply chain management in achieving organizational competitiveness.

CO2: Analyze production systems, capacity planning, facility planning, scheduling, and operational decision-making using appropriate tools and techniques.

CO3: Apply work study, productivity improvement, quality management, and process improvement techniques to enhance operational efficiency.

CO4: Evaluate inventory management, materials management, logistics, and supply chain practices for effective resource utilization and organizational performance.

CO5: Assess lean operations, Total Quality Management (TQM), Six Sigma, and continuous improvement initiatives in diverse organizational contexts.

Module I: Foundations of Operations Management: Evolution of Operations Management; Evolution of Supply Chain Management; Strategic Role of Operations; Operations Strategy; Competitive Priorities; Productivity and Performance Measurement; Process Design; Process Selection; Product–Process Matrix; Supply Chain Concepts; Supply Chain Drivers; Value Chain Analysis; SCOR Model; Global Supply Chains; Industry 4.0 and Digital Operations; Operations and Supply Chain Integration

Module II: Demand Forecasting, Capacity Planning and Inventory Management: Demand Forecasting, Forecasting Methods; Sales and Operations Planning (S&OP); Aggregate Planning; Capacity Planning; Facility Planning; Facility Location; Facility Layout; Inventory Management: Inventory Classification (ABC, VED, FSN), EOQ, EPQ, Reorder Point, Safety Stock, Service Level; Material Requirement Planning (MRP); Enterprise Resource Planning (ERP).

Module III: Procurement, Logistics and Supply Chain Network Design: Procurement Management; Strategic Sourcing; Supplier Relationship Management (SRM): Supplier Evaluation, E-Procurement; Warehouse Management, Warehouse Automation; Transportation Management, Multimodal Transportation; Distribution Management; Last-Mile Delivery; Cold Chain Logistics, Reverse Logistics, Green Logistics, Third-Party (3PL), Fourth-Party (4PL), and Fifth Party Logistics (5PL); Supply Chain Network Design

Module IV: Quality, Lean Operations and Operational Excellence: Total Quality Management (TQM); Lean Manufacturing; Toyota Production System; Just-in-Time (JIT); Kaizen; Kanban; Value Stream Mapping; Six Sigma; DMAIC; Statistical Process Control (SPC); Process Capability; Total Productive Maintenance (TPM); Theory of Constraints (TOC); Business Process Improvement.

Module V: Digital Operations, Analytics and Sustainable Supply Chains: Industry 4.0; Smart Manufacturing; Artificial Intelligence in Operations; Machine Learning Applications; Internet of Things (IoT); Blockchain; Digital Twins; Cloud-Based Supply Chains; Business Analytics; Supply Chain Dashboards; Predictive Analytics; Sustainable Operations; Circular Economy; Green Supply Chains; ESG Framework; Carbon Accounting; Supply Chain Risk Management; Supply Chain Resilience.

Module VI: Contemporary Applications and Decision Models: Operations Research in Supply Chains; Linear Programming; Transportation Model; Assignment Model; Network Models; Project Scheduling (PERT and CPM); Multi-Criteria Decision Making (AHP, TOPSIS – Introductory); Omni-channel Operations; E-Commerce and Q-Commerce Operations; Healthcare Operations; Service Operations; Humanitarian Logistics; Global Best Practices; Future of Operations and Supply Chain Management.

Suggested Readings:

1. Jacobs, F. R. & Chase, R. B., *Operations and Supply Chain Management*, McGraw-Hill Education.
2. 2. Chopra, S. & Meindl, P. *Supply Chain Management: Strategy, Planning, and Operation*. Pearson Education.
3. 3. Heizer, J., Render, B. & Munson, C. *Operations Management: Sustainability and Supply Chain Management.* Pearson Education.
4. B. Mahadevan, *Operations Management: Theory and Practice*, Pearson India.
5. 5. K. C. Arora, *Production and Operations Management*. Laxmi Publications.
6. 6. R. Panneerselvam, *Production and Operations Management*. PHI Learning

PG2MBHR1021: DATA ANALYTICS USING R AND PYTHON
(ANALYTICS VERTICAL)

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

The course introduces the concepts and applications of Business Analytics, probability distributions, descriptive, diagnostic, predictive and prescriptive analytics, and data visualization. It provides hands-on exposure to data analysis using R and Python for solving contemporary business problems.

Course Objectives:

The course aims to

- Provide students with an understanding of Business Analytics and its role in managerial decision-making.
- Equip students with the basic programming skills in R and Python for data analysis and visualization.
- Introduce descriptive, diagnostic, predictive and prescriptive analytics techniques.
- Develop the ability to analyse and interpret business data using appropriate analytical tools.
- Enable students to apply analytical techniques for solving business problems.

Course Outcomes:

Upon successful completion of the course, students will be able to:

CO1: Explain the concepts, scope, and significance of Business Analytics and its role in managerial decision-making.

CO2: Apply basic programming skills in R and Python for data preparation, analysis, visualization, and business reporting.

CO3: Analyze business data using descriptive, diagnostic, predictive, and prescriptive analytics techniques to generate managerial insights.

CO4: Interpret analytical outputs and communicate data-driven findings using appropriate visualization and reporting tools.

CO5: Evaluate business problems by selecting and applying suitable analytical methods and models for informed decision-making.

CO6: Design data-driven solutions to business challenges by integrating analytical techniques, programming tools, and managerial decision-making frameworks.

Module I: Discrete Probability Distributions: Bernoulli, Binomial, Hypergeometric, Negative Hypergeometric, Poisson and Geometric Distributions; Continuous Probability Distributions ; Normal, Log-Normal, Beta, Gamma, Triangular, Weibull, Uniform, Erlang and Exponential Distributions; Multivariate Probability Distribution ; Multivariate Normal Distribution.

Module II: Introduction to R and Python: Data Types; Variables; Operators; Control Structures; Functions; Data Import and Export; Data Manipulation; Packages and Libraries; Basic Data Visualization.

Module III: Types of Analytics: Descriptive, Diagnostic, Predictive and Prescriptive Analytics; Overview of Predictive Analytics ; Regression, Decision Tree, Time Series Analysis, Clustering, Artificial Neural Networks, Classification, Data Mining, Machine Learning Techniques, Random Forest, Sentiment Analysis, Content Analysis and Causal Analysis.

Module IV: Descriptive Analytics: Association Rule Mining, Sequence Rule Mining and Clustering Techniques; Diagnostic and Prescriptive Analytics ; Competitive Analysis, Social Media Analytics, Sentiment Analysis, Content Analysis, Cohort Analysis, Customer Segmentation and Recommendation Systems.

Module V: Overview of Data Visualization Techniques: Dashboards and Business Intelligence; Performance Metrics and Key Performance Indicators (KPIs); Performance Metrics for Supply Chain; Introduction to Marketing, HR and Financial Analytics.

Module VI: Implementation of Descriptive, Diagnostic, Predictive and Prescriptive Analytics using R and Python: Data Cleaning; Exploratory Data Analysis; Data Visualization; Business Applications and Case Studies.

Suggested Readings:

1. Bandyopadhyay, S. *Business Analytics: Theory and Practice*. CRC Press, 2025.
2. Arora, S. R., & Gupta, K. *Business Mathematics*. Taxmann Publications Pvt. Ltd., 2015.
3. Singh, J. K. *Business Mathematics*. Himalaya Publishing House, 2017.
4. Hazarika, P. *A Textbook of Business Mathematics*. S. Chand & Company, 2016.
5. van der Post, H. *Descriptive Analytics with Python*. Reactive Publishing, 2023.
6. Mehta, D. *Data Analytics with R*. Wiley, 2019.

7. Severini, T. A. *Elements of Distribution Theory*. Cambridge University Press, 2005.
8. Hunt, J. *Advanced Guide to Python 3 Programming*. Springer, 2019.
9. James, G., Witten, D., Hastie, T., & Tibshirani, R. *An Introduction to Statistical Learning: With Applications in R*. Springer.
10. McKinney, W. *Python for Data Analysis*. O'Reilly Media

PG2MBHR1021: INDIAN KNOWLEDGE SYSTEM, SOCIETY & MANAGEMENT

(*INDIAN KNOWLEDGE SYSTEM VERTICAL)*

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course introduces the philosophical foundations and knowledge traditions of the Indian Knowledge Systems and their relevance to society, governance, ethics, and management. It explores Indian perspectives on leadership, decision-making, sustainability, and human values, enabling students to apply indigenous wisdom to contemporary managerial and societal challenges**.**

Course Objectives

The course aims to

- Develop an understanding of the historical evolution, philosophical foundations, and societal relevance of Indian Knowledge Systems and indigenous knowledge traditions.
- Examine the principles of Indian philosophy, ethics, and value systems and their application to leadership, governance, and organizational management.
- Analyze the contributions of Indian knowledge traditions to sustainable development, social responsibility, and contemporary managerial decision-making.
- Foster the ability to integrate Indian wisdom with modern management practices to address organizational, societal, and global challenges.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Explain the historical foundations, core concepts, and societal significance of Indian Knowledge Systems and their contribution to human civilization.

CO2: Evaluate and apply Indian philosophical principles, ethical values, and wisdom traditions to leadership, governance, managerial decision-making, and contemporary business practices.

CO3: Analyze the relevance of Indian knowledge traditions in promoting sustainable development, social responsibility, organizational excellence, and human well-being.

CO4: Integrate insights from Indian Knowledge Systems with modern management approaches to address contemporary organizational, societal, and global challenges.

Module I: Foundations of Indian Knowledge Systems: Concept and meaning of Indian Knowledge System (IKS); Historical evolution of Indian civilization and knowledge traditions; Sources of Indian knowledge; Characteristics of Indian knowledge traditions; Relevance of IKS in the contemporary world.

Module II: Indian Society, Culture and Value Systems: Indian social institutions: family, community, and social organization: Diversity and Unity in Indian society; Dharma, Karma, Purusharthas, and Ashrama system: Role of culture in shaping behaviour and organizations.

Module III: Indian Philosophical Foundations and Human Behaviour: Overview of major schools of Indian philosophy: Concept of self, consciousness, and well-being, Mindfulness and meditation traditions.

Module IV: Indian Perspectives on Management, Governance and Decision-Making: Administrative and governance systems in ancient India: Kautilya's Arthashastra: Principles of administration, economics, and governance, Bhagavad Gita and managerial decision-making, Relevance of Indian management principles in contemporary organizations.

Module V: Indian Knowledge Systems and Sustainable Development: Indigenous knowledge and sustainable living, Environmental ethics in Indian thought, Concepts of Vasudhaiva Kutumbakam and Lokasangraha, Gandhian philosophy and sustainable development, Commodule-based development models.

Module VI: Contemporary Applications of Indian Knowledge Systems in Business and Management: Indian approaches to entrepreneurship, innovation, and business excellence; family business traditions and business systems in India; integration of Indian Knowledge Systems with contemporary management theories and practices.

Suggested Readings:

1. Mahadevan, B., Bhat, Vinayak Rajat, Nagendra Pavana R.N., *Introduction to Indian Knowledge System: Concepts and Applications*, PHI Learning.
2. Nandagopal, R., Sankar, Ajith, *Indian Ethos and Values in Management*, McGraw Hill Education.
3. Vasisth, Neeru, Rajput, Namita, *Business Ethics and Values with Case Studies*, Taxmann.
4. Pandey, Ashish, Bhawuk, Dharm P. S., Budhwar, Pawan, *Indigenous Indian Management: Conceptualization, Practical Applications and Pedagogical Initiative*s, Springer.
5. Banerjee, R.P., *Gita for Work and Life*, Routledge.

PG2MBHR1021: CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT
(CORPORATE SUSTAINABILITY AND RESPONSIBLE BUSINESS VERTICAL)

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course provides a comprehensive understanding of Corporate Social Responsibility (CSR) and Sustainable Development as strategic instruments for responsible business management. It examines the evolution, theories and legal framework of CSR, its integration with corporate strategy, stakeholder management, sustainability, and corporate governance. The course also explores the implementation of CSR initiatives, sustainability reporting, global best practices, and contemporary issues in responsible business in the context of the Sustainable Development Goals (SDGs) and the Indian regulatory framework.

Course Objectives:

The course aims to

- Enable the students understand the concepts, evolution, theories and significance of Corporate Social Responsibility.
- Examine CSR from legal, ethical, stakeholder and sustainability perspectives.

- Analyse CSR as a strategic tool for sustainable business development.
- Evaluate CSR programmes using strategic and operational frameworks.
- Develop competencies in designing, implementing and evaluating CSR and sustainability initiatives.

Course Outcomes:

Upon successful completion of the course, the students will be able to:

CO1: Explain the evolution, concepts, theories and principles of Corporate Social Responsibility and Sustainable Development.

CO2: Analyse CSR from strategic, stakeholder, legal and governance perspectives.

CO3: Design CSR programmes integrating sustainability, stakeholder expectations and statutory obligations.

CO4: Evaluate sustainability reporting frameworks, global initiatives and CSR best practices.

CO5: Recommend effective CSR and sustainability strategies for different organisational contexts.

Module I: Foundations of Corporate Social Responsibility: Concept, evolution and scope of Corporate Social Responsibility (CSR); strategic rationale for CSR; CSR theories; Carroll's Pyramid of CSR; corporate citizenship; drivers of corporate citizenship; business case for CSR; social accounting matrix; social indicators; emerging role and relevance of CSR in the twenty-first century; Corporate Social Responsibility and Indian Knowledge System: Ethical business conduct, Gandhi's Trusteeship Theory, Vasudhaiva Kutumbakam, Sarvodaya; Responsible governance, Dana and philanthropic traditions, and Indian approaches to sustainable development and stakeholder welfare.

Module II: Strategic CSR and the Regulatory Framework: Strategic perspectives of CSR: resource-based perspective, industry perspective and stakeholder perspective; integrating CSR into business strategy and organisational culture; CSR Filter; designing effective CSR programmes; obligations under the Companies Act, 2013; Schedule VII activities; CSR governance, monitoring evaluation and impact assessment; CSR in public and private sector organisations.

Module III: Sustainable Development: Concepts and Frameworks: Evolution and concept of sustainable development; Brundtland Commission and Brundtland Report; principles and dimensions of sustainable development; economic, environmental and social sustainability; Triple Bottom Line; circular economy; resource efficiency; climate change and sustainable

development; sustainable consumption and production; Sustainable Development Goals (SDGs) and Agenda 2030.

Module IV: Corporate Sustainability and Responsible Business: Corporate sustainability: concept, dimensions and strategic importance; sustainability as a business imperative; creating sustainable business value; responsible business practices; stakeholder engagement; sustainable supply chains; green innovation; corporate reputation, resilience and competitiveness; business continuity through sustainability.

Module V: ESG, Sustainability Reporting and Global Frameworks: Environmental, Social and Governance (ESG): concept and dimensions; ESG integration in business decision-making; Business Responsibility and Sustainability Reporting (BRSR); Global Reporting Initiative (GRI) Standards; Integrated Reporting Framework; United Nations Global Compact; ISO 26000; national and international sustainability frameworks; ESG ratings and responsible investment.

Module VI: Implementation of CSR and Sustainable Development Initiatives: Planning, implementation and evaluation of CSR and sustainability programmes; stakeholder consultation and community participation; social impact assessment; sustainability performance measurement; CSR and sustainability in multinational corporations, MSMEs, family businesses and non-profit organisations; best practices in CSR and sustainable development; emerging issues and future trends in responsible business.

1. ***Suggested Readings:***
   Blowfield, M., & Murray, A. (Latest Edition). *Corporate Responsibility*. Oxford University Press.
2. Crane, A., Matten, D., Glozer, S., & Spence, L. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford University Press.
3. Blowfield, M., & Murray, A. *Corporate Responsibility.* Oxford University Press.
4. Crane, A., Matten, D., Glozer, S., & Spence, L. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization.* Oxford University Press.
5. Werther, W. B., & Chandler, D. *Strategic Corporate Social Responsibility: Stakeholders, Globalization and Sustainable Value Creation.* Sage Publications.
6. Epstein, M. J., & Buhovac, A. R. *Making Sustainability Work: Best Practices in Managing and Measuring Corporate, Social, Environmental, and Economic Impacts.* Berrett-Koehler Publishers.
7. Visser, W. *The Age of Responsibility: CSR 2.0 and the New DNA of Business.* Wiley.
8. Baxi, C. V., & Prasad, A. *Corporate Social Responsibility: Concepts and Cases – The Indian Experience*. Excel Books, New Delhi

For non-MBA(HR) students/ Students of other departments

PG2MBHR1021: GIG ECONOMY & DIGITAL LABOUR

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This interdisciplinary course introduces students to the rapidly evolving world of the gig economy, digital labour markets, and platform-based employment. It examines how digital technologies, artificial intelligence, platform businesses, and changing employment relationships are transforming the nature of work, careers, and organizations.

Course Objectives

The course aims to:

- Enable the students to understand the concepts, characteristics, and evolution of the gig economy and digital labour markets.
- Examine the impact of digital technologies, artificial intelligence, and platform businesses on employment and work.
- Analyse emerging employment relationships, flexible work arrangements, and digital workforce management practices.
- Evaluate the legal, ethical, and social implications of platform-based work and digital labour.
- Develop awareness of future career opportunities, digital employability, entrepreneurship, and lifelong learning in the evolving world of work.

Course Outcomes

On successful completion of the course, students will be able to:

CO1: Explain the structure, characteristics, and economic significance of the gig economy and digital labour markets.

CO2: Analyse the impact of digital platforms, artificial intelligence, automation, and emerging technologies on employment and business.

CO3: Evaluate various forms of flexible employment, remote work, freelancing, and platform-based business models.

CO4: Assess labour rights, employment regulations, ethical issues, and social security challenges in the gig economy.

CO5: Identify emerging career opportunities, entrepreneurial prospects, and employability skills required for future digital workplaces.

Module I: Foundations of the Gig Economy and Digital Labour: Changing nature of work; Evolution of the gig economy; Concepts and characteristics of digital labour; Platform economy; Types of gig work; Freelancing and independent contracting; Crowd work and cloud work; Digital marketplaces; Growth of the gig economy in India and globally; Economic and social significance.

Module II: Digital Platforms, Technology and AI: Digital transformation and work; Platform-based business models; Artificial Intelligence and automation; Industry 4.0 and Industry 5.0; Digital labour platforms; Algorithmic management; Data-driven decision-making; Robotics and intelligent automation; Digital ecosystems; Platform governance; Technology-enabled workforce management.

Module III: Employment Relationships and Workforce Management: Flexible employment; Remote and hybrid work; Work-from-anywhere models; Digital collaboration; Virtual teams; Workforce diversity and inclusion; Performance management in digital workplaces; Digital leadership; Employee engagement in virtual work environments; Skills for the digital workforce; Continuous learning and reskilling.

Module IV: Labour Legislation, Ethics and Social Protection: Employment status in the gig economy; Labour rights and decent work; Social security for gig and platform workers; Occupational health and well-being; Digital surveillance and employee privacy; Ethical issues in AI-enabled workplaces; Algorithmic bias; Data protection; Gender and inclusion in digital labour markets; Regulatory developments in India and internationally.

Module V: Entrepreneurship, Innovation and Digital Careers: Digital entrepreneurship; Self-employment and freelancing; Start-up ecosystem; Innovation in platform businesses; Personal branding; Professional networking; Digital portfolio development; Career planning in the gig economy; Financial planning for freelancers; Emerging professions; Green jobs and sustainable employment; Future skills for employability.

Module VI: Future of Work and Contemporary Issues: Future of work; Human–AI collaboration; Generative AI in workplaces; Intelligent organisations; Digital nomads; Global talent marketplaces; Cross-border employment; ESG and responsible business; Sustainable work practices; Inclusive digital workplaces; Future workforce strategies; Case studies on and analysis of business models of Uber, Swiggy, Zomato, Urban Company, Upwork, Fiverr and emerging platform enterprises; .

Suggested Readings

1. De Stefano, V. *Your Boss Is an Algorithm: Artificial Intelligence, Platform Work and Labour*. Hart Publishing.
2. Woodcock, J. & Graham, M. *The Gig Economy: A Critical Introduction*. Polity Press.
3. Sundararajan, A. *The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism*. MIT Press.

4. Friedman, G. *Workers without Employers: Shadow Corporations and the Rise of the Gig Economy*. Review Press.
5. Susskind, D. *A World Without Work*. Allen Lane / Penguin Random House.
6. World Economic Forum. *The Future of Jobs Report* (latest edition).
7. V. V. Giri National Labour Institute. *The Gig and Platform Economy in India*. V. V. Giri National Labour Institute, Noida.
8. K. R. Shyam Sundar. *Labour and Employment Relations in India*. McGraw Hill Education (India).

PG2MBHR1021: COMMUNICATION & WORKPLACE RELATIONSHIPS
Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This interdisciplinary course is designed to develop effective communication, interpersonal, and workplace relationship skills required for success in contemporary organizations. It introduces students from diverse academic backgrounds to the principles and practices of professional communication, workplace behaviour, teamwork, conflict management, emotional intelligence, and digital collaboration.

Course Objectives

The course aims to

- Provide an overview of the principles and processes of effective communication in organizational and professional settings.
- Develop interpersonal, teamwork, and workplace relationship skills for collaborative work environments.
- Enhance verbal, written, digital, and presentation skills required for professional success.
- Apply emotional intelligence, negotiation, conflict resolution, and relationship management techniques in workplace situations.
- Understand communication challenges in multicultural, hybrid, and AI-enabled workplaces.
- Demonstrate ethical, inclusive, and responsible communication practices for sustainable professional relationships.

Course Outcomes

On successful completion of the course, students will be able to:

CO1: Demonstrate effective verbal, written, non-verbal, and digital communication skills in professional contexts.

CO2: Build positive workplace relationships through collaboration, teamwork, interpersonal effectiveness, and emotional intelligence.

CO3: Apply communication strategies for negotiation, conflict resolution, feedback, and employee engagement.

CO4: Communicate effectively in multicultural, virtual, and technology-enabled work environments.

CO5: Utilize digital communication platforms and AI-assisted tools to enhance professional communication and workplace productivity.

CO6: Demonstrate ethical, inclusive, and socially responsible communication practices in diverse organizational settings.

Module I: Foundations of Communication and Workplace Relationships: Nature, process and significance of communication; Communication models; Forms of communication—verbal, non-verbal, written and visual; Barriers to effective communication; Active listening and questioning skills; Interpersonal communication; Professional etiquette; Workplace relationships and organizational culture; Communication in diverse organizational settings.

Module II: Professional Communication and Digital Communication: Business correspondence; E-mail etiquette; Business reports; Professional presentations; Public speaking; Storytelling for business communication; Communication through social media; Digital collaboration platforms; Virtual meetings and online presentation skills; AI-assisted communication tools; Responsible use of Generative AI for drafting, editing, summarising and professional communication.

Module III: Interpersonal Effectiveness and Teamwork: Interpersonal skills; Emotional Intelligence (EI); Self-awareness and empathy; Team dynamics; Collaboration and trust-building; Workplace diversity and inclusion; Cross-cultural communication; Networking and relationship building; Giving and receiving feedback; Coaching and mentoring fundamentals; Psychological safety in teams.

Module IV: Workplace Behaviour, Conflict Resolution and Negotiation: Organizational behaviour and workplace interactions; Sources of workplace conflict; Conflict management

strategies; Negotiation concepts and techniques; Persuasion and influence; Difficult conversations; Managing workplace stress; Workplace civility; Employee well-being; Professional ethics; Respectful workplace practices.

Module V: Leadership Communication and Career Effectiveness: Leadership communication; Motivating and influencing others; Communication during organizational change; Crisis communication; Personal branding; Career communication; Résumé and cover letter writing; Group discussions; Interview skills; Networking for career development; Professional identity and lifelong learning.

Module VI: Future Workplace Communication and Emerging Trends: Communication in hybrid and remote workplaces; Global virtual teams; AI-enabled workplaces; Human–AI collaboration; Communication analytics; Digital reputation management; ESG and responsible communication; Inclusive workplace communication; Future of work and communication; Workplace case studies; Best practices from leading organizations.

Suggested Readings

1. Adler, R. B., Elmhorst, J. M. & Lucas, K. *Communicating at Work: Strategies for Success*. McGraw-Hill.
2. Locker, K. O. & Kienzler, D. *Business and Administrative Communication*. McGraw-Hill.
3. Guffey, M. E. & Loewy, D. *Essentials of Business Communication*. Cengage Learning.
4. Robbins, S. P. & Judge, T. A. *Organizational Behavior*. Pearson.
5. Goleman, D. *Emotional Intelligence*. Bloomsbury.
6. Patterson, K., Grenny, J., McMillan, R. & Switzler, A. *Crucial Conversations*. McGraw-Hill.
7. Carnegie, D. *How to Win Friends and Influence People*. Simon & Schuster.
8. Meenakshi Raman & Prakash Singh. *Business Communication*. Oxford University Press, India.

3.2:SEMESTER II: DETAILED COURSE STRUCTURE AND COURSE SPECIFICATIONS						
Course Type	**Course Code & Level**	**Name of the Course**	**Credit**	**L - T - P**	**Marks**	**Marks Dist. Th. -Pr. - IA**
Major/Core Course	**PG2MBHR2011**	PEOPLE ANALYTICS, HR TECHNOLOGY AND GENERATIVE AI	6	**5-1-0**	75	60- 00- 15
Major/Core Course	**PG2MBHR2012**	MANAGERIAL COMMUNICATION, PROFESSIONAL SKILLS AND ENTREPRENEURIAL BEHAVIOUR	4	**3-1-0**	75	60- 00- 15
Major/Core Course	**PG2MBHR2013**	ORGANISATION DEVELOPMENT, CHANGE AND EXCELLENCE	4	**3-1-0**	75	60- 00- 15
Major/Core Course	**PG2MBHR2014**	HUMAN RESOURCE PLANNING AND TALENT ACQUISITION	4	**3-1-0**	75	60- 00- 15
Minor Course/ Generic Elective	**PG2MBHR2021**	HUMAN CAPITAL ACCOUNTING, VALUATION AND COST MANAGEMENT (*ACCOUNTING AND FINANCE VERTICAL)*	4	**3-1-0**	75	60- 00- 15
		EMPLOYER BRANDING AND INTERNAL MARKETING *(MARKETING MANAGEMENT VERTICAL)*				
		PREDICTIVE ANALYTICS AND BUSINESS INTELLIGENCE *(BUSINESS ANALYTICS VERTICAL)*				
		BUSINESS PROCESS MANAGEMENT AND				

		BUSINESS EXCELLENCE (*OPERATIONS MANAGEMENT VERTICAL)* LEADERSHIP, WISDOM AND ORGANISATIONAL PRACTICES (*INDIAN KNOWLEDGE SYSTEM VERTICAL)* ESG AND SUSTAINABLE HRM *(CORPORATE SUSTAINABILITY AND RESPONSIBLE BUSINESS VERTICAL)*				
	PG2MBHR2021 For non-MBA(HR) students/ Students of other departments	HUMAN RESOURCE MANAGEMENT AND ANALYTICS USING AI LEADERSHIP, TEAMWORK AND WORKPLACE EFFECTIVENESS				
Total			**22**		**375**	

PG2MBHR2011: PEOPLE ANALYTICS, HR TECHNOLOGY AND GENERATIVE AI

Credits: 6, Contact Hours: 90 Hours, Structure: 8 Modules

Course Description

This course introduces students to contemporary HR technologies, People Analytics, and Artificial Intelligence for evidence-based human resource management. It equips learners with the knowledge and skills to leverage HR technologies, analytics, machine learning, and Generative AI for strategic workforce planning, talent management, and organizational decision-making.

Course Objectives:

The course aims to

- Acquaint the students with an understanding of HR technologies and digital transformation in Human Resource Management.
- Familiarize students with Human Resource Information Systems (HRIS), People Analytics, and HR metrics.
- Enable students to apply analytical techniques for evidence-based HR decision-making.
- Introduce Artificial Intelligence, Machine Learning, and Generative AI applications in HR functions.
- Develop awareness of ethical, legal, and governance issues associated with AI-enabled HR practices.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1. Explain the concepts, tools, and applications of People Analytics, HR Technology, Artificial Intelligence, and Generative AI in contemporary Human Resource Management.

CO2. Apply quantitative techniques, HR metrics, dashboards, and analytical models to support strategic workforce planning and evidence-based HR decisions.

CO3. Evaluate the effectiveness of HR analytics, predictive models, and AI-enabled technologies across major HR functions.

CO4. Design data-driven HR solutions using HRIS, People Analytics, visualization tools, and emerging HR technologies to enhance organizational performance.

CO5. Critically assess ethical, legal, governance, and sustainability issues associated with AI-enabled HR practices and the future of digital work.

Module I: Digital Human Resource Management and HR Technology: Digital transformation in Human Resource Management; Evolution of HR Technology; HR Technology ecosystem; Human Resource Information System (HRIS); Human Resource Management System (HRMS); Human Capital Management (HCM) platforms; Cloud-based HR systems; HR automation; Employee Self-Service (ESS); Manager Self-Service (MSS); Digital employee lifecycle; HR technology implementation; HR technology vendors; Emerging HR technologies; Digital workplace and future-ready HR.

Module II: Artificial Intelligence and Generative AI in Human Resource Management: Artificial Intelligence in HR; Machine Learning fundamentals for HR professionals; Natural Language Processing (NLP); Generative AI concepts; Large Language Models (LLMs); AI-assisted recruitment; Resume parsing; AI-enabled talent acquisition; Chatbots and virtual HR assistants; AI-supported learning and development; AI-assisted performance management; Employee experience platforms; Prompt engineering for HR professionals; Responsible AI; Risks, limitations and human oversight.

Module III: Human Resource Analytics: Concept, evolution and importance vis-a-vis Human Resource Management (HRM) and utility of analytics in HRM; HR Analytics—forms, types, applications and competencies of HR professionals; Human Resource Information System (HRIS); Data, information and HR databases; Data sources and data management; HR metrics and Key Performance Indicators (KPIs); Descriptive HR Analytics; Recruitment and Selection Analytics; Training and Learning Analytics; Performance Analytics; Compensation Analytics; Workforce Analytics; Talent Analytics; Retention and Employee Turnover Analytics; HR Audit and HR Scorecards.

Module IV: Quantitative Techniques for Human Resource Decision-Making: Quantitative techniques in Human Resource Management; Quantitative decision-making framework; Workforce demand and supply forecasting; Trend analysis; Ratio analysis; Workload analysis; Work Measurement and Work Sampling; Time Series Forecasting (overview); Markov Analysis; Replacement and Succession Planning Models; Human Resource Inventory; Human Capital Measurement; Productivity and Labour Efficiency Analysis; HR Cost Analysis; Cost-Benefit

Analysis; Utility Analysis; Return on Investment (ROI) of HR interventions; Decision Trees; Scenario and Sensitivity Analysis.

Module V: Advanced Analytics Techniques for People Analytics: Advanced analytics in HR; Predictive modelling in HR; Factor Analysis (concept and applications); Cluster Analysis (concept and application e.g. employee segmentation); Logistic Regression (employee turnover prediction); Decision Trees and Random Forest (overview); Social Network Analysis (ONA); Text Analytics; Sentiment Analysis; Workforce segmentation; Predictive talent analytics; HR dashboards and visualization; Applications of analytical software in People Analytics.

Module VI: People Analytics Applications: People Analytics framework; Talent acquisition analytics; Recruitment funnel analytics; Candidate experience analytics; Learning and Development analytics; Competency analytics; Performance analytics; Compensation and rewards analytics; Employee engagement analytics; Employee well-being analytics; Diversity, Equity and Inclusion (DEI) analytics; Leadership analytics; Succession planning analytics; Workforce planning; Organizational Network Analysis (ONA); Human Capital reporting; HR Balanced Scorecard.

Module VII: Evidence-Based Human Resource Management: Evidence-based decision making in HR; HR dashboards and visualization techniques; Predictive HR Analytics; Prescriptive HR Analytics; AI-assisted HR decision making; Machine Learning applications in HR; People Analytics and workforce planning; Data storytelling and business reporting; Ethical issues in HR Analytics; Data governance and legal compliance; Indian Knowledge Systems and evidence-based HRM: Anvikshiki (critical inquiry); Pramanas as sources of valid managerial knowledge; Yukti (analytical reasoning); Emerging trends in HR Analytics and the future of evidence-based HRM.

Module VIII: Emerging HR Technologies and the Future of Work: Digital workplace technologies; Intelligent HR platforms; Robotic Process Automation (RPA) in HR; Blockchain applications in HR; Internet of Things (IoT) in workforce management; Extended Reality (AR/VR) and Virtual Reality (VR) in HR training; Skills intelligence platforms; Digital credentials; Talent marketplaces; AI governance; Responsible AI; Cybersecurity and privacy in HR systems; Sustainable HR technologies; Future of work; Emerging trends in People Analytics, HR Technology and Generative AI; Sustainable workforce transformation from Indian Knowledge Systems.

Suggested Readings:

1. Fitz-enz, J., & Mattox, J. *Predictive Analytics for Human Resources*. Wiley.

2. Edwards, M. R., & Edwards, K. *Predictive HR Analytics: Mastering the HR Metrics*. Kogan Page.
3. Phillips, J. J., & Phillips, P. P. *Making Human Capital Analytics Work*. McGraw-Hill.
4. Marler, J. H., & Boudreau, J. W. "An Evidence-Based Review of HR Analytics." Human Resource Management Review.
5. Boudreau, J. W., & Cascio, W. F. *Investing in People: Financial Impact of Human Resource Initiatives*. Pearson.
6. Davenport, T. H., & Harris, J. G. *Competing on Analytics*. Harvard Business Review Press.
7. Sharda, R., Delen, D., & Turban, E. *Business Intelligence, Analytics and Data Science: A Managerial Perspective*. Pearson.
8. Russell, S., & Norvig, P. *Artificial Intelligence: A Modern Approach*. Pearson.
9. Mollick, E. *Co-Intelligence: Living and Working with AI*. Portfolio.
10. Marr, B. *Generative AI in Practice*. Wiley.
11. Minbaeva, D. *Strategic Human Capital Analytics*. Routledge

PG2MBHR2012: MANAGERIAL COMMUNICATION, PROFESSIONAL SKILLS AND ENTREPRENEURIAL BEHAVIOUR

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

The course develops communication, interpersonal and professional skills essential for HR managers. The course integrates business communication, workplace relationships, counselling, negotiation and professional effectiveness.

Course Objectives:

The course aims to:

- Develop a comprehensive understanding of the principles, processes, and channels of managerial communication in contemporary organizations.
- Enhance professional communication and business writing skills required for effective organizational functioning and HR practices.
- Build interpersonal, presentation and public speaking competencies for effective leadership, collaboration and stakeholder engagement.

- Develop an understanding of negotiation, counselling and conflict management skills for fostering positive employee relations and workplace harmony.
- Strengthen the ability to design strategic communication initiatives that support organizational change, employer branding and relationship management.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Demonstrate effective verbal, non-verbal and digital communication skills in professional and organizational contexts.

CO2: Prepare professional business documents including reports, policy documents, official correspondence and organizational communications.

CO3: Apply negotiation, coaching and employee counselling techniques to address workplace issues and facilitate constructive interactions.

CO4: Manage workplace conflicts and interpersonal challenges using appropriate communication and conflict resolution strategies.

CO5: Build productive workplace relationships through effective interpersonal communication, emotional intelligence and stakeholder engagement.

CO6: Design strategic communication plans to support organizational communication, employer branding, change management and employee engagement.

Module I: Professional Communication: Nature and scope of communication; Functions and objectives of communication; Communication process and models of communication; Roles of a manager in organizational communication; Formal and informal communication networks; Barriers to managerial communication; Gateways to effective communication; Professional etiquette and workplace etiquette; Digital communication and virtual workplace communication; Communication ethics; Interpersonal and Cross-Cultural Communication: Indian perspectives on communication (Samvada); Communication in multicultural workplaces.

Module II: Listening, Presentation and Public Speaking Skills: Listening: poor listening habits, types of listening and strategies for effective listening; Active, empathetic and reflective listening; Shravana (active listening) in Indian tradition; Art of public speaking; Business presentations: planning, structuring and delivering presentations; Executive communication; Business storytelling and persuasive presentation techniques; Indian storytelling traditions for persuasive

managerial communication. ; Non-verbal communication: concept, elements and interpretation of non-verbal messages; Use of presentation technologies and visual aids; Handling audience questions and feedback; Shastrartha as a model of constructive dialogue and debate.

Module III: Business Writing and Professional Documentation: Business writing: concept and principles; Business letters and components of business letters; Business reports and proposals: purpose, structure and formats; Policy documents and HR communication documents; Agenda preparation and minutes of meetings; Business e-mail: introduction and e-mail etiquette; Professional digital correspondence; Documentation standards and executive summaries: Ethical principles in professional documentation and official correspondence.

Module IV: Professional Skills, Negotiation and Workplace Relationships: Professional competencies for managers; Professional Communication and documentation; Decision-making and problem-solving skills; Leadership and team-building skills; Communication, negotiation and networking competencies; Negotiation process and negotiation styles; Employee counselling, coaching and mentoring; Conflict management and grievance handling; Interpersonal relationships at work; Stakeholder communication and employee relations; Emotional intelligence and workplace relationship management; Developing professional and managerial behaviour; Strategic Communication and Professional Effectiveness.

Module V: Personality traits of entrepreneurs: Entrepreneurial competencies – Opportunity recognition and exploitation, Decision-making and problem-solving skills, Leadership and Team-building skills, Communication, Negotiation and Networking competencies; Entrepreneurial mindset & developing entrepreneurial behaviour: Entrepreneurial principles in India; Indigenous entrepreneurship and traditional Indian business communities; Swadeshi and sustainable entrepreneurship.

Module VI: Motivation & Entrepreneurial Behaviour: Entrepreneurial intention; Entrepreneurial self-efficacy; Managing uncertainty, burnout and failure; Ethical and responsible entrepreneurial behaviour from Indian perspective: Purushartha framework and entrepreneurial aspirations; Karma Yoga and entrepreneurial resilience.

Suggested Readings:

1. Bovee, C. L., & Thill, J. V. *Business Communication Today*. Pearson Education.

2. Lesikar, R. V., Flatley, M. E., & Rentz, K.. *Business Communication: Connecting in a Digital World.* McGraw-Hill Education.

3. Raman, M., & Sharma, S. *Technical Communication: Principles and Practice*. Oxford University Press.

4. Locker, K. O., & Kienzler, D. S. *Business and Administrative Communication.* McGraw-Hill Education.

5. Mehra, P. . *Business Communication for Managers.* Pearson India

6. Murphy, H. A., Hildebrandt, H. W., & Thomas. *Effective Business Communication*. McGraw-Hill Education.

PG2MBHR2013: ORGANISATION DEVELOPMENT, CHANGE AND EXCELLENCE

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

Organizations today operate in environments characterized by technological disruptions, global competition, workforce diversity and continuous change. This course provides students with conceptual and practical understanding of Organization Development (OD), organizational change and business excellence. The course equips learners with competencies required to diagnose organizational problems, design interventions and facilitate organizational transformation.

Course Objectives

The course aims to:

- Develop an understanding of Organization Development theory and practice.
- Develop understanding of Indian perspective of Organization Development theory and excellence.
- Understand planned change interventions and examine organizational diagnosis techniques.
- Explore organizational culture and transformation.
- Develop competencies relating to business excellence and innovation.

Course Outcomes

Upon successful completion students shall be able to:

CO1: Explain concepts and processes of Organization Development.

CO2: Apply organizational diagnosis tools.

CO3: Analyze organizational change situations and design OD interventions.

CO4: Evaluate organizational culture and transformation initiatives.

CO5: Recommend business excellence practices.

Module I: Foundations of Organization Development and Organizational Diagnosis: Concept, nature and scope of Organization Development (OD); Evolution of Organization Development; Values, assumptions and characteristics of Organization Development; Behavioural science foundations of Organization Development; Systems approach to organizations; Organization Development as a planned change process; Need and significance of Organization Development in contemporary organizations; Role and competencies of OD practitioners and change agents; Indian approaches to Organization Development: Value-based organizational development; Organizational diagnosis: concept and purpose; Models and approaches to organizational diagnosis; Organization Development process.

Module II: Organizational Change, Culture and Effectiveness: Nature and drivers of organizational change; Forces for change; Models of change management; Resistance to change and strategies for overcoming resistance; Managing change in uncertain and dynamic environments; Role of leadership in managing organizational change; Change and adaptation in Indian Knowledge System; Lessons on transformation and resilience from Indian texts; Organizational culture: concept, characteristics and functions; Organizational climate and its dimensions; Organizational values and ethics; Building and sustaining high-performance organizational cultures; Determinants of organizational effectiveness; Measuring organizational effectiveness; Culture transformation and organizational resilience.

Module III: OD Interventions for Individual and Group Development: Human process interventions; Process consultation; Sensitivity training (T-group training); Team building and team effectiveness; Employee involvement and participation; Conflict management and collaboration; Coaching and mentoring; Employee well-being and engagement; Interpersonal communication and trust building.

Module IV: OD Interventions for Organizational Development and Excellence: Techno-structural interventions; Work redesign and job enrichment; Organizational restructuring and redesign; Quality of Work Life (QWL); Performance improvement interventions; Knowledge management; Organizational learning systems; Socio-technical systems approach.

Module V: Organizational Learning, Innovation and Continuous Improvement: Learning organizations and their characteristics; Organizational learning processes; Innovation and creativity in organizations; Design thinking for organizational innovation; Benchmarking and best practices; Indigenous knowledge systems and traditional innovation practices; *Jugaad* innovation and frugal innovation; *Kaizen* vis-à-vis Indian philosophy of continuous self-improvement; Building innovation-oriented organizational cultures.

Module VI: Organizational Excellence and Sustainable Performance: Concept of organizational excellence; Excellence frameworks and models; Business excellence practices; Sustainable organizational performance; Organizational agility and resilience; Future-ready organizations; Indian Knowledge Systems and organizational excellence: Principles of Karma Yoga for work excellence; Indigenous approaches to organizational harmony, participative management and continuous improvement; Contemporary relevance of Indian Knowledge Systems for Organization Development and organizational effectiveness.

Suggested Readings:

1. T. G. Cummins and C. G. Worley, *Organizational Development and Change*, South Western College Publishing.
2. A. H. Anderson and D. Barker. *Effective Enterprise and Change Management*, Oxford.
3. French and Bell, *Organization Development*, Prentice Hall of India.
4. Ramnarayan, Rao and Singh, *Organizational Development— Interventions & Strategies*, Response Books.
5. Nilakant and Ramnarayan, *Managing Organisational Change, Response Books*.
6. Pettigrew and Whipp, *Change management for Competitive Success*, Infinity Books.
7. K. Harigopal, *Management of Organizational Change*, Response Books.

PG2MBHR2014: HUMAN RESOURCE PLANNING AND TALENT ACQUISITION

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

The course develops competencies in strategic workforce planning, talent acquisition and contemporary recruitment practices. It integrates traditional HR planning approaches with emerging developments in talent intelligence, employer branding and AI-enabled recruitment.

Course Objectives:

The course aims to:

- Enable the students to develop understanding of workforce planning.
- Examine manpower forecasting techniques.
- Understand recruitment and selection systems.
- Explore contemporary talent acquisition practices.
- Develop strategic talent management capabilities.

Course Outcomes:

Upon successful completion students shall be able to:

CO1: Explain workforce planning concepts.

CO2: Apply HR forecasting techniques.

CO3: Conduct job analysis and competency mapping.

CO4: Design recruitment and selection systems.

CO5: Evaluate talent acquisition strategies and recommend AI-enabled recruitment solutions.

CO6: Examine the relevance of Indian Knowledge Systems and indigenous management principles in workforce planning, talent acquisition, ethical recruitment, and competency development.

Module I: Strategic Workforce Planning Basics: Evolution of Human Resource Planning; Contemporary approaches to HRP; Strategic workforce planning- concept, objectives and process; Relationship between HRP and other HR functions; Workforce analysis and workforce

segmentation; Environmental scanning and workforce planning; Productivity and cost considerations in HRP; Workforce strategy formulation; Impact of technology, digitalization and Artificial Intelligence on HRP; HR planning under uncertainty and business disruptions.

Module II: Job Analysis and Competency Mapping: Job analysis- concept, objectives and methods; Job description and job specification; Job evaluation; Skills analysis and skill inventory; Competency-based Human Resource Management; Competency models and competency frameworks; Competency mapping—process and applications; Role competency profiling; Future skills and competency development; Job redesign and competency-based workforce planning; Competency and aptitude in Indian thought; Guna-based understanding of individual capabilities; Role suitability and responsibility in Indian management traditions.

Module III: Human Resource Forecasting: Human resource demand forecasting; Human resource supply forecasting; Workforce forecasting techniques; Quantitative forecasting methods; Qualitative forecasting methods; Work study and work measurement; Quantitative method of human resource requirements; Labour turnover analysis; Replacement charts and replacement planning; Succession planning and succession forecasting; Workforce flexibility and scenario planning; Human resource forecasting in times of uncertainty; Long-term workforce planning and succession principles from the Arthashastra; Indigenous approaches to leadership continuity and organizational sustainability.

Module IV: Recruitment and Selection: Recruitment planning and policies; Recruitment process and operations; Sources of recruitment; Contemporary recruitment practices; Selection process; Selection tests and testing techniques; Interviews- structured, behavioural, competency-based and panel interviews; Decision-making in selection; Utility of selection instruments and statistical rationale for selection; Issues in managerial and executive selection; Diversity and inclusive hiring; Value based recruitment and selection in Indian Knowledge System.

Module V: Assessment Centres and Talent Intelligence: Assessment centres- concept, design and applications; Development centres; Competency-based assessment; Psychometric assessment; Talent analytics and people analytics; Talent intelligence and labour market intelligence; Workforce segmentation; Talent pipelines; High-potential employee identification; Internal talent mobility; HR metrics and recruitment effectiveness; Strategic talent acquisition and workforce planning; Perspectives on leadership potential and succession from Indian Knowledge System.

Module VI: Employer Branding and AI-enabled Recruitment: Employer branding: concept, importance and strategies; Employee Value Proposition; Recruitment marketing and candidate experience; Digital recruitment platforms; Social recruiting and professional networking platforms; Artificial Intelligence in recruitment and selection; Applicant Tracking Systems ; Resume screening and AI-enabled talent sourcing; Chatbots and virtual interviewing; Predictive recruitment analytics; Ethical, legal and privacy issues in AI-enabled recruitment; Indian Knowledge Systems and ethical recruitment; Human-centric and responsible AI in recruitment; Values-based employer branding; Indian values in employer branding; Future trends in talent acquisition.

Suggested Readings:

1. John Bramham, *Human Resource Planning*, Universities Press.

2. Paul Turner, *HR Forecasting and Planning*, CIPD.

3. Edward, Leek, et al. *Manpower Planning, Strategy and Techniques in Organizational Context*, Wiley.

4. J.W. Walker, *Human Resource Planning*, Mc Graw Hill.

5. T. V. Rao, *Readings in Human Resource Development*, Oxford & IBH.

6. Armstrong, M., & Taylor, S. *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.

MINOR/GENERIC ELECTIVES OF SEMESTER II

PG2MBHR2021: HUMAN CAPITAL ACCOUNTING, VALUATION AND COST MANAGEMENT

(ACCOUNTING AND FINANCE VERTICAL)

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This course examines human capital from an accounting, valuation and strategic cost management perspective. It focuses on measuring, valuing, budgeting, costing and reporting human capital investments to support organizational decision-making and sustainable value creation. The course integrates concepts of Human Capital Accounting, workforce valuation, strategic cost management, HR financial analytics, human capital reporting and emerging developments in ESG

and intellectual capital.

Course Objectives:

The course aims to:

- Familiarise the students to understand the concepts and principles of Human Capital Accounting and Human Capital Valuation.
- Analyse workforce costs and apply strategic cost management techniques.
- Evaluate investments in human capital using financial and economic approaches.
- Interpret human capital metrics, dashboards and reporting frameworks.
- Examine contemporary developments in human capital reporting, sustainability and digital workforce finance.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Explain the concepts, principles and models of Human Capital Accounting, Human Capital Valuation and workforce cost measurement.

CO2: Apply cost management techniques, budgeting methods and financial analysis for managing workforce investments and human capital costs.

CO3: Evaluate human capital investments using financial, economic and strategic performance measures to support managerial decision-making.

CO4: Analyse and interpret human capital metrics, dashboards, accounting reports and human capital disclosure frameworks for organizational performance evaluation.

CO5: Assess contemporary developments in human capital reporting, ESG, intellectual capital, digital workforce finance and sustainable value creation for strategic HR decision-making.

Module I: Foundations of Human Capital Accounting: Concept and Evolution of Human Capital and Human Capital Accounting; Human Capital versus Human Resource accounting; Human Capital as an Organizational Asset; Objectives, Human Capital and Intellectual Capital; Human Capital in the Knowledge Economy; Current Trends in Human Capital Reporting.

Module II: Human Capital Valuation: Concept of Human Capital Valuation; Need and Objectives of Valuation; Cost-based Valuation Models; Historical Cost Model; Replacement Cost Model; Opportunity Cost Model; Economic Value Models; Lev & Schwartz Model; Flamholtz Model; Jaggi and Lau Model; Advantages and Limitations of Human Capital Valuation Models.

Module III: Human Capital Cost Management: Concept of Workforce Cost Management; Classification of Human Capital Costs; Labour Costing; Recruitment and Selection Cost; Learning and Development Cost; Compensation and Benefits Cost; Employee Lifecycle Cost; Cost of Labour Turnover; Cost of Absenteeism; Workforce Productivity Cost.

Module IV: Human Capital Investment and Financial Decision Making*:* Human Capital Investment; Workforce Budgeting; HR Budget Preparation; Human Capital Cost–Benefit Analysis; Human Capital ROI; Utility Analysis; Investment in Talent Management; Investment in Leadership Development; Workforce Planning and Financial Implications; Human Capital Risk Assessment

Module V: Human Capital Performance Measurement and Reporting*:* Human Capital Metrics; Human Capital KPIs; Balanced Scorecard and Human Capital; Human Capital Dashboards; Human Capital Reporting; ESG and Human Capital Disclosure; Integrated Reporting; ISO 30414 Human Capital Reporting Guidelines

Module VI: Strategic Human Capital and Future Directions: Strategic Human Capital Management from a Financial Perspective; Human Capital and Organizational Value Creation; Human Capital Analytics for Strategic Decision Making; AI and Digital Technologies in Human Capital Measurement; Human Capital in Mergers and Acquisitions; Ethics in Human Capital Reporting; Sustainability and Human Capital

Suggested Readings:

1. Armstrong, M. A*rmstrong's Handbook of Human Capital Management.* Kogan Page.
2. Flamholtz, E. G. *Human Resource Accounting.* Springer Science & Business Media.
3. Cascio, W. F., & Boudreau, J. W. *Investing in People: Financial Impact of Human Resource Initiatives*. FT Press.
4. Fitz-enz, J. *The ROI of Human Capital*. AMACOM.
5. Becker, B. E., Huselid, M. A., & Ulrich, D. *The HR Scorecard.* Harvard Business Press.
6. Lev, B. *Intangibles: Management, Measurement and Reporting.* Bloomsbury Academic.
7. Phillips, J. J., Phillips, P. P., & Ray, R. *Measuring the Success of HR Initiatives.* Association for Talent Development.
8. World Economic Forum. *Human Capital as an Asset: An Accounting Framework for the*

New World of Work.

PG2MBHR2021: EMPLOYER BRANDING AND INTERNAL MARKETING

(MARKETING MANAGEMENT VERTICAL)

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This course examines the role of employer branding and internal marketing in attracting, engaging, developing and retaining talent. It focuses on the development of a strong employer value proposition (EVP), employee experience, internal brand building, employee engagement, digital employer branding, and the integration of marketing and human resource management for enhancing organizational reputation and sustainable competitive advantage.

Course Objectives:

The course aims to:

- Understand the concepts and strategic importance of employer branding and internal marketing.
- Analyse employer value propositions, employee experience and organizational brand identity.
- Develop employer branding strategies for attracting and retaining talent.
- Evaluate internal marketing practices for enhancing employee commitment and brand advocacy.
- Examine emerging trends in digital employer branding, employee engagement and employer reputation management.

Course Outcomes:

Upon successful completion of this course, students shall be able to:

CO1: Explain the concepts, principles and strategic significance of employer branding, internal marketing and employer value proposition (EVP) in contemporary organizations.

CO2: Analyse organizational brand identity, employee experience and internal marketing practices for attracting, engaging and retaining talent.

CO3: Develop employer branding strategies and employee value propositions to enhance talent acquisition, employee engagement and organizational reputation.

CO4: Evaluate internal communication, employee engagement and brand advocacy initiatives for strengthening organizational commitment and employer reputation.

CO5: Assess emerging trends in digital employer branding, social media, employee experience, employer reputation management and sustainable talent branding for enhancing organizational competitiveness**.**

Module I: Foundations of Branding and Employer Branding: Brand: Concept and Evolution; Brand Ideals; Brand Identity; Brand Image; Brand Personality; Brand Equity; Brand Elements; Brand Architecture; Brand Dynamics; Brand and its Stakeholders; Corporate Brand and Employer Brand; Strategic Importance of Employer Branding.

Module II: Employer Branding Strategy: Concept of Employer Brand; Employer Branding Process; Talent Market and Employer Reputation; Employee Needs and Aspirations; Employee Experience (EX); Employer Value Proposition (EVP); Role of Leadership; Organizational Culture and Employer Brand; Strategic Perspectives of Employer Branding; Employer Branding for Talent Attraction and Retention.

Module III: Internal Marketing and Employee Brand Building: Concept and Evolution of Internal Marketing; Employees as Internal Customers; Internal Marketing Mix; Brand Analysis; Brand Positioning and Differentiation; Internal Branding; Brand Management and Development; Brand Life Cycle; Employee Communication; Employee Brand Commitment; Employee Brand Citizenship Behaviour; HR–Marketing Integration.

Module IV: Employer Brand Development and Measurement: Employer Brand Insights; Employee Insights; Labour Market Intelligence; Employer Brand Identity; Brand Integration; Employer Brand Positioning Models; Employer Brand Vision; Employer Value Proposition (EVP) Design; Employer Branding Metrics; Employer Brand Audit; Measuring Employer Brand Effectiveness; Employer Brand Analytics.

Module V: Brand Communication, Employee Engagement and Digital Employer Branding: Employer Brand Communication; Internal Communication Strategies; Emotional Engagement;

Employee Commitment; Employee Advocacy; Behavioural Change; Branding Policies and Practices; Employee Engagement: Concepts, Drivers and Components; Digital Employer Branding; Social Media and Recruitment Marketing; Employee Influencers; Online Employer Reputation Management; Case Studies.

Module VI: Contemporary Issues in Employer Branding and Internal Marketing: Employer Branding in the Digital Era; Artificial Intelligence in Talent Branding; Employer Branding Analytics; Diversity, Equity and Inclusion (DEI) and Employer Brand; Sustainability and Employer Branding; Employer Branding in Global Organizations; Employer Brand Crisis Management; Future Trends in Employer Branding and Internal Marketing.

Suggested Readings:

1. Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G. *Marketing Management*, Publisher: Pearson India Education Services Pvt. Ltd., Noida.
2. Keller, K. L., Swaminathan, V., Parameswaran, A. M. G., & Jacob, I. C. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (5th Indian Edition). Publisher: Pearson India Education Services Pvt. Ltd., Noida
3. Ambler, T., & Barrow, S. The Employer Brand. Henry Stewart Publications.
4. Backhaus, K., & Tikoo, S. Conceptualizing and Researching Employer Branding. Emerald Publishing.
5. Mosley, R. Employer Brand Management. Wiley.
6. Minchington, B. Employer Brand Leadership. Collective Learning Australia.
7. Punjaisri, K., & Wilson, A. Internal Branding: An Enabler of Employee Brand-Supporting Behaviours. Emerald Group Publishing Ltd.
8. Kotler, P., Keller, K. L., Chernev, A., Marketing Management. Pearson.
9. Keller, K. L. Strategic Brand Management. Pearson.
10. Burmann, C., & Zeplin, S. Building Brand Commitment: A Behavioural Approach to Internal Brand Management. Palgrave Macmillan.

PG2MBHR2021: PREDICTIVE ANALYTICS AND BUSINESS INTELLIGENCE
(BUSINESS ANALYTICS VERTICAL)

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This course introduces students to the concepts, tools and techniques of Predictive Analytics and Business Intelligence for managerial decision-making. The course emphasizes data warehousing, data mining, predictive modelling, forecasting techniques, dashboards and business intelligence applications, with particular focus on HR and business decision-making in the era of digital transformation and artificial intelligence.

Course Objectives:

The course aims to:

- Develop an understanding of Business Intelligence systems and their role in organizational decision-making.
- Familiarize students with data warehousing, data mining and predictive analytics techniques.
- Develop analytical competencies for forecasting business and workforce outcomes using quantitative models.
- Enable students to design dashboards and visualizations for effective communication of business insights.
- Equip students with the ability to apply predictive analytics and business intelligence tools in business and Human Resource Management.

Course Outcomes:

Upon completion, students shall be able to:

CO1: Explain the concepts, components and applications of Business Intelligence and Predictive Analytics.

CO2: Apply data warehousing and data mining techniques to organize and analyse organizational data.

CO3: Develop predictive models and forecasting techniques for evidence-based business decision-making.

CO4: Design interactive dashboards and data visualizations for managerial reporting and performance monitoring.

CO5: Evaluate business and HR problems using predictive analytics and business intelligence tools to support strategic decision-making.

Modules I: Foundations of Business Intelligence: Business Intelligence: concept, evolution and importance; Components and architecture of Business Intelligence; Business Intelligence lifecycle; Data-driven decision-making; Business Intelligence versus Business Analytics; Types of analytics: descriptive, diagnostic, predictive and prescriptive; Data sources and information management; Decision Support Systems (DSS); Executive Information Systems; Applications of Business Intelligence in organizations.

Modules II: **Data Warehousing and Data Mining:** Data Warehousing and Data Mining; Data warehousing: concept, architecture and components; ETL (Extract, Transform and Load) process; Data marts and metadata; Online Analytical Processing; Introduction to Big Data; Data mining: concept and process; Data preprocessing and data quality; Data mining techniques: classification, clustering, association rule mining and anomaly detection; Applications of data mining in business and HR.

Modules III: Predictive Analytics Techniques: Predictive analytics: concept and process; Data exploration and feature selection; Predictive modelling approaches; Regression analysis; Classification techniques; Decision trees; Logistic regression; Clustering techniques; Machine learning concepts; Model validation and performance evaluation; Predictive analytics software and tools; Ethical considerations in predictive analytics.

Modules IV: Forecasting Models: Business forecasting: concept and significance; Time series forecasting; Trend analysis; Moving averages; Exponential smoothing; Regression-based forecasting; Forecasting workforce demand and supply; Sales and financial forecasting; Scenario analysis; Forecast accuracy and model evaluation; Forecasting under uncertainty; Applications of forecasting in business planning.

Modules V: Dashboard Design and Visualization: Data visualization principles; Dashboard design concepts; Balanced Scorecard; Interactive dashboards; Business Intelligence reporting; Charts, graphs and visual storytelling; Dashboard development using business intelligence tools; HR dashboards; Executive dashboards; Best practices in visualization and managerial reporting.

Modules VI: Business and HR Applications: Business and HR Applications; Business Intelligence applications in marketing, finance, operations and supply chain; Business Intelligence for strategic management; HR analytics and workforce intelligence; Recruitment analytics; Performance analytics; Employee retention analytics; Talent analytics; Workforce planning; Risk analytics; AI-enabled Business Intelligence; Emerging trends in Business Intelligence and predictive analytics.

Suggested Readings:

1. Sharda, R., Delen, D., & Turban, E. *Business Intelligence, Analytics, and Data Science: A Managerial Perspective*. Pearson.
2. Few, S. *Information Dashboard Design*. Analytics Press.
3. Larose, D. T., & Larose, C. D. *Discovering Knowledge in Data: An Introduction to Data Mining*. Wiley.
4. Jaggia, S., Lertwachara, K., Kelly, A., & Chen, L. . *Business Analytics: Communicating with Numbers*. McGraw Hill Education.
5. Albright, S. Christian, Winston, Wayne L, *Business Analytics: Data Analysis & Decision Making*; Cengage Learning.
6. Kumar, U. Dinesh, *Business Analytics: The Science of Data-Driven Decision Making*; Wiley.

PG2MBHR2021: BUSINESS PROCESS MANAGEMENT AND BUSINESS EXCELLENCE

(OPERATIONS MANAGEMENT VERTICAL)

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This course provides an understanding of business process management as a strategic approach to improving organizational performance and achieving business excellence. It focuses on process analysis, redesign, continuous improvement, business excellence frameworks, digital transformation, and the role of people in creating high-performance organizations.

Course Objectives

The course aims to:

- Understand the concepts, principles and strategic importance of Business Process Management (BPM).
- Analyse business processes and recommend process improvement initiatives.
- Apply contemporary approaches for achieving operational and business excellence.
- Evaluate business excellence models and organizational performance frameworks.

- Appreciate the role of leadership, people and digital technologies in organizational excellence.

Course Outcomes:

Upon completion, students shall be able to:

CO1: Demonstrate an understanding of Business Process Management concepts, principles, and their strategic relevance.

CO2: Analyse existing business processes and develop recommendations for process redesign and improvement.

CO3: Apply operational excellence tools and methodologies to solve organizational process-related problems.

CO4: Critically evaluate business excellence models and performance measurement systems for organizational assessment.

CO5: Examine how leadership, employee involvement, innovation, and digital transformation contribute to business excellence and organizational competitiveness.

Module I: Foundations of Business Process Management: Business Process Management (BPM): Concept, Nature and Scope; Business Processes and Value Creation; Process-Oriented Organizations; Process Identification and Classification; Process Ownership; Process Architecture; Business Process Lifecycle; Functional versus Process-Based Organizations; Strategic Importance of BPM.

Module II: Business Process Analysis and Improvement: Business Process Mapping; Flowcharts and Process Documentation; Process Measurement; Process Performance Indicators; Bottleneck Analysis; Process Analysis Techniques; Business Process Reengineering (BPR); Business Process Redesign; Lean Process Improvement; Value Stream Mapping; Continuous Process Improvement.

Module III: Business Excellence Frameworks: Concept of Business Excellence; Organizational Excellence; EFQM Excellence Model; Malcolm Baldrige Performance Excellence Framework; Tata

Business Excellence Model (TBEM); Deming Philosophy and Deming Prize; Benchmarking; Best Practices; Quality Culture; Innovation and Organizational Learning.

Module IV: Performance Measurement and Business Excellence: Key Performance Indicators (KPIs); Performance Measurement Systems; Balanced Scorecard; Business Performance Measurement; Process Performance Evaluation; Productivity and Efficiency Metrics; Customer Satisfaction Measurement; Employee Engagement and Organizational Performance; Business Excellence Assessment.

Module V: Digital Business Processes and Process Innovation: Digital Business Transformation; Business Process Automation; Robotic Process Automation (RPA) (overview); Artificial Intelligence in Business Processes; Workflow Management Systems; Enterprise Resource Planning (ERP); Business Analytics for Process Improvement; Digital Process Innovation; Sustainable Business Processes.

Module VI: Human Resources and Business Excellence: Role of Leadership in Business Excellence; Employee Involvement and Empowerment; High Performance Work Systems (HPWS); Team-Based Process Improvement; Change Management for Process Transformation; Organizational Culture for Excellence; Knowledge Management; Learning Organizations; Ethics, Corporate Governance and Sustainability in Business Excellence; Emerging Trends in Business Process Management.

Suggested Readings:

1. Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. *Fundamentals of Business Process Management*. Springer.
2. Harmon, P. *Business Process Change*. Morgan Kaufmann.
3. Harrington, H. J. *Business Process Improvement*. McGraw-Hill.
4. Hammer, M., & Champy, J. *Reengineering the Corporation*. Harper Business.
5. Jeston, J., & Nelis, J. *Business Process Management*. Routledge.
6. Oakland, J. S. *Total Quality Management and Operational Excellence*. Routledge.
7. Kaplan, R. S., & Norton, D. P. *The Balanced Scorecard*. Harvard Business School Press.
8. EFQM. *The EFQM Model*.

PG2MBHR2021: LEADERSHIP, WISDOM AND ORGANISATIONAL PRACTICES

(INDIAN KNOWLEDGE SYSTEM VERTICAL)

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This course explores leadership and organizational practices through the lens of Indian Knowledge Systems (IKS), integrating insights from Indian wisdom traditions with contemporary management thought. It examines the principles of values-based and ethical leadership, workplace spirituality, and sustainable organizational practices while drawing from classical Indian texts and philosophies. The course enables learners to develop responsible, purpose-driven and human-centric leadership competencies for addressing contemporary organizational challenges in an increasingly complex and dynamic business environment.

Course Objectives:

- The course aims to:
  Develop an understanding of leadership from the perspective of Indian Knowledge Systems and wisdom traditions.
- Familiarize students with Indian philosophical foundations of values-based, ethical and responsible leadership.
- Examine the role of workplace spirituality, mindfulness and well-being in enhancing individual and organizational effectiveness.
- Explore the relevance of Indian leadership principles in addressing contemporary organizational challenges.

Course Outcomes

Upon completion, students shall be able to:

CO1: Explain the fundamental concepts of Indian Knowledge Systems, wisdom traditions and their relevance to contemporary organizations.

CO2: Analyse Indian perspectives on leadership and evaluate their application in modern organizational contexts.

CO3: Demonstrate an understanding of values-based and ethical leadership for promoting responsible organizational practices.

CO4: Assess the role of spirituality, mindfulness and human values in enhancing employee well-being and organizational effectiveness.

CO5: Apply principles of Indian wisdom traditions to leadership, decision-making and organizational problem-solving in dynamic business environments.

Module I: Foundations of Leadership and Wisdom in Indian Knowledge Systems: Concept of leadership in Indian thought; meaning and dimensions of wisdom; leadership as service, duty, and responsibility; Indian perspectives on character, virtue, and ethical conduct; relevance of wisdom-based leadership in contemporary organizations.

Module II: Leadership Lessons from Indian Epics and Classical Texts: Leadership insights from the Ramayana and Mahabharata; models of ethical leadership; leadership dilemmas and decision-making in Indian epics; contemporary relevance of epic-based leadership lessons for organizations.

Module III: Bhagavad Gita and Leadership Excellence: Concept of Karma Yoga and leadership through action; selfless service and responsible leadership; emotional balance, resilience, and composure in leadership roles; managing uncertainty, adversity, and organizational challenges; purpose driven leadership; applications of Gita-based leadership principles in contemporary workplaces.

Module IV: Chanakya's leadership philosophy: Strategic thinking and long-term vision; leadership and institution building; talent management, delegation; crisis management and strategic decision-making; lessons from Arthashastra for contemporary organizational leadership and administration.

Module V: Indian Wisdom Traditions and Organizational Practices: Wisdom traditions from Vedantic, Buddhist, and Jain thought; organizational culture from an Indian perspective; indigenous organizational practices and their relevance in contemporary institutions.

Module VI: Contemporary Applications of Indian Knowledge Systems in Business and Management: Indian approaches to entrepreneurship, innovation, and business excellence; family business traditions and business systems in India; integration of Indian Knowledge Systems with contemporary management theories and practices.

Suggested Readings:

1. Andrew Crane and Dirk Matten, *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization,* Oxford University Press.

2. S. K. Chakraborty, *Managerial Effectiveness and Quality of Worklife: Indian Insight*, Tata Mc-Graw-Hill
3. S.K. Chakraborty, *Ethics in Management-Vedantic Approach*, New Delhi, Oxford India Ltd
4. O C Ferrell and John Fraedrich, *Business Ethics : Ethical Decision Making and Cases*, Cengage Learning.
5. Andrew C. Wicks and R. Edward Freeman, *Business Ethics: A Managerial Approach* , Pearson Education.
6. Manuel G. Velasquez, *Business Ethics: Concepts and Cases*, Pearson.
7. William H. Shaw, *Business Ethics: A Textbook with Cases,* Cengage Advantage Books.
8. A.C Fernando, *Business Ethics: An Indian Perspective*, Pearson.

PG2MBHR2021: ESG AND SUSTAINABLE HRM
(CORPORATE SUSTAINABILITY AND RESPONSIBLE BUSINESS VERTICAL)

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This course equips students with the knowledge and skills to integrate Environmental, Social and Governance (ESG) principles into Human Resource Management. It focuses on sustainable workforce practices, green HRM, diversity and inclusion, employee wellbeing, ethical governance, responsible leadership, ESG reporting, and human capital sustainability. The course prepares future HR professionals to contribute to sustainable organisational performance and long-term stakeholder value.

Course Objectives:

The course aims to:

- Understand the concepts, principles and global frameworks of ESG and Sustainable HRM.
- Integrate environmental, social and governance dimensions into HR policies and practices.
- Design sustainable HR strategies that promote responsible leadership, diversity, inclusion and employee wellbeing.
- Apply ESG metrics, sustainability reporting frameworks and HR analytics for organisational decision-making.
- Develop ESG-driven human capital strategies that support organisational resilience and sustainable development.

Course Outcomes:

On successful completion of the course, students will be able to:

CO1: Explain the concepts, frameworks and strategic significance of ESG and Sustainable Human Resource Management.

CO2: Design Green HRM practices that support environmental sustainability and climate-conscious workplaces.

CO3: Formulate socially responsible HR policies promoting diversity, equity, inclusion, employee wellbeing and ethical labour practices.

CO4: Evaluate governance mechanisms, ethical leadership and compliance practices for sustainable organisations.

CO5: Apply ESG metrics, sustainability reporting standards and HR analytics to assess organisational performance.

CO6: Develop integrated ESG and Sustainable HRM strategies that enhance organisational resilience, stakeholder value and long-term competitiveness.

Module I: Foundations of ESG and Sustainable HRM: Evolution of Sustainability and ESG; Triple Bottom Line and Stakeholder Theory; Sustainable Development Goals (SDGs); Business Case for ESG; ESG Risks and Opportunities; Sustainability Challenges in the Future of Work; Strategic Role of HR in ESG Transformation; Global Trends in Sustainable Workforce Management.

Module II: Environmental Sustainability and Green HRM: Green HRM Concepts; Green Recruitment and Employer Branding; Green Training and Employee Awareness; Sustainable Performance Management; Green Rewards and Recognition; Sustainable Workplace Design; Climate Change and Workforce Adaptation; Carbon Footprint Reduction through HR Practices; Circular Economy and HR.

Module III: Social Sustainability and Human Capital: Human Capital Sustainability; Diversity, Equity and Inclusion (DEI); Employee Wellbeing and Mental Health; Occupational Health and Safety; Employee Experience and Engagement; Human Rights and Labour Standards; Decent Work (SDG 8); Gender Equality; Social Impact Assessment; Responsible Supply Chain Labour Practices.

Module IV: Governance, Ethics and Responsible Leadership: Corporate Governance; Business Ethics; Ethical Decision-Making; Responsible Leadership; ESG Governance Structures; Board Diversity; Whistle-blower Mechanisms; Compliance and Labour Governance; Responsible AI and Algorithmic Fairness in HR; Data Privacy and Digital Ethics in HR.

Module V: ESG Analytics, Reporting and Measurement: ESG Metrics and KPIs; Human Capital Metrics; Sustainability Reporting; Materiality Assessment; ESG Ratings; Integrated Reporting; GRI Standards; Business Responsibility and Sustainability Reporting (BRSR); Workforce Analytics for Sustainability; AI-enabled ESG Dashboards; Sustainability Reporting Analytics

Module VI: Strategic ESG Transformation and Future of Sustainable HRM: ESG Strategy Formulation; Sustainable Organisational Culture; ESG Change Management; Responsible Innovation; Climate Leadership; Social Entrepreneurship; Future Skills for Sustainability; Net Zero Organisations; Sustainable Employer Branding; Global Best Practices in ESG-driven HRM.

Suggested Readings:

1. Kramar, R. *Beyond Strategic Human Resource Management: Sustainable HRM and the Future of Work*. Palgrave Macmillan.
2. Bansal, P., & Hoffman, A. J. (Eds.). *The Oxford Handbook of Business and the Natural Environment*. Oxford University Press.
3. Crane, A., Matten, D., Glozer, S., & Spence, L. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford University Press.
4. Fernando, A. C. *Corporate Governance: Principles, Policies and Practices*. Pearson.
5. Ehnert, I. *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*. Springer.

For non-MBA(HR) students/ Students of other departments

PG2MBHR2021: HUMAN RESOURCE MANAGEMENT AND ANALYTICS USING AI

Credits: 4, Contact Hours: 60 Hours, Structure: 6 Modules

Course Description

This interdisciplinary minor course introduces students from diverse academic backgrounds to the fundamentals of Human Resource Management (HRM) and the application of Artificial Intelligence (AI) and HR Analytics in managing people and organisations. The course explores AI-enabled HR practices, digital HR technologies, workforce analytics and the future of work, enabling students to understand how organisations leverage technology for effective people management and informed decision-making.

Course Objectives

The course aims to:

- Introduce the fundamental concepts and functions of Human Resource Management.
- Familiarise students with AI, Generative AI and digital technologies used in HR.
- Develop an understanding of basic HR Analytics for evidence-based decision-making.
- Explain the application of AI and analytics across major HR functions.
- Create awareness of ethical, responsible and sustainable AI-enabled people management.

Course Outcomes

Upon successful completion of the course, students will be able to:

CO1: Explain the basic concepts, functions and importance of Human Resource Management.

CO2: Describe the applications of AI, Generative AI and digital technologies in HR practices.

CO3: Interpret basic HR metrics and analytics to support workforce-related decisions.

CO4: Evaluate the role of AI and HR Analytics in addressing emerging workforce challenges and organisational effectiveness.

CO5: Demonstrate awareness of ethical, responsible and sustainable use of AI in Human Resource Management

Module I: Foundations of Human Resource Management in Digital Era: Evolution, scope and objectives of Human Resource Management; Digital workplace; Strategic role of HRM in Digital Era; Core HR functions—Human Resource Planning, Recruitment and Selection, Learning and Development, Performance Management, Compensation and Employee Relations; Emerging trends in HRM.

Module II: Digital Human Resource Management and Artificial Intelligence: Digital transformation in HR; HRIS, HRMS and HCM platforms; Artificial Intelligence, Machine Learning and Generative AI; Large Language Models (LLMs); AI-assisted recruitment, onboarding, learning and performance management; Prompt engineering; Responsible AI.

Module III: HR Analytics for Data-Driven Decision-Making: Concept and importance of HR Analytics; HR data and databases; HR metrics and KPIs; Recruitment, Learning, Performance and Retention Analytics; Workforce Analytics; HR dashboards and data visualization; Evidence-based HRM.

Module IV: AI Applications in Human Resource Management: AI-enabled talent acquisition; Employee experience platforms; Competency mapping; Workforce planning; HR automation; Predictive HR Analytics; People Analytics applications; AI-assisted managerial decision-making.

Module V: Future of Work and Workforce Transformation: Hybrid and remote work; Gen Z and the multigenerational workforce; Gig economy; Skills intelligence; Employee well-being; Diversity, Equity and Inclusion (DEI); Sustainable HRM; Emerging HR technologies; Workforce transformation.

Module VI: Ethics, Governance and Emerging Trends: Ethical and responsible AI; Data privacy and cybersecurity; AI governance; Legal issues in AI-enabled HR; Indian Knowledge Systems and evidence-based management; Future trends in Human Resource Management, AI and HR Analytics.

Suggested Readings:

1. Dessler, G. . *Human Resource Management*. Pearson.
2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. *Fundamentals of Human Resource Management*. McGraw-Hill.
3. Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. *Human Resource Management*. Wiley.
4. Fitz-enz, J., & Mattox II, J. R. *Predictive Analytics for Human Resources*. Wiley.
5. Edwards, M. R., & Edwards, K. *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page.
6. Davenport, T. H., & Harris, J. G. *Competing on Analytics: The New Science of Winning*. Harvard Business Review Press.
7. Russell, S., & Norvig, P. *Artificial Intelligence: A Modern Approach*. Pearson.
8. Mollick, E.. *Co-Intelligence: Living and Working with AI*. Portfolio.

For non-MBA(HR) students/ Students of other departments

PG2MBHR2021: LEADERSHIP, TEAMWORK AND WORKPLACE EFFECTIVENESS

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course develops an understanding of leadership, teamwork, and workplace effectiveness by integrating contemporary leadership theories with team dynamics, interpersonal competencies, and organizational performance. It equips learners with the knowledge and skills to lead individuals and teams, foster collaborative and inclusive workplaces, and address emerging challenges in digital, global, and sustainable organizational environments.

Course Objectives:

The course aims to:

- Develop a conceptual understanding of leadership, teamwork, and workplace effectiveness in contemporary organizations.
- Examine leadership theories, styles, and approaches for leading individuals, teams, and organizations in dynamic environments.
- Develop competencies in team building, collaboration, communication, conflict resolution, negotiation, and workplace relationships.
- Enhance self-awareness, emotional intelligence, ethical leadership, and personal effectiveness for improving individual and team performance.
- Evaluate contemporary challenges of leadership and workplace effectiveness in diverse, digital, global, and sustainable organizational contexts.

Course Outcomes:

Upon successful completion of the course, learners will be able to:

CO1: Explain the concepts, theories, and approaches related to leadership, teamwork, and workplace effectiveness.

CO2: Apply appropriate leadership styles and team management practices to enhance organizational performance.

CO3: Demonstrate effective interpersonal communication, collaboration, conflict management, and decision-making skills in team settings.

CO4: Assess the role of emotional intelligence, ethics, diversity, and inclusion in creating productive workplaces.

CO5: Recommend strategies for building high-performing teams and effective workplaces in contemporary organizational environments.

Module I: Foundations of Leadership and Workplace Effectiveness: Leadership: Concept, characteristics and significance; Leader versus manager; Roles and responsibilities of leaders; Leadership traits, attitudes and competencies; Formal and informal leadership; Vision, trust, power and influence in leadership; Workplace effectiveness: Concept, dimensions and determinants; Leadership, productivity and organizational effectiveness.

Module II: Leadership Theories and Contemporary Perspectives: Leadership: Born or made debate; Trait, Behavioural, Contingency and Situational theories; Transformational and Transactional leadership; Charismatic leadership; Servant leadership; Authentic leadership; Adaptive and Shared leadership; Leadership in VUCA and digital workplaces.

Module III: Teamwork, Collaboration and High-Performance Teams: Nature and importance of teams; Groups versus teams; Team formation and development; Team roles and diversity; Team cohesion, trust and psychological safety; Collaborative decision making; Virtual and hybrid teams; Building and leading high-performance teams.

Module IV: Leadership Competencies for Workplace Effectiveness: Self-awareness and personal leadership; Emotional intelligence and leadership effectiveness; Communication and active listening; Negotiation and assertiveness; Conflict management and workplace relationships; Coaching, mentoring and feedback; Creativity, innovation and problem solving; Leadership resilience and stress management.

Module V: Leading Organizational Performance and Workplace Culture: Strategic leadership; Leadership and organizational culture; Leadership and organizational change; Employee engagement and empowerment; Motivation and performance enhancement; Inclusive workplaces and diversity leadership; Workplace well-being and resilience; Succession planning and leadership development.

Module VI: Ethical Leadership, Indian Perspectives and Emerging Workplace Challenges: Ethical and values-based leadership; Responsible and sustainable leadership; Leadership across cultures; Gender and inclusive leadership; Indian perspectives on leadership (Bhagavad Gita, Ramayana, Mahabharata, Panchatantra and Kautilya's Arthashastra); Contemporary Indian

business leadership cases; Leadership in AI-enabled workplaces and the future of work; Emerging challenges in workplace effectiveness.

Suggested Readings:

1. Joan V. Gallos, *Business Leadership,* John Wiley & Sons

2. Philip Sadler, *Leadership*, Kogan Page

3. David I. Bertocci, *Leadership in Organizations: There is a Difference Between Leaders and Managers*, University Press of America.

4. Antonio Marturano and Jonathan Gosling, *Leadership: The Key Concepts*, Routledge.

5. S Balasubramanian, *The Art of Business Leadership,* Sage Publications.

6. Fred Luthans, *Organizational Behaviour,* Mc Graw Hill International.

7. Northouse, P. G. *Leadership: Theory and Practice*. Sage Publications.

8. Yukl, G. *Leadership in Organizations*. Pearson.

PROGRESSION PATHWAYS FOR THE SECOND YEAR OF THE TWO-YEAR MBA(HR) PROGRAMME (SEMESTERS III & IV) AND THE ONE-YEAR MBA(HR) PROGRAMME (SEMESTERS I & II)

Option I: Coursework and Research Pathway

- **Two-Year MBA(HR) Programme: Coursework in Semester III and Research Thesis/Project in Semester IV.**
- **One-Year MBA(HR) Programme: Coursework in Semester I and Research Thesis/Project in Semester II.**

Option II: Coursework Pathway

- **Two-Year MBA(HR) Programme: Coursework in Semesters III and IV.**
- **One-Year MBA(HR) Programme: Coursework in Semesters I and II.**

Option III: Full Research Pathway

- **Two-Year MBA(HR) Programme: Research Thesis/Project in Semesters III and IV.**
- **One-Year MBA(HR)Programme : Research Thesis/Project in Semesters I and II.**

DETAILED COURSE STRUCTURE AND COURSE SPECIFICATIONS

<u>OPTION-</u> I: COURSE-WORK IN THE 3RD SEMESTER OF 2-YEAR/1ST SEMESTER OF 1-YEAR PROGRAMME & RESEARCH THESIS/PROJECT IN THE 4TH SEMESTER OF 2-YEAR/2ND SEMESTER OF 1-YEAR

Course Type	Code & Level	Name of the Course	Credit	L – T - P	Marks	Marks Dist. Th. – Pr. - IA
Major/Core Course	PG2MBHR3011/ PG1MBHR1011	STRATEGIC MANAGEMENT, INNOVATION AND DESIGN THINKING	**4**	**3-0-1**	**50**	**40 –00 – 10**
Major/Core Course	PG2MBHR3012/ PG1MBHR1012	STRATEGIC AND GLOBAL HUMAN RESOURCE MANAGEMENT	**4**	**3-0-1**	**50**	**40 –00 – 10**
Major/Core Course	PG2MBHR3013/ PG1MBHR1013	COMPENSATION, REWARD AND PERFORMANCE MANAGEMENT	**4**	**3-0-1**	**50**	**40 –00 – 10**
Major/Core Course	PG2MBHR3014/ PG1MBHR1014	EMPLOYMENT RELATIONS, LABOUR LAWS AND REGULATORY COMPLIANCE	**4**	**3-0-1**	**50**	**40 –00 – 10**
Major/Core Course	PG2MBHR3015/ PG1MBHR1015	HUMAN RESOURCE DEVELOPMENT, TRAINING AND TALENT MANAGEMENT	**4**	**3-0-1**	**50**	**40 –00 – 10**
Total			**20**		**250**	

Research Thesis/ Project	**PG2MBHR4031/ PG1MBHR2031/**	RESEARCH THESIS/ PROJECT	**20**	**0- 0- 20**	**250**	**0-250-0 Preparation & Submission of Research Thesis/ Project Report (12 Credits)-150 Marks, Seminar Presentation (50 Marks, 4 credits)& Viva-voce (50 Marks, 4 Credits)-100 Marks, 8 Credits**
Two-credit Compulsory Course	**PG2MBHR4041/ PG1MBHR2041**	**COMMUNITY ENGAGEMENT**	**2**			
Total			**20**		**250**	

<u>OPTION- II</u>: Course- work in both 3rd&4thSemesters

SEM	**Course Type**	**Code & Level**	**Name of the Course**	**Credit**	**L – T - P**	**Marks**	**Marks Dist. Th. – Pr. – IA**
III	**Major/Core Course**	PG2MBHR3011/ PG1MBHR1011	STRATEGIC MANAGEMENT, INNOVATION AND DESIGN THINKING	**4**	**3-0-1**	**50**	**40 –00 – 10**

	Major/Core Course	PG2MBHR3012/ PG1MBHR1012	STRATEGIC AND GLOBAL HUMAN RESOURCE MANAGEMENT	**4**	**3-0-1**	**50**	**40 –00 – 10**
	Major/Core Course	PG2MBHR3013/ PG1MBHR1013	COMPENSATION, REWARD AND PERFORMANCE MANAGEMENT	**4**	**3-0-1**	**50**	**40 –00 – 10**
	Major/Core Course	PG2MBHR3014/ PG1MBHR1014	EMPLOYMENT RELATIONS, LABOUR CODES AND REGULATORY COMPLIANCE	**4**	**3-0-1**	**50**	**40 –00 – 10**
	Major/Core Course	PG2MBHR3015/ PG1MBHR1015	HUMAN RESOURCE DEVELOPMENT, TRAINING AND TALENT MANAGEMENT	**4**	**3-0-1**	**50**	**40 –00 – 10**
	Total			**20**		**250**	
I V	**Major/Core Course**	PG2MBHR4011/ PG1MBHR2011	CONTEMPORARY EMPLOYMENT RELATIONS AND WORKPLACE GOVERNANCE INTERNATIONAL EMPLOYMENT RELATIONS AND INTERNATIONAL LABOUR ORGANIZATION	**4**		**50**	**40– 00– 10**
	Major/Core Course	PG2MBHR4012/ PG1MBHR2012	HUMAN CAPITAL MANAGEMENT AND WORKFORCE ECOSYSTEM MANAGEMENT	**4**		**50**	**40– 00– 10**

			ESG, SUSTAINABILITY AND RESPONSIBLE PEOPLE MANAGEMENT				
	Major/Core Course	PG2MBHR4013/ PG1MBHR2013	HR AUDIT, GOVERNANCE AND STRATEGIC HR CONSULTING	**4**		**50**	**40– 00– 10**
			TALENT MANAGEMENT, SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT				
	Major/Core Course	PG2MBHR4014/ PG1MBHR2014	FUTURE OF WORK, DIGITAL TRANSFORMATION AND WORKFORCE INNOVATION	**4**		**50**	**40– 00– 10**
			STRATEGIC HUMAN RESOURCE MANAGEMENT IN EMERGING SECTORS				
	Major/Core Course	PG2MBHR4015/ PG1MBHR2015	HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR	**4**		**50**	**40– 00 – 10**

			STRESS MANAGEMENT AND EMPLOYEE WELLBEING				
	Two-credit Compulsory Course	PG2 MBHR4041/ PG1MBHR2041	COMMUNITY ENGAGEMENT	**2**			
	Total			**20**		**250**	

OR

<u>OPTION-</u> III: Research Thesis/ Project in 3rd&4thSemesters

SEM	**Course Type**	**Code & Level**	**Name of the Course**	**Credit**	**L – T - P**	**Marks**	**Marks Dist. Th. – Pr. - IA**
III /I	**Research Thesis/ Project**	PG2MBHR3031/ PG1MBHR1031	RESEARCH THESIS/ PROJECT	**20**	**0-0-20**	**250**	**0-250-0 Preparation & Submission of Research Thesis/ Project Report (12 Credits)-150 Marks, Seminar Presentation (50 Marks, 4 credits) & Viva-voce (50 Marks, 4 Credits)-100 Marks, 8 Credits**

IV/II	**Research Thesis/ Project**	PG2MBHR4031/ PG1MBHR2031	RESEARCH THESIS/ PROJECT	20	0-0-20	250	0-250-0 Preparation & Submission of Research Thesis/ Project Report (12 Credits)-150 Marks, Seminar Presentation (50 Marks, 4 credits) & Viva-voce (50 Marks, 4 Credits)-100 Marks, 8 Credits
	Two-credit Compulsory Course	PG2MBHR4041/ PG1MBHR2041	COMMUNITY ENGAGEMENT	2			
	Total			**40**		**500**	
Grand Total				**90**		**1250**	

PG2MBHR3011	**STRATEGIC MANAGEMENT, INNOVATION AND DESIGN THINKING**
PG1MBHR1011	**Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules**

Course Description

This course provides a comprehensive understanding of strategic management, innovation, design thinking, and corporate entrepreneurship in the context of an increasingly dynamic, technology-driven, and globally competitive business environment. It equips students with the knowledge and analytical capabilities to formulate, implement, and evaluate strategies that create sustainable competitive advantage while fostering innovation and entrepreneurial thinking.

Course Objectives

The course aims to:

- Develop a comprehensive understanding of strategic management concepts, frameworks, and tools for analysing complex business environments.
- Apply strategic thinking and analytical techniques to formulate, implement, and evaluate business and corporate strategies.
- Understand innovation management, design thinking, and entrepreneurial processes for developing sustainable business solutions.
- Analyse emerging business models, digital transformation, AI-enabled strategies, and platform-based competition.
- Develop competencies in strategic leadership, innovation management, corporate entrepreneurship, and organizational transformation.

Course Outcomes

On successful completion of the course, students will be able to:

CO1: Analyse internal and external business environments using strategic management frameworks to identify opportunities and competitive advantages.

CO2: Formulate corporate, business, and functional strategies by applying contemporary strategic management models and decision-making tools.

CO3: Apply innovation management and design thinking approaches to develop creative, customer-centric, and sustainable business solutions.

CO4: Evaluate business model innovations, entrepreneurial opportunities, digital transformation initiatives, and AI-enabled strategic practices.

CO5: Design strategy implementation and strategic control mechanisms incorporating organizational capabilities, governance, sustainability, and performance management.

Module I: Strategic Foundations, Environmental Analysis and Competitive Advantage: Organisation-Environment interface; Strategic thinking and strategic leadership; Strategic planning versus strategic management; Strategy formulation process; Levels of strategy—corporate, business and functional; Mission, vision, strategic intent and organizational purpose; Strategic decision making; Strategic management process; External environmental analysis; PESTLE analysis; Industry and competitive analysis; Porter's Five Forces Framework; Strategic groups; Competitor analysis; Internal analysis; Resource-Based View (RBV); Dynamic Capabilities Framework; Core competencies; Value chain analysis; Value creation and value capture; VRIO Framework; SWOT and TOWS analysis; Shared Value Creation (CSV); Ecosystem Strategy; Strategic Agility; Strategic Foresight; Digital Ecosystems; Guidelines for strategic case analysis in Strategic Management.

Module II: Strategic Choices, Business Models and Competitive Strategy: Emerging business models; Platform business models; Business Model Innovation; Circular Business Models; Digital Platform Ecosystems; Network Effects; Ecosystem Competition; Strategic Experimentation; Minimum Viable Product (MVP); Digital transformation and AI-driven strategy; Blue Ocean Strategy; Value innovation; Disruptive innovation; Outsourcing and strategic sourcing decisions; Strategic flexibility and organizational resilience; Portfolio analysis; BCG Matrix; GE–McKinsey Matrix; Stakeholder analysis; Scenario planning; Trend analysis; Critical Success Factors (CSFs); SPACE Matrix; Competitive Profile Matrix (CPM); PIMS analysis; Strategic decision-making under uncertainty.

Module III: Strategy Implementation and Strategic Control: Strategy implementation – Nature, process and challenges; Organizational structure, strategic leadership and organizational culture; Strategic resource allocation and capability development; Functional strategies and strategic alignment; Strategic change management and overcoming resistance to change; Strategic evaluation and control; Strategic performance measurement; Balanced Scorecard and Key Performance Indicators (KPIs); Objectives and Key Results (OKRs); Strategy Execution Frameworks; Organizational Ambidexterity (Exploration and Exploitation); Strategic Risk Management; Corporate governance, business ethics and sustainability in the context of strategic management.

Module IV: Innovation Management and Design Thinking: Innovation – Concepts, significance and process; Types of innovation – Product, process, service, organizational and business model innovation; Creativity, creative thinking and innovation techniques; Design Thinking – Concepts, principles and stages (Empathize, Define, Ideate, Prototype and Test); Opportunity recognition

and problem identification; Business idea generation – Sources and techniques; Innovation strategy and competitive advantage; Open innovation, disruptive innovation and frugal innovation; Digital innovation, Artificial Intelligence and emerging technologies; Sustainable and social innovation.

Module V: Corporate Entrepreneurship and Strategic Innovation: Entrepreneur, Intrapreneur and Manager – Roles and comparative perspectives; Corporate entrepreneurship (Intrapreneurship) and strategic renewal; Theories of entrepreneurship – Contemporary relevance to innovation management; Entrepreneurial opportunities and innovation ecosystems; Strategic feasibility analysis and opportunity evaluation; Business model development and Business Model Canvas; Business plan – Purpose, stakeholders, structure and strategic applications; Innovation culture and organizational learning; Knowledge management and innovation capability; Innovation portfolio management; Agile and Lean Innovation; Managing innovation teams and cross-functional collaboration.

Module VI: Strategic Innovation, Digital Transformation and Organizational Excellence: Innovation life cycle and commercialization of innovation; Resource mobilization for strategic innovation; Innovation implementation and diffusion; Digital transformation and technology-enabled strategic change; Design Thinking applications in Functional areas like Marketing, Human Resource Management and Organizational Development; Innovation performance measurement and strategic innovation metrics; Managing resistance to innovation and change leadership; ESG, sustainability and responsible innovation; Innovation risks, ethics and governance; Contemporary trends – Artificial Intelligence, Industry 5.0, platform business models and future-ready organizations; Case studies on strategic innovation, design thinking and organizational transformation.

Suggested Readings

1. Rothaermel, F. T. *Strategic Management: Concepts and Cases.* McGraw-Hill.
2. Grant, R. M. *Contemporary Strategy Analysis.* Wiley.
3. Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. *Exploring Strategy.* Pearson.
4. Dess, G. G., Lumpkin, G. T., Eisner, A. B. & McNamara, G. *Strategic Management: Creating Competitive Advantages.* McGraw-Hill.
5. Barney, J. B. & Hesterly, W. S. *Strategic Management and Competitive Advantage.* Pearson.
6. Kim, W. C. & Mauborgne, R. *Blue Ocean Strategy.* Harvard Business Review Press.
7. Osterwalder, A. & Pigneur, Y. *Business Model Generation.* Wiley.
8. Ries, E. *The Lean Startup.* Crown Business.
9. Martin, R. *The Design of Business.* Harvard Business Review Press.
10. Brown, T. *Change by Design.* Harper Business.
11. Kazmi, Azhar. *Strategic Management and Business Policy.* McGraw Hill Education.

PG2MBHR3012	**STRATEGIC AND GLOBAL HUMAN RESOURCE MANAGEMENT** **Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules**
PG1MBHR1012	

Course Objectives:

The course aims to:

- Enable the students to understand the strategic foundations of Human Resource Management in contemporary organizations.
- Examine the influence of globalization and cultural diversity on human resource policies and practices.
- Analyse strategic approaches to global talent acquisition, development, performance management and compensation.
- Evaluate international staffing, expatriate management and global leadership practices.
- Develop strategic HR solutions for organizational change, sustainability and digital transformation.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1: Explain the strategic concepts, theories and frameworks of Strategic and Global Human Resource Management.

CO2: Analyse the impact of globalization, culture and diversity on organizational effectiveness.

CO3: Design strategic HR practices relating to global talent management, staffing and leadership.

CO4: Evaluate international HR systems concerning performance management, compensation and employee development.

CO5: Formulate HR strategies to address contemporary global challenges including digitalization, sustainability and the future of work.

Module I: Strategic Human Resource Management Fundamentals: Foundations and Strategic Integration; Evolution of Strategic Human Resource Management (SHRM); Concept, Nature, Scope and Objectives of SHRM; Strategic Role of Human Resource Management; Human Resource as a Source of Competitive Advantage; Strategic Fit and Strategic Flexibility; Strategic Alignment between Corporate Strategy, Business Strategy and Human Resource Strategy; Resource-Based View (RBV); Human Capital Theory; Behavioural Perspective of SHRM; High Performance Work Systems (HPWS); HR Architecture; Strategic Workforce Planning; Human Resource Scorecard; HR Metrics and HR Analytics; Emerging Trends in Strategic Human Resource Management; SHRM and Workforce Ecosystem; Strategic Global Human Resource Management

Module II: Performance Management, Compensation and Employee Development in Strategic HRM Context: Strategic Performance Management System; Performance Planning and Performance Measurement; Competency-based Performance Management; International Performance Appraisal; Managing Performance in Multicultural Teams; Strategic Reward Management; Global Compensation Philosophy; International Compensation Systems; Expatriate Compensation; Executive Compensation; Global Employee Benefits; Strategic Learning and Development; Global Leadership Development; Coaching, Mentoring and Knowledge Management; Employee Well-being and Work-Life Integration.

Module III: Global Human Resource Management and Cross-Cultural Management*:* Globalization and International Business Environment; Evolution, Nature and Scope of Global Human Resource Management; Domestic HRM versus Global HRM; Internationalization of Human Resource Functions; Multinational, Transnational and Global Organizations; Institutional and Environmental Influences on Global HRM; National Culture and Organizational Culture; Cultural Diversity in Organizations; Cultural Intelligence (CQ); Hofstede's Cultural Dimensions; Trompenaars' Seven-Dimension Model; GLOBE Framework; Cross-cultural Communication; Diversity, Equity and Inclusion (DEI); Global Business Ethics and Cultural Etiquette.

Module IV: Global Talent Management and International Human Resource Planning: Strategic Global Talent Management; Global Human Resource Planning; Competency Mapping; Global Talent Acquisition Strategy; Employer Branding; International Recruitment and Selection; Global Staffing Policies—Ethnocentric, Polycentric, Regiocentric and Geocentric Approaches; International Assignments; Expatriate Selection and Placement; Cross-cultural Training and Development; International Career Development; Repatriation Management; Global Succession Planning; Employee Engagement in Global Organizations; Talent Retention Strategies.

Module V: Strategic Leadership, Organizational Development and Sustainable Human Resource Management vis-à-vis SHRM and GHRM: Strategic Leadership and Human Resource

Leadership; Global Leadership Competencies; Leadership Across Cultures; Organizational Development in Global Organizations; Organizational Learning and Knowledge Sharing; Managing Organizational Change in International Context; Resistance to Change and Change Intervention Strategies; Green Human Resource Management; Sustainable Human Resource Management; Corporate Social Responsibility and Human Resource Management; Environmental, Social and Governance (ESG) Framework; Ethics and Corporate Governance; Building Agile and Resilient Organizations.

Module VI: Digital Strategic Human Resource Management and Contemporary Issues in Global HRM: Digital Transformation in Strategic Human Resource Management; Human Resource Information Systems (HRIS); Human Resource Analytics and Evidence-based HRM; Artificial Intelligence and Machine Learning in Human Resource Management; Automation and Intelligent Decision-making; Remote, Virtual and Hybrid Workforce Management; Gig Economy and Platform-based Employment; Future of Work; Global Labour Mobility; International Employment Relations; Global Industrial Relations and Labour Standards; Strategic Risk Management; Crisis Management; Future Challenges and Emerging Trends in Strategic and Global Human Resource Management.

Suggested Readings:

1. Armstrong, M., & Taylor, S. *Armstrong's handbook of human resource management practice*. Kogan Page.
2. Briscoe, D. R., Schuler, R. S., & Claus, L. *International human resource management: Policies and practices for multinational enterprises*. Routledge.
3. Brewster, C., Sparrow, P., Vernon, G., & Houldsworth, E. *International human resource management* (6th ed.). Kogan Page.
4. Dowling, P. J., Festing, M., & Engle, A. D. *International human resource management* (8th ed.). Cengage Learning.
5. Schuler, R. S., Jackson, S. E., & Tarique, I. *Global talent management and global talent challenges: Strategic opportunities for IHRM*. *Journal of World Business, 46*(4), 506;516.
6. Subba Rao, P. *International human resource management* (3rd ed.). Himalaya Publishing House.
7. Roy, N. C. *Global HRM: Understanding culture, diversity, strategy and change*. Himalaya Publishing House.

PG2MBHR3013	**COMPENSATION, REWARD AND PERFORMANCE MANAGEMENT** **Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules**
PG1MBHR1013	

Course Description

The course examines compensation systems, reward management and performance management practices. It integrates strategic compensation, competency-based rewards and contemporary performance management approaches.

Course Objectives

The course aims to:

- Enable the students to understand compensation systems.
- Examine reward management strategies.
- Develop performance management competencies.
- Understand competency-based systems.
- Analyze strategic reward decisions.

Course Outcomes

After successful completion of the course, students will be able to:

CO1: Explain compensation and reward concepts.

CO2: Apply job evaluation techniques.

CO3: Design performance management systems.

CO4: Analyze compensation structures.

CO5: Evaluate reward strategies.

CO6: Recommend performance improvement interventions.

Module I: Compensation Foundation: Concept, objectives and importance of compensation management; Strategic compensation and total rewards perspective; Compensation philosophy and organizational pay strategy; Principles of equity, fairness and internal consistency; Wage concepts: minimum wage, fair wage, living wage and real wage; Components of employee compensation; Salary structures; Job evaluation and its role in pay determination; Pay systems; Factors influencing compensation decisions; Legal and regulatory framework governing wages and compensation in India; Contemporary trends in compensation management.

Module II: Job Evaluation and Compensation Design: Job evaluation: concept, objectives and significance; Process of job evaluation; Job evaluation methods; Pay grades and grade structures; Pay ranges and salary progression; Broadbanding: concept, advantages and limitations; Market pricing and external benchmarking; Compensation surveys and salary benchmarking; Designing competitive compensation structures; Factors influencing compensation design; Strategic alignment of compensation with organizational goals.

Module III: Reward Management: Concept, objectives and significance of reward management; Reward philosophy and reward strategy; Financial rewards and Non-financial rewards; Employee recognition systems; Intrinsic and extrinsic rewards; Total Rewards: concept, components and strategic importance; Designing integrated reward systems; Reward management for employee motivation, engagement and retention; Contemporary trends in reward management.

Module IV: Performance Management Systems: Concept, objectives and significance of performance management; Performance management process; Performance planning, monitoring, review and feedback; Goal setting and performance standards; Management by Objectives (MBO); Key Result Areas and Key Performance Indicators; Performance appraisal methods: traditional and modern methods; Competency-based performance assessment; 360-degree feedback; Performance review discussions and feedback; Performance improvement planning; Linking performance management with compensation, rewards and career development; Contemporary issues in performance management.

Module V: Competency Mapping and Talent Performance: Competency mapping: concept, objectives and process; Competency frameworks and competency models; Identification and assessment of core, functional and behavioural competencies; Competency profiling for different organizational roles; Talent performance management; Talent review and succession readiness;

Learning and development interventions for talent enhancement; Career development and succession planning.

Module VI: Strategic Rewards and Performance Analytics: Strategic compensation: concept and objectives; Executive compensation components, executive incentive plans and governance issues; Incentive systems; Variable pay and performance-linked compensation; Reward analytics: reward metrics, compensation benchmarking and pay equity analysis; Performance analytics: HR metrics, Key Performance Indicators (KPIs), productivity analysis and performance dashboards; Data-driven reward and performance decisions; Pay-for-performance systems; Ethical, legal and contemporary issues in strategic rewards and performance management.

Suggested Readings:

1. M. Armstrong & T. Stephens, *Employee Reward Management and Practice*, Kogan Page.

2. M. Armstrong & D. Brown, *Strategic Reward*, Kogan Page.

3. R.O. Henderson, *Compensation Management*, Englewood Cliffs, Prentice Hall.

4. M. Armstrong, and Murlis, *Reward Management*, Kogan Page.

5. Cascio, Costing Human Resource, Thomson Learning, India.

6. Sanghi, S. *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. Sage Publications.

7. Gerhart, B., & Newman, J. M. *Compensation*. McGraw-Hill Education

PG2MBHR3014	**EMPLOYMENT RELATIONS, LABOUR CODES AND REGULATORY COMPLIANCE** **Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules**
PG1MBHR1014	

Course Description

The course provides an integrated and advanced understanding of employment relations, labour legislation and regulatory compliance. It examines the changing nature of employment

relationships, employee voice, trade unionism, collective bargaining, workplace conflict and social dialogue. The course also covers the principal provisions of the four Labour Codes and other important employment-related legislation in India. It develops students' ability to interpret labour laws, assess employment-related legal risks, conduct compliance audits and design responsible labour-governance systems.

Course Objectives:

The course aims to:

- Familiarise the students with an understanding of the theoretical and institutional foundations of employment relations.
- Analyse employee voice, trade unionism, collective bargaining and workplace conflict.
- Interpret the major provisions of Indian labour laws and Labour Codes.
- Examine employer obligations and employee rights in different employment situations.
- Design systems for employment-law compliance, documentation and risk management.
- Evaluate emerging challenges in labour governance and international labour standards.

Course Outcomes:

After successfully completing the course, students will be able to:

CO1: Explain the major perspectives, institutions and actors of employment relations.

CO2: Evaluate employee voice, collective bargaining and dispute-resolution mechanisms.

CO3: Interpret and apply major provisions of Indian labour laws and Labour Codes.

CO4: Assess the legal implications of managerial and employment decisions.

CO5: Design labour-law compliance, audit and documentation systems.

CO6: Recommend responsible employment-relations and regulatory-compliance strategies.

Module I: Employment Relations- Concepts and Contemporary Context: Nature, scope and evolution of employment relations; perspectives—unitary, pluralist, radical and systems; Dunlop's Industrial Relations System; actors and institutions; employment and psychological

contracts; managerial prerogative and employee rights; power, trust, fairness and reciprocity; industrial democracy and social dialogue; employee participation; changing employment relationships—contractual, fixed-term, remote, gig and platform work; strategic role of HR and line managers.

Module II: Employee Voice, Trade Unionism and Conflict Management: Employee voice and participation mechanisms; trade unions—structure, functions, leadership, recognition and contemporary relevance; union–management relations; collective bargaining—levels, types, process and agreement administration; distributive and integrative negotiation; grievance handling; discipline, misconduct, natural justice and domestic enquiry; industrial disputes, strikes and lockouts; conciliation, mediation, arbitration and adjudication; cooperative employment-relations strategies.

Module III: Implementation of Industrial Relations and Wage Codes: Constitutional foundations and transition from existing labour laws to the Industrial Relations Code, 2020 and Code on Wages, 2019; comparison of old and new provisions; interpretation of key definitions—worker, employee, industry, wages and establishment; applicability and threshold determination; recognition of negotiating unions and councils; Standing Orders and Grievance Redressal Committee; dispute-resolution institutions; strikes and lockouts; lay-off, retrenchment and closure; worker re-skilling fund. Wage restructuring under the uniform definition of wages; treatment of allowances; minimum and floor wages; overtime, deductions, bonus and equal remuneration. Implementation challenges—Centre–State coordination, rule-making, payroll restructuring, union concerns, documentation and organisational preparedness; case-based preparation of an implementation roadmap.

Module IV: Implementation of Social Security and Occupational Safety Codes: Transition to the Code on Social Security, 2020 and Occupational Safety, Health and Working Conditions Code, 2020; mapping of existing schemes and organisational obligations; applicability and coverage assessment; registration, licensing and common compliance requirements; provident fund, employee insurance, gratuity, maternity benefit and employees' compensation; coverage of fixed-term, unorganised, gig and platform workers; aggregator responsibilities. Occupational safety standards; working hours, leave and welfare facilities; women employees, contract labour and inter-State migrant workers; accident investigation, reporting and occupational diseases. Implementation challenges—worker identification, portability of benefits, digital registration, contribution management, contractor accountability, overlapping jurisdictions and inclusion of non-standard workers; compliance-gap assessment, stakeholder coordination and organisational transition planning.

Module V: Employment-Law Compliance and Documentation: Meaning and strategic importance of labour-law compliance; mapping of applicable laws; roles of management, HR, legal, finance, line managers and contractors; registration and licensing; statutory registers, notices, returns and contributions; compliance calendar and responsibility matrix; employment contracts, appointment letters, service conditions, HR policies and Standing Orders; payroll and social-security compliance; contractor compliance and principal-employer liability; compliance in recruitment, discipline, separation, retrenchment and closure; inspection, digital records and preservation of evidence.

Module VI: Compliance Audit, Legal Risk and Responsible Governance: Labour-law compliance audit—planning, criteria, evidence, reporting and follow-up; identification of non-compliance; root-cause analysis and corrective action; legal-risk register and compliance-risk matrix; contractor audit and legal due diligence; whistle-blowing and protection against retaliation; employee privacy, electronic surveillance and AI-based employment decisions; remote-work compliance. ILO structure, tripartism, Conventions and Fundamental Principles and Rights at Work; Decent Work Agenda; social-compliance audits; ESG, business and human rights; labour governance in multinational enterprises and global supply chains; Social Dialogue and Stakeholder Engagement; Sustainable Employment Relations; Employment Relations in the Future of Work.

Suggested Readings:

1. S. C. Srivastav, *Industrial and Labour Laws* ,Vikas Publishing Houses.
2. International Labour Organization. Rules of the Game: An Introduction to International Labour Standards.
3.Government of India. The Code on Wages, 2019.
4. Government of India. The Industrial Relations Code, 2020.
5. Government of India. The Code on Social Security, 2020.
6. Government of India. The Occupational Safety, Health and Working Conditions Code, 2020.
7. Taxmann. Labour Codes with Rules. Taxmann Publications.
8. Universal's Guide to the Labour Codes. Universal Law Publishing.
9. Kaufman, B. E. (Ed.). *The Global Evolution of Industrial Relations: Events, Ideas and the IIRA.* International Labour Office (ILO), Geneva.
10. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. *Industrial Relations, Trade Unions and Labour Legislation.* Pearson India

PG2MBHR3015	**HUMAN RESOURCE DEVELOPMENT, TRAINING AND TALENT MANAGEMENT** **Credits: 4: Contact Hours: 60 Hours: Structure: 6 Module**
PG1MBHR1015	

Course Description

The course provides an integrated understanding of Human Resource Development, employee training and talent management in contemporary organisations. It examines the theories, systems and practices through which organisations develop employee competencies, facilitate continuous learning and build a sustainable talent pipeline. The course covers strategic HRD, learning and development, training-needs assessment, programme design, training evaluation, talent identification, succession planning, employee engagement and retention. It also introduces students to digital learning, artificial intelligence, talent analytics, inclusive talent management and emerging workforce-development practices.

Course Objectives:

The course aims to:

- Familiarise the students with an understanding of the conceptual and theoretical foundations of Human Resource Development.
- Examine the strategic role of HRD in individual and organisational effectiveness.
- Design training programmes based on systematic assessment of learning needs.
- Apply appropriate training methods and evaluate training effectiveness.
- Analyse talent identification, development, engagement and retention practices.
- Design integrated and inclusive talent-management systems for contemporary organisations.

Course Outcomes:

After successfully completing the course, students will be able to:

CO1: Explain the principles, theories and systems of Human Resource Development.

CO2: Evaluate the strategic contribution of HRD to employee and organisational performance.

CO3: Conduct training-needs assessment and design outcome-oriented training programmes.

CO4: Select appropriate learning methods and evaluate training effectiveness.

CO5: Assess talent requirements and develop talent-acquisition, development and retention strategies.

CO6: Recommend integrated talent-management practices using technology and workforce analytics.

Module I: Foundations of Human Resource Development: Concept, nature, scope, objectives and significance of Human Resource Development; evolution of HRD; distinction and relationship among HRM, HRD, training, education, learning and development; assumptions and principles of HRD; dimensions of employee development; HRD at individual, group and organisational levels; roles and competencies of HRD professionals; HRD mechanisms and subsystems; HRD process and outcomes; HRD climate and culture; learning organisation; organisational learning and knowledge sharing; adult-learning principles; experiential learning; social and collaborative learning; self-directed learning; motivation to learn; transfer of learning; responsibility of employees, managers and organisations for development; ethical and inclusive approaches to employee development.

Module II: Strategic HRD and Employee Development: Concept and characteristics of strategic HRD; alignment of HRD with organisational vision, strategy and culture; environmental scanning for HRD; strategic capability and competency development; HRD policies and architecture; strategic roles of HRD professionals; competency—meaning, types and components; competency identification, mapping and assessment; competency-based HRD; skill inventory and skill-gap analysis; reskilling, upskilling and multi-skilling; management development—objectives, process and methods; executive development and leadership-development programmes; coaching, mentoring and counselling; employee socialisation and onboarding; career planning and career development; career stages and career anchors; individual and organisational career-management responsibilities; career plateaus and career transitions; development centres; high-potential employee development; HRD audit; measurement of HRD effectiveness and contribution.

Module III: Training-Needs Assessment and Programme Design: Concept, objectives, scope and significance of training and development; distinction among training, learning and development; strategic training process; relationship between training and organisational performance; responsibility for training; training policy and training budget; training-needs assessment—meaning, objectives and process; organisational, task and person analysis; competency-based training-needs assessment; performance-gap and skill-gap analysis; methods of collecting training-needs data; prioritisation of training needs; readiness and motivation for training; characteristics of learners; learning objectives and learning outcomes; application of Bloom's Taxonomy; principles of instructional design; ADDIE model; design thinking in learning and development; selection and sequencing of training content; development of lesson plans and

facilitator guides; learning environment; selection of trainers; training logistics; training budget and cost estimation.

Module IV: Training Methods, Technology and Evaluation: Selection of training methods based on learning objectives and learner characteristics; on-the-job training—job instruction, coaching, mentoring, apprenticeship, job rotation, understudy and committee assignments; off-the-job training—lectures, case studies, role plays, simulations, management games, behavioural modelling, in-basket exercises, vestibule training and sensitivity training; experiential and action learning; outdoor and adventure-based learning; team training and cross-cultural training; management-development methods; train-the-trainer programmes; facilitation skills; digital learning, e-learning, mobile learning, webinars, virtual classrooms and blended learning; learning-management systems; microlearning, gamification, virtual reality and augmented reality; artificial intelligence and personalised learning; transfer of training and workplace reinforcement; barriers to training transfer; Training evaluation—purpose, process and criteria; formative and summative evaluation; Kirkpatrick's four-level model; Phillips' Return on Investment model; CIRO and CIPP models; experimental and quasi-experimental evaluation designs; pre-test and post-test methods; use of paired-sample and non-parametric tests in training evaluation; calculation of training costs, benefits and ROI; learning analytics and evaluation reporting.

Module V: Foundations and Processes of Talent Management: Concept, nature, objectives and evolution of talent management; meaning and characteristics of talent; inclusive and exclusive approaches to talent; strategic talent management; relationship between talent management, HRD and business strategy; talent philosophy and talent-management architecture; workforce segmentation; identification of critical positions and strategic roles; talent demand and supply forecasting; talent acquisition and talent sourcing; employer branding and employee value proposition; assessment of talent through competency-based interviews, psychometric tests, assessment centres and work samples; talent identification and talent review; performance–potential distinction; high-potential employees; nine-box talent grid; talent pools and leadership pipelines; succession planning and replacement planning; succession risk; internal mobility and talent marketplaces; development of successors; integration of performance management, career development and talent management.

Module VI: Talent Development, Engagement and Retention: Talent development strategies; differentiated development for high-potential and critical-skill employees; individual development plans; coaching, mentoring, stretch assignments, action-learning projects and job rotations; leadership-pipeline development; employee engagement—concept, dimensions, drivers and outcomes; measurement of engagement; employee experience and moments that matter; talent retention—importance, determinants and strategies; psychological contract and

employee commitment; total rewards and recognition; career growth, meaningful work and workplace flexibility; employee well-being and work–life integration; stay interviews and retention interviews; voluntary and dysfunctional turnover; retention-risk assessment; management of diverse, multigenerational and neurodiverse talent; diversity, equity, inclusion and belonging in talent systems; talent management for gig, remote, hybrid and global workforces; talent analytics and predictive indicators; ethical use of employee data and artificial intelligence; algorithmic bias in talent decisions; future skills and skills-based organisations; talent risks and continuity planning; evaluation of talent-management effectiveness.

Suggested Readings:

1. Noe, R. A. *Employee Training and Development*. McGraw Hill.
2. Werner, J. M., and DeSimone, R. L. *Human Resource Development*. Cengage Learning.
3. Blanchard, P. N., and Thacker, J. W. *Effective Training: Systems, Strategies and Practices*. Pearson.
4. Goldstein, I. L., and Ford, J. K. *Training in Organizations: Needs Assessment, Development and Evaluation*. Cengage Learning.
5. Lynton, R. P., and Pareek, U. *Training for Development*. SAGE Publications.
6. Rao, T. V. *Human Resource Development: Experiences, Interventions and Strategies*. SAGE Publications.
7. Pareek, U., and Rao, T. V. *Designing and Managing Human Resource Systems*. Oxford & IBH.
8. Armstrong, M., and Taylor, S. *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.

PG2MBHR4011	**CONTEMPORARY EMPLOYMENT RELATIONS AND WORKPLACE GOVERNANCE/INTERNATIONAL EMPLOYMENT RELATIONS AND INTERNATIONAL LABOUR ORGANIZATION**
PG1MBHR2011	

CONTEMPORARY EMPLOYMENT RELATIONS AND WORKPLACE GOVERNANCE

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course examines contemporary employment relations from organizational, institutional and strategic perspectives while integrating principles of workplace governance, employee voice, labour regulation and responsible employment practices. The course explores emerging employment relationships in the context of digitalization, sustainability, workplace democracy, the gig economy and evolving governance frameworks.

Course Objectives:

The course aims to:

- Develop an understanding of contemporary employment relations and workplace governance.
- Examine institutions, processes and stakeholder relationships influencing employment relations.
- Analyze employee voice, participation, conflict management and collective employment relations.
- Explore governance, labour regulation, ethics and compliance in contemporary workplaces.
- Evaluate emerging trends in employment relations arising from digital transformation, sustainability and changing work arrangements.

Course Outcomes:

Upon successful completion of the course, students shall be able to:

CO1: Explain the concepts, institutions and contemporary perspectives of employment relations and workplace governance.

CO2: Analyze employment relations processes, employee voice mechanisms and workplace conflict management.

CO3: Evaluate governance frameworks, labour regulations and compliance requirements affecting employment relationships.

CO4: Assess employment relations challenges in unionized, non-unionized, digital and platform-based workplaces.

CO5: Recommend strategies for developing ethical, inclusive and sustainable employment relations systems.

Module I: Foundations of Contemporary Employment Relations: Nature and scope of employment relations; Evolution of employment relations; Industrial Relations and Employment Relations perspectives; Dunlop's Systems Model; Actors in employment relations; Institutions governing employment relations; Employment relationship in changing organizations; Strategic employment relations; Contemporary trends in employment relations; Digitalization and changing employment relationships.

Module II: Employment Relations Processes and Workplace Dynamics: Interpersonal processes in employment relations; Employee voice and employee participation; Employee representation; Grievance handling procedures; Discipline management; Workplace communication; Negotiation and conflict management; Collective bargaining; Joint consultation; Workplace trust and employment relations climate; Psychological contract; Employee engagement and organizational commitment.

Module III: Workplace Governance and Regulatory Framework: Concept of workplace governance; Corporate governance and HR governance; Ethical employment practices; Labour legislation and employment relationship; Labour Codes and workplace compliance; Employment contracts; Workplace policies and governance mechanisms; Industrial democracy; Occupational safety, health and employee welfare; Governance of workplace ethics; Responsible employment practices.

Module IV: Managing Employment Relations: Managing employment relations in unionized organizations; Employment relations in non-unionized organizations; Strategic role of HR in employment relations; Managing workplace conflicts; Employee discipline and dispute resolution; Employee consultation mechanisms; Workplace justice and fairness; Building collaborative employment relationships; Employment relations during organizational change.

Module V: Emerging Employment Relations: Changing nature of work; Gig economy and platform work; Remote, hybrid and flexible work arrangements; Digital labour platforms; Algorithmic management; Employee well-being; Psychological safety; Diversity, equity and inclusion in employment relations; Sustainable employment relations; ESG and responsible employment practices; Employment relations in multinational organizations.

Module VI: Future of Employment Relations and Workplace Governance: Future of work and employment relationships; Artificial Intelligence in employment relations; Digital workplace governance; Employee data privacy and workplace surveillance; Responsible AI in HR; Employment relations analytics; Global employment standards; International labour governance; Future challenges in employment relations; Building resilient, ethical and sustainable workplaces.

Suggested Readings:

1. Tony Bennet, Richard Saundry and Virginia Fisher, *Managing Employment Relations*, Kogan Page Publishers.
2. William Steve and Derek Adam-Smith, *Contemporary Employment Relations*, Oxford University Press.
3. Derek Rollinson and Tony Dundon, *Understanding Employment Relations*.
4. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan.
5. Ed Rose, Employment Relations, Pearson Education.
6. C. S. Venkataratnam and Manoranjan Dhal, Industrial Relations, Oxford.
7. Budd, J. W. Labor Relations: Striking a Balance. McGraw-Hill.
8. Kaufman, B. E. *Theoretical Perspectives on Work and the Employment Relationship.* ILR Press.
9. Wilkinson, A., Donaghey, J., Dundon, T., & Freeman, R. *The Oxford Handbook of Employment Relations.* Oxford University Press.

INTERNATIONAL EMPLOYMENT RELATIONS AND INTERNATIONAL LABOUR ORGANIZATION

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course examines the institutions, theories and practices of international employment relations with particular emphasis on the role of the International Labour Organization (ILO) in shaping global labour standards and workplace governance. It explores international labour conventions, comparative employment relations systems, globalization, multinational enterprises, decent work, labour rights and emerging global challenges affecting work and employment.

Course Objectives:

After studying this course, students will be able to:

- Develop an understanding of international employment relations systems and global labour institutions.
- Examine the structure, functions and standard-setting role of the International Labour Organization (ILO).
- Analyse international labour standards, conventions and comparative employment relations frameworks.
- Evaluate the impact of globalization, multinational enterprises and emerging forms of work on employment relations.
- Assess contemporary global labour issues and the implications of international labour standards for policy and organizational practice.

Course Outcomes:

Upon successful completion of the course, students shall be able to:

CO1: Explain the concepts, institutions and contemporary perspectives of international employment relations and the International Labour Organization.

CO2: Interpret international labour standards, conventions, recommendations and global governance frameworks relating to work and employment.

CO3: Analyse comparative employment relations systems and the influence of globalization and multinational enterprises on workplace governance.

CO4: Evaluate contemporary international labour issues, including decent work, migration, platform work and labour rights.

CO5: Assess the role of the ILO and international labour standards in shaping employment relations, labour legislation and sustainable workplaces.

Module I: Foundations of International Employment Relations: International employment relations: concept, nature and scope; Evolution of international employment relations; Globalization and changing employment relationships; Actors and institutions in international employment relations; Comparative employment relations systems; Employment relations in developed and developing economies; International labour governance; Emerging trends in global employment relations.

Module II: International Labour Organization and Global Labour Governance: Historical evolution of the International Labour Organization; Objectives, principles and functions of the ILO; Tripartite structure and governance of the ILO; Declaration of Philadelphia; ILO and the United

Nations system; International labour administration; International labour standards; International labour conferences; ILO supervisory mechanisms; Decent Work Agenda; ILO Centenary Declaration for the Future of Work (2019).

Module III: International Labour Standards and Comparative Labour Laws: International labour conventions and recommendations; Fundamental principles and rights at work; Freedom of association and collective bargaining; Forced labour; Child labour; Equal remuneration and non-discrimination; Occupational safety and health standards; Labour inspection systems; Comparative perspectives on labour legislation; Ratification and implementation of ILO conventions; India and international labour standards.

Module IV: International Employment Relations in Multinational Enterprises: Multinational enterprises and global employment relations; Cross-border human resource management; International collective bargaining; Global framework agreements; Employee participation and social dialogue; Trade unions in multinational enterprises; Corporate codes of conduct; Responsible business conduct; Global supply chains and labour governance; Corporate social responsibility (CSR); ESG and labour standards.

Module V: Contemporary Issues in International Employment Relations: International labour migration; Migrant workers and labour protection; Gig economy and platform work; Digital labour platforms; Remote and hybrid work across borders; Gender equality and diversity in global workplaces; Pay equity; Whistleblowing and workplace ethics; Privacy and employee data protection; Artificial Intelligence and algorithmic management; Climate change and the future of work.

Module VI: Emerging Trends in International Labour Governance: Future of work and employment relations; Sustainable employment relations; Human rights and business; International labour compliance and due diligence; Labour provisions in international trade agreements; Employment relations in global value chains; International labour dispute resolution; Digital transformation and labour governance; India's engagement with the ILO and global labour standards; Emerging challenges and future directions in international employment relations.

Suggested Readings:

1. Bamber, G. J., Lansbury, R. D., Wailes, N., & Wright, C. F. (Eds.). *International and Comparative Employment Relations: Global Crises and Institutional Responses*. Sage Publications.

2. Budd, J. W. *Labor Relations: Striking a Balance*. McGraw-Hill Education.
3. Blyton, P., Heery, E., Bacon, N., & Fiorito, J. (Eds.). *The Sage Handbook of Industrial Relations*. Sage Publications.
4. Kaufman, B. E. *Theoretical Perspectives on Work and the Employment Relationship*. ILR Press.
5. Wilkinson, A., Donaghey, J., Dundon, T., & Freeman, R. (Eds.). *The Oxford Handbook of Employment Relations*. Oxford University Press.

PG2MBHR4012	**HUMAN CAPITAL MANAGEMENT AND WORKFORCE ECOSYSTEM MANAGEMENT/ESG, SUSTAINABILITY AND RESPONSIBLE PEOPLE MANAGEMENT**
PG1MBHR2012	

HUMAN CAPITAL MANAGEMENT AND WORKFORCE ECOSYSTEM MANAGEMENT

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

The course examines human capital as a strategic asset and explores contemporary workforce ecosystem perspectives involving employees, contingent workers, gig workers, partners and technology-enabled talent networks. The course develops competencies in designing integrated workforce strategies aligned with organizational objectives.

Course Objectives

The course aims to

- Enable the students to understand human capital as an organisational resource.

- Examine human capital measurement approaches.
- Analyze workforce ecosystem models.
- Explore workforce sustainability strategies.
- Develop strategic workforce interventions.

Course Outcomes

Upon successful completion students shall be able to:

After successful completion of the course, students will be able to:

CO1: Evaluate human capital theories and frameworks.

CO2: Design human capital measurement systems.

CO3: Assess workforce ecosystem models.

CO4: Develop workforce sustainability strategies.

CO5: Integrate workforce planning with business strategy.

CO6: Formulate human capital strategies for organizational competitiveness.

Module I: Human Capital Theory and Strategic Value Creation: Evolution of Human Capital Theory; Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital; Human Capital versus Human Resource Management; Human Capital Advantage and Resource-Based View (RBV); Human Capital Architecture; Human Capital as a Strategic Asset; Human Capital Drivers and Value Creation; Human Capital and Sustainable Competitive Advantage.

Module II: Human Capital Measurement, Analytics and Reporting: Human Capital Measurement: concepts and challenges; Human Capital Metrics; Workforce Productivity Measures; Human Resource Accounting; Human Capital ROI; Enterprise-level Metrics; Balanced Scorecard; HR Scorecard; Workforce Scorecard; Human Capital Index; Human Capital Monitor; People and Performance Model; Human Capital Dashboards; Human Capital Reporting and Disclosure; Applications of Human Capital Analytics.

Module III: Strategic Human Capital Management and Workforce Ecosystem: Strategic Human Capital Management; Human Capital and Business Strategy; Human Capital and Strategic HRM; Human Capital and Talent Management; Human Capital and Learning & Development; Human Capital and Knowledge Management; Workforce Ecosystem: concept and characteristics; Extended Workforce; Gig Workers; Platform Workers; Freelancers; Contractors; Strategic Partners; Workforce Ecosystem Governance; AI-enabled Workforce Ecosystems.

Module IV: Strategic Workforce Planning, Design and Future Workforce: Strategic Workforce Planning; Workforce Segmentation; Workforce Agility and Flexibility; Talent Supply Chains; Skills-based Workforce Planning; Workforce Planning in Dynamic Business Environments; Digital Workforce; Hybrid Workforce Models; AI, Automation and Workforce Transformation; Future of Work; Workforce Innovation.

Module V: Workforce Sustainability, Wellbeing and Resilience: Workforce Sustainability; Sustainable Workforce Practices; Employee Wellbeing; Human Capital Development; Workforce Diversity, Equity and Inclusion (DEI); Workforce Resilience; Workforce Risk Management; Employee Experience and Engagement; Ethical Workforce Practices; Human Capital and ESG; Sustainable Organizations.

Module VI: Human Capital Strategy, Governance and Contemporary Issues: Human Capital Strategy Development; Strategic Workforce Interventions; Human Capital Governance; Strategic Alignment of Human Capital and Business Strategy; Human Capital Investment Decisions; Measuring Human Capital Contribution to Organizational Performance; Human Capital Value Circle; Emerging Trends in Human Capital Management; Future of Human Capital and Workforce Ecosystem Management; Contemporary Case Studies.

Suggested Readings:

1. Angela Baron & Michael Armstrong, Human Capital Management— Achieving Added Value Through People, Kogan Page.
2. Eric G. Flamholtz, Human Resource Accounting—advances in concepts, Methods, and Applications, Kluwer Academic Publishers.
3. Jac Fitz-enz, The ROI of Human Capital—Measuring The economic Value of Employee Performance, Amacom.
4. Davenport, T. H., Harris, J. G., & Shapiro, J. Competing on Talent Analytics. Harvard Business Review Press.
5. Kramar, R. Human Resource Management: Sustainability, Ethics and Employment. Routledge.

6. Aust, I., Matthews, B., & Muller-Camen, M. Common Good HRM: A Paradigm Shift in Sustainable HRM? Human Resource Management Review.
7. Cascio, W. F. Managing Human Resources: Productivity, Quality of Work Life, Profits.. McGraw-Hill.
8. Baron, A., & Armstrong, M.Human Capital Management: Achieving Added Value through People. Kogan Page.
9. Becker, B. E., Huselid, M. A., & Ulrich, D.. The HR Scorecard: Linking People, Strategy, and Performance. Harvard Business School Press.

ESG, SUSTAINABILITY AND RESPONSIBLE PEOPLE MANAGEMENT

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course examines the integration of Environmental, Social and Governance (ESG) principles with Human Resource Management to foster sustainable and responsible people management. It explores the strategic role of HR in promoting ethical employment practices, employee well-being, diversity and inclusion, sustainable workforce management, corporate social responsibility, and ESG reporting, enabling learners to develop people-centric strategies for long-term organizational resilience and sustainable business performance.

Course Objectives:

The course aims to:

- Provide a comprehensive understanding of the concepts, principles and frameworks of ESG and organizational sustainability.
- Analyse contemporary sustainability challenges and their implications for people management.
- Examine responsible employment practices and sustainable human resource management.
- Evaluate Diversity, Equity, Inclusion and Belonging (DEIB) as drivers of social sustainability.
- Integrate sustainability principles into HR policies, systems and organizational strategy.
- Develop ESG-oriented people management practices for sustainable organizational performance.

Course Outcomes

After successful completion of the course, students will be able to:

CO1: Evaluate ESG frameworks, sustainability principles and their application in organizational settings.

CO2: Analyse sustainable and responsible people management practices across organizations.

CO3: Assess organizational initiatives relating to social sustainability, employee well-being and labour standards.

CO4: Design inclusive workplace interventions that promote diversity, equity, inclusion and belonging.

CO5: Evaluate sustainability measurement, ESG reporting frameworks and human capital disclosures.

CO6: Develop strategic HR policies aligned with ESG principles and sustainable organizational development.

Module I: Foundations of ESG and Sustainability*:* Evolution and Concept of Sustainability; Environmental, Social and Governance (ESG): Meaning, Principles and Dimensions; Triple Bottom Line (People, Planet and Profit); Sustainable Development Goals (SDGs); United Nations Global Compact (UNGC); Principles for Responsible Business; Corporate Sustainability and Shared Value Creation; Stakeholder Theory; Business Ethics and Corporate Governance; ESG Risk and Opportunity Assessment; Global Sustainability Frameworks; Emerging Trends in Sustainable Business.

Module II: Sustainable Human Resource Management and Responsible People Practices : Concept, Evolution and Scope of Sustainable Human Resource Management (SHRM); Strategic Role of HR in Sustainability; Green Human Resource Management; Responsible Recruitment and Selection; Sustainable Workforce Planning; Employee Health, Safety and Well-being; Employee Engagement for Sustainability; Responsible Reward and Recognition Systems; Ethical Leadership and Responsible Management; Sustainable Performance Management; Work-Life Integration; Human Capital Development for Sustainable Organizations.

Module III: Diversity, Equity, Inclusion and Belonging (DEIB) for Social Sustainability*:* Concept and Dimensions of Diversity, Equity, Inclusion and Belonging (DEIB); Social Sustainability and Inclusive Growth; Workplace Equality and Equal Employment Opportunity; Gender Diversity

and Women's Leadership; Disability Inclusion; LGBTQ+ Inclusion; Generational Diversity; Cross-cultural Diversity Management; Psychological Safety and Employee Voice; Prevention of Workplace Discrimination and Harassment; Inclusive Leadership; Building Inclusive Organizational Culture; Measuring DEIB Effectiveness.

Module IV: Social Sustainability, Labour Standards and Responsible Employment: Social Sustainability in Organizations; Decent Work and Quality of Working Life; International Labour Organization (ILO) Core Labour Standards; Human Rights at Work; Responsible Supply Chain Management; Ethical Sourcing and Supplier Responsibility; Employee Rights and Industrial Democracy; Occupational Health and Safety; Corporate Social Responsibility and Community Development; Employee Volunteering; Responsible Employment Practices in Global Organizations; Contemporary Labour Challenges in the Gig and Platform Economy.

Module V: Sustainability Measurement, ESG Reporting and Human Capital Disclosure: Sustainability Performance Measurement; ESG Indicators and Key Performance Metrics; Sustainability Reporting Frameworks; Global Reporting Initiative (GRI) Standards; Integrated Reporting (IR) Framework; Sustainability Accounting Standards Board (SASB); Business Responsibility and Sustainability Reporting (BRSR); Human Capital Accounting; Human Capital Disclosure Practices; Social Return on Investment (SROI); ESG Rating Agencies; Sustainability Auditing; Data Analytics for ESG Reporting.

Module VI: Strategic Sustainability, Responsible Leadership and Future Organizations: Strategic Sustainability and Competitive Advantage; ESG Integration into Corporate Strategy; Sustainable Leadership; Responsible Corporate Governance; Climate Change and Workforce Transformation; Circular Economy and Green Jobs; Artificial Intelligence and Sustainable People Management; Digital Sustainability; Organizational Resilience and Crisis Preparedness; Sustainable Innovation; Future of Work and Responsible Organizations; Emerging Global Sustainability Challenges; Future Directions in ESG and Responsible People Management.

Suggested Readings:

1. Armstrong, M., & Taylor, S. *Armstrong's handbook of human resource management practice* Kogan Page.
2. Kramar, R. (2022). *Sustainable human resource management: Six defining characteristics*. Routledge.
3. United Nations. (2015). *Transforming our world: The 2030 agenda for sustainable development*. Moduleed Nations.
4. Global Reporting Initiative. (2021). *GRI universal standards*. Global Reporting Initiative.

PG2MBHR4013	**HR AUDIT, GOVERNANCE AND STRATEGIC HR CONSULTING/TALENT MANAGEMENT, SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT**
PG1MBHR2013	

HR AUDIT, GOVERNANCE AND STRATEGIC HR CONSULTING

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

The course develops competencies in HR auditing, governance systems, HR risk management and consulting practices. Students learn how to diagnose organizational problems and recommend strategic HR solutions.

Course Objectives

The course aims to:

- Familiarise the student with an understanding of the HR governance frameworks.
- Examine HR audit methodologies.
- Analyze HR risks.
- Develop consulting competencies.
- Design HR transformation initiatives.

Course Outcomes

After successful completion of the course, students will be able to:

CO1: Evaluate HR governance systems.

CO2: Conduct HR audits.

CO3: Assess HR risks and compliance issues.

CO4: Apply consulting methodologies.

CO5: Design HR transformation projects.

CO6: Develop strategic consulting recommendations.

Module I: HR Governance and Accountability: Concept, scope and evolution of HR governance; Principles and frameworks of corporate and HR governance; Governance mechanisms and architecture; Role of the Board, Nomination and Remuneration Committee, CHRO and senior leadership; HR accountability, stewardship, policies and codes of conduct; HR governance in public, private and multinational organizations; Ethical governance, ESG, sustainability and responsible HR governance; Governance metrics, performance indicators and emerging trends; Indian Knowledge Systems Perspective: *Rajadharma* and ethical governance; Kautilya's principles of administration and accountability; *Dharma*-based leadership and *Nyaya* in organizational governance.

Module II: HR Audit and Organizational Diagnostics: Concept, objectives, scope and significance of HR audit; Strategic, compliance and functional HR audits; HR audit process, planning and methodology; HR policies, systems and practices audit; Human capital ROI and workforce productivity measures; HR audit tools, techniques, benchmarking and best practices; HR due diligence in mergers, acquisitions and restructuring; Audit reporting, recommendations, follow-up and contemporary trends.

Module III: HR Risk Management and Compliance: Concept and framework of HR risk management; Enterprise risk management and HR risks; Workforce planning, talent acquisition, retention and succession risks; Employee and industrial relations risks; Legal and regulatory compliance; Diversity, equity and inclusion, workplace health, safety and well-being risks; AI, data privacy and cyber risks in HR; Fraud prevention and ethical risks; Compliance auditing and risk assessment frameworks; HR risk mitigation strategies; Organizational resilience and business continuity planning.

Module IV: Strategic HR Consulting and Organizational Diagnosis: Nature and scope of HR consulting; Internal and external consulting roles; Consulting life cycle, competencies, client

engagement and relationship management; Consulting contracts and project planning; Organizational diagnosis models and diagnostic frameworks; Qualitative and quantitative data collection methods; HR analytics and evidence-based consulting; Root cause analysis, problem structuring and stakeholder analysis; Consulting communication, reporting and presentation of findings.

Module V: HR Transformation, Organizational Change and Digital Consulting: HR transformation: concept, drivers and strategic significance; HR operating models (shared services, centres of excellence and HR business partnering); Organizational redesign and business process reengineering; Workforce and digital HR transformation; AI-enabled HR systems and HR technology ecosystem; Change management models and consulting for organizational development; Agile HR transformation, project governance and implementation strategies; Evaluation of transformation initiatives; Future of work and workforce innovation.

Module VI: Strategic HR Consulting Practice: Development of consulting proposals and project design; Consulting methodologies and project management; Strategic HR recommendations, implementation roadmaps and business case development; Cost–benefit and impact analysis; Consulting presentations and executive communication; Evaluation and measurement of consulting effectiveness; Consulting ethics, professional standards and engagement management; Strategic HR consulting in the era of AI, sustainability and global business.

Suggested Readings:

1. Bamberger, P., Biron, M., & Meshoulam, I. *Human Resource Strategy: Formulation, Implementation, and Impact*. Routledge.
2. Becker, B. E., Huselid, M. A., & Ulrich, D. *The HR Scorecard: Linking People, Strategy, and Performance*. Harvard Business School Press.
3. Dessler, G. *Human Resource Management*. Pearson.
4. Phillips, J. J., Stone, R. D., & Phillips, P. P. *The Human Resources Scorecard*. Butterworth-Heinemann.
5. Cascio, W. F., & Boudreau, J. W. (2016). *The Search for Global Competence*. Oxford University Press.
6. OECD. *OECD Principles of Corporate Governance*.

TALENT MANAGEMENT, SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

The course focuses on identifying, developing and retaining organizational talent. It integrates talent management systems, succession planning frameworks and leadership development interventions.

Course Objectives

The course aims to:

- Provide an understanding of talent management systems.
- Examine succession planning frameworks.
- Analyze leadership development approaches.
- Explore executive development practices.
- Design talent pipelines.

Course Outcomes

After successful completion of the course, students will be able to:

CO1: Evaluate talent management frameworks.

CO2: Design succession planning systems.

CO3: Develop leadership development interventions.

CO4: Assess high-potential talent.

CO5: Integrate talent and business strategies.

CO6: Formulate organizational talent strategies.

Module I: Foundations of Talent Management: Concept, Scope, Objectives, and Evolution of Talent Management; Strategic Talent Management and Organizational Competitiveness; Talent Philosophy and Talent Architecture; Talent Identification and Talent Segmentation; Competency-Based Talent Management; Talent Management Models and Frameworks; Employer Branding and Employee Value Proposition (EVP); Talent Challenges in Contemporary Organizations.

Module II: Talent Identification and Assessment: Competency frameworks and mapping; Skills inventory, talent profiling and segmentation; Assessment and development centres; Psychometric assessment, behavioural event interviews and potential assessment; Talent pools, succession pipelines and talent reviews; AI-enabled talent assessment; Ethical issues in talent assessment; Indian Knowledge Systems and Talent Assessment: *Guna*-based understanding of human behaviour; competence, integrity and leadership potential; Guru–Shishya tradition and developmental assessment; *Dharma*, *Nyaya* and ethical considerations in talent evaluation.

Module III: Succession Planning and Talent Continuity: Succession planning: concept, objectives and significance; Succession management process; Identification of critical positions and key talent; Leadership pipeline models; Replacement planning and replacement charts; Career planning and career pathways; Internal talent mobility; Leadership continuity planning; Executive succession planning; Knowledge transfer and succession readiness; Succession planning during organizational change and uncertainty; Evaluation of succession planning programmes.

Module IV: Leadership Development and Executive Development: Leadership: concept, characteristics, roles and relevance; Leader versus manager; Leadership theories (trait, behavioural, contingency, situational, transformational, transactional, charismatic and authentic); Emotional intelligence and leadership effectiveness; Strategic and team leadership; Executive coaching and mentoring; Leadership development programmes; Leadership for organizational change and innovation; Evaluation of leadership development initiatives.

Module V: Talent Retention and Engagement: Talent acquisition and onboarding; Learning and development strategies; Career planning and development; High-potential employee development; Performance management for talent development; Employee engagement and experience; Recognition and reward strategies; Employee commitment and psychological contract; Work-life integration and well-being; Diversity, equity and inclusion in talent management; Talent retention strategies and measurement.

Module VI: Integrated Talent Strategy: Strategic talent decisions; Workforce planning and talent planning; Integrated talent management systems; Global talent management; Cross-cultural talent management; Future skills and workforce capabilities; Managing remote, hybrid, gig and virtual talent; Artificial Intelligence in talent decisions; Building future-ready leadership pipelines; Emerging trends and challenges in talent management.

Suggested Readings:

1. James W. Walker, *Human Resource Planning*, McGraw-Hill.
2. Paul Turner, *HR Forecasting and Planning*, CIPD.
3. John Bramham, *Human Resource Planning*, Universities Press.
4. T. V. Rao, *Readings in Human Resource Development*, Oxford & IBH.
5. Michael Armstrong, *Armstrong's Handbook of Human Resource Management Practice*, Kogan Page.
6. Lance A. Berger & Dorothy R. Berger, *The Talent Management Handbook*, McGraw-Hill.
7. Peter Cappelli, *Talent on Demand*, Harvard Business Review Press.
8. Jyotsna Bhatnagar, *Talent Management: Strategy, Practice and Implementation*, Sage Publications.

PG2MBHR4014	**FUTURE OF WORK, DIGITAL TRANSFORMATION AND WORKFORCE INNOVATION/STRATEGIC HUMAN RESOURCE MANAGEMENT IN EMERGING SECTORS**
PG1MBHR2014	

FUTURE OF WORK, DIGITAL TRANSFORMATION AND WORKFORCE INNOVATION

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This capstone course examines emerging trends shaping the future of organizations and work. The course integrates technological, demographic, social and economic changes affecting workforce management.

Course Objectives

The course aims to

- Enable students to examine emerging workforce trends and their implications for organizations and HRM.
- Examine future workforce trends.
- Analyze digital transformation initiatives.
- Explore workforce innovation models.
- Understand emerging work arrangements.
- Develop future-oriented workforce strategies.

Course Outcomes:

After successful completion of the course, students will be able to:

CO1: Evaluate future workforce trends.

CO2: Assess digital transformation initiatives.

CO3: Analyze workforce innovation models.

CO4: Evaluate emerging employment systems.

CO5: Develop workforce transformation strategies.

CO6: Design future-ready organizational interventions.

Module I: Future of Work: Concepts and Drivers: concept, evolution and characteristics; Drivers of the future of work; Global megatrends shaping organizations and employment; Technological disruption- Artificial Intelligence, automation, robotics, Internet of Things (IoT); Digital economy and knowledge economy; Demographic shifts- ageing workforce and multigenerational workforce; Globalization and changing labour markets; Sustainability and the future of work; Skills of the future; Challenges and opportunities for HR professionals.

Module II: Digital Transformation and Organizations: concept, objectives and dimensions; Digital maturity and organizational transformation; Digital organizations and digital workplaces; Platform businesses and platform economy; Digital ecosystems and networked organizations; Digital transformation of HR functions; Data-driven decision making; Cybersecurity, data privacy and digital governance; Challenges in managing digital transformation.

Module III: Workforce Innovation: concept and significance; Innovation in workforce management; Agile organizations and agile workforce; Organizational agility and adaptability; Knowledge management and organizational learning; Continuous learning, reskilling and upskilling; Workforce diversity and inclusion as drivers of innovation; Design thinking for organizational problem-solving; Innovation ecosystems and collaborative workplaces; Measuring workforce innovation.

Module IV: Emerging Employment Models: Evolution of employment relationships; Hybrid work models; Remote work and distributed teams; Flexible work arrangements; Gig economy and gig workforce; Platform work and digital labour platforms; Freelancing and independent work; Portfolio careers and boundaryless careers; Contingent workforce management; Workforce ecosystems; Cross-border virtual teams; Employee well-being in flexible work environments; Legal, ethical and policy implications of emerging employment models.

Module V: Human-AI Collaboration: Human-machine interaction; Artificial Intelligence in organizations; AI-enabled workplaces; Intelligent automation and workforce augmentation; AI in Human Resource Management; Generative AI and knowledge work; Algorithmic management; Responsible AI and ethical AI governance; Bias, fairness and transparency in AI systems; Employee trust and AI adoption; Human skills- Creativity, critical thinking, emotional intelligence and complex problem solving in the age of AI.

Module VI: Building Future-Ready Organizations: Characteristics of future-ready organizations; Organizational resilience and adaptive leadership; Strategic workforce planning; Workforce transformation roadmaps; Learning and resilient organizations; Human-centric organizations and Industry 5.0; Organizational sustainability and ESG; Future workforce strategy; Change management for digital transformation.

Suggested Readings:

1.J. Paolo Davim, Carolina Feliciana Machado, Human Resource Management and Technological Challenges, Springer.

2.J. Paolo Davim, Carolina Feliciana Machado, Work Organization and Human Resource Management.

3. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. HR Competencies: Mastery at the Intersection of People and Business. Society for Human Resource Management.

4. Schwab, K. The Fourth Industrial Revolution. Crown Business.

5. Gratton, L. The Shift: The Future of Work Is Already Here. Harper Business.

STRATEGIC HUMAN RESOURCE MANAGEMENT IN EMERGING SECTORS

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course examines the strategic role of Human Resource Management in emerging sectors that are transforming the economy and the world of work, including healthcare, infrastructure, smart cities, startups, digital enterprises, social enterprises, rural enterprises and green organizations. It focuses on sector-specific workforce characteristics, strategic talent management, leadership, AI-enabled HR, HR Analytics, sustainability and workforce transformation. The course equips students with the competencies required to design innovative, evidence-based and future-ready HR strategies for managing human capital in dynamic and rapidly evolving organizational contexts.

Course Objectives

The course aims to:

- Develop an understanding of the strategic role of Human Resource Management in emerging sectors and their evolving workforce ecosystems.
- Examine sector-specific human resource challenges, workforce characteristics and strategic HR practices in healthcare, infrastructure, startups, social enterprises, rural enterprises and digital organizations.
- Analyse the application of AI, HR Analytics and digital technologies in strategic workforce planning and people management.
- Evaluate sustainable, innovative and inclusive HR strategies that enhance organizational resilience, employee well-being and competitive advantage.
- Develop the ability to formulate future-ready HR interventions for managing talent, leadership and workforce transformation in emerging sectors.

Course Outcomes

Upon successful completion of the course, students will be able to:

CO1: Explain the strategic role of Human Resource Management in emerging sectors and their contribution to organizational and economic development.

CO2: Analyse sector-specific workforce characteristics and strategic HR practices in healthcare, infrastructure, startups, social enterprises, rural enterprises and digital enterprises.

CO3: Evaluate the application of AI, HR Analytics and digital technologies for evidence-based human resource decision-making.

CO4: Assess the impact of sustainability, ESG, innovation, Gen Z and workforce transformation on strategic human resource management.

CO5: Design strategic, ethical and future-oriented HR solutions to address talent management and workforce challenges in emerging sectors.

Module I: Strategic Human Resource Management in Emerging Sectors: Emerging sectors in India and globally; Strategic role of HRM; Workforce ecosystems; Talent strategy; Human capital as a source of competitive advantage; Future workforce challenges.

Module II: Human Resource Management in Healthcare: Healthcare workforce; Workforce planning; Competency management; Talent acquisition and retention; Performance management; Employee well-being; HR Analytics in healthcare; AI-enabled healthcare HR.

Module III: Human Resource Management in Infrastructure and Smart Cities: Infrastructure organisations; Project-based workforce; Contract and contingent workforce; Skill development; Occupational safety; Industrial relations; Human capital for smart infrastructure; Workforce sustainability.

Module IV: Human Resource Management in Social Enterprises, Rural Enterprises and Development Organisations: Social entrepreneurship; Volunteer and community workforce; Rural workforce development; Inclusive employment; Talent management; Employee engagement; Sustainable HRM; Social impact measurement.

Module V: Human Resource Management in Startups, Green Enterprises and Innovation Ecosystems: Startup ecosystem; Entrepreneurial leadership; Talent acquisition in startups; Agile HRM; Employee ownership; Innovation culture; Green Human Resource Management; ESG; Circular economy; Climate-conscious workforce; Employer branding; Retention in high-growth organisations.

Module VI: Human Resource Management in Digital Enterprises and the Future Workforce: Digital enterprises; Platform-based organisations; AI-enabled HR; HR Analytics; Human Resource Information Systems (HRIS); Gig workforce; Remote and hybrid work; Gen Z and multigenerational workforce; Skills intelligence; Workforce transformation; Future-ready HR strategies

Suggested Readings

1. Armstrong, M., & Taylor, S. *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
2. Dessler, G. *Human Resource Management*. Pearson.
3. Cascio, W. F., & Montealegre, R. *Managing Human Resources: Productivity, Quality of Work Life, Profits*. McGraw-Hill.
4. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. *HR Competencies: Mastery at the Intersection of People and Business*. Society for Human Resource Management (SHRM).
5. Fitz-enz, J., & Mattox II, J. R. *Predictive Analytics for Human Resources*. Wiley.

PG2MBHR4015	**HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR/STRESS MANAGEMENT AND EMPLOYEE WELLBEING**
PG1MBHR2015	

HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course provides an understanding of the strategic role of Human Resource Management across diverse service industries, including public services, IT/ITeS, sports, education, healthcare, tourism, and hospitality. It examines sector-specific workforce characteristics, HR policies and practices, legal and regulatory issues, and emerging trends to equip learners with the knowledge and skills required to manage human resources effectively in service-oriented organizations.

Course Objectives:

The course aims to:

- Develop an understanding of the nature, characteristics, and strategic role of Human Resource Management (HRM) in the service sector.
- Examine HRM policies, practices, and workforce management issues across major service industries such as IT/ITeS, public services, sports, education, healthcare, tourism, and hospitality.
- Analyse the unique human resource challenges arising from service characteristics, technological advancements, legal frameworks, and changing employment patterns.
- Evaluate emerging trends, innovative HR practices, and contemporary workforce management strategies in service organizations.
- Develop the ability to recommend appropriate HR interventions for enhancing employee performance, service quality, and organizational effectiveness in diverse service settings.

Course Outcomes:

Upon successful completion of the course, students will be able to:

CO1: Explain the distinctive characteristics of the service sector and the role of HRM in managing service organizations, including public sector enterprises.

CO2: Analyse HRM policies, legal requirements, workforce dynamics, and talent management practices in the IT/ITeS industry.

CO3: Evaluate HRM practices and people management challenges in sports organizations, educational institutions, and other knowledge-intensive service sectors.

CO4: Assess human resource issues, emerging trends, and innovative HR practices in healthcare organizations.

CO5: Examine employment patterns and HRM practices in tourism and hospitality and recommend strategies for improving employee engagement, service excellence, and organizational performance.

Module I: Service Sector and Human Resource Management; Nature, growth and significance of the service sector; Service economy and its implications for HRM; Contextual perspective of HRM in service organizations; Generic issues in managing human resources in the service sector; HRM in Public Sector Enterprises; Contemporary challenges in service workforce management.

Module II: Human Resource Management in the IT/ITeS Industry: Overview and workforce characteristics of the IT/ITeS sector; Employment patterns and talent requirements; Legal and regulatory environment; HRM policies and procedures; Talent acquisition and workforce planning; Performance management, learning and development; Employee engagement, retention, work-life balance, and emerging HR concerns.

Module III: Human Resource Management in Sports and Educational Institutions: HRM in the sports industry; Talent identification, athlete development, and performance support; Human resource issues in sports organizations; HRM in educational institutions; Faculty recruitment, development, performance appraisal, and academic leadership; Contemporary challenges in managing educational institutions.

Module IV: Human Resource Management in Healthcare: Nature and characteristics of the healthcare workforce; HR planning and staffing in healthcare organizations; Employee well-being, patient-centred workforce management, and quality of care; Training, competency development, and performance management; Emerging trends and innovative HR practices in healthcare.

Module V: Human Resource Management in Tourism and Hospitality: Nature of employment in tourism and hospitality; Workforce characteristics and employment patterns across tourism and hospitality subsectors; Recruitment, training, employee engagement, and retention; Service quality and customer-oriented HR practices; Diversity management, seasonal employment, and contemporary HR challenges in tourism and hospitality; Emerging trends in hospitality workforce management.

Module VI: Digital Transformation and Future of HRM in Service Industries: Digital transformation in service organizations; AI, automation and HR analytics in service sector HRM; Gig, platform and remote workforce management; Employee experience and digital HR; Diversity, equity, inclusion and employee well-being; Sustainable HRM and ESG in service organizations; Future skills and workforce transformation in the service economy.

Suggested Readings:

1. David K. Hayes and D. Jack, Ninemeier, *Human Resources Management in the Hospitality*, Wiley.
2. Michael Boella and Steven Goss Turner, *Human Resource Management in the Hospitality Industry: A Guide to Best Practice*, Routledge.
3. Dennis Nickson, *Human Resource Management for the Hospitality and Tourism Industries* , Routledge.
4. Packianathan Chelladurai, *Human Resource Management in Sport and Recreation.* Human Kinetics.
5. Evan M. Berman, James S. (Stephen) Bowman, Jonathan P. West , Jonathan P. West , Montgomery R. Van Wart, *Human Resource Management in Public Service: Paradoxes, Processes, and Problems* , Sage.
6. Baum, T. *Human Resource Management for Tourism, Hospitality and Leisure: An International Perspective*. Cengage Learning.
7. Taylor, T., Doherty, A., & McGraw, P. *Managing People in Sport Organizations: A Strategic Human Resource Management Perspective*. Routledge.

STRESS MANAGEMENT AND EMPLOYEE WELLBEING

Credits: 4: Contact Hours: 60 Hours: Structure: 6 Modules

Course Description

This course provides an advanced understanding of stress, employee wellbeing, and organisational resilience from multidisciplinary perspectives integrating psychology, neuroscience, positive organisational scholarship and Human Resource Management. It equips learners with evidence-based approaches, contemporary wellbeing frameworks, and indigenous wisdom traditions to design, implement, and evaluate workplace wellbeing interventions for sustainable organisational performance.

Course Objectives:

The course aims to:

- Develop an advanced understanding of the theories, determinants, and consequences of stress and employee wellbeing in contemporary workplaces.
- Examine evidence-based stress management interventions by integrating behavioural sciences, neuroscience, positive psychology, and Indian Knowledge Systems.
- Analyse organisational policies, HR practices, and leadership interventions that promote employee wellbeing, resilience, and healthy workplaces.
- Evaluate workplace wellbeing using contemporary measurement frameworks, analytics, and organisational indicators.
- Design strategic and sustainable wellbeing initiatives for enhancing individual flourishing, organisational resilience, and long-term performance.

Course Outcomes:

Upon successful completion of the course, students shall be able to:

CO1: Explain contemporary theories and models of stress, resilience, and employee wellbeing in organisational settings.

CO2: Analyse individual, occupational, and organisational stressors and recommend appropriate evidence-based stress management interventions.

CO3: Apply mindfulness, emotional regulation, yoga, meditation, and other scientific as well as indigenous approaches to enhance personal effectiveness and workplace wellbeing.

CO4: Evaluate organisational wellbeing programmes, HR policies, and employee assistance initiatives using appropriate assessment frameworks and metrics.

CO5: Design comprehensive employee wellbeing and resilience strategies by integrating positive organisational practices, digital wellbeing and sustainability.

Module I: Understanding Stress, Resilience and Human Functioning: Nature and dimensions of stress; Occupational stress and psychosocial hazards; Symptoms and consequences of stress; Types of stress; Eustress and distress; Stress and performance (Yerkes–Dodson Law); General Adaptation Syndrome; Job Demand–Resources Model; Conservation of Resources Theory; Burnout and Boreout; Compassion fatigue; Cost of stress to individuals and organisations; Psychophysiological basis of stress; Stress diagnostics and psychometric tools; Indian Knowledge System and Human Behaviour: *Triguna* (Sattva–Rajas–Tamas) as a framework for understanding behavioural tendencies; concept of *Manas*, *Buddhi* and emotional balance.

Module II: Evidence-Based Stress Management and Self-Regulation: Stress management frameworks; Prevention and intervention strategies; Emotional intelligence and emotion regulation; Cognitive reframing; Mindfulness-Based Stress Reduction (MBSR); Acceptance and Commitment Therapy (ACT); Time, energy and attention management; Communication and conflict management; Social support systems; Digital wellbeing and technology-induced stress; Work-life integration; The Four A's (Avoid, Alter, Adapt, Accept); IKS Component: *Abhyāsa* (disciplined practice) and *Vairāgya* (detachment); *Karma Yoga* for stress reduction; *Pratipakṣa Bhāvanā* (positive cognitive reframing) from the Yoga Sutras.

Module III: Holistic Wellbeing, Mind-Body Practices and Managerial Effectiveness: Personal SWOT and self-awareness; Self-leadership; Meditation and contemplative practices; Yoga for managers; Breath regulation (Prāṇāyāma); Lifestyle medicine; Nutrition, sleep and recovery; Spiritual intelligence; Positive psychology interventions; Psychological capital (Hope, Efficacy, Resilience, Optimism); Healthy relationships; Coaching and counselling; Executive wellbeing; IKS Component: *Pañca Kośa* model of holistic wellbeing (Taittirīya Upanishad); *Aṣṭāṅga Yoga*; *Dhyāna*; *Āhāra–Vihāra* principles from Ayurveda; *Dinacharya* for sustainable wellbeing.

Module IV: Employee Wellbeing and Healthy Organisations: Concept and dimensions of employee wellbeing; PERMA framework; Psychological safety; Employee flourishing; Workplace wellbeing and organisational effectiveness; Occupational health and safety; Work-life balance and flexibility; Employee Assistance Programmes (EAPs); Diversity, equity and inclusion; Mental health at workplace; Trauma-informed workplaces; HR policies for wellbeing; Leadership for wellbeing; Wellbeing across generations.

Module V: Measuring Wellbeing, Organisational Resilience and Future of Work: Wellbeing assessment frameworks; Employee wellbeing indices; Burnout and engagement measurement; Happiness at work; Employee experience (EX); HR analytics for wellbeing; People analytics and predictive wellbeing; Organisational resilience; Crisis preparedness; Sustainable HRM and ESG; AI and digital wellbeing; Designing strategic wellbeing programmes; ROI of wellbeing initiatives; Global best practices; Organisational case studies.

Module VI: Strategic Wellbeing and Organisational Resilience: Strategic wellbeing and organisational culture; Wellbeing governance and HR policies; Leadership for employee wellbeing and psychological safety; Organisational resilience and crisis preparedness; Wellbeing in hybrid and digital workplaces; AI-enabled wellbeing initiatives and wellbeing analytics; ESG and sustainable wellbeing practices; Emerging trends and global best practices; Relevant case studies.

Suggested Readings:

1. S Michael Olpin and Margie Hesson, *Stress Management for Life: A Research—Based Experiential Research* Cengage.
2. K. Davis and J. W. Newstrom: *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill.
3. Fred Luthans, *Organizational Behavior* McGraw-Hill Book Company.
4. Alok Chakrawal and Pratibha Goyal, *Stress Management*, Studera.
5. Jeffrey A. Kottler and David D. Chen, *Stress Management and Prevention: Applications to Daily Life,* Routledge.
6. Andrew Kinder, Rick Hughes and Cary L. Cooper, *Employee Well-being Support: A Workplace Resource*.
7. Jerrold Greenberg , *Comprehensive Stress Management,* McGraw Hill .
8. Cary L. Cooper and Ivan Robertson, *Well-being: Productivity and Happiness at Work*, Palgrave Macmillan.
9. Jessica Pryce—Jones, *Happiness at Work: Maximizing Your Psychological Capital for Success*, Wiley.
10. Ranganathananda, S. *Universal Message of the Bhagavad Gita (Vols. I–III).* Advaita Ashrama.
11. Cooper, C. L., Dewe, P., & O'Driscoll, M. P. *Organizational Stress: A Review and Critique of Theory, Research, and Applications*. Sage Publications.

COURSE CODE FOR RESEARCH THESIS/PROJECT; CREDITS: 20		
PROGRESSION PATHWAYS	**COURSE CODE FOR RESEARCH THESIS/PROJECT**	
COURSE-WORK IN THE 3RD SEMESTER & RESEARCH THESIS/PROJECT IN THE 4TH SEMESTER OF 2-YEAR PROGRAMME	PG2MBHR4031	
COURSE-WORK IN 1ST SEMESTER & RESEARCH THESIS/PROJECT IN 2ND SEMESTER OF 1-YEAR PROGRAMME	PG1MBHR2031	
RESEARCH THESIS/ PROJECT IN 3RD & 4TH SEMESTERS OF 2-YEAR	PG2MBHR3031 FOR 3RD SEMESTER	PG2MBHR4031 FOR FOURTH SEMESTER
RESEARCH THESIS/ PROJECT IN 1st & 2nd SEMESTERS OF 1-YEAR	PG1MBHR1031 FOR 1ST SEMESTER	PG1MBHR2031 FOR 2ND SEMESTER

Course Description

The dissertation is intended to provide students with an opportunity to undertake independent investigation of a significant Human Resource Management issue, organizational challenge, workforce phenomenon or policy concern. The dissertation shall demonstrate the student's ability to apply research methods, analytical techniques and theoretical frameworks to address practical and academic problems.

Course Objectives:

Upon completion of the Research Thesis/Project, students will be able to:

- Develop the ability to identify, formulate, and investigate a significant research problem in Human Resource Management or an allied area.
- Apply appropriate research methodologies, analytical tools, and ethical principles to conduct independent and rigorous research.
- Integrate theoretical knowledge with empirical evidence to generate meaningful insights and evidence-based recommendations.
- Demonstrate critical thinking, analytical reasoning, and problem-solving skills in addressing contemporary organizational and HR issues.
- Prepare and present a professional research thesis/project that reflects scholarly writing, effective communication, and academic integrity.

Course Outcomes:

Upon successful completion students shall be able to:

CO1: Identify and formulate research problems.

CO2: Conduct systematic literature reviews.

CO3: Design appropriate research methodologies.

CO4: Analyze and interpret research data.

CO5: Develop evidence-based recommendations.

CO6: Communicate research findings professionally.

The Research Thesis/Project is intended to develop students' ability to integrate theoretical knowledge with practical application through systematic investigation of a contemporary managerial issue relevant to Human Resource Management or allied disciplines. The course may be completed through either of the following modes:

Option I: Internship Project and Applied Research

Under this option, the student shall undertake an internship project in an organisation for a period of not less than four to six weeks, or such duration as prescribed by the Department. During the internship, the student shall identify a managerial problem or research issue and subsequently undertake an Applied Research Project or Applied Research Dissertation based on the internship exposure. This research may be undertaken in any one of the following contexts:

- *Industry Internship*
- *Industry Consultancy/Live Project*
- *Organisation-based Research*
- *Field-based Research*
- *Case-based Research*
- *Business Analytics Project*
- *Policy Research*
- *Action Research*
- *Entrepreneurship/Start-up Project*

The Project/Dissertation shall demonstrate the student's ability to identify a research problem, review relevant literature, formulate research objectives, adopt an appropriate research methodology, analyse data, interpret findings, and develop evidence-based managerial recommendations.

Option II: Full-Semester Internship Project

Under this option, the student shall undergo a full-semester internship in an approved organisation for the entire semester (ordinarily about six months). During this period, the student shall undertake a substantial industry project under the joint supervision of the organisation and the Department.

The Project Report shall demonstrate the student's ability to apply managerial concepts, analytical techniques, and professional competencies to solve organisational problems, evaluate business practices, and recommend practical solutions. The report shall include a systematic

analysis of the project undertaken and reflect the learning outcomes achieved during the internship.

Submission and Evaluation

Irrespective of the option chosen, each student shall submit a single integrated Research Thesis/Project Report in the prescribed format. The report shall demonstrate the student's ability to identify a managerial or research problem, review relevant literature and organisational context, formulate research objectives or questions, adopt an appropriate research methodology, collect and analyse data, interpret findings, and develop evidence-based conclusions, managerial implications, and recommendations.

The Research Thesis/Project shall be evaluated on the basis of the written report, seminar presentation, and viva-voce examination in accordance with the credit and marks distribution prescribed by the Department.

Evaluation

The Research Thesis/Project shall be evaluated through the following components:

Component	Credits	Marks
Research Thesis / Project Report	12	150
Seminar Presentation	4	50
Viva-Voce Examination	4	50
Total	20	250

General Guidelines

- The topic shall be approved by the Department before commencement of the work.
- Each student shall work under the guidance of an approved faculty supervisor. For Option II, an industry mentor may also be assigned.
- The research/project shall conform to the principles of academic integrity, research ethics, and the plagiarism norms prescribed by the University.
- The report shall be submitted in the prescribed format within the stipulated time and shall be followed by a Seminar Presentation and Viva-Voce examination.

Research Thesis/Project in both 3rd and 4th Semester (Applicable to the Full Research Pathway i.e. in both 3rd and 4th Semester)

Students opting for the Full Research Pathway shall undertake a Research Thesis/Project in each semester. The Research Thesis/Project undertaken in Semester III and Semester IV shall be treated as independent academic units, each carrying the prescribed credits and evaluated separately.

For each semester, the student may opt for either Option I or Option II, subject to the approval of the Department. Accordingly, the following combinations shall ordinarily be permissible:

Semester III	Semester IV	Description
Option I	**Option I**	Internship Project and Applied Research in both semesters.
Option I	**Option II**	Internship Project and Applied Research in Semester III followed by a Full- Semester Internship Project in Semester IV.
Option II	**Option I**	Full-Semester Internship Project in Semester III followed by Internship Project and Applied Research or another approved applied research study in Semester IV.
Option II	**Option II**	Full-Semester Internship Project in both semesters, either in the same organisation or different organisations, subject to Departmental approval.

The choice of option for each semester shall be made with the approval of the Department, taking into consideration the nature of the proposed work, availability of research opportunities, and the learning objectives of the programme.

Irrespective of the option chosen, the student shall submit a separate Research Thesis/Project Report for each semester, and each report shall be evaluated independently through the prescribed assessment process.

PG2MBHR4041/PG1MBHR2041: COMMUNITY ENGAGEMENT

Credits: 2

Philosophy

The course seeks to sensitize students to social realities and develop responsible management professionals.

Objectives

Students shall:

- Understand societal challenges.
- Develop social responsibility.
- Apply managerial skills to community contexts.
- Engage with local institutions.
- Promote sustainable development.

Possible Activities

Students shall undertake community engagement activities that address contemporary social, developmental, and workplace issues while applying managerial and human resource management knowledge in real-life contexts. The activities may include educational initiatives such as school support programmes, career guidance, and learning facilitation; livelihood promotion through entrepreneurship awareness and skill development programmes; environmental interventions including sustainability initiatives and waste management projects; health-related programmes such as health awareness campaigns and mental health initiatives; and labour welfare activities focusing on worker awareness, labour rights, and social security awareness. Students may also participate in other community-oriented initiatives that contribute to sustainable development, social inclusion, and community well-being, subject to the approval of the Department.

4: OUTCOME-BASED EDUCATION (OBE) FRAMEWORK, CO-PO MAPPING, EMPLOYABILITY MAPPING, SDG ALIGNMENT AND QUALITY ASSURANCE

4.1. OUTCOME-BASED EDUCATION (OBE) FRAMEWORK

The MBA (HR) programme is designed in accordance with the principles of Outcome-Based Education (OBE), wherein the curriculum, pedagogy, assessment, and learning experiences are systematically aligned with clearly defined learning outcomes. The programme emphasizes the development of disciplinary knowledge, professional competence, analytical ability, strategic thinking, ethical values, research capability, digital proficiency, and lifelong learning through the attainment of the Programme Educational Objectives (PEOs), Programme Outcomes (POs), and Course Outcomes (COs).

The programme adopts a learner-centric and competency-based approach, integrating experiential learning, industry engagement, research, technology-enabled learning, and community engagement to facilitate holistic student development. The attainment of learning outcomes is assessed through direct and indirect assessment methods, and the results are utilized for continuous quality improvement, curriculum review, and enhancement to ensure sustained academic excellence, industry relevance, and alignment with the National Education Policy (NEP) 2020 and the UGC Curriculum and Credit Framework for Postgraduate Programmes.

4.2 CO–PO MAPPING

The MBA (HR) programme adopts a systematic Course Outcome (CO)–Programme Outcome (PO) Mapping Framework to ensure effective implementation of Outcome-Based Education (OBE). Each course is designed with clearly defined Course Outcomes that specify the knowledge, skills, competencies, and professional attributes expected to be acquired by students upon successful completion of the course. These Course Outcomes collectively contribute to the attainment of the Programme Outcomes, thereby ensuring alignment between individual courses and the overall objectives of the programme.

Each Course Outcome is mapped to the relevant Programme Outcomes using a three-level correlation matrix comprising High (3), Medium (2), and Low (1) levels of contribution. A High (3) correlation indicates that the Course Outcome makes a substantial and direct contribution to the attainment of the Programme Outcome. A Medium (2) correlation signifies a moderate contribution that supports the achievement of the Programme Outcome in conjunction with other courses. A Low (1) correlation represents an indirect or supporting contribution. Blank cells indicate that no significant relationship exists between the Course Outcome and the corresponding Programme Outcome.

The CO–PO mapping framework provides a structured mechanism for evaluating the extent to which the curriculum contributes to the development of disciplinary knowledge, managerial competence, analytical ability, strategic thinking, leadership, research capability, digital proficiency, ethical responsibility, sustainability orientation, and professional employability. It also facilitates the systematic assessment of student learning by linking course-level assessments with programme-level outcomes.

The attainment of Programme Outcomes is evaluated through both direct assessment methods, including examinations, assignments, case analyses, presentations, projects, internships,

dissertations, and practical exercises, and indirect assessment methods, such as student feedback, alumni feedback, employer feedback, internship performance, placement outcomes, and other stakeholder inputs. The findings from the CO–PO mapping and outcome attainment analysis are used for curriculum review, quality assurance, and continuous improvement, ensuring that the programme remains academically rigorous, professionally relevant, and aligned with the principles of Outcome-Based Education, the National Education Policy (NEP) 2020, and the UGC Curriculum and Credit Framework for Postgraduate Programmes (CCFPP), 2024

4.3 EMPLOYABILITY MAPPING

The MBA (HR) curriculum is designed to enhance graduate employability by systematically integrating industry-relevant knowledge, professional competencies, and practical skills across all courses. Each course is aligned with contemporary workforce requirements through clearly defined learning outcomes, experiential learning, industry engagement, technology-enabled applications, and competency-based assessment, ensuring that graduates are well prepared to meet the evolving expectations of organizations in a dynamic business environment.

The curriculum develops competencies for diverse and emerging career pathways in Human Resource Management by aligning course content with key professional roles such as HR Business Partner, Talent Acquisition Specialist, Learning and Development Professional, People Analytics and HR Analytics Specialist, Industrial Relations and Employee Relations Manager, Compensation and Rewards Specialist, HR Compliance and Labour Law Professional, ESG and Sustainable HR Practitioner, Digital HR and HRIS Specialist, Talent Management and Organizational Development Consultant, Workforce Planning Specialist, Human Capital Strategist, and HR Consultant. This alignment equips graduates with the knowledge, skills, ethical values, digital capabilities, and strategic perspective required for successful careers in industry, consulting, public sector organizations, start-ups, and entrepreneurship.

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4.4 SDG ALIGNMENT

The MBA (HR) curriculum is aligned with the United Nations Sustainable Development Goals (SDGs) by embedding the principles of sustainability, social responsibility, ethical leadership, inclusion, innovation, and responsible management throughout the programme. Through its interdisciplinary curriculum, experiential learning, industry engagement, research, and community outreach initiatives, the programme equips students to address contemporary organizational and societal challenges while promoting sustainable and inclusive development.

The curriculum contributes specifically to SDG 4 (Quality Education) by promoting inclusive, equitable, and lifelong learning; SDG 5 (Gender Equality) by fostering diversity, equity, inclusion, and gender-sensitive workplace practices; SDG 8 (Decent Work and Economic Growth) by emphasizing decent work, employability, labour standards, and sustainable employment relations; SDG 9 (Industry, Innovation and Infrastructure) through innovation, digital transformation, AI, HR analytics, and technology-enabled management; SDG 10 (Reduced Inequalities) by encouraging inclusive workplaces and equitable human resource practices; SDG 16 (Peace, Justice and Strong Institutions) through ethical leadership, responsible governance, transparency, and regulatory compliance; and SDG 17 (Partnerships

for the Goals) by strengthening collaboration with industry, academic institutions, government agencies, and community organizations to foster knowledge exchange and sustainable development.