

# University of Mumbai



No. AAMS\_UGS/ICC/2024-25/23

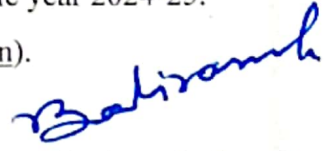
## CIRCULAR:-

All the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head, University Departments is invited to this office Circular No. AAMS\_UGS/ICC/2023-24/63 dated 23<sup>rd</sup> November, 2023 relating to the NEP-2020 syllabus.

They are hereby informed that the recommendations made by the Ad-hoc Board of Studies in Labour Studies at its meeting held on 06<sup>th</sup> April, 2024 and subsequently passed by the Board of Deans at its meeting held on 18<sup>th</sup> April, 2024 vide item No. 5.1 (N) have been accepted by the Academic Council at its meeting held on 20<sup>th</sup> April, 2024 vide item No. 5.1 (N) and that in accordance therewith to introduce syllabus for **Master of Human Capital Management and Employees Relations (MHCM & ER) Sem-III & Sem-IV** as per appendix (NEP 2020) with effect from the academic year 2024-25.

(The said circular is available on the University's website [www.mu.ac.in](http://www.mu.ac.in)).

MUMBAI – 400 032  
02<sup>nd</sup> August, 2024

  
(Prof. (Dr.) Baliram Gaikwad)  
I/c. REGISTRAR

To,

All the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head, University Departments.

A.C/5.1(N)/20/04/2024

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans,
- 2) The Dean, Faculty of Humanities,
- 3) The Chairman, Ad-hoc Board of Studies in Labour Studies,
- 4) The Director, Board of Examinations and Evaluation,
- 5) The Director, Department of Students Development,
- 6) The Director, Department of Information & Communication Technology,
- 7) The Director, Institute of Distance and Open Learning (IDOL Admin), Vidyanagari,

| <b>Copy forwarded for information and necessary action to :-</b> |                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                                                                | The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM),<br><a href="mailto:dr@eligi.mu.ac.in">dr@eligi.mu.ac.in</a>                                                                                                                                    |
| 2                                                                | The Deputy Registrar, Result unit, Vidyanagari<br><a href="mailto:drresults@exam.mu.ac.in">drresults@exam.mu.ac.in</a>                                                                                                                                                             |
| 3                                                                | The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari<br><a href="mailto:dr.verification@mu.ac.in">dr.verification@mu.ac.in</a>                                                                                                                                           |
| 4                                                                | The Deputy Registrar, Appointment Unit, Vidyanagari<br><a href="mailto:dr.appointment@exam.mu.ac.in">dr.appointment@exam.mu.ac.in</a>                                                                                                                                              |
| 5                                                                | The Deputy Registrar, CAP Unit, Vidyanagari<br><a href="mailto:cap.exam@mu.ac.in">cap.exam@mu.ac.in</a>                                                                                                                                                                            |
| 6                                                                | The Deputy Registrar, College Affiliations & Development Department (CAD),<br><a href="mailto:deputyregistrar.uni@gmail.com">deputyregistrar.uni@gmail.com</a>                                                                                                                     |
| 7                                                                | The Deputy Registrar, PRO, Fort, (Publication Section),<br><a href="mailto:Pro@mu.ac.in">Pro@mu.ac.in</a>                                                                                                                                                                          |
| 8                                                                | The Deputy Registrar, Executive Authorities Section (EA)<br><a href="mailto:eau120@fort.mu.ac.in">eau120@fort.mu.ac.in</a><br><br>He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular. |
| 9                                                                | The Deputy Registrar, Research Administration & Promotion Cell (RAPC),<br><a href="mailto:rapc@mu.ac.in">rapc@mu.ac.in</a>                                                                                                                                                         |
| 10                                                               | The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA)<br>dy.registrar.tau.fort.mu.ac.in<br><a href="mailto:ar.tau@fort.mu.ac.in">ar.tau@fort.mu.ac.in</a>                                                                                                         |
| 11                                                               | The Deputy Registrar, College Teachers Approval Unit (CTA),<br><a href="mailto:concolsection@gmail.com">concolsection@gmail.com</a>                                                                                                                                                |
| 12                                                               | The Deputy Registrars, Finance & Accounts Section, fort<br><a href="mailto:draccounts@fort.mu.ac.in">draccounts@fort.mu.ac.in</a>                                                                                                                                                  |
| 13                                                               | The Deputy Registrar, Election Section, Fort<br><a href="mailto:drelection@election.mu.ac.in">drelection@election.mu.ac.in</a>                                                                                                                                                     |
| 14                                                               | The Assistant Registrar, Administrative Sub-Campus Thane,<br><a href="mailto:thanesubcampus@mu.ac.in">thanesubcampus@mu.ac.in</a>                                                                                                                                                  |
| 15                                                               | The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan,<br><a href="mailto:ar.seask@mu.ac.in">ar.seask@mu.ac.in</a>                                                                                                                                                   |
| 16                                                               | The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri,<br><a href="mailto:ratnagirisubcentar@gmail.com">ratnagirisubcentar@gmail.com</a>                                                                                                                                        |

**Copy for information :-**

|   |                                                                                                                     |
|---|---------------------------------------------------------------------------------------------------------------------|
| 1 | P.A to Hon'ble Vice-Chancellor,<br><a href="mailto:vice-chancellor@mu.ac.in">vice-chancellor@mu.ac.in</a>           |
| 2 | P.A to Pro-Vice-Chancellor<br><a href="mailto:pvc@fort.mu.ac.in">pvc@fort.mu.ac.in</a>                              |
| 3 | P.A to Registrar,<br><a href="mailto:registrar@fort.mu.ac.in">registrar@fort.mu.ac.in</a>                           |
| 4 | P.A to all Deans of all Faculties                                                                                   |
| 5 | P.A to Finance & Account Officers, (F & A.O),<br><a href="mailto:camu@accounts.mu.ac.in">camu@accounts.mu.ac.in</a> |

# As Per NEP 2020

## University of Mumbai



### **Title of the program**

Master of Human Capital Management and  
Employee Relations (MHCM&ER)

### **Syllabus for Semester – III & IV**

**Ref: GR dated 16<sup>th</sup> May, 2023 for Credit Structure of PG**

**(With effect from the academic year 2024-25)**

**Credit Structure for Master of Human Capital Management & Employee Relations (MHCM&ER) (Semester III & IV)**

| Year<br>(2 <sup>nd</sup><br>year<br>PG) | Level | Semest<br>er (2<br>years) | Major                                               |                                                    | RM | OJT/<br>FP | RP                              | Cum.<br>Cr. | Deg<br>ree                           |
|-----------------------------------------|-------|---------------------------|-----------------------------------------------------|----------------------------------------------------|----|------------|---------------------------------|-------------|--------------------------------------|
|                                         |       |                           | Mandatory                                           | Electives any<br>one                               |    |            |                                 |             |                                      |
| II                                      | 6.5   | Sem III                   | Course 1-Emplopyee<br>Relations- I, Credits 4       | Credits 4                                          |    |            | Field<br>Work-<br>III (RP)<br>4 | 22          | PG<br>Degree<br>After<br>3- Yr<br>UG |
|                                         |       |                           | Course 2- Human Capital<br>Management- II Credits 4 | Course 1<br>Business<br>Orientation                |    |            |                                 |             |                                      |
|                                         |       |                           | Course 3- Organizational<br>Behaviour, Credits 4    | OR                                                 |    |            |                                 |             |                                      |
|                                         |       |                           | Course 4 Labour<br>Legislation- III, Credits 2      | Course 2-<br>Corporate<br>Social<br>Responsibility |    |            |                                 |             |                                      |
|                                         |       | Sem IV                    | Course 1- Employee<br>Relations- II, Credits 4      | Credits 4                                          |    |            | Field<br>Work-<br>IV (RP)<br>6  | 22          |                                      |
|                                         |       |                           | Course 2- Labour<br>Legislation- IV, Credits 4      | Course 1<br>Business<br>Ethics                     |    |            |                                 |             |                                      |
|                                         |       |                           | Course 3- Business<br>Excellence, Credits 4         | OR<br><br>Course 2-<br>Corporate<br>Governance     |    |            |                                 |             |                                      |
| Cum. Cr. for 1 Yr.<br>P.G. Degree       |       |                           | 26                                                  | 8                                                  |    |            | 10                              | 44          |                                      |
| Cum. Cr. for 2 Yr.<br>PG Degree         |       |                           | 54                                                  | 16                                                 | 4  | 4          | 10                              | 88          |                                      |

# **Syllabus**

# **Semester III**

### Semester III

| Course Title: <b>Employee Relations - I</b>                         |                   |
|---------------------------------------------------------------------|-------------------|
| Type : Major Mandatory                                              | Course Credits :4 |
| Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100 |                   |

**Description:** The Course provides understanding of the key aspects in an employee/industrial relations system, role of key actors - i.e. the workers, employees, trade unions and the State interact in building collaborative business environment. It aims to provide understanding of Employee Relations issues in the context of competitive business scenario and create awareness about role of Works Committee, Code of Conduct, Grievance Handling Machinery and Industrial Disputes Resolution Machinery. The course further focusses on Negotiation Skills & Collective Bargaining. In addition, it provides an understanding of the various interactions and relationships that impacts the business, people and the socio-economic environment.

#### **Learning Objectives:**

1. To understand the Concept, Scope and Philosophy of Employee Relations and Industrial Relations.
2. To study the process & procedures of Negotiations & Collective bargaining.
3. To understand the functioning of Disputes Resolution Machinery in India.
4. To develop understanding of and the ability to apply practical skills in conflict resolution.

#### **Learning Outcomes.**

1. Students are able to understand the relations between Industry, State and Trade Unions.
2. Students will acquire skills of negotiations and to deal with Trade Unions.
3. Students are able to understand and develop skills for formulating strategies for effective Collective Bargaining.
4. Students are equipped to handle Plant level Employee Relations/Industrial Relations in Practice and develop various informal and formal means to manage employer-employee relations.
5. Students demonstrate knowledge and skill about usages of Industrial Relations machineries for effective settlement of Industrial disputes.

#### **Introduction to Employee Relations :**

Conceptual understanding of Employee Relations (ER) and Industrial Relations (IR) –  
Setting and Framework;  
Scope and Philosophy of Employee Relations (ER);  
The actors in Employee Relations;  
Changing Structure of Industrial Organization and Employee Relations.

#### **Growth of Organized Labour Movement and Employee/Industrial Relations.**

Approach to understanding of Employee Relations;  
Development of Employer - Employee Relations;  
Evolution of Industrial Relations and Employee Relations Policy in India;  
Conditions for good Employee Relations.

#### **Measurement and Metrics in Employee Relations.**

Character of Employee Relations, industrial relations and nature of Union-demands;  
Character of Indian Entrepreneurship and Nature of Management Response;  
Labour and Management in Public Sector Enterprise, Nationalized Sector and Co-operative Sector and in MNC's;  
Patterns and trends in the International scenario/developing countries and its implications and understanding – a cross national perspective;  
System of measuring outcome of Employee Relations.

### **Industrial Conflict & Disputes**

Nature, Causes and Contents of Industrial Disputes;  
Job security and Employment Guarantee;  
Working and Living Conditions, Economic Demands and Higher Cost of Living;  
Freedom to Organize, Union Recognition, Union Rivalries and Leadership Difference;  
Other Causes of Industrial Disputes;  
Cost of Industrial Unrest; Cost Benefit Aspects of Labour Relations;  
Strategies towards collaborative approach in managing conflict.

### **Employee Relations Process**

Individual Bargaining and Collective Bargaining; Productivity Bargaining; Multi-Union Bargaining;  
Bargaining Power, Bargaining Relationship and Bargaining Process- Principles, Procedures and Subject Matter; Employee involvement and processes;  
Experience, Experiments and Results; Industry cum Region Parity factor in Wage negotiations;  
Process of Wage Negotiations and Settlement, including Charter of Demands;  
Negotiation Case Studies; PESTLE (Political, Economic, Sociological, Technological and Environmental Legal) Method; Innovation in Employee Relations;  
Minimum Wages Committees, Wage Boards, Apex Bodies in the States and at the Centre, the Work and Functioning of Industrial Relations Machinery Assessment and Evaluation;  
Understanding concepts like ZOPA/BATNA; Understanding the Role of the ER/IR Manager in building business friendly and positive union leadership perspective.

### **Employee relations and Disputes Resolution Machinery**

#### **Works Committee and Grievance Redressal Machinery**

#### **Dispute Resolution:**

**Conciliation and Mediation** - Principles and Procedures; Experience, Efficacy, Difficulties and Limitations.

#### **Voluntary/Compulsory Arbitration and Adjudication**

History, Experience, Validity, Utility; Four Decades of Adjudication in India;  
Arbitration and Adjudication - Labour Court, Industrial Tribunal; Understanding the Giri Approach.

| Reference Books                                |                                                                 |                                                                        |  |
|------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------|--|
| Author                                         | Course Title : Human Capital Management                         | Publication                                                            |  |
| Dunkel, J. H. T. Major                         | Industrial Relations Systems,                                   | Course Credit: 4                                                       |  |
| A. B. Chaudhary                                | Report of the National Commission on Labour In India            | 1969                                                                   |  |
| Schoon, R. and H & Milgert, B. Symond L.       | Case in Collective Bargaining and Industrial Relations in India | Bishwa D. Dwish Ing. House, Delhi (1989)                               |  |
| Thurley, Keith & Wood, Stephen (Ed.)           | Industrial Relations & Management Strategy                      | Cambridge University Press, Cambridge, 1983.                           |  |
| I.L.O                                          | Collective Bargaining                                           | A Workers Education Manual, International Labour Office, Geneva, 1986. |  |
| Mamoria C.B. and Mamoria Satish & P. Subba Rao | Dynamics of Industrial Relations                                | Himalaya Publishing House, Mumbai, 2018                                |  |

### Semester III

#### Description

Human Capital is about people contribution in creating Value in the organization. The value proposition that an enterprise creates has now being cognized beyond equipment and utilities. Land, Machinery and Raw Material itself does not convert in to products and services. The human intervention does this transformation through processes. The refining of processes, led by people creates greater value for the organization.

Human Capital measurement is constantly maturing itself to assess the correct measurement of Value Creation. The compensation factor in Human Capital needs to be linked to Skill deployment and consequential value delivery. The domain is about intangibles and hence difficult to be measured. It's about a complex asset with unique strengths and peculiar challenges. The role of

individual contributor to team player is a journey that needs to be measured. The need for productive contribution is a constant expectation and here the role of individual and organizational support is a tango that needs to perform in synergy. As much as tangible assets need to be maintained, nourishing of human capital is a continuum that requires developmental inputs initiated by the individual and fueled by the organization.

Organization is not about tangible assets but about people who get best out of these assets.

### **Learning Objectives**

1. To help students understand how to effectively manage, nurture and develop Human Capital in order to achieve organizational goals.
2. The students would learn the importance of developing and implementing a People strategy, understanding the role of Human in the success of organizations and understanding how human contribution needs to be measured and also monitor performance.
3. To make students learn concept of value creation and value enhancement. Importantly developing measurement of metrics for intangibles.
4. The students will also learn about drivers of Value creation and limiting Value destroying challenges.

### **Learning Outcomes**

1. Students will demonstrate their understanding of the complexity of ensuring and measuring people capability in achieving the Organizational Objectives.
2. Students will be able to apply their learnings to plot the journey of Human Capital in transformational offering of product and services.
3. The students would be able to plan and measure the advanced processes like measurement of human contribution. Most importantly students can apply People analytics techniques to evaluate the impact of Human Resource function on the Business. They will also learn about impact of Human Capital as a Factor in Business processes.

### **Concept of Human Capital**

Competitive advantage arising out of delivering Value through Human Capital; Understanding the factors driving performance; Enhancing Human Capital contribution through self-initiated behavior, organizational support and intervention; measuring contribution for reward and recognition.

### **Scope and Objectives of Strategic Human Capital Management**

Conceptual understanding of Strategic Human Capital Management; Difference between long term & short-term Goals of the Organisation; Assessing HR readiness to support Business Goals.

### **Strategy Deployment**

Designing, budgeting and reviewing HR Strategy to achieve the desired Organisational Goals.

### **Restructuring the Organisation**

Designing Organisation structure aligning with strategic plan encompassing all the critical positions; defining Job Description, Levels and grades of the position, Developing and deploying a Behavioural Competency & Technical Competency Framework applicable to all Employees.

### **Competencies Manpower Planning, Budgeting and Knowledge Management System**

Developing manpower plan & Budget, Leadership Score Cards; Grooming and tracking Managers with high staff attrition; Up-skilling and training of Employees; measuring training effectiveness.

### **Assessment and Segregation of Talent**

Identifying High Potential Employees through Competency Frame work and Business Targets; Measuring Performance and Potential of Employees using various tools such as Assessment Centre, Development Centre etc.

### **Performance Development Plan, Performance Improvement plan, Career Planning and Succession planning**

Preparation of Development Plan for High Potential Employees and Improvement Plan for poor performing Employees; Career and Succession plan for the incumbents of the critical positions; Feedback Mechanism; Succession Planning; Career developing fast track schemes, job rotations; sponsored higher education.

### **Employer Branding**

Employee Engagement Programmes; Participating in Great Places to Work Survey; Employee Recognition Programmes; Community Service Programmes.

### **Compensation and Benefits Benchmarking**

Process of identifying comparator baskets; negotiating with Service providers; conducting the exercise; compiling the Findings; presenting to the stakeholders; designing and deploying action plan.

### **Employee Value Proposition (EVP)**

Deployment of the concept of Employee Value Proposition, Key Insights, Organisation Strategy, EVP formulation, integrating with Employee Life Cycle Management.

### **Organisational Culture and Climate Survey**

Employee Engagement Survey, Administration Survey, Report generation, Analysis and arriving at Action Plan.

### **SHRM in case of Mergers and Acquisitions**

Factors to be considered while implementing Mergers and Acquisition, Culture mapping, Salaries and Grade restructuring, Organizational Restructuring, Policies and Processes restructuring, Working culture in MNCs.

### **Organisation Development and Management of Organizational Change**

Understanding Organization Development, Foundation, Characteristics, Process, Benefits and Limitations; Concept and practice of change management and organizational development with an analytical insight related to application of strategic OD interventions.

### **HR Analytics (HRA) and it's impact on Driving Strategic HR initiatives**

Definition, roles, problems, methods and perspective of HR Analytics; Locating the HR challenges in organizational system; Valuing HR Analytics; Social Network Analysis: Organisation Network Analysis and value chain; Data Mining: The Business Context of Data Mining, Classification and Clustering, Data Mining Tools; Data Visualization: Principles of information design, Importance of design in reporting, put insights into perspective

### **Coaching & Mentoring**

Meaning and Distinction between Coaching and Mentoring; Need for Coaching and Mentoring;

Competencies used in Coaching & Mentoring; Principles of Coaching and Mentoring; Process of Coaching and Mentoring.

| <b>Text Books</b>         |                                                 |                               |
|---------------------------|-------------------------------------------------|-------------------------------|
| <b>Author</b>             | <b>Title</b>                                    | <b>Publication</b>            |
| Bedi, S.P.S., Ghai, R. K. | Human Resources Management                      | Bharati Publication, 2012     |
| Tyson, Shaun              | Strategic Prospects of HRM                      | Jaico Publishing House, 2005  |
| Agarwala, Tanuja          | Strategic Human Resource Management             | Oxford Higher Education, 2007 |
| Sharma, Nitu              | Human Resources Management in 21st Century      | Kumud Publications, 2014      |
| Armstrong, Michael        | Handbook of Strategic Human Resource Management | Kogan Page Publisher, 2011    |

| <b>Reference Books</b>         |                                                          |                                                      |
|--------------------------------|----------------------------------------------------------|------------------------------------------------------|
| <b>Author</b>                  | <b>Title</b>                                             | <b>Publication</b>                                   |
| Ramstad, Peter & Boudreau John | Beyond HR: The new science of Human Capital              | Harvard Business School Publishing Corporation, 2007 |
| Bernadine, John                | Human Resources Management and experiential approach     | McGraw Hill Publications, 2007                       |
| Becker Brian & Ulrich Dave     | HR Score Card: Linking people, strategy, and performance | Harvard Business School Press                        |
| Ulrich Dave                    | Human Resource Champion                                  | Harvard Business Review Press, 1996                  |
| Edwards Kirsten                | Predictive HR Analytics- Mastering the HR metrics        | Kogan page Publisher, 2016                           |

### **Semester III**

| <b>Course Title – <u>Organisational Behaviour</u></b>                      |                           |
|----------------------------------------------------------------------------|---------------------------|
| <b>Type : Major Mandatory</b>                                              | <b>Course Credits : 4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                           |

**Description:** It studies the impact that individuals, groups and Organisation structure and processes have on behaviour within the Organisation. At individual level it explores concept of Values, Attitudes, Perception, Learning, Motivation, Defense Mechanism, Personality Development, Transactional Analysis and its influence on behaviour at work. At group level it addresses group Dynamic, Team work, Power and Politics, Communication, Leadership and Decision Making and its effect on Organisational Behaviour. It covers Organisational factors pertaining to Organisational theories, Organisational culture, Organisational change and Organisational development for Organisational Effectiveness.

#### **Learning Objectives:**

1. To enable the students to understand the concept of Organisational Behaviour.

2. To understand theories of motivation & how it operates in Organisational Behaviour.
3. To learn group behaviour & group Dynamics in response to Organisational Change, Work attitudes & Morale.
4. To understand problems pertaining to Stress, Power, Politics & Ethics.
5. To understand impact of Organisation culture on employee behaviour.
6. To study theories of Organisation Development with its implications on Organisational Behaviour.

### **Learning Outcomes**

1. Students will be able to identify the components of Individual Behaviour and apply the concept of Learning, Attitudes, Perception, Values & Motivation.
2. Students learn to analyse group dynamics, team building strategies, Power & Politics, Communication & Leadership.
3. Students demonstrate understanding of Organisational theories, Organisational culture, Organisational Change and organisation Development interventions & Behavioural implications for Organisational effectiveness.

### **Organizational behavior- Definition, Scope, Factors**

Definition of Organization Behaviour; Impact of individuals, groups and structure on behavior within organizations; Application of such knowledge towards improving Organizational Effectiveness. Scope: study of topics such as motivation, leadership, decision-making, communication, power and politics, conflict resolution, and organizational culture.

### **Understanding Human Behaviour**

Basic behavioural analysis; Behaviour as an input output system, the perceptual process; The learning process; Defence mechanisms; Personality development-heredity and environment; Process of social maturation; Attitudes – their formation and change; Behavioural analysis in perspective; Theory X & Theory Y.; Transactional Analysis (TA): Ego States, Types of Transactions, Life Positions, Applications of TA.

### **Human Problems in Industry**

Work, work environment; Work attitudes and Work Ethics and their effect on job performance, placement, induction and adjustment of monetary and non-monetary incentives; behavioural implications of reward systems; Payment by results, boredom, monotony; Measurement and minimization of fatigue; Accidents, accident-proneness and developing safety attitudes; Psychology of absenteeism and labour turnover. Work Life Balance - job performance and hours of work; Concept of flexi-time; Job/Role enhancement - Job enlargement & Job Enrichment;

### **Organisational Behaviour dynamics**

Scientific approach to Organisational Behaviour; The Field of Organisational Behaviour-an overview; Individual Dimension of Organisational Behaviour; Personality and Organisation; Needs of Individual and of Organisations; Role and Role-Conflicts; Conflict and Change; Group Behaviour & Group Dynamics- Inter-Person Attraction and Group Formation; Group Development and Group Structure; Groups and Social Behaviour in Organisation; Groups and Inter-Personal Influence; Organisational Change and Development; Behaviour Change and Improving Human Performance, Organisational Myths and Realities; Organisation Design and Informal Organisations; Effective Personnel Management and Organisational Change; Dealing with Anti-Work Attitudes; Work Revolution and Work Involvement; Motivation, Performance,

Job Satisfaction and work Frustration; Development of New Work Ethic; Psychology of Organisational Relationships; Organisational Morale, Organisational Change and Development; Creative Process and Organisational Environment; Creative and Innovative Individual; Management Team and Effective Team Leadership, Training and Development and Organisational Change; Group Dynamics and Scanlon Plan; Leadership and Personality of a Manager; Managing virtual & cross cultural Teams.

### **Organisation structure**

Formal organization; Organization structure and processes; Organizational theories; Decision making and organizational communication process; Control process in organization; technology and its behavioural implications in an industrial society.

### **Development of Leadership**

The Nature of Leadership: Management and Leadership, Traits of Effective Leaders, Leadership Behaviour, Situational aspects, Followership; Behavioural Approaches to Leadership Style: Positive, Negative, Autocratic, Participative, Free-Rein, Use of Consideration and structure; Blake and Mouton's Managerial Grid; Contingency Approaches to Leadership: Fielder's Model, Hershey & Blanchard's Situational Leadership, Path-Goal Model of Leadership, Vroom's Decision making model; Level Leadership (Jim Collins) Emerging Approaches to Leadership: - Substitutes, Enhancers, Self-Leadership & Super leadership, Coaching.

### **Motivational Basics**

Human needs and motivational process; Motivated and frustrated behaviour; Model of Motivation, Motivation Drives; Human Needs: Types of Needs, Maslow's, Herzberg - 2 Factor, Alderfer's ERG model, Comparison; Motivational Applications; The Vroom's Expectancy - The Three Factor, Comparison Models: Equity Model, The Attribution Model; Interpreting motivational models

| <b>Reference Book</b>              |                                                    |                                                               |
|------------------------------------|----------------------------------------------------|---------------------------------------------------------------|
| Author                             | Title                                              | Publication                                                   |
| Luthans, Fred                      | Organisation Behaviour                             | McGraw Hill Book Company, 1985                                |
| Davis, Kieth                       | Human Behaviour at work:<br>Organisation Behaviour | McGraw Hill Book Company, 1985                                |
| Pareek, Uday                       | Organisational Behaviour<br>processes              | Rawat Publications, Jaipur, 1988                              |
| McGregor,<br>Douglas               | The Human Side of Enterprise                       | Tata McGraw-Hill Publishing<br>Company Ltd., New Delhi, 1983. |
| Hersey and<br>Kenneth<br>Blanchard | Management of Organisational<br>Behaviour          | Prentice - Hall of India, New Delhi,<br>2015                  |
| Maslow,<br>Abraham H               | Motivation and Personality                         | Harper and Row Publishers, New<br>York, 1970                  |

### **Semester III**

| <b>Course Title: Labour Legislation – III</b>                             |                          |
|---------------------------------------------------------------------------|--------------------------|
| <b>Type : Major Mandatory</b>                                             | <b>Course Credits :2</b> |
| <b>Marks : Semester End: 25, Internal Assessment: 25, Total Marks: 50</b> |                          |

**Description:** Labour Legislation covers all the normative legislative acts covering different types of labour or employees. This subject has also covered topics on Labour Administration and challenges therein. It deals with practical approaches for various types of employment conditions.

**Learning Objectives:**

1. To enable students to understand the laws related to specific conditions, like maternity, accident compensation, equal remuneration, terms and conditions in shops and establishments etc.
2. To learn different categories of labour in different sectors including unorganized sector.
3. To learn the role of Labour Administration in the functioning of specific condition of labourer.

**Learning Outcomes.**

1. Students will develop a critical understanding of various acts governing different provisions with respect to Shops and Establishments, sales promotion employees, mathadi hamals, apprentices, equal pay for equal work, maternity benefits for women, compensation in case of

accidents etc.

2. Students will be able to understand and appreciate application of the practical processes of Resignation, Discharge, Dismissal, Retrenchment, Closure, Retirement including and Voluntary Retirement in organisations.

3. Students will understand the functioning of the Labour Administration Machinery and know the reforms happening therein. This will help them to understand the redressal process and how to utilize them for speedy resolution.

### **Labour Acts:**

The Maharashtra Industrial Relations Act, 1946;

The Maharashtra Shops and Establishment Act, 2017

The Apprentices Act 1961;

The Equal Remuneration Act, 1976;

The Maternity Benefit Act, 1961;

The Employees Compensation Act, 1923;

The Maharashtra Labour Welfare Fund Act, 1953;

The Maharashtra Mathadi, Hamal and other Manual Workers (Regulation of Employment and Welfare) Act 1969,

The Sales Promotion Employees (Condition of Services) Act 1976;

### **Reference Books- Bare Acts**

Maharashtra Industrial Relations Act, 1946

Maharashtra Shops and Establishment Act, 2017

Apprentices Act, 1961

The Equal Remuneration Act, 1976

Maternity Benefit Act, 1961

Employees Compensation Act, 1923

Maharashtra Labour Welfare Fund Act , 1953

Maharashtra Mathadi, Hamal and other Manual Workers (Regulation of Employment and Welfare) Act, 1969

Sales Promotion Employees (Condition of Services) Act, 1976;

### **Reference Books**

| Author                | Title                                              | Publication                                               |
|-----------------------|----------------------------------------------------|-----------------------------------------------------------|
| Andeson,<br>Howard J. | Primer of Equal Employment<br>Opportunity          | The Bureau of National Affairs, Inc.,<br>Washington, 1978 |
| I.L.O                 | Labour Inspection – A<br>Worker’s Education Manual | I.L.O (Geneva), 1986                                      |
| Justice Mallick       | Labour and Industrial Law<br>Manual                | Professional Book Publishers, 2023                        |

### **Semester III**

| <b><u>Business Orientation</u></b>                                         |                         |
|----------------------------------------------------------------------------|-------------------------|
| <b>Type: Major Elective</b>                                                | <b>Course Credit: 4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                         |

#### **Description:**

Business Orientation is a foundational subject designed to introduce students to the fundamental concepts, principles, and practices within the world of business. This subject deals with Business of the Organisation from perspective of HR professionals. The students learn to study and appreciate various parameters of the Business Environment, both Macro and Micro, in which the Organisation operates. This course aims to equip students to align various HR initiatives in line with business of organization.

#### **Learning Objectives:**

7. To learn the process of studying the Meaning, Scope and importance of Vision, Mission and Business Goals of an Organisation.

8. To understand the parameters influencing the Business of the Organisation.
9. To learn the health of the Organisation from Financial, Customer, Employee, Compliance perspectives.
10. To learn HR initiatives planning to turnaround the Organisation towards its desired Business Goals.

### **Learning Outcomes:**

1. Students will learn Business Goals of the Organisation, methods of achieving goals, challenges involved and dynamics impacting Business and ways and means to enhance achievement.
2. Students will be able to align their HR initiatives based on the Business requirement.
3. Students will learn to think from the Entrepreneur's point of view.

### **Basics of Business - Legal Entity and Structure of the Organisation**

Legal entity, Including Meaning of Business Proprietorship, Partnership, LLP, Private Ltd. Company, Public Ltd Company; their Legal frame work governing their formation and administration, including Companies Act 2013; advantages and disadvantages of these structures;

### **Concept of Entrepreneurship; Intrapreneurship**

Meaning, differentiating factors between them, Employee Motivation; delegation v/s initiative

### **Vision, Mission, Values and Goals of the organization**

Definition of Vision, Mission, Values and Goals of the Organisation; the process of arriving at them; tracking and following.

### **Macro Environment**

Factors affecting Organization; Policies of Government towards Industries; Regulatory requirements of Industry and Organizations; Economic conditions; Socio-Cultural trends;

### **Micro Environment**

Factors or elements in a firm's immediate environment which affect its performance and decision-making; Organisation's Suppliers, Competitors, Marketing intermediaries, Customers and Public; interconnection between the Departments;

### **External Stake Holders Management**

Government machinery, Customers, Local Communities, Vendors and Suppliers, Legal Counsel, Media

### **Internal Stake Holders Management**

Understanding Internal Stake Holders; Inter-departmental issues, documentation and deployment of Standard Operating Procedures; Performance Reviews Mechanism at various levels, MIS, Interdepartmental Touch Points; Inter-department Service Level Agreements.

### **Employer Branding**

Public Relations Management, Events sponsorship, Participation in Great Place to Work Surveys, Employee Events, Community Events

### **Financial Management**

Accounting System; Budgeting and Costs; Understanding of P&L; Trial Balance, Cash Flow Statement, Balance Sheet; Understanding Financial statements, Critical Ratios; Role of Finance Controller.

### **Marketing Management**

Studying the Products and Services Line of the Organisation; Market Segments; Sizing the Market; Marketing strategy; Business Planned; 5 Ps of Marketing; Brand Building & Communication; Digital Marketing; Consumer Insights; Brand Insights, Integrated Brand, Brand Strategy.

### **Sales Force Management**

Sales Targets; Structuring the Sales & Marketing Team; Sales Review Mechanism; Managing and improving the productivity of the Sales Force; Sales Training; Understanding the Legal Side of Managing the Sales Force; Designing & monitoring Sales Incentive Schemes; Disciplinary Actions; Statutory Compliances.

### **Production Management**

Production facilities; Statutory Compliances; Productivity: Expected v/s Actual; Lean Manufacturing; Usage of software and technologies to automate production.

### **Supply Chain Management**

Understanding the Supply Chain; Forward and Backward integration.

### **Business Results**

Key Performance Indicators for Business pertaining to: Leadership focus; Strategic Focus; Customer Focus; Information Technology focus; HR Focus; Operations and HR Processes; Financial Results; Review and escalation mechanism.

| <b>Text Books</b> |                                                            |                             |
|-------------------|------------------------------------------------------------|-----------------------------|
| <b>Author</b>     | <b>Title</b>                                               | <b>Publication</b>          |
|                   | The Companies Act, 2013                                    | Educreation Publishing,2021 |
| Drucker, Peter F. | Innovation and Entrepreneurship                            | Harper Business,2006        |
| Kotler, Philip    | Marketing Management                                       | Prentice-Hall, India,2021   |
| Brian Tracy,      | Entrepreneurship-How to start and grow your own business   | G & D Media Publisher,2021  |
| Mathur, Abha      | Fundamentals of Entrepreneurship                           | Taxmann's,2017              |
| Rustagi, R P      | Fundamentals of Financial Management                       | Taxmann's,2022              |
| Rao, T V          | Performance Management – Towards Organisational Excellence | Sage Publications,2016      |

| <b>Reference Books</b> |              |                    |
|------------------------|--------------|--------------------|
| <b>Author</b>          | <b>Title</b> | <b>Publication</b> |

|                                        |                                                                                                                        |                               |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Alexander Osterwalder and Yves Pigneur | Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers                                  | John Wiley & Sons Inc,2010    |
| Boyett, Joseph & Jimmie                | The Guru Guide, The Best Ideas of the Top Management Thinkers – Stephen Covey, Peter Drucker, Warren Bennis and others | John Wiley & Sons Inc,2020    |
| Collins, Jim                           | Good to Great: Why Some Companies Make the Leap and Others Don't                                                       | Harper Business, 2001         |
| Collins, Jim                           | Build to Last                                                                                                          | Manjul Publishing House,2015  |
| Piramal, Gita                          | Business Legends-G D Birla, J R D Tata,                                                                                | Penguin Books, Australia,2003 |
| Ries, Eric                             | The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses        | Crown Business                |
| Schriem, Sam                           | Vision, Mission, Values, Aspirations – Do they matter?                                                                 | Business Model Hackers,2020   |
| Verne Harnish.                         | Scaling Up: How a Few Companies Make It... and Why the Rest Don't (Rockefeller Habits 2.0)                             | Gazelles, Inc,2014            |

### Semester- III

| Course Title – Corporate Social Responsibility (CSR)                |                    |
|---------------------------------------------------------------------|--------------------|
| Type : Major Elective                                               | Course Credits : 4 |
| Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100 |                    |

**Description:** Corporate Social Responsibility course contains conceptual understanding of the Social Responsibilities of Business organisations in the whole ecosystem by knowing CSR theories & models. It also imparts knowledge on CSR & Legal framework in India as well as in other countries. The course discuss CSR practices in terms of policies, processes, programmes & role of other stakeholders and also takes in account various monitoring & evaluation mechanism.

#### **Learning Objectives:**

1. To give conceptual grounding regarding Corporate Social Responsibility.
2. To understand the value of ethical behaviour in business decisions.
3. To enable the students to understand the role of different stakeholders in CSR.

4. To know CSR implementation processes and challenges of monitoring & evaluation.

### **Learning Outcomes:**

1. The students are equipped to identify & manage Social, environmental & economic risks through business activities.
2. The students are able to conduct CSR activities & know the tools used to measure CSR.

### **Introduction to CSR**

Business & Society, Meaning and definitions of CSR, History & Evolution of CSR in India and other countries, CSR theories, CSR Models – Carroll's Model, Wood's Model.

### **CSR & Legal framework**

CSR in India – section 135 of Companies Act, 2013; Scope for CSR activities under schedule VII, CSR policy & formation of CSR committee. International framework for CSR, Sustainable Development Goals (SDG's) & Millennium Development Goals (MDG's), UN Global Compact 2011, OECD CSR Policy tool.

### **CSR Management**

CSR policy, drivers of CSR in India & the world, CSR initiatives, Role of NGO's & Corporate Trusts/Foundations, Public/Private Partnership Model, Employee volunteering in CSR. Business externalities in different industrial sectors & CSR, Brand Management & CSR. Challenges for CSR implementation; CSR initiatives in India & abroad.

### **CSR Communication**

Monitoring, Evaluation & Reporting of CSR activities, Global Reporting Initiative (GRI), Social Audit 8000 Standard, ISO 26000, John Elkington Tripple Bottom Line (3BL) reporting, ISO 14001 environment management standards, SEBI guidelines on CSR reporting, CSR auditing & reporting as per the Companies Act, 2013, IICA format for Annual Report.

| <b>Reference Books</b>                 |                                                     |                                 |
|----------------------------------------|-----------------------------------------------------|---------------------------------|
| <b>Author</b>                          | <b>Title</b>                                        | <b>Publication</b>              |
| Sanjay K Agrawal                       | Corporate Social Responsibility in India            | Sage Publications, 2008         |
| Dr. Makkar Urvashi & Dr. Pahija Anurag | Corporate Social Responsibility                     | Bharti Publications, 2013       |
| C.V. Baxi & Ajit Prasad                | Corporate Social Responsibility: Concepts & Cases.  | Excel Books India, 2005         |
| Dr. Govinda K Bhat & Sumitha Ayodhya   | Business Ethics and Corporate Social Responsibility | Himalaya Publishing House, 2013 |
| Pushpa Sundar                          | Business & Community                                | Sage Publications, 2013         |

**Semester III**

| <b>Course Title- Field Work- III</b> |                           |
|--------------------------------------|---------------------------|
| <b>Type : Major Mandatory</b>        | <b>Course Credits : 4</b> |
| <b>Total Marks: 100</b>              |                           |

**Description:** The Field work provides experiential learning opportunity to blend Theory and Practice in organizational settings. The visits to Industrial and Labour Court is to give practically observe the procedures and proceedings in individual and collective Industrial disputes. The course comprises of visit to Maharashtra Labour Welfare Board to understand the scope of welfare activities provided to employees.

**Learning Objectives:**

1. To enable the students to know the functioning labour enforcement machinery in the state of Maharashtra.

2. To observe and understand the functioning of Industrial and Labour Court in Maharashtra.
3. To enable the students to understand the welfare facilities provided by Maharashtra labour Welfare Board.

**Learning Outcomes:**

1. Students are equipped with knowledge of Industrial Jurisprudence.
2. Students are trained to deal with Labour Law Compliances.
3. Students are aware of welfare practices, provided under Maharashtra Labour Welfare Fund Act, 1953.

**Field work III**

- One Week's Training in the office of the Commissioner of labour (State Government) with special reference to Industrial Relations.
- One Week's training in the Office of the Labour/Industrial Courts, Tribunals (In the State of Maharashtra)
- Two days Training in Labour Welfare Centers of Maharashtra Labour Welfare Board.

**References**

- The Industrial Disputes Act, 1948
- The Maharashtra Industrial Relations Act, 1947.
- The Maharashtra Recognition of Trade Unions & Unfair Labour Practices Act, 1971
- The Maharashtra labour Welfare Fund Act, 1953.
- New Labour Codes.

# **Syllabus**

# **Semester IV**

## **Semester IV**

|                                                                            |                          |
|----------------------------------------------------------------------------|--------------------------|
| <b>Course Title: Employee Relations - II</b>                               |                          |
| <b>Type : Major Mandatory</b>                                              | <b>Course Credits :4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                          |

**Description:** The Course provides understanding of the key aspects of Employee Relations in industrial settings – ie the workers, employees, trade unions at the plant level. It focusses on the emerging trends and the knowledge and skills to forge cooperation and collaboration in a world of work that is becoming highly competitive and contemporary. The course further focuses on trends in employee relations and helps to understand the perspectives of employee relations in the 21<sup>st</sup> Century, so as to contribute towards business outcomes positively.

**Learning Objectives:**

1. Students learn the fabric of Employee Relations at the plant level
2. Students learn to create and design a culture for positive Employee Relations leading to productive and committed work force.
3. Students learn the emerging challenges in Employee Relations in the context of digitalization such as Artificial Intelligence (AI), Machine Learning/Robotics and emerging forms of economy (Gig economy/e-commerce)
4. Students learn to build the enablers to good employee relations and industrial relations

### **Learning Outcomes.**

1. Students acquire skills of empathy, listening, meaningful conversations, sensitivity, building trust which enable businesses thrive through the peaceful employee relations.
2. Students are able to understand and develop skills necessary and relevant to the new age requirements.
3. Students are able to frame the strategy and policy for the organization to develop harmonious relations between employer and employee.

### **Employee Relations and Employment Relationship;**

Introduction to Employee Relations and Employment Relations. Employment law; Historical Background, Institutions of employment law, the legal framework; the rights and duties of employers and employees; impact of employment relations on firm performance, employee commitment and agreement types, contemporary trends in health and safety.

### **Strikes & Direct Action**

Conceptual Understanding of Strike – strategies to handle aggressiveness, Militancy and Violence- Success and Failure; Alternatives.

### **From Class Conflict to Class Collaboration**

Workers Participation and Participative Management-Philosophy, Objectives and Principles; Participative Management, Productivity and Industrial Harmony, Tripartism, Recommendations of the National Commissions on Labour (1969 and 2002)

### **Plant Level Labour Relations/ Employee Relations**

Labour Employee Relations at the Plant Level- Major Determinants- Organizational and Cultural Pattern, Technology, Employer's Philosophy, Systems and Traditions Operating in the Industry; Attitude of Management and Outlook of Trade Union Administration of Standing Orders, Discipline and Grievance Handling; Labour Management Co-Operation- Works Committee, Joint Committees, Joint Management Councils, Shop Councils and Joint Councils; Suggestion Scheme and similar Arrangements; Role of Plant Level Officers Including HR manager in Promoting Labour Relations and Employee Relations

### **Creating and designing a culture for good Employee/ Industrial Relations**

The emerging role of the IR/ER Manager in the context of today's realities and future trends

### **Challenges of Employee Relations / Industrial Relations in current scenario**

Changing Economic and Social Climate; emergence of multigeneration work force.

Changing role of Trade Union, Recognition and partners in the progress.

Positive Organisational Discipline and Effective Grievance Handling; Building performance

focused culture; Creative Collaborative Bargaining - New Technology Agreements; Collective Bargaining with Reference to Industrial Safety & Environment Protection.  
 Emergence of the millennial workforce, virtual workforce and the new role of HR;  
 Relevance of Artificial Intelligence, Robotics, Machine Learning, Digitilisation – its ramifications and challenges in the context building productive and skilled workforce.

### **Reforming Industrial Relations through Employee Relations and Good Governance**

Social Justice Aspects and Labour Policy Implications; Reforming Industrial Management; Reforming Unionism, Reforming Industrial Relations System; Reforming Industrial Relations Legislation; Reforming Administration Management.

Enablers to Employee Relations like Sensitivity to employee concerns, collaborative approach, trust building, holistic initiatives like diversity and inclusion.

Creating meaningful dialogue, communication strategies to achieve appropriate Employee Relations Model/Framework

### **Developing Employee Relations / Industrial Relations Strategy**

Planning for the Long Term Settlement; finalizing the Disciplinary Action Policy.

### **Employee Relations Perspective**

Role of State, Managements and Unions in the emerging future both in the Private and Public Sectors/ Gig Economy/new emerging types of employment

Role of Law in Industrial Relations and Employee Relations

| <b>Text Books</b>                 |                                             |                                                                        |
|-----------------------------------|---------------------------------------------|------------------------------------------------------------------------|
| <b>Author</b>                     | <b>Title</b>                                | <b>Publication</b>                                                     |
| Mamoria C. B                      | The Dynamics of Industrial Relations        | Himalaya Publishing House,2023                                         |
| Venkatratanam                     | Industrial Relations                        | Oxford University Press,2017                                           |
| A.B. Chowdhury                    | Managing Employee Relations                 | Eastern Law House,2017                                                 |
| Das, K.K. and Murty, B.S          | Collective Bargaining in India              | Discovery Publishing House, Delhi (1989)                               |
| Davar, Rustom S.                  | Personnel Management & Industrial Relations | Vikas Publishing House, New Delhi, (8 <sup>th</sup> Ed.) 1983.         |
| I.L.O                             | Collective Bargaining                       | A Workers Education Manual, International Labour Office, Geneva, 1986. |
| Mamoria, C.B. and Mamoria, Satish | Dynamics of Industrial Relations            | Himalaya Publishing House, Mumbai, 2018                                |

| <b>Reference Books</b> |                                             |                                  |
|------------------------|---------------------------------------------|----------------------------------|
| <b>Author</b>          | <b>Title</b>                                | <b>Publication</b>               |
| Dunlop, Joh, T.        | Industrial Relations Systems,               | Henry Holt & Co., New York, 1958 |
| Gajendra Gadkar        | Report of the National Commission on Labour | 1969                             |

|                                          |                                                        |                                             |
|------------------------------------------|--------------------------------------------------------|---------------------------------------------|
| Commission                               | In India                                               |                                             |
| Schoen, Sterling H & Hilgert, Raymond L. | Case in Collective Bargaining and Industrial Relations | Richard D. Irwin, Inc. Homewood, 1982.      |
| Thurley, Keith & Wood, Stephen (Ed.)     | Industrial Relations & Management Strategy             | Cambridge University Press, Cambridge, 1983 |

#### **Semester IV**

|                                                                            |                          |
|----------------------------------------------------------------------------|--------------------------|
| <b>Course Title: Labour Legislation – IV</b>                               |                          |
| <b>Type : Major Mandatory</b>                                              | <b>Course Credits :4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                          |

**Description:** Labour Legislation covers all the normative legislative acts covering different types of labour or employees. This subject has also covered topics on Labour Administration and challenges therein. It deals with practical approaches for various types of employment conditions.

#### **Learning Objectives:**

1. To enable students to understand the laws related to Child Labour, Security Guard, Construction Workers, Bonded Labour etc.

2. All acts are to be studied with reference to different categories of labour in different sectors including unorganized sector.
3. To understand the role of Labour Administration in the functioning of these various Acts.

### **Learning Outcomes:**

1. Students will develop a critical understanding of various acts governing different categories of labour like Security Guards, Child Labour, Building and other Construction Workers.
2. Students will be able to learn legal, ethical, socio-economic and human rights directions.
3. Students will understand the functioning of the Labour Administration Machinery and know the reforms happening therein. This will help them to understand the dispute redressal process and how to utilize them for speedy resolution of disputes.

### **Labour Acts:**

The Maharashtra Private Security Guard (Regulation of Employment and Welfare) Act, 1981;  
 The Motors Transport Workers Act, 1961;  
 The Child Labour (Regulation and Prohibition) Act, 1986,  
 The Unorganized Workers Social Security Act, 2008;  
 The Building and other Construction Workers (Regulation and Employment and conditions of service) Act 1996;  
 The Bonded Labour (Abolition) Act 1976;  
 The Working Journalist Act, 1955;

| <b>Reference Books - Bare Acts</b>                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maharashtra Private Security Guard (Regulation of Employment and Welfare) Act, 1981<br>The Motors Transport Workers Act, 1961;<br>Child Labour (Regulation and Prohibition) Act, 1986<br>Unorganised Workers Social Security Act, 2008;<br>Building and other Construction Workers (Regulation and Employment and conditions of service) Act 1996<br>Bonded Labour (Abolition) Act 1976<br>Working Journalist Act, 1955 |

### **Semester IV**

| <b><u>Business Excellence</u></b>                                          |                         |
|----------------------------------------------------------------------------|-------------------------|
| <b>Type: Major Mandatory</b>                                               | <b>Course Credit: 4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                         |

**Description:** This Subject focuses on the principles and practices necessary to lead organisations towards achieving outstanding performance and sustainable competitive advantage. The focus is on achieving superior performance in all aspects of its business operations. It involves aligning the efforts of continuous improvements, towards achieving the organization's goals and ensuring that all processes, systems, and people are working together effectively to deliver value to customers, stakeholders, and the organization as a whole. Business Excellence aims at continuous improvement in the critical business parameters.

### **Learning Objectives:**

1. To enable the students to understand the concept of Business Excellence and its importance in organisational success.
2. Students will learn various Business Excellence models and its implementation strategy.
3. Students will learn role of leadership in promoting culture of excellence and skills to lead and manage change initiatives.

### **Learning Outcomes**

1. Students will be able to develop strategic plans that align with principles of Business Excellence, ensuring sustainable organisational growth and performance.
2. Students will be able to critically analyze and diagnose organizational challenge and apply relevant Business Excellence models for improvement.
3. The students will be equipped with the understanding of various tools, those can be leveraged to improve Manufacturing, Process, Service and Operations efficiency, in line with Organisational goal and Business Sustainability.

### **Definition and Concepts of Business Excellence**

Importance of Business Excellence in HR; Evolution of various Business Excellence Models e.g. Malcolm Baldrige Business Excellence Model; Linkage between HR and Business Excellence & its importance.

### **Business Excellence Model**

Meaning and importance of Organisational Core Values; Criteria for Building Core Values and Organisation's performance; Embedding and linkages of Core Values in the Systematic Process; Role of BEM in increasing the competitiveness of Companies.

### **Structure of Business Excellence Models:**

Intent of Organisation, Profile, Description, Situation, Purpose, Vision, Mission, Goals; Leadership Roles & Responsibilities, Governance and Societal commitments; Strategic Planning, Customer Driven Excellence, Operational Performance Improvement and Innovation, SWOT analysis, Optimisation of Resources, Strategy development & implementation; Customer Focus, Capturing Voice of Customer, Customer Engagement; Measurement, Analysis and Knowledge Management; Measurement, Analysis, Improvement of Organisational Performance; Management of Information, Knowledge and Information Technology; Workforce Focus, Building an effective & supportive Workforce Environment, Engaging with workforce to achieve Organisational and personal success; Operations Focus, Designing, managing and improving the Work Systems; Designing, managing and improving key work processes; Business Results, Product performance and process effectiveness Results, Customer focused performance results, Workforce focused performance results, Senior Leadership and Governance Results, Financial and Market Place Performance Results; Business Excellence Model Assessment Methodology.

### **Leadership and shaping the Organization's Culture of Excellence**

Leadership styles and their impact on business excellence; Creating a culture of excellence in organizations; Leadership Styles, Communication Skills, Transformational Leadership and Change Management; Role of HR in shaping organizational culture

### **Change Management:**

Introduction to Change Management; Resistance to Change and its Nature and Effects, Reasons for Resistance, Types of Resistance, Possible Benefits of Resistance, Responses to Change, Costs

and Benefits; Change Management models and frameworks (Kotter's 8 step model, Lewin's model, McKinsey 7-S framework, ADKAR model); Developing Change Management Strategy; The Organisational learning curve of change, Building support for change; Evaluating and sustaining change for Business Excellence.

### **Elements of Business Excellence:**

Meaning, Objective and scope of Manufacturing Excellence and Service Excellence, Definition of Productivity; Quality Excellence; People Excellence; Process Excellence; Equipment Excellence; Information Excellence.

### **Innovation and Creativity**

Creative thinking, Innovation management, Design Thinking

### **Quality Management:**

Bureau of Indian Standards (BIS); ISO; Total Quality Management, Customer Focus, Continuous improvement, Leadership, Employee involvement; Quality Excellence, Right first time, Customer Delight; Quality Tools, Statistical Tools, Six Sigma: DMAIC (Define, Measure, Analyze, Improve, and Control) methodology, data-driven problem solving.

### **Lean Management:**

Elimination of waste, Improvement of flow and Customer value enhancement.

### **Business Process Management:**

Process Improvement, Process Mapping, Process Optimization.

### **Project Management:**

Project Management Steps; Project Costing, Project Administration.

### **Customer Service Excellence:**

Customer satisfaction, Customer loyalty and Customer retention.

### **Operational Excellence:**

Process Engineering, Supply Chain Management, Business Process Engineering, 5S

### **Automation and role of IT:**

ERP, Automation and other software, Managing HRIS;

### **Industry 4.0:**

Concept of smart factory; Impact of the concept on work organizations & forthcoming challenges; Realization of the digital transformation of the field; Delivering real-time decision making, Enhanced productivity, Flexibility & Agility.

### **Business Sustainability:**

Definition; Introduction to Sustainable Development, Concept of Triple Bottom-line, Company's strategy to reduce negative environmental impact resulting from their operations in a particular market, Business Reporting, Business Continuity Plan

### **HR Perspective for Business Excellence:**

Role of HR in managing challenges and opportunities, People and Processes dynamics in Business viability, sustenance and growth.

| <b>Text Books</b> |              |                    |
|-------------------|--------------|--------------------|
| <b>Author</b>     | <b>Title</b> | <b>Publication</b> |

|                          |                                                                                                                                        |                                              |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| Emi Osono                | Extreme Toyota                                                                                                                         | John Wiley & Sons Inc,2008                   |
| Collins, Jim             | Build to Last                                                                                                                          | Manjul Publishing House,2023                 |
| Wagner Bret & Monk Allen | Concepts in Enterprise Resource Planning                                                                                               | Peter Cengage Learning India Pvt. Ltd., 2009 |
| Michael L. George        | The Lean Six Sigma Handbook: A Complete Guide to the Lean Six Sigma Methodology, Tools, and Techniques for Improving Quality and Speed | McGraw Hill,2003                             |

| <b>Reference Books</b>                 |                                                                                                                 |                                  |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Author</b>                          | <b>Title</b>                                                                                                    | <b>Publication</b>               |
| Collins, Jim                           | Good to Great: Why Some Companies Make the Leap and Others Don't                                                | Harper Collins,2001              |
| Ries, Eric                             | The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses | Crown Business,2011              |
| John C. Maxwell                        | The 5 Levels of Leadership: Proven Steps to Maximize Your Potential                                             | Center Street                    |
| Michael E. Gerber                      | The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It                              | Harper Collins Publishers, India |
| Jeffrey K. Liker                       | The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer                                 | McGraw Hill Education India      |
| Alexander Osterwalder and Yves Pigneur | Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers                           | John Wiley & Sons Inc            |
| Verne Harnish.                         | Scaling Up: How a Few Companies Make It... and Why the Rest Don't (Rockefeller Habits 2.0)                      | Gazelles, Inc                    |
| Covey, Stephen R.                      | The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change                                    | Simon & Schuster                 |

#### **SEMESTER- IV**

| <b>Course Title – Business Ethics</b>                                      |                           |
|----------------------------------------------------------------------------|---------------------------|
| <b>Type : Major Elective</b>                                               | <b>Course Credits : 4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                           |

**Description:** Business ethics refers to the application of ethical judgments to business activities. Broadly, it is concerned with what is right or wrong in the workplace. It can be defined as an 'ethical analysis of business practices'. There is a lot of value attached to ethical business practices and the ethical implications of business decisions. Thus, businesses have choices or alternatives like whether to maximize profits, increase sales volume, provide employee benefits, or have concern for society, the environment and culture. At times, profits and social responsibility cannot coexist, as while focusing on earning profits, entrepreneurs could overlook social responsibility. Sometimes, it becomes difficult for a company to maximize profits and promote social responsibility. At other times, a business finds it difficult to explain its actions

on ethical grounds. Such a situation leads to managerial dilemmas where the managers need to choose between organizational profit and social consideration. To survive in the long run, organizations should achieve a balance between their social obligations and economic objectives. These obligations may be complex and costly to discharge. But to be ethical, the organization has to discharge its social obligations.

**Learning Objectives:**

1. Students learn concepts of importance of ethical decision making.
2. Students learn to identify ethical issues and dilemmas faced in business context.
3. Students learn value of strong Business Ethics and Good Corporate Governance.
4. Students learn legal and regulatory framework related to business ethics.

**Learning Outcomes**

1. Students will be able to recognize the need for business ethics and various stages involved in ethical decision making.
2. Students will develop skills in ethical reasoning and critical thinking.
3. Students will cultivate personal integrity and ethical leadership skills.
4. Students will be able to apply ethical principles in real world scenario.

**Concept of Ethics**

Definition of Business Ethics, Types, Characteristics; Merits and Limitations; Role of Ethics in Business, Moral disintegration in contemporary times.

**Ethics and Its Management**

Theory of Ethics; Management of Ethics - Ethics analysis (Hosmer model); Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical Managers; Connection between Business and Ethics; Merits of using Ethics in Business; Chanakya and Gandhian philosophy, Organizational size, profitability and ethics; Code of Ethics in Corporate ethics evaluation; Environmental issues in the Indian context; Green Judicial Activism, Green Tribunal, Economic & Environmental Sustainability, Importance and respect for Ecological Environment, Green Legislations.

**Compliance and Legal Aspects of Ethics**

General and Business Ethics in Political and Legal Environment, Indian Constitution and Ethics, Indian Legal framework, The Competition Act, 2002; Indian Culture and Values, Concept of Karma, Dharma and Good Conduct, Knowledge and respect for Law and natural justice in business; Role and importance of respecting the tenets of Natural Law in Business.

**Environment of Ethics**

Economic Environment, Economic Growth and Business, Relationship between Profitability and Ethics; Role of ICCI, FICCI, CII, IMC etc. in Ethics; Ethics in International Scenario, Ethics and Globalisation, Etiquettes and International Morals.

**Training, Awareness, Vigilance and Whistle-Blow Policy**

Training of all stakeholders (Employees/shareholders/ customers/suppliers); Ethical helpline, role of ombudsman, forensic investigation.

| <b>Text Books</b> |                      |                                                   |                                    |
|-------------------|----------------------|---------------------------------------------------|------------------------------------|
| <b>Sr. No.</b>    | <b>Author</b>        | <b>Title</b>                                      | <b>Publication</b>                 |
| 1                 | Jyotsna GB & RCJoshi | Business Ethics and Corporate Governance authored | McGraw Hill India 1st edition,2019 |
| 2                 | W. H Shaw            | Business Ethics                                   | Wadsworth publishing Co. Inc 2001  |
| 3                 | Hosmer and Richard   | The Ethics of Management                          | McGraw-Hill Education 2010         |
| 4                 | Khanka S S (2014).   | Business Ethics and Corporate Governance          | S Chand & Company 2014             |
| 5                 | A.C. Fernando        | Business Ethics; An Indian Perspective            | Pearson Education India,2009       |

| <b>Reference Books</b> |                 |                      |                                |
|------------------------|-----------------|----------------------|--------------------------------|
| <b>Sr. No.</b>         | <b>Author</b>   | <b>Title</b>         | <b>Publication</b>             |
| 1                      | S. A. Sherlekar | Ethics in Management | Himalaya Publishing House,2014 |
| 2                      | Saurabh Agrawal | Business Ethics      | SBPD Publishing House 2019     |

#### Semester IV

| <b>Course Title – Corporate Governance</b>                                 |                         |
|----------------------------------------------------------------------------|-------------------------|
| <b>Type: Major Elective</b>                                                | <b>Course Credit: 4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                         |

**Description:** This course provides students with a comprehensive understanding of Corporate Governance principles and practices. It explores the ethical, legal, and strategic aspects of Corporate Governance, emphasizing the importance of responsible management and the protection of stakeholders' interests. Through case studies, discussions, and real-world examples, participants will gain insights into the challenges and best practices in Corporate Governance.

#### **Learning Objectives:**

1. To enable the students to understand the concept Corporate Governance with its principles and practices.
2. Students will learn various ethical, legal and strategic dimensions in Corporate Governance.
3. Students will learn importance of Environmental, Social and Cross-Cultural considerations in Corporate Governance.

#### **Learning Outcomes:**

1. Students are equipped to develop framework and policies based on strategic dimensions of Corporate Governance.
2. Students learn role of Corporate Governance in promoting long-term value creation and stakeholders trust.
3. Students are equipped to operate HR function in line with Business Responsibility and Sustainable Development

#### **Introduction to Corporate Governance:**

Definition of Corporate Governance and its significance, Evolution of Corporate Governance, Key principles and foundational theories; Global and National Perspectives on Corporate Governance; Systems of good Corporate Governance.

#### **Legal and Regulatory Framework:**

Corporate Governance laws and regulations; Role of regulatory bodies and compliance requirements; Corporate Governance codes and standards; Internal and External Corporate Governance Mechanism.

#### **Board of Directors:**

Composition, Structure and roles of the Board of Directors; Functions of Board Committees; Role of Chairman and Members, Board's effectiveness and performance.

#### **Stakeholder Management:**

Identification and analyses various stakeholders; Stakeholder engagement and communication strategies; Balancing stakeholder interests.

#### **Executive Compensation:**

Principles of Executive Compensation, Incentive Structures and Performance Metrics, Shareholder perspectives on executive pay.

#### **Risk Management and Internal Control:**

Risk assessment and mitigation strategies; Internal control mechanisms; Role of the Board in managing risks.

#### **Disclosure and Transparency:**

Transparency in Corporate Governance; Financial and Non-Financial disclosure requirements; Communication strategies with shareholders.

#### **Environmental, Social and Governance (ESG) Considerations:**

Integration of ESG factors into Corporate Governance; Sustainable Development; ESG reporting and disclosure requirements; Impact of ESG on decision-making processes with ESG matrix;

LEED and WELL guidelines.

**Corporate Governance in International Context:**

Comparative analysis of Corporate Governance practices globally, Global governance trends and challenges, Cross-Cultural considerations in Corporate Governance; Challenges and Reforms.

| <b>Text Books</b> |                    |                                        |                                                              |
|-------------------|--------------------|----------------------------------------|--------------------------------------------------------------|
| <b>Sr. No.</b>    | <b>Author</b>      | <b>Title</b>                           | <b>Publication</b>                                           |
| <b>1</b>          | N Balasubramanian  | Corporate Governance & Stewardship     | Tata Mc Graw Hill Education,1978                             |
| <b>2</b>          | N. Balasubramanian | Corporate Governance & Stewardship     | Tata Mc Graw Hill Education Private Limited, New Delhi. 2010 |
| <b>3</b>          | A.C.Fernando       | Business Ethics; An Indian Perspective | Pearson Education India,2009                                 |

**Semester IV**

| <b>Course Title- Field Work- IV</b> |                           |
|-------------------------------------|---------------------------|
| <b>Type : Major Mandatory</b>       | <b>Course Credits : 6</b> |
| <b>Total Marks: 150</b>             |                           |

**Description:** The Field work provides experiential learning opportunity to blend Theory and Practice in organizational settings. The practical application of academic inputs in work environment during block placement by selecting a problem for research study under the supervision of guide from industry and faculty is to build students critical thinking and problem-solving skills and make them career ready. This Field Work provides an exposure to the functioning of Human Resource Department in an organisational setting by involving in day to day activities.

**Learning Objectives:**

1. Students learn to identify their role as Human Capital Management and Employee Relations professional and gain familiarity with real work of practice.
2. Students learn to identify research problem in organizational setting and use research methods and techniques to solve the problem.

**Learning Outcomes:**

1. Students demonstrate professional skills, attitude and etiquette required in the Business/Corporate world.
2. Students develop analytical and problem-solving skills which makes them job ready.

**Field Work IV**

1. Block Placement of Eight week's duration in Industrial Concerns for Internship and Project Report. The training may include the overall functioning of Human Resource & Employee Relations Department to be followed by in depth study of a subject, selected for the Project Report.
2. Viva – Voce.

**Reference Books**

| Author                            | Books                                                     | Publications                                               |
|-----------------------------------|-----------------------------------------------------------|------------------------------------------------------------|
| CR Kothari & Gaurav Garg          | Research Methodology, Methods & Techniques                | New age international Pvt. Ltd. Publisher, New Delhi, 2014 |
| Uma Sekran                        | Research Methods for Business : A skill building Approach | Replika Press Pvt. Ltd. Kundli, 2003                       |
| Arun Anghsu Giri & Debaish Biswas | Research Methodology                                      | SAGE Publications India Pvt. Ltd, 2019                     |

| Scheme of Examination |                                        |                             |         |                                   |                |             |                                                   |
|-----------------------|----------------------------------------|-----------------------------|---------|-----------------------------------|----------------|-------------|---------------------------------------------------|
| Sr. No.               | Sem (III & IV)<br>2 <sup>nd</sup> Year | Name of Subject             | Credits | External, Semester End Exam Marks | Internal Marks | Total Marks | Min. Req. Marks for Passing (External + Internal) |
| 1                     | III                                    | Employee Relations-I        | 4       | 50                                | 50             | 100         | 40                                                |
| 2                     |                                        | Human Capital Management-II | 4       | 50                                | 50             | 100         | 40                                                |
| 3                     |                                        | Organizational Behaviour    | 4       | 50                                | 50             | 100         | 40                                                |
| 4                     |                                        | Labour Legislation –III     | 2       | 25                                | 25             | 50          | 20                                                |

|                            |    |                                                                                      |    |                                          |     |      |     |
|----------------------------|----|--------------------------------------------------------------------------------------|----|------------------------------------------|-----|------|-----|
| 5                          |    | Elective any one<br>Business Orientation<br>OR<br>Corporate Social<br>Responsibility | 4  | 50                                       | 50  | 100  | 40  |
|                            |    |                                                                                      | 4  | 50                                       | 50  | 100  | 40  |
| 6                          |    | Field Work-III / Project Work                                                        | 4  | --                                       | 100 | 100  | 40  |
| 7                          | IV | Employee Relations-II                                                                | 4  | 50                                       | 50  | 100  | 40  |
| 8                          |    | Labour Legislation –IV                                                               | 4  | 50                                       | 50  | 100  | 40  |
| 9                          |    | Business Excellence                                                                  | 4  | 50                                       | 50  | 100  | 40  |
| 10                         |    | Elective any one<br>Business Ethics OR<br>Corporate Governance                       | 4  | 50                                       | 50  | 100  | 40  |
|                            |    |                                                                                      | 4  | 50                                       | 50  | 100  | 40  |
| 11                         |    | Field Work-IV /<br>ProjectWork                                                       | 6  | --                                       | 150 | 150  | 60  |
| <b>Total Credits</b>       |    |                                                                                      | 44 | Total Marks (Semester<br>III, IV)        |     | 1100 | 440 |
| <b>Grand Total Credits</b> |    |                                                                                      | 88 | Grand Total (Semester I,<br>II, III, IV) |     | 2200 | 880 |

**Letter Grades and Grade Points**

| <b>Semester GPA/Programme<br/>CGPA Semester/Programme</b> | <b>% of Marks</b> | <b>Alpah – Sign/ Letter<br/>Grade Result</b> |
|-----------------------------------------------------------|-------------------|----------------------------------------------|
| 9.00-10.00                                                | 90.0-100          | O (Outstanding)                              |
| 8.00-<9.00                                                | 80.0-<90.0        | A+ (Excellent)                               |
| 7.00-<8.00                                                | 70.0-<80.0        | A (Very Good)                                |
| 6.00-<7.00                                                | 60.0-<70.0        | B+ (Good)                                    |
| 5.50-<6.00                                                | 55.0-<60.0        | B (Above Average)                            |
| 5.00-<5.50                                                | 50.0-<55.0        | C (Average)                                  |
| 4.00-<5.00                                                | 40.0-<50.0        | P (Pass)                                     |
| Below 4.00                                                | Below 40          | F (Fail)                                     |
| Ab (Absent)                                               | —                 | Absent                                       |

Sd/-  
Sign of Head  
Name of the Head:

Sd/-  
Sign of Dean  
Name of the Head