

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours / Week
5	MJ-301-OCH	Major Mandatory 11	Organizational Changes in HRM	4	4

Course Objectives	
1	To understand the concept, nature, importance, and need for organizational change and organizational development in modern business organizations
2	To understand the various models of organizational change and organizational development, and analyze their role in improving organizational effectiveness, adaptability, and employee performance
3	To understand the concept, significance, and process of Organizational Development and its role in managing organizational change for improving overall organizational effectiveness and employee performance.
4	To understand the concept, importance, and application of Organizational Development interventions for managing organizational change and improving overall organizational effectiveness.

Course Outcome	
CO1	Understand the fundamentals of organizational change and its significance in improving organizational effectiveness and adaptability.
CO2	Evaluate different models of organizational change and demonstrate their relevance in facilitating organizational growth and development.
CO3	To understand the fundamentals of Organization Development and analyze its role in managing organizational change and enhancing overall performance.
CO4	Understanding the role of Organizational Development interventions in managing change, enhancing team effectiveness, and promoting organizational growth.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Organizational Change	1.1 Concept of organizational change: 1.1.1 Meaning and definition of organizational change 1.1.2 Nature and characteristics of change 1.1.3 Importance of change in modern organizations 1.1.4 Need for change in business environment 1.2 Drivers of organizational change 1.2.1 Internal forces 1.2.3 External forces 1.3 Types of organizational change	15

	1.4 Process of organizational change 1.5 Resistance to Change 1.5.1 Meaning and causes 1.5.2 Techniques to overcome resistance	
2 Approaches and Models of Organizational Change	2.1 Approaches of Organizational Change 2.1.1 Behavioral Approach 2.1.2 Cognitive Approach 2.1.3 Psychodynamic Approach 2.2 Models of Organizational Change 2.2.1 System model of Change 2.2.2 Kurt Levins Force field Analysis Model 2.2.3 The Continuous change Process Model 2.2.4 Change and Transition Management Model 2.2.5 Organizational Growth Model 2.2.6 ADKAR Model 2.2.7 McKinsey 7s Framework	15
3 Introduction to Organization Development	3.1 Introduction, Definition and Meaning of OD 3.2 Objectives and Importance of OD 3.3 Nature of OD 3.4 Characteristics of OD 3.6 Scope of OD 3.5 Assumptions and values of OD 3.6 OD process	15
4 Organizational Development Interventions & Strategies	4.1 Introduction & meaning of OD interventions 4.2 Features of OD 4.3 Types of OD interventions 4.3.1 Human process interventions 4.3.2 Techno-structural & HRM interventions 4.3.3 Strategic interventions 4.4 Strategies for success of OD Programmes	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Human Resource Management	K. Aswathappa	McGraw Hill Education	New Delhi, India
2	Organization Development and Transformation	French & Bell	Tata McGraw Hill	New Delhi, India
3	Human Resource Management	C.B. Mamoria and Satish Mamoria	Himalaya Publishing House	Mumbai, Maharashtra

4	Human Resource Management	Gray Dessler	Pearson Publisher	United States
5	Change Management	Robert a Paton and James McCalman	Sage Publication	London
6	Managing Organizational Change: A Multiple Perspectives Approach	Ian Palmer; Richard Dunford; David Buchanan	McGraw-Hill	New York 2
7	Organizational Behaviour	B. Hiriappa	Himalaya Publishing House	Mumbai
8	Organization Development: Interventions and Strategies	S. Ramnarayan, T. V. Rao, and Kuldeep Singh.	Sage Publications India	New Delhi

Other Learning Material E- Resource:

1. [eGyanKosh Digital Repository](#).
2. [OpenStax Organizational Behavior Textbook](https://openstax.org/details/books/organizational-behavior).: <https://openstax.org/details/books/organizational-behavior>
3. [OpenStax Principles of Management Textbook](https://openstax.org/details/books/principles-management). <https://openstax.org/details/books/principles-management>
4. www.changedynamix.com

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-302-SHR	Major Mandatory 12	Strategic Human Resource Management	4	4

Course Objectives	
1	To develop an understanding of the concepts, scope, and strategic importance of Human Resource Management in alignment with organizational goals and business strategies.
2	To familiarize learners with competency development, potential appraisal, strategic HR systems, HR evaluation, audit, and analytics for effective workforce management and decision-making.
3	To study Strategic HR Systems and Applications.
4	To develop understanding among students regarding HR Evaluation, HR Audit and HR Analytics for measuring HR effectiveness and supporting strategic decision-making in organizations.

Course Outcome	
CO1	To explain the concepts, evolution, trends, and strategic role of HRM in achieving organizational effectiveness.
CO2	To apply concepts of competency mapping, HR systems, HR audit, and HR analytics in strategic human resource practices.
CO3	Understand and apply Strategic HR systems and technological applications used for effective Human Resource management in organizations.
CO4	Apply the concepts of HR Evaluation, HR Audit and HR Analytics for assessing organizational effectiveness and supporting strategic human resource decision-making.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Strategic Human Resource Management	1.1 Meaning and definition of SHRM, nature and scope of SHRM 1.2 Evolution of strategic human resource management. 1.3 Strategic vs traditional HRM. 1.4 Role of HR as a strategic partner. 1.5 Linking HR strategies with business strategies (Case studies) 1.6 Importance of aligning HR strategies with business objectives	15

<p style="text-align: center;">2 Competency and Potential Development</p>	<p>2.1 Meaning and importance of competency development 2.2 Types of competencies 2.3 Competency mapping 2.4 Competency models 2.5 Competency assessment techniques 2.6 Meaning and importance of potential development 2.7 Potential appraisal methods 2.8 Career planning, succession planning, and talent development</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">3 Strategic HR Systems & Applications</p>	<p>3.1 Meaning and concept of strategic HR systems 3.2 Components of strategic human resource systems 3.3 Human resource information system (HRIS): Meaning, importance 3.4 Applications of HR Technology in recruitment and selection 3.5 Performance management systems and employee analytics 3.6 E-HRM: Concept and benefits 3.7 Strategic workforce planning using HR systems 3.8 Role of artificial intelligence and digital technology in hr practices 3.9 Challenges in implementation of strategic HR Systems 3.10 Case studies on strategic HR applications in organizations</p>	<p style="text-align: center;">15</p>
<p style="text-align: center;">4 HR Evaluation, Audit & Analytics</p>	<p>4.1 HR Evaluation: meaning and concept of HR evaluation 4.1.1 Importance of HR evaluation in organizations 4.1.2 HR evaluation for strategic decision-making 4.2 HR audit 4.2.1 Meaning and significance of HR audit 4.2.2 Types of HR audit 4.2.3 Process of conducting HR audit and audit report 4.3 HR Analytics: Introduction to HR metrics and HR analytics 4.3.1 Role of data-driven HR decision making 4.3.2 Types of HR analytics 4.4 Strategic applications of HR analytics</p>	<p style="text-align: center;">15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Strategic Human Resource Management	Tanuja Agarwala	Oxford University Press	India
2	Human Resource Management	Dessler, Gary	Pearson India	Noida, Uttar Pradesh, India.
3	Strategic Human Resource Development	Kandula, Srinivas R.	PHI Learning Pvt. Ltd.	New Delhi, 2001.
4	<i>HR Analytics</i>	Dipak Kumar Bhattacharyya	Sage Publication	New Delhi

Other Learning Material E- Resource:

SWAYAM – Strategic Human Resource Management : [https://online-degree.swayam2.ac.in/mri22_01_d04_s1_cc2/preview?utm](https://online-degree.swayam2.ac.in/mri22_01_d04_s1_cc2/preview?utm_source=swayam)

NPTEL – Advances in Strategic Human Resource Management (HRM) [https://nptel.ac.in/courses/110101164?utm_source](https://nptel.ac.in/courses/110101164?utm_source=swayam)

e-PG Pathshala – Human Resource Management (Management Studies) [https://epgp.inflibnet.ac.in/?utm_source](https://epgp.inflibnet.ac.in/?utm_source=swayam)

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MJ-303-CH	Major Mandatory 13	Cases in HRM	4	4

Course Objectives	
1	To make student know the gist of the case study and the way of attempt or solution
2	To understand practical applications of human resource management through case studies.
3	To enhance critical thinking and problem-solving abilities in the areas of HRM.
4	To develop analytical and decision-making skills in HR situations.

Course Outcome	
CO1	To analyze HR problems using case study methods.
CO2	To apply HR theories in practical organizational situations.
CO3	To develop critical and strategic thinking in human resource management.
CO4	To evaluate employee-related issues and recommend suitable solutions.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to HRM Cases and Case Analysis Method	1.1 Case – meaning – objectives of case studies, 1.2 Characteristics & importance of case studies, 1.3 Steps in case study analysis 1.3 Tools & techniques for case analysis 1.4 HR functions and responsibilities 1.5 Emerging trends in HRM	15
2 Case Studies -I	2.1 Job analysis: Job description, job specification, job evaluation, 2.2 Recruitment and selection 2.3 Talent acquisition challenges 2.4 Training 2.5 Executive development 2.6 promotion issues in the organization	15

3 Case Studies - II	3.1 Employee motivation and morale 3.2 Leadership and team building 3.3 Grievance and conflict management 3.4 Industrial relations 3.5 Organizational culture and employee well-being	15
4. Case Studies -III	4.1 Workforce diversity 4.2 Work from home and hybrid work culture 4.3 Sexual harassment at workplace 4.4 Stress management and employee counseling 4.5 HR ethics and corporate social responsibility 4.6 Change management and organizational development	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Case Study Solutions Human Resource Development	H. Kaushal	MacMillan Publisher India Pvt. Ltd	New Delhi, India
2	Human Resource Management (Text and Cases)	S.S. Khanka	S. Chand	New Delhi, India
3	Human resource Management Text and Cases	K. Aswathappa	McGraw Hill India	New Delhi, India
4	Cases in Human Resource Management	David Kimball	SAGE Publications, Inc	Los Angeles, California, USA
5	Organizational Behaviour: Text, Cases	K. Aswathappa	Himalaya Publishing House	Mumbai, India
	Organizational Behaviour: Text & Cases	Suja R, Nair	Himalaya Publishing House	Mumbai, India

Other Learning Material E- Resource:

https://onlinecourses.nptel.ac.in/noc24_mg81/preview

<https://openstax.org/details/books/organizational-behavior>

<https://www.managementstudyguide.com/organizational-behavior.htm>

<https://courses.lumenlearning.com/wm-organizationalbehavior/>

https://www.tutorialspoint.com/organizational_behavior/index.htm

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	ME-301-DMRM	Major Elective	Decision Making & Risk Management	4	4

Course Objectives	
1	To understand the fundamental concepts, principles, and processes of decision making and risk management.
2	To examine the various models, tools, and technological applications used in decision making and problem solving.
3	To develop analytical, creative, and leadership abilities required for effective individual and group decision making.
4	To evaluate the influence of personal values, organizational culture, and career factors on strategic decision making.

Course Outcome	
CO1	Explain the concepts, principles, styles, and processes of decision making along with the significance of risk management in organizations.
CO2	Apply various decision-making models, problem-solving techniques, and technological tools for effective managerial decisions.
CO3	Analyze the role of leadership, creativity, workplace conflicts, and decision-making competencies in organizational settings.
CO4	Evaluate the influence of individual values, career choices, organizational conflicts, and strategic risk management on business decisions.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Decision making and Risk Management	1.1 Decision making – Introduction, 1.2 Factors affecting decision making, 1.3 Principles of decision making 1.4 Steps in decision making process, 1.5 Decision making styles – types 1.6 Reasons for failure of rational models, 1.6.1 Traps that lead to sub-optimal decisions 1.6.2 Biases in decision making 1.7 Risk management: Meaning, significance and role	15

<p style="text-align: center;">2 Decision making Tools and Models</p>	<p>2.1 Role of technology in decision making and data analysis. 2.2 Models of decision making: 2.2.1 Rational model of decision making, 2.2.2 Myers Briggs, 2.2.3 Bounded Rationality model, 2.2.4 Retrospective decision model, 2.2.5 OODA Loop model, 2.2.6 Ladder of Inference 2.2.7 Herbert Simon’s decision-making model 2.3 Problem Solving – Meaning and difference between problem solving and decision making 2.4 EQ (Emotional Intelligence) versus IQ as essential decision-making traits</p>	<p>15</p>
<p style="text-align: center;">3 Role of Decision Making and leadership</p>	<p>3.1 Definitions of leadership and followership, 3.2 Common motives of leaders and followers. 3.3 Creative decision making – Meaning and significance 3.3.1 Characteristics and process of creative solutions, 3.3.2 Creative decision making in groups. 3.4 Blocks in decision making – Routine and emergency problems, threats in decision making 3.5 Understand workplace problems and conflicts. 3.5 Strategies to deal with workplace problems 3.6 Decision making competencies – Meaning, types and techniques</p>	<p>15</p>
<p style="text-align: center;">4 Individual and Organizational Values in Decision Making and Risk Management</p>	<p>4.1 Importance of team composition, understanding your own value system and how it influences choices 4.2 Career Decision Making – Concept, Steps, and factors Influencing Career Choices. 4.3 Donald Super theory of Career Development 4.4 Dealing with organizational Conflict and Risk - Resistance to change, 4.5 Strategic decision making: meaning, and significance.</p>	<p>15</p>

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Decision Making: 5 Steps to Better Results	Harvard Business Review	Harvard Business Review Press	India
2	Decision Making Essentials You Always Wanted to Know	Mark Koscinski	Vibrant Publishers	India

3	On Making Smart Decisions	Harvard Business Review	Harvard Business Review Press	India
4	Decisive – How to Make Better Decisions	Chip Heath	Random House Business	United Kingdom
5	Thinking in Bets – Making Smarter Decisions When You Don't Have All the Facts	Annie Duke	Portfolio Publishing	India
6	Credit Appraisal, Risk Analysis and Decision Making	D. D. Mukherjee	Snowwhite Publications	India
7	Managing Project Risk and Uncertainty	Chris Chapman and Stephen Ward	Wiley Publications	India
8	Fundamentals of Risk Measurements	Chris Marrison	Tata McGraw Hill	India

Other Learning Material E- Resource:

1. SWAYAM – Effective decision making : https://onlinecourses.swayam2.ac.in/e-learning/preview/cec24_hs95
2. SWAYAM – Multi-Criteria Decision Making and Applications https://onlinecourses.nptel.ac.in/e-learning/preview/noc24_ge01

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	MN-301-ECSR	Minor	Ethics & Corporate Social Responsibility	2	2

Course Objectives	
1	To understand the concept and importance of ethics in business.
2	To develop ethical decision-making abilities among students.
3	To understand the concept and scope of corporate social responsibility.
4	To create awareness about sustainability and responsible business practices.

Course Outcome	
CO1	Understand fundamentals of ethics and ethical values.
CO2	Apply ethical principles in business situations.
CO3	Explain CSR concepts and sustainability practices.
CO4	Analyze the role of business in social and environmental development.

Unit	Title and Contents	No. of Lecture Hours
1 Introduction to Business Ethics	1.1 Introduction to Ethics, Meaning and Definition of Ethics, Nature and Importance of Ethics, Types of Ethics, Values and Morality, Ethics in Personal and Professional Life. 1.2 Business Ethics: Meaning and Importance of Business Ethics, Objectives of Business Ethics, Ethical Issues in Business, Ethical Decision Making, Code of Conduct and Corporate Governance 1.3 Ethical Practices in Business: Ethics in Marketing, Ethics in Human Resource Management, Ethics in Finance and Accounting, Ethics in Information Technology and Digital Business	15
2 Corporate Social Responsibility (CSR)	2.1 Introduction to CSR, meaning and concept of CSR, evolution and importance of CSR, objectives and scope of CSR, CSR and sustainable development 2.2 CSR framework in India: CSR provisions under companies act 2013, role of government in CSR, CSR policies and programs, stakeholder approach in CSR. 2.3 CSR practices and sustainability: environmental responsibility, community development initiatives, education and healthcare CSR activities, green business and sustainability. examples of CSR initiatives taken by Indian companies	15

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Business Ethics and Corporate Social Responsibility	C.S.V. Murthy	Himalaya Publishing House	Mumbai
2	Business Ethics and Corporate Governance	A.C. Fernando	Pearson Education	New Delhi
3	Business Ethics: Concepts and Cases	Manuel G. Velasquez	Pearson Education	New Delhi
4	Business Ethics and Corporate Social Responsibility	Dr. S.S. Khanka	S. Chand Publishing	New Delhi
5	Corporate Governance, Ethics and Social Responsibility	V. Balachandran & V. Chandrasekaran	PHI Learning Pvt. Ltd.	New Delhi
6	Business Ethics: For B.Com, BBA, BBM and BMS	Prabhat Kumar Roy & Chandra Kumar Roy	Vikas Publishing House	Noida
7	Business Ethics: Corporate Governance, CSR and Indian Ethics	Prof. N.M. Khandelwal	Misha Books	Jaipur
8	Business Ethics and Corporate Governance	K.V. Bhanu Murthy & Usha Krishna	Tata McGraw Hill	New Delhi

Other Learning Material E- Resource:

1. https://onlinecourses.nptel.ac.in/noc25_mg08/preview
2. <https://www.managementstudyguide.com/business-ethics.htm>
3. <https://www.investopedia.com/terms/c/corporategovernance.asp>
4. <https://corporatefinanceinstitute.com/resources/management/corporate-governance/>
5. https://www.tutorialspoint.com/business_ethics_and_corporate_governance/index.htm

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/ Week
5	VSC-301-EE	Vocational Skill Development Course (VSC)	Entrepreneurship Essentials	2	4

Course Objectives	
1	To understand the fundamentals of entrepreneurship and entrepreneurial leadership.
2	To develop the ability to identify customer needs and business opportunities.

Course Outcome	
CO1	To explain the concepts and principles of entrepreneurship and entrepreneurial leadership.
CO2	To analyse customer requirements and identify potential business opportunities.

Unit	Title and Contents	No. of Lecture Hours
1 Entrepreneurship Fundamentals	1.1 Meaning and concept, attributes and mind-set of entrepreneurial and intrapreneurial leadership, role models in each and their role in economic development. 1.2 Understanding and analyzing the macro-Problem and Industry perspective, technological, socio economic and urbanization trends and their implication on new opportunities. 1.3 Aligning passion, identifying and defining problem using Design thinking principles. Analyzing problem and validating with the potential customer.	15
2 Customer Discovery, Ideation and competition mapping	2.1 Understanding customer, customer segmentation, creating and validating customer personas. 2.2 Understanding Customer Jobs-to-be-done and crafting innovative solution design to map to customer's needs and create a strong value proposition. Iterating problem-customer fit. 2.3 Examining ideation techniques and generating solution ideas. Competition and Industry trends mapping for assessing market sizing - initial opportunity.	15

This Course will be executed in collaboration with SPPU's Innovation, Incubation & Linkages and Wadhavani Foundation.

Reference Material:

Reference Books

Sr. No.	Title of the Book	Author/s	Publication	Place
1	Entrepreneurship (11th Edition)	Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha	McGraw Hill	New York
2	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	Eric Ries	Crown Business	New York
3	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers	Alexander Osterwalder & Yves Pigneur	John Wiley & Sons	Hoboken, New Jersey
4	Start with Why	Simon Sinek	Penguin Books Limited	London
5	Change by Design Revised & Updated: How Design Thinking Transforms Organizations and Inspires Innovation	Tim Brown	Harper Business	New York
6	The Dolphin and the Shark: Stories on Entrepreneurship	Namita Thapar	Penguin Books Limited	New Delhi
7	Effectuation: Elements of Entrepreneurial Expertise	Saras D. Sarasvathy	Elgar Publishing Ltd	Cheltenham, UK

Other Learning Material E- Resource:

1. https://onlinecourses.nptel.ac.in/noc20_ge08/preview
2. https://onlinecourses.nptel.ac.in/noc24_mg93/preview
3. <https://nptel.ac.in/courses/127105007>
4. <https://nptel.ac.in/courses/110101167>
5. <https://www.managementstudyguide.com/entrepreneurship-development.htm>
6. https://www.tutorialspoint.com/entrepreneurship_development/index.htm

Semester V					
Semester No.	Course Code	Type of Course	Course Title	Credits	Hours/Week
5	FP-301-MM	Field Projects (FP)	Field Project	2	4

Course Objectives	
1	To understand the practical aspects of field-based research and project work.
2	To develop analytical, communication, and problem-solving skills through field study.

Course Outcome	
CO1	To understand and apply field research techniques in project work.
CO2	To analyse information and prepare project reports effectively.

Unit	Title and Contents	No. of Lecture Hours												
1 Field Visit Structure	<ul style="list-style-type: none"> Pre-visit orientation session by concerned teachers Selection of industry/organization (department level) Visit to manufacturing firms / service organizations / logistics companies/ Export houses Interaction with professionals Data collection and observation (Preparing Questionnaire) 	15												
2 Student Activities During Visit	<ul style="list-style-type: none"> Follow discipline (safety protocols) as prescribed by the organization. Observation of business operations for practical understanding Interaction with officials Documentation study (if any) Understanding working of business firms Note-taking and data collection Photography (if permitted) 	15												
3 Project preparation	<p>The final project shall be presented as a book along with a presentation to be evaluated by the faculty mentor.</p> <p>Total Evaluation will be of 50 Marks and distributes as follows</p> <table border="1"> <thead> <tr> <th>Component</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>Attendance & Participation</td> <td>10</td> </tr> <tr> <td>Field Visit Report</td> <td>20</td> </tr> <tr> <td>Viva/Presentation</td> <td>10</td> </tr> <tr> <td>Industry Interaction & Observation Quality</td> <td>10</td> </tr> <tr> <td>Total</td> <td>50 Marks</td> </tr> </tbody> </table>	Component	Marks	Attendance & Participation	10	Field Visit Report	20	Viva/Presentation	10	Industry Interaction & Observation Quality	10	Total	50 Marks	
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<p style="text-align: center;">4</p> <p>Field Visit Report Format</p>	<ol style="list-style-type: none"> 1. Title page 2. Certificate 3. Acknowledgement 4. Objectives of Visit 5. Company/Organization Profile 6. Methodology 7. Observations and findings 8. Learning Outcomes 9. Conclusion 10. References 11. Annexures (photos, brochures, etc.) <p>Notes:</p> <ul style="list-style-type: none"> ❖ Students will be assessed on continuous basis with respect to their performance. ❖ Submission of two spiral visit reports, duly signed by students and concerned mentors at the time of viva is mandatory. 	
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