Course Title	TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT
Term/Semester	III
Course ID	21MBA631
Credits	03

Introduction:

Talent Management is not solely meant for enhancing and retaining the talent of a few special people within the organization. It is about maximizing everyone's strengths, championing diversity, and encouraging creativity and innovation. It aims at creating a work environment where the organization resounds with energy, drive, and passion of befitting employees.

Talent or skills are not a constant variable; rather, they are continuously nurtured, upgraded, and retained. Hence, there is a need for coaching and training to keep a viable talent culture across the organization

Keeping employees engaged is one of the biggest challenges faced by organizations nowadays. It is also a huge opportunity to gain long-term commitment and mandatory effort from a team. This effort will ultimately lead to higher sales and fewer mistakes in an organization.

From the day an employee joins an organization, his or her positive engagement or fruitful involvement in organizational work becomes a tough responsibility of the management. Before allotting duties and responsibilities to newly appointed employees, the organization clarifies itself about its goals and places the employee at the right place to materialize the goals. It decides and understands what and how of the goals.

Hence, it is an important HR function to define and plan an employee engagement strategy that aligns with the organization's goals.

Course Outcomes (COs):
At the end of the course, students will be able to-
CO1 : Understand and appreciate the focus on attraction, acquisition, and retention of talent in organizations.
CO2: Identify and analyse the alignment of talent management process with business strategy, with culture, and with people.
CO3: Comprehend how organizations are using employee engagement surveys to understand the drivers of their employees' satisfiers and dissatisfiers and apply
CO4: Identify and develop strategies for improving employee engagement at the team and enterprise level.
CO5: Formulate a link between employee engagement, customer value and financial performance

Course content and Structure: (36 hours)

Module 1: Introduction to Talent Management   (07 Hours)
- Key Process of Talent Management,
- Sources of Talent Management,
- Elements of Talent Friendly Organisations,
- Talent Value Chain,
- Effective Talent Management System, Modern Practices in Talent Attraction, Engagement and Retention,

- Talent Management Framework.
- Role of Talent Management in building sustainable competitive advantage to a firm
- Key Processes of Talent Management
- Human Resource Planning, Recruitment, Selection in the context of Talent management
- Performance monitoring, Retention
- Talent vs. knowledge people
- Consequences of Failure in Managing Talent
- Some suggestive tools for Managing Talent.

Module 2: Talent Planning   (12 Hours)

- Talent Planning and Development
- Talent Strategies & Future of Work & Changing Paradigm,
- Succession Planning, Integrating Succession Planning and Career Planning,
- Designing Succession Planning Program,
- Workforce Management
- Job Analysis
- Talent Mapping
- Talent Planning and Development: Concept of Talent Planning,
- Strategic Accountability Approach in Developing the Workforce
- Contingency Plan for Talent, Compensation Management within the context of Talent Management
- Developing and Retaining Talent: Potential Identification and Development, Coaching for Sustained & Desired Change

Module 3: Developing & Retaining Talent   (08 Hours)

- Potential Identification and Development,
- Coaching for Sustained & Desired Change,
- Integrating Coaching, Training and Development with Talent Management,
- Employee Retention - Motivation and Engagement,
- Return on Investment on Talent,
- Developing Talent Management Information System.

- Creating Business Value through Information Technology
- Information Strategy, HR Analytics for TM Processes

Module 4: Employee Engagement   (05 Hours)

- Concept of Employee Engagement,
- Success Factors to Employee Engagement,
- Assessing the Levels of Engagement,
- Managing and Implementing Change in Employee Engagement Practices,
- War of Talent and Imperatives,
- Engaging and Building Employee –
- Employer Partnership in the Digital Age,
- Workplace Challenges and Strategies for Effective Engagement.

Module 5: IT and Effective Talent Management   (04 Hours)

- Role of Information Technology in Effective Talent Management Systems –
- Introduction, Role of Information Technology in Talent Management Systems,

- Creating Business Value through Information Technology,
- HR Analytics for TM Processes,
- Design Development through Rapid prototyping and Scaling, Implementation and Maintenance, Audit and Update.

Pedagogy:
1) Experiential Learning
2) Activity Based Teaching
3) Case based Teaching
4) Project Based Teaching
5) Class room discussions
6) Industry Institute Interaction Series
7) Webinars
Teaching Learning Resources:

ESSENTIAL READINGS
1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook,Tata Mc Graw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International

REFERENCES
3. William H.Macey, BenjaminSchneide, Karen M.Barbera,ScottA.Young,Employee Engagement : Tools for Analysis, Practice, and Competitive Advantage, Wiley-Blackwell.

4. Simon L.Albrecht,Handbook of Employee Engagement: Perspectives, Issues,Research and Practices; Edward
5. SonalMinocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

Supplementary Resources
1. EBSCO:https://www.ebsco.com/academic-libraries,
2. JGATE : https://jgateplus.com
3. Pearson E library : https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	3	2	-	1	2	1	3
CO2	3	3	-	-	2	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	2	3	-	-	1	-	2
C05	2	3	-	2	3	3	-	-	1	-	3

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	**PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING**
Term/Semester	**III**
Course ID	**21MBA632**
Credits	**3**

Introduction:

The Main objective of the course is to help the students to understand about various Determinants of Job Performance and to facilitate the students to implement different methods of performance appraisal depending upon the organizational needs. The course also aims to help the students to understand about different methods of competency mapping and to build and lead high performance teams in an organization.

Course Outcomes (COs):

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

CO1: To analyze various determinants of Job Performance

CO2: To apply Competency Based Performance Management System in an organization

CO3: To apply Past Oriented and Future Oriented Methods of Performance Appraisal in an organization based on the needs of an organization

CO4: To analyze relationship between Competency Mapping and its linkage to Performance Planning and to effectively manage High Performance Teams in the organizational environment

CO5: To understand contemporary trends in Performance Management and to apply those contemporary trends on need basis in an organization

Course content and Structure: (36 hours)

Module 1: Introduction to Performance Management   8 Hours

- Introduction - Linkage of Performance Management with other HR Sub-Systems
- Pre-requisites of Performance Management
- Determinants of Job Performance
- Personality and Job Performance
- The Five Factor Model
- Benefits of Performance Management
- Elements of Effective Performance Management

Module 2: Performance Management System   10 Hours

- Characteristics of an Ideal Performance Management System
- Responsibilities in Performance Management System - Organization; Manager and

Employee;
- Dangers of poorly implemented performance Management Systems
- Conditions required for successful implementation of Performance Management System
- Competency Based Performance Management System
- Electronic Performance Management

Module 3: Performance Appraisal   6 Hours

- Process of Performance Appraisal
- Past Oriented and Future Oriented Methods of Performance Appraisal
- Advantages and Disadvantages of Performance Appraisal
- Common Rating Errors in Performance Appraisal
- Elements of a Good Performance Appraisal System

Module 4: Competency Mapping and High Performance Teams   8 Hours

- Methods of Competency Mapping
- Competency Mapping and its linkage to Performance Planning
- Design of Competency Mapping
- Concept of High-Performance Teams
- Characteristics of High-Performance Teams
- Concept to Non-Performance Teams
- Characteristics of Non-Performance Teams
- Building and leading High-Performance Teams

Module 5: Contemporary Trends in Performance Management System – Overview   4 Hours

- Remote Working and Performance Management
- Visual Dashboards for Performance Measurement
- Gig Economy and Performance Management
- SaaS and Mobile Management for Performance
- Mental Health and Wellness for Better Productivity
- Happiness Index and Performance

Pedagogy:

1) Classroom Discussion
2) Activity based Teaching
3) Theatre based Teaching (Role Play, Skit)
4) Case Based Teaching (Text Case, Multimedia Case Discussion)
5) Project Based Teaching
6) Experiential Learning
7) Industry-Institute Interface (III)
8) Webinar/Seminars/Student Development Programmes
9) Simulations

Teaching Learning Resources:

Essential readings

1. Herman Aguinis, Performance Management, Pearson Education.
2. B D Singh, Performance Management System, Excel Books
3. A S Kohli, T.Deb, Performance Management, Oxford University Press
4. Dipak kumar Bhattacharyya, Performance Management Systems and Strategies, Pearson Education

References

1. Robert L Cardy, Performance Management, Prentice Hall of India.
2. T V Rao, Appraising and Developing Managerial Performance, Excel Books
3. Dewakar Goel, Performance Appraisal and Compensation Management, Prentice Hall of India.
4. Armstrong Michael, Performance Management, Kogan Page.

Supplementary Resources

- Harrell, L. 2016. Performance Related Pay (prp)-A Case Based Analysis of Auto Electric ltd.NAIRJC: A Journal of Multidisciplinary, 2(4), 01-11.
- Calvo, N. 2012. Performance Appraisal System in Technology Start-Ups: Strategic Implications for HR Managers.China-USA Business Review, 11(7), 969-980.
- Selden, S., & Sowa, J. E. 2011. Performance Management and Appraisal in Human Service Organizations: Management and Staff Perspectives.Public Personnel Management, 40(3), 251-264.
- L, R. 2020. Mapping Competencies of Managers- a Gap Analysis to Propose Training and Development Strategies.IOSR Journal of Business and Management, 22(10), 20-26.
- Tayko, P. R. M. 2015. Human Information Processing Skills Set (HIPSS) : A Leveraging Component for the Development of High Performing Team in the Software Industry.ABAC Journal, 35(1), 59-69.
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=133164297&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=59754938&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=trh&AN=145085189&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=149327130&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=116228127&site=ehost-live

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11
CO1	3	3	1	2	2	1	2	3	2	1	2
CO2	3	3	2	1	3	3	2	3	2	1	3
CO3	3	3	2	2	3	3	1	2	2	1	3
CO4	3	2	3	2	2	1	2	3	1	2	3
C05	3	2	2	1	2	1	3	3	2	2	2

LEVEL   **3-Substantial**   **2-Moderate**   **1-Slight**   **"-" No relation**

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	INDUSTRIAL RELATIONS AND EMPLOYMENT LAWS
Term/Semester	**III**
Course ID	**21MBA633**
Credits	**3**

Introduction:

Industrial relations are the relationships between employees and employers within the organizational settings. The field of industrial relations looks at the relationship between management and workers, particularly groups of workers represented by a union. Industrial relations are basically the interactions between employers, employees and the government, and the institutions and associations through which such interactions are mediated.

The scope of Industrial Relations includes -Labour relations, i.e., relations between labour union and management; Employer-employee relations i.e. relations between management and employees; The role of various parties' viz., employers, employees, and state in maintaining industrial relations and the mechanism of handling conflicts between employers and employees, in case conflicts arise. The management and effective and efficient deployment of the resources of the organisation is the factor which decides the profitability and viability of any organisation. Labour is one of the basic resources of any industry and has an important bearing on the performance and goals of the organisation. In India we have a plethora of Laws which deals with issues concerning Labour administration, labour welfare, regulation of industrial relations between the management and the workers. For the effective and efficient management of labour in an industry or an organisation it is necessary to have a complete knowledge of the Laws, bye laws, regulations and ordinances applicable to the industry in general and to the company or organisation specifically. This course provides a brief insight into the Laws, bye laws, Regulations, notifications applicable to labour and labour issues.

Course Outcomes (COs):

At the end of the course, students will be able to-
CO1: Understand and appreciate the concept of Industrial Relations.
CO2: Illustrate the role of trade union in the industrial setup.
CO3: Outline the important causes & impact of industrial disputes.
CO4: Elaborate and apply Industrial Dispute settlement procedures.
CO5: Summarize the important provisions of Wage Legislations, welfare legislations and social security legislations

Course content and Structure: (36 hours)

Module 1: Introduction to Industrial Relations (07 Hours)
- Background of Industrial Relations – Definition, scope
- objectives, factors affecting IR, participants of IR, importance of IR
- Approaches to Industrial relations, system of IR in India : Historical perspective & post-independence period
- Code of Discipline and historical initiatives for harmonious IR

Module 2: Collective Bargaining & Negotiation (10 Hours)

- Definition, Meaning, Nature, essential conditions for the success of collective bargaining
- Functions of collective bargaining, importance of Collective Bargaining
- Collective bargaining process

- Prerequisites for collective bargaining
- Implementation and administration of agreements
  Negotiations - Types of Negotiations
- Techniques of negotiation, negotiation process,
- Essential skills for negotiation, Workers Participation in Management
  Trade Unions: Meaning, trade union movement in India,
- Objective, role and functions of the Trade Unions in Modern Industrial Society of India
- Procedure for registration of Trade Unions, union structure, Rights and responsibilities of TUs, Problems of trade unions

Module 3: Employment Laws   (12 Hours)
- Importance and relevance of Employment Laws
- Government policies relating to labour
- ILO and its influence on Legal enactments in India.
- Labour codes- 4 labour codes including implementation of POSH Act

Module 4: Grievance procedure and Discipline management: (04 Hours)

- **Grievance -** Meaning and forms, sources of grievance
- Approaches to grievance machinery
- Grievance procedures, model grievance procedure
- Disciplinary procedures, approaches to manage discipline in Industry
- Exit interview methods, process, need, output of it.

Module 5: Emerging Trends   (03 Hours)

- Addressing contemporary issues and global challenges in industrial relations
- Disputes in virtual teams, grievance handling, and, National Pension Scheme
- Voluntary standards as substitute to law

Pedagogy:

1) Experiential Learning
2) Activity Based Teaching
3) Case based Teaching
4) Project Based Teaching
5) Class room discussions
6) Industry Institute Interaction Series
7) Webinars

Teaching Learning Resources:

Essential Readings
1. **Industrial Relations and Labour Laws, 7/E by S.C. Srivastava, Vikas Publishing House**
2. **Industrial Relations And Labour Laws, - A M Sarma**
3. Labour and Industrial Laws – Dr Sunil Yadav, Central Law Publications
References
4. Labour and Industrial Laws 27th Edition -S N Mishra- Central Law Publications
4. Simon L.Albrecht,Handbook of Employee Engagement:Perspectives,Issues,Research and Practices;Edward
5. SonalMinocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

Supplementary Resources

- Pearson E library : https://elibrary.in.pearson.com
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	3	2	-	1	2	1	3
CO2	3	3	-	-	2	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	2	3	-	-	1	-	2
C05	2	3	-	2	3	3	-	-	1	-	3

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	LEARNING AND DEVELOPMENT
Term/Semester	**III**
Course ID	**21MBA634**
Credits	**3**

Introduction:

The Main objective of the course is to help the students to understand about the process of Training and Development and effective administration of various training programmes in an organization. The course will facilitate the students to effectively analyze the training needs of employees and to implement different methods of training depending upon the needs of the organization. The course also aims to help the students to evaluate the effectiveness of training programmes and to understand the contemporary trends in Learning and Development.

Course Outcomes (COs):

After the completion of the course, students will be able to:
CO1: Distinguish between training, learning and development and to apply the process of training and development in an organization
CO2: Analyze the training needs of employees in an organization and to effectively organize various training programmes in an organization
CO3: Implement different methods of training based on the needs of the organization
CO4: Understand the purpose of training evaluation and to evaluate various training programmes implemented in the organization
CO5: To discuss contemporary trends in learning and development and to apply those contemporary trends in an organization on need basis

Course content and Structure: (36 hours)

Module 1: Introduction to Training and Development   6 Hours

- Difference between Training and Development
- Difference between Training, Learning and Development
- Advantages of Training to Organizations
- Process of training and development
- Training Administration Procedure
- Importance of Training Administration

Module 2: Training Need Analysis and Organization of Training Programme and Methods of Training   8 Hours

- Training Need Analysis and Importance of Training Need Analysis
- Different Types of Training Needs
- Components/Levels of Training Needs Analysis
- Techniques of Training Needs Assessment
- Skill Competency Mapping

- Organization of Training Programme: Selection of Trainees; Trainee Readiness; Trainee Motivation to learn; Preparedness of Trainer; Duration of Training Programme; Training Environment;
- On-the-Job Training Methods
- Off-the-Job Training Methods
- Management Development Methods

Module 3: Learning and Career Development   10 Hours

- Principles of Andragogy in Training/Learning
- Overview of E-Learning Methods
- MOOCs; YouTube; Skype; Podcasts; Webinars; Edublog; HBS Online; LinkedIn Learning; Playlists; Blogs;
- Continuous Learning
- Up-skilling and Re-skilling
- Learning Pyramid
- Different Types of Learning Styles
- Kolb's Experiential learning Cycle
- Learning Management System (LMS)
- Purpose of Learning Management System
- E-learning – Characteristics of Instructional Design
- The ADDIE Model of Instructional Design
- Process of Outward Bound Learning : Framing, Implementation, Debriefing, Risks
- Safety and Ethical issues in OBL
- Career Development
- Stages of Career
- Types of Career Anchors
- Process of Career Planning
- Career Planning: Advantages to Employees and to Organization
- Horizontal and Lateral Career Development

Module 4: Training Evaluation   8 Hours

- Training Evaluation
- Purpose of Training Evaluation
- Principles of Evaluation; Formative Evaluation; Summative Evaluation
- Models of Training Evaluation
- Kirkpatrick's Four Level Model
- Kaufman's Five Level Model
- The CIRO Approach
- The Philip's Five Level Model
- Approaches to ROI on Training
- Guidelines for Training Effectiveness
- Net Effectiveness Score as a tool for Training Feedback

Module 5: Contemporary Trends in Learning and Development - Overview
4 Hours

- Simulations Training
- AI in Training
- Augmented Reality and Virtual Reality in Training
- The Gamification of Training
- Micro-learning
- Mobile Learning Apps

Pedagogy:

1) Classroom Discussion
2) Activity based Teaching
3) Theatre based Teaching (Role Play, Skit)
4) Case Based Teaching (Text Case, Multimedia Case Discussion)
5) Project Based Teaching
6) Experiential Learning
7) Industry-Institute Interface (III)
8) Webinar/Seminars/Student Development Programmes
9) Simulations

Teaching Learning Resources:

Essential readings

1. Noe Raymond, (2016), Employee Training and Development, 7th Edition, McGraw Hill.
2. Stephen Robbins, Phillip Hunsaker, Training in Interpersonal Skills, 6th Edition, Pearson
3. G Pandu Naik, ―Training And development‖, Excel Books Publications
4. Dr.B.Janakiram, ―Training and Development‖, Biztantra Publications

References

1. Lynton Rolf, Pareek Udai, (2011), Training for Development, 3rd edition, Sage Publications, New Delhi
2. Rishipal, Training and Development Methods, S.Chand, 2011.
3. Goldstein Irwin L, ―Training In Organizations - Needs Assessment, Development &Evaluation, Wordsworth Publication
4. Dipak Kumar Bhattacharyya, Training and Development: Theories and Applications: Theory and Applications, Sage Publications
5. Donald Kirkpatrick and James D. Kirkpatrick, Evaluating Training Programs: The Four Levels, Berret-Koehler Publishers, NC
6. Karl M. Kapp, The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education

Supplementary Resources:

- M, R. A. S. 2021. Examining the Impact of Training and Development on Employee Engagement in Bangladesh Pharmaceutical Sector.IOSR Journal of Business and Management, 23(1), 32-42.
- Saikumar, K., D, P., & Rajesh, B. 2021. A Study on Training and Development with Reference to Bhel – Hpvp. Ltd, Visakhapatnam.International Journal of Innovative Research and Practices, 9(1), 09-15.
- Rahmana, A., & Sukaya, Y. 2020. Training Needs Analysis: Suggested Framework for Identifying Training Need.International Journal of Psychosocial Rehabilitation, 24(2), 3861-3868.
- Panigrahy, A. K. 2017. Training Need Analysis for the Executives of Hindalco.International Journal on Research and Development - A Management Review, 6(3)

- Nayak, S. 2018. Impact of Learning and Development Strategy on Organisational Performance.International Journal of Business Management and Research, 8(1), 19-26.
- **http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=137656238&site=ehost-live**
- **http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=11870970&site=ehost-live**
- **http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=134170403&site=ehost-live**
- **http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=6652656&site=ehost-live**
- **http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=145973397&site=ehost-live**

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	1	2	3	1	1	2
CO2	3	3	2	1	2	1	2	3	3	1	3
CO3	3	2	3	1	3	2	3	3	1	2	3
CO4	3	3	1	1	-	-	1	3	1	1	1
C05	3	3	1	2	2	1	2	2	1	2	2

LEVEL   **3-Substantial**   **2-Moderate**   **1-Slight**   **"-" No relation**

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	LEADERSHIP AND CHANGE MANAGEMENT
Term/Semester	III
Course ID	21MBA635
Credits	3

Introduction:

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization change and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Describe the organizational development process.

CO2: Understand and appreciate the process of Change Management.

CO3: Understand and apply the change management models.

CO4: Demonstrate skills needed to develop an action plan for the organizational development process.

CO5: Analyse the causes for change resistance and develop the ability to handle the resistance.

Course content and Structure: (36 hours)

Module 1: Introduction to Leadership and Leadership theories   (10 Hours)

- Definition; Meaning; Approaches
- Leadership responsibilities
- Various styles of leadership
- Leadership framework
- Leadership ethics
- **Leadership Theories:**
- Great Man Theory of Leadership
- Trait Theory of Leadership
- Behavioral Theory of Leadership; Managerial Grid Model; Role Theory
- Contingency theory of Leadership; Fiedler's Contingency Theory; Hersey-Blanchard Situational Leadership Theory; Path-Goal Theory; Cognitive Resource Theory; Strategic Contingencies Theory
- Contemporary theories of Leadership; Transactional leadership Theories (Leader-member Exchange); Transformational Leadership Theories
- Changing trends in leadership development

Module 2: Change Management   (10 Hours)

- Concept and Significance; Managing Change
- Concept of Analyzing the Environment
- Perspectives on Change: Contingency; Resource Dependence; Population Ecology;
- Implications of Change.

- **Organisational Change** - Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change
- Participative Change and Directive Change
- Change Levels
- Levels of Change: Knowledge changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.
- Agile Management; Functional Transformation

Module 3: Implementing Change   (5 Hours)
- Steps involved in assembling a Change
- Models of change: Kurt Lewin's 3 step model; Kotter's 8 step model; Nadler's Model & Mc Kinsey's model
- Management in Establishing a new Direction for the Organization;
- Setting up of Change Teams;
- Aligning Structure, Systems and Resources;
- Removing road Blocks;
- Absorbing Changes into Organization

Module 4: Planned Change   (06 Hours)
- Theories of planned change, a general model of planned change,
- Different types of panned change and critique of planned change.
- OD practitioner role, competencies and professional ethics
- **OD process**: Initiating OD relationship, contracting and diagnosing the problem
- Diagnosing models, open systems, individual-level group level and organizational level diagnosis;
- collection and analysis for diagnostic information, feeding back the diagnosed information

Module 5: Organisation Change interventions   (05 Hours)
- Human process interventions: coaching, training and development, process consultation, third party intervention, and team building.
- Organization confrontation meeting, intergroup relations intervention, and large group intervention,
- Techno structural interventions: Structural design, downsizing, reengineering, employee involvement, work design, socio-technical systems approach.

Pedagogy
1) Experiential Learning
2) Activity Based Teaching
3) Case based Teaching
4) Project Based Teaching
5) Class room discussions
6) Industry Institute Interaction Series
7) Webinars

Teaching Learning Resources
Essential Readings
1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions :Managing Complex Change, Addision, - Wesley, Mass

References:
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .

4. Hammer, Michael and Champy, James, Reengineering the Corporation : AManifesto for Business Revolution, Harper Business, New York .

5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass

6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .

7. Morgan, Gareth, Imagination, Response Books, New Delhi .

8. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi .

9. Storey, John, International Cases in Human Resources Mangement, BeaconBooks, New Delhi .

10. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .

11. Kavitha Singh Organisational change and Development , Excel Books NewDelhi,2010

Supplementary Resources

1. **https://www.coursera.org/learn/removing-barriers-to-change offered by** University of Pennsylvania

2. **https://www.coursera.org/projects/change-gap-analysis - Guided Project**

3. EBSCO:https://www.ebsco.com/academic-libraries,

4. JGATE : https://jgateplus.com

5. Pearson E library : https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	3	2	-	1	2	1	3
CO2	3	3	-	-	2	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	2	3	-	-	1	-	2
CO5	2	3	-	2	3	3	-	-	1	-	3

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	**COMPENSATION AND REWARD MANAGEMENT**
Term/Semester	**III**
Course ID	**21MBA636**
Credits	**3**

Introduction:

The Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation and Reward Management. It enables students to understand and develop the salary structure with various components as per industry trends. It also serves to develop and strengthen overall analytical skills of students related to various HR Functions.

Course Outcomes (COs):

After successful completion of this course, the student will be able to

CO1: Appreciate the basic compensation concepts and the context of compensation practices

CO2: Design a compensation system to meet the requirements of individuals (in terms of internal equity and external equity), the organization (in terms of meeting strategic goals and containing labor costs), and society (in terms of fairness and justice).

CO3: Recognize the variables of cost to the Company and statutory provisions of taxation.

CO4: Develop reward strategy and implement recognition decisions that help the organization achieve a competitive advantage

CO5: Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

Course content and Structure: (36 hours)

Module 1: Fundamentals of Compensation Management **(6 Hours)**
— Meaning, Definition and Importance
— Types of compensation; Components in Compensation
— Conceptual framework of compensation management
— Theories of compensation management
— Criteria of compensation fixation; Institutional and cultural factors on compensation practices
— Compensation system design issues; Compensations Philosophies, compensation approaches

Module 2: Job Evaluation, Compensation Structures and Incentive Schemes **(8 Hours)**
— Job evaluation and methods
— Process and Problems involved in Job Evaluation
— Competency based Compensation (Broad pay bands and 360 degree feedback)
— Performance Based and Pay Based Structures, Designing Pay Structures
— Comparison & Evaluation of Different Types of Pay Structures,
— Incentive Schemes: Types of Incentive Schemes, Wage Incentive Plans, Merits and Demerits of Incentives
— Pre-requisites of Effective Incentive Schemes

Module 3: Cost to Company and Taxation on Salary and Benefits **(10 Hours)**
— Payroll - Components
— **Cost to Company (CTC) Method:** Meaning and significance, advantages and limitations

— Gross salary and Net salary, Components of CTC Monthly, quarterly, annual and one time component. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components.
— Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, Benefits, perquisites and statutory components.
— Calculation of Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability
— Tax deduction at source - Deductions and Tax Rebates
— Form -16 and Filling Returns
— Statutory Policies governing taxes
— Responsibilities of employer and employee in complying with taxation law.

Module 4: Reward and Recognition Management (7 Hours)
— Essentials of reward Management: The Reward System, Total Rewards, Strategic Reward, International Reward
— Recognition schemes Definition, Principles, Types, Designing a recognition scheme
— Performance management and reward, Engagement and Reward, Financial Reward, Non-Financial Reward, Contingent Pay Schemes, Bonus Schemes, Team Rewards
— The Practice of Reward Management: Developing of Reward System, Managing Reward System, Evaluating Reward Management, Responsibility for Reward Management
— Future trends in Reward Management

Module 5: Compensation Systems for Startups (5 Hours)
— Three heads of compensation [Salary, Benefits and Equity]
— Payroll Structure and Compensation for Startups
— Startup compensation strategy

Pedagogy:
1) Classroom Discussion
2) Workshop from Practitioners
3) Case based teaching
4) Experiential Learning
5) Project based learning
6) Simulation
7) Inquiry based teaching

Teaching Learning Resources:
Essential Readings

- Compensation Packages That Actually Drive Performance Principles for designing executive pay by Boris Groysberg, Sarah Abbott, Michael R. Marino, and Metin Aksoy From the Magazine (January–February 2021)
- A New Framework for Executive Compensation by Seymour Burchman February 26, 2020
- What You Need to Know About Stock Options by Brian J. Hall From the Magazine (March–April 2000)
- Research: A Little Recognition Can Provide a Big Morale Boost by Shibeal O'Flaherty, Michael T. Sanders, and Ashley Whillans March 29, 2021

References
- Compensation & Reward Management, BD Singh, 2nd edition, Excel books
- A Handbook of Employee Reward Management and Practice, Michael Armstrong, 2nd Edition, Kogan Page Publishers.
- Employee Reward, Michael Armstrong, 3rd Edition, CIPD
- Compensation Management, Mousumi S Bhattacharya and NilanjanSengupta, First Edition, Excel Books
- The Compensation Handbook,A State-of-the-art guide to Compensation Strategy and Design, Lance A. Berger, Dorothy R. Berger, Fifth Edition, McGraw-Hill Education

Supplementary Readings
- **Total Compensation Management: Reward Management Strategies for the 1990s.** Review by Smith, I.G. International Journal of Human Resource Management. Dec1992, Vol. 3 Issue 3, p632-633
- **Compensation Packages That Actually Drive Performance**, Boris Groysberg, Sarah L. Abbott, Michael Marino, Metin Aksoy Jan 2021
- **Six Considerations for Designing a Total Rewards Program**

List of Journals / Periodicals / Magazines / Newspapers / Web resources
1. Journal of Compensation Management
2. Compensation and Benefits Review
3. Journal of Human Resource Management
4. Journal of Business and Management

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	2	1	2	-	3	-	3	1	-	2
CO2	3	3	3	2	-	3	-	3	2	3	2
CO3	3	3	3	2	2	2	2	3	2	2	2
CO4	2	2	2	2	2	2	2	3	2	1	1
C05	3	3	1	3	2	2	2	3	2	1	2

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	International Human Resource Management
Term/Semester	IV
Course ID	21MBA641
Credits	3

Introduction:

The students should also understand various functions of International Human Resource Management and effectively manage recruitment, training and development of Expatriates and performance appraisal of Expatriates in a multinational company in addition to Repatriate Management. The course also aims to help the students to understand about International compensation management and contemporary trends in International human resource management.

Course Outcomes (COs):
After the completion of the course, students will be able to:

CO1: Understand difference between Domestic HRM and International HRM and effectively apply these differences with regard to management of Human Resources in a Multinational Organization

CO2: To implement different approaches of International Staffing in the Multinational Organization

CO3: To apply appropriate strategies for expatriate and repatriate management based on the needs of a Multinational Organization

CO4: To Design and Implement appropriate performance management systems and compensation management for Expatriates in a Multinational Organization

CO5: To discuss contemporary trends in IHRM and to apply those contemporary trends in a Multinational Organization on need basis

Course content and Structure: (36 hours)
Module 1: Introduction to International HRM   6 Hours
- Introduction – International HRM and its Importance
- Domestic HRM vs. International HRM
- Overview of Indian Multinationals going Global
- Mergers and Acquisitions – Integration of acquired employees in newer cultures

Module 2   International Recruitment and Selection   10 Hours
- International Staffing
- Approaches to International Staffing
- Overview of International Recruitment in EMEA,APAC, LAD and NA
- Criteria for Expatriate Selection
- Expatriate Adjustment Process
- Problems of Expatriate Failure
- Reasons for Expatriate Failure
- Repatriation; Process of Repatriation
- Job Related Factors in Complex Repatriation Process

Module 3: International Training & Development   8 Hours

- Expatriate Training
- Goals of Expatriate Training
- Expatriate Training Cycle
- Components of Pre-departure Training Programs
- Repatriation Training
- Challenges to Repatriation Process and Solutions

Module 4: International Performance Management and International Compensation Administration   8 Hours

- Performance Management of Expatriates
- Performance Appraisal in International Context
- Issues and Challenges in International Performance Management
- Key Components of International Compensation for Expatriates
- Organizational Goals and Employee Expectations of International Compensation
- Approaches to determine International Compensation Package

Module 5: Contemporary Trends in IHRM - Overview   4 Hours

- Multigenerational Workforce
- Attraction and Retention of Talent across Generations
- Integration of Work and Wellness
- Portable Benefits Systems
- Virtual Organizations
- Ethics in IHRM

Pedagogy:

1) Classroom Discussion
2) Activity based Teaching
3) Theatre based Teaching (Role Play, Skit)
4) Case Based Teaching (Text Case, Multimedia Case Discussion)
5) Project Based Teaching
6) Experiential Learning
7) Industry-Institute Interface (III)
8) Webinar/Seminars/Student Development Programmes
9) Simulations

Teaching Learning Resources:
Essential readings

1. Peter J. Dowling, Denice E.Welch, International Human Resource Management, Thomson Learning.
2. Dr.Nilanjan Sengupta, Dr.Mousumi S Bhattacharya "International Human Resource Management", Excel Books
3. Tony Edward and Chris Rees, International Human Resource Management, 3rd Edition, Pearson
4. Indrani Mutsuddi: Managing Human Resources in the Global Context, New Age International Publishers

References

1. R.V. Badi, S.G. Hundekar, Internaitonal Human Resource Management, Vrinda Publications
2. Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, SAGE Publications
3. Sonal Minocha and Dean Hristov, Global Talent Management, SAGE Publications

4. Willy McCourt, Derek Eldridge, Global Human Resource Management: Managing People in Developing and Transitional Countries, Routledge Publications

Supplementary Resources

- Sowa, J. E. 2020. Reinvigorating the Spirit of Strategic Human Resource Management.Public Personnel Management, 49(3), 331-335.
- Uysal, G. 2020. Mediating Role of Human Capital between SHRM and Firm Performance.Management Studies, 8(4), 333-340.
- Guámundsdóttir, S., & Eávarásdóttir, S. E. 2017. Recruiting for International Assignments: Looking beyond Technical Knowledge.International Journal of Human Resources Development and Management, 17(3-4), 220-229.
- Feitosa, J., Kreutzer, C., Kramper, A., Kramer, W. S., & Salas, E. 2014. Expatriate Adjustment: Considerations for Selection and Training.Journal of Global Mobility: The Home of Expatriate Management Research, 2(2), 134-159.
- Rossem, A. H. D. V. 2019. Generations as Social Categories: An Exploratory Cognitive Study of Generational Identity and Generational Stereotypes in a Multigenerational Workforce.Journal of Organizational Behavior, 40(4), 434-455.
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=135144426&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=136339938&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=137740395&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=4943419&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=127797013&site=ehost-live

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	2	2	3	2	3	1	2	3
CO2	3	2	1	1	2	1	2	3	1	2	3
CO3	3	3	2	2	3	2	2	3	1	2	3
CO4	3	3	2	2	2	2	2	3	2	1	3
C05	3	2	1	2	2	3	3	2	1	2	2

LEVEL   3-Substantial   2-Moderate   1-Slight   "-" No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester

5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	MANAGING TEAMS
Term/Semester	IV
Course ID	21MBA642
Credits	3

Introduction:
Modern organizations rely on the efforts of different kinds of teams and pull together teams with members scattered over multiple geographic locations (including multiple countries) to bring together the skills and competencies needed to address tasks.

The structure of this course focuses Team Management as good portion of management skills are reserved for technical knowledge in a position. This course will focus on how teams are managed in the organization. When discussing about managing teams in the organization, managing conflicts and negation skills play a very vital role. The course will focus on those two aspects and ends with understanding how organization manages high performance teams.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:
CO1: Understand and appreciate the various facets of team management
CO2: Understand and appreciate how teams are formed and managed within the organization
CO3: Understand the effects of conflict and formulate strategies for conflict resolution.
CO4: Develop negotiation skills.
CO5: Managing High performance teams.

Course content and Structure: (36 hours)
Module 1: Introduction to Team Management   (6 Hours)
- Overview and Definition of teams
- Reasons for team formation
- Contextual issues of teams
- Types of teams
- Frameworks and models
- Team dynamics and behaviors
- Ethical values in teams

Module 2: Forming, Leading and Analysing Teams   (10 Hours)
- Environmental factors and influences on team formation
- Selecting team members
- Motivating teams and individual members
- Creating shared values, identity, trust and collaboration
- Team decision-making processes and methods
- Providing feedback and 360 degree loops
- Understanding & leading multicultural teams; virtual teams

Module 3: Conflict Management   (8 Hours)
- Introduction to conflict Management
- Types of Conflict
- Causes for work place conflicts
- Effects of conflict on Individual, Group and Organisation

- Skills and Techniques for Conflict Management
- Methods of Conflict Resolution
- Approaches and strategies of dealing with conflicts

Module 4: Negotiation Skills   **(6 Hours)**
- Introduction to negotiation skills
- Types of Negotiations
- Essential skills for negotiation
- Tricks used in negotiation process
- Approaches to negotiation (Traditional and Modern)

Module 5: High Performance Teams   **(6 Hours)**
- High-Performance Teams- Concept and Characteristics
- Building blocks for high-performing teams.
- Building and leading High-Performance Teams
- Motivating and managing high performance teams
- Tracking and managing team process and performance

Pedagogy:
1) Classroom discussion
2) Case based teaching (Text and Multimedia)
3) Role play
4) Activity based teaching
5) Workshop, Webinars & Student Development Programs
6) Experiential learning

Teaching Learning Resources:
Essential Readings
1. Managing Teams- Larry Holpp. Managing Teams (McGraw-Hill Education: New York, Chicago, San Francisco, Athens, London, Madrid, Mexico City, Milan, New Delhi, Singapore, Sydney, Toronto, 1999).
   https://www.accessengineeringlibrary.com/content/book/9780070718654
2. Hackman R, "Leading Teams- Setting the stage for Great Performers", Harvard Business Review Press, 2002.
3. Proksch, S. (2016). Conflict Management.
4. Steven P. Cohen. Negotiating Skills for Managers (McGraw-Hill Education: New York, Chicago, San Francisco, Athens, London, Madrid, Mexico City, Milan, New Delhi, Singapore, Sydeny, Toronto, 2002).
   https://www.accessengineeringlibrary.com/content/book/9780071387576
5. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition
6. 1st Edition, Creating High Performance Teams- Applied Strategies and Tools for Managers and Team Members, by Ray Aldag, Loren Kuzuhara, 2015, ISBN 9780415538411
7. Robbins, S.P. (2003). Organizational Behavior (10th ed.). New York, NY: Prentice Hall.

Supplementary Resources

1. **MOOC Course:** Leading People and Teams-
   https://www.coursera.org/specializations/leading-teams?
2. **LinkedIn Learning**: Managing teams- https://www.linkedin.com/learning/managing-teams-3
3. **LinkedIn Learning**: Managing Team Conflict
   https://www.linkedin.com/learning/managing-team-conflict

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	2	1	3	-	-	2	1	1	3
CO2	2	1	2	1	3	-	-	2	1	1	3
CO3	3	3	1	1	3	-	-	1	1	1	3
CO4	2	1	1	1	3	-	-	-	-	1	3
C05	2	2	2	1	3	-	-	1	1	-	3

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments)	Individual	30	Full Semester

Course Title	HR ANALYTICS
Term/Semester	IV
Course ID	21MBA643
Credits	3

Introduction:

This course intends to increase the student's awareness of the usefulness of Analytics for HR, HR Information System and equip in using them at the workplace. The complexity in today's workforce, investment, new technology, economic pressures, talent as competitive edge, align the people strategy with business strategy and many other reasons are driving a change in HR to be analytics dependent. The present era of ERP based systems, the database of employees is either an internal part or it may be strongly associated with data warehouses. In this kind of environment organizational goals and KPIs drive the HR performance measures/ metrics.

Course Outcomes (COs):

After completion of this course, students will be able to;
CO1: Understand and appreciate the concepts and business application of human resources perspective
CO2: Apply quantitative and qualitative analysis to understand trends and indicators in human resource data
CO3: Demonstrate how to connect HR results to business results by Dashboards
CO 4: Apply the different HR metrics to conduct research and statistical analyses related to Human Resource Management

Course content and Structure: (36 hours)
Module 1: Overview of HR Analytics   8 Hours
- Role of Analytics: Defining HR Analytics; Basics of HR Analytics; what is Analytics; Evolution; Analytical capabilities; Analytic value chain; Analytical Model; Typical application of HR analytics.
- HR Analytics: The Third Wave for HR value creation; HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean); locating the HR challenge in the system; Valuing HR Analytics in the organizational system.

Module 2: HRA Frameworks   5 Hours
- HRA Framework: Current approaches to measuring HR and reporting value from HR contributions; Strategic HR Metrics versus Benchmarking; HR Scorecards & Workforce Scorecards and how they are different from HR Analytics;
- HR Maturity Framework: From level 1 to level 5; HR Analytics Frameworks (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework; 5 predominant components of an effective Analytics framework. Class Discussion on horizon of prediction, HR intervention strategies using analytics. (Focus to be given Benchmarking; HR Scorecards)

Module 3: Predictive Analytics based on Regression   8 Hours
- Steps involved in predictive analytics: Determine key performance indicator; analyse and report data; interpreting the results and predicting the future.
- Metrics and Regression analysis and Causation.

Module 4: Insight into Data Driven HRA: **9 Hours**
-   Data Driven HRA: Typical data sources; Typical questions faced (survey); Typical data issues; Connecting HR Analytics to business benefit (case studies); Techniques for establishing questions; Building support and interest; Obtaining data, Cleaning data (exercise); Supplementing data. Introduction to the concept of "bias" concept w.r.t surveys.

Module 5:   Emerging Trends in HR Analytics   **6 Hours**
-   Recruitment Analytics
-   Training Analytics
-   Compensation Analytics and
-   Performance Management Analytics

Pedagogy:
1) Classroom Discussion
2) Lab Driven course by using R Programme and Tableau
3) Project Based teaching
4) Case study based teaching
5) Interaction with the Practitioner

Teaching Learning Resources:
Essential readings-
-   Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers: London.
-   Soundararajan, R., & Singh, K. (2016). *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. SAGE Publications: India.
-   Bhattacharyya, D. K. (2017). *HR Analytics: Understanding Theories and Applications*. SAGE Publications India Pvt Limited.
-   Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
-   Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
-   Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.

References-
●   The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
●   HR Analytics: The What, Why and How, by Tracey Smith
●   The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.
●   Deloitte. (2016) *Enabling business results with HR "Measures that matter"[PDF File]* Retrieved from https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-hc-enabling-business-results-with-hr-measures-that-matter.pdf on May 14, 2019.
●   Bassi, L. (2011). Raging debates in HR analytics. *People and Strategy*, *34*(2), 14.

Supplementary reading:
●   https://jgateplus.com/home/
●   https://capitaline.com/
●   http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
●   https://elibrary.in.pearson.com/login

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	3	2	1	1	2	2	1	1
CO2	3	2	2	2	1	1	1	2	2	3	1
CO3	2	2	2	2	1		2	1	2	1	1
CO4	2	3	1	1	1		1	2	1	2	1
CO5	1	2	2	1	1	1	2	2	2	2	2

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	LEARNING ORGANISATIONS AND KNOWLEDGE MANAGEMENT
Term	IV
Course ID	21MBA644
Credits	3

Introduction:

Managing knowledge effectively is key to the performance and competitiveness of organizations. The course examines how organizations innovate or create new knowledge, how they retain knowledge, and how they transfer knowledge. Strategic implications of new results on organizational learning and knowledge management are also developed. Students will acquire a greater appreciation of the dynamics of organizations and how to analyze them. You will also learn techniques for increasing your effectiveness as a manager, such as approaches for promoting creativity and knowledge sharing in organizations.

Course Outcomes (COs):

Upon successful completion of this course, students will be able to:
CO1: Understand and appreciate the various facets of Learning Organisation
CO2: Formulate strategies to create and manage learning organisations
CO3: Understand and appreciate the concept of Knowledge and align knowledge management with business strategies.
CO4: Capture and Codify the knowledge for better decision making in the organization.
CO5: Ability to share/ transfer the meaningful knowledge with the stakeholders of the organization.

Course content and Structure: (36 hours)

Module 1: Learning Organisation (6 Hours)

- Introduction; Definition; Meaning; Needs and Importance; Characteristics
- Process of organizational learning
- The organizational learning cycle
- Difference between traditional organization and learning organization

Module 2: Creating and Managing Learning Organisation (6 Hours)

- Building blocks of Learning Organisation
- Challenges in the transformation to a learning organization
- Strategies to convert organisations into learning organization
- Disciplines of learning organization
- Strategies to manage learning organisation

Module 3: Knowledge Management (6 Hours)

- Introduction; Needs and Importance
- Types of Knowledge
- Knowledge Management system; Challenges; KMS Life Cycle
- Knowledge Management Models
- Aligning Knowledge Management and Business Strategy

Module 4: Knowledge Capture and Codification (10 Hours)

- Tacit Knowledge Capture
- Knowledge capturing techniques

- Evaluating the expert; Developing relationship with expert
- Explicit Knowledge Codification
- Codification Tools and Procedures
- Strategic and Practical Implications of Knowledge Capture and Codification
- Knowledge testing
- Knowledge metrics

Module 5: Knowledge Sharing/Transfer (8 Hours)

- Transfer methods
- Knowledge Transfer in e-world
- Knowledge-Sharing Communities; Types of Communities
- Obstacles to Knowledge Sharing
- Strategic and Practical Implications of Knowledge Sharing
- Data Management; Data mining and Business Intelligence

Pedagogy

1) Classroom discussion
2) Case based teaching (Text and Multimedia)
3) Activity based teaching
4) Practice based teaching
5) Workshop, Webinars & Student Development Programs
6) Project based teaching

Teaching Learning Resources:

Essential Readings

1. Argote, L. (2012). Organizational learning and knowledge management. In S. Kozlowski (Ed.) Oxford Handbook of Industrial and Organizational Psychology.
2. Argote, L. (2013). Organizational learning: Creating, retaining and transferring knowledge.
3. Springer
4. Peter M. Senge, *The Fifth Discipline* (New York: Doubleday, 1990), p. 1
5. Groff, T.R., and T.P. Jones. (2003). Introduction to Knowledge Management. Burlington, MA: Butterworth-Heinemann.
6. Marquardt, M. (1996). Building the Learning Organization. New York: McGraw-Hill.
7. Atwood, C.G. (2009). Knowledge Management Basics. Alexandria, VA: ASTD Press
8. Knowledge Management and Organizational Learning, King, W.R. (Ed.) 2009, XII, 396 p. illus., softcover.

Supplementary Resources

1. NPTEL Course- Knowledge Management-
   https://nptel.ac.in/courses/110/105/110105076/#
2. Coursera- Introduction to Learning Transfer and Life Long Learning (3L)-
   https://www.coursera.org/learn/intro-learning-transfer
3. https://jgateplus.com/home/
4. https://capitaline.com/
5. http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
6. https://elibrary.in.pearson.com/login

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	1	1	1	1	-	-	2	3	1	-
CO2	1	2	1	1	2	1	1	2	3	1	-
CO3	2	1	-	1	1	1	-	2	3	-	-
CO4	2	3	-	1	-	-	2	2	3	1	2
C05	1	-	-	2	2	-	-	2	3	2	1

LEVEL   3-Substantial   2-Moderate   1-Slight   - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester