

Subject Code (Major)[2508000605020006]

Subject Code (Minor)[2508000605050008]

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

PROGRAM NAME: T.Y.B. Com (Sem 5)

SUBJECT: MAJOR/Minor: MANAGEMENT- Paper -5

(Syllabus effective from Academic year 2025-26 onwards)

	SUBJECT: MAJOR: MANAGEMENT- Paper 5
Program Outcome:	PO1: Develop a comprehensive understanding of the various management practices, including organizational culture, performance management, diversity, and the integration of AI, to effectively solve business challenges. PO2: Foster the ability to manage change effectively within organizations, particularly during transformations related to cultural shifts, performance system overhauls, or the adoption of emerging technologies. PO3: Able to apply entrepreneurial thinking and innovation skills also enabling students to create new business ideas or improve existing systems by incorporating cultural insights, performance improvements and diversity PO4 Understand global business trends and cross-cultural dynamics and be adaptable and ready to work in an increasingly interconnected and dynamic global business environment. PO5: Foster a mind-set of continuous learning, staying updated with the latest trends in management, and adapting to emerging challenges in the business world. PO6: PO7: Students will understand how to integrate performance competencies, feedback mechanisms, and improvement strategies to drive organizational success. PO8: Leverage modern business technologies and digital tools (e.g., enterprise resource planning (ERP), data analytics, artificial intelligence) to improve management processes and decision-making.

Program Specific Outcome:	PSO1: Understand the significance and types of organizational culture. PSO2: Analyze methods for implementing cultural change. PSO3: Learn the objectives and features of performance management and understand performance competency and counseling. PSO4: Recognize the benefits and challenges of workplace diversity. PSO5: Apply diversity management theories effectively. PSO6: Understand AI and its applications in management. PSO7: Evaluate AI integration in enterprise systems.
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Course Outcome	CO1: Analyze the relationship between organizational culture and employee engagement, and understand how to leverage culture to drive employee motivation and loyalty. CO2: Evaluate the impact of Organizational Change and propose solutions to maintain alignment with business goals. CO3: Design a performance management system that aligns with organizational objectives and for continuous improvement. CO4: Understand the purpose, objectives, and features of performance management systems in organizations. CO5: Identify the benefits and challenges of workplace diversity, and recognize the value of diverse perspectives in enhancing creativity and decision-making. CO6: Understand and apply diversity management theories and practices to create an inclusive workplace. CO7: Understand the fundamentals of Artificial Intelligence (AI) and its various applications in management, including automation, decision-making, and data analysis. CO8: Assess the ethical, legal, and managerial implications of AI integration in business operations
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UNIT	CONTENT	WEIGHTAGE
1	Organizational Culture - History of Organizational Culture in India - Definition of organization - Types of culture - Organizational change - Changing an organizational culture - Roles and customs - Expected roles - Customer development - Tactics of implementation - Developing traditions of change - Managing change effectively	25%
2	Performance Management Systems and Performance Improvement - Definition of PMS. performance competency, potential - Capability and performance counselling - Objectives of PMS - Need for PMS in organizations - Essential features of effective PMS - Conditions for effective performance counselling - Performance counselling phases - Process of performance counselling	25%
3	Managing Diversity - Introduction to workplace diversity - Reasons for growing workforce diversity - Benefits and drawbacks of workforce diversity - Diversity and its impact on companies - Challenges of diversity - Recommendations for managing diversity, Key diversity theories	25%
4	Role of AI in Management: - Overview of Artificial Intelligence: Meaning and Definition - Types of AI - AI vs. traditional software systems - The growing importance of AI in management - Integrating AI with enterprise software (e.g., ERP systems), - Cloud-based AI applications in management - Ethical use of AI and its limitation	25%

References:

- Human Resource & Personnel Management by K. Aswathappa, Tata McGraw-Hill Publishing (2nd edition).
- Significance of HR Audit by V. Sambamurthy, Robert Zmud, Tom Trainer, and Carl Wilson, Prentice Hall/BTM Institute.
- Sustained Innovation - Converging Business & Technology to Achieve Enduring Performance by Faisal Hoque & Terry Kirk Patrick (BTM Press.
- Human Resource Management by C.B. Gupta, published by Sultan Chand and Sons.
- Artificial Intelligence in Business by Rajendra Akerkar
- Cloud AI: A Strategic Guide to Building Business Solutions",Author: Sam R. Madden,Publisher: Wiley
- Artificial Intelligence: Transforming Business in India",Author: Bikramjit R. Bhatia, Publisher: Sage Publications
- The Culture of Organisations: The Search for Meaning and Value,Author: Dr. P. K. K. Nair, Publisher: Sage Publications
- The Indian Workplace: Diversity and Inclusion",Author: Anjali Bansal,Publisher: Sage Publications**
- Diversity and Inclusion at Work: The Business Case for Diversity"Author: Gita PiramalPublisher: Macmillan India**

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
PROGRAM NAME: T.Y.B. Com (Sem 5)
SUBJECT: MAJOR: MANAGEMENT- Paper 6
(Syllabus effective from Academic year 2025-26 onwards)

	SUBJECT: MAJOR: MANAGEMENT- Paper 6
Program Outcome	PO 1: - Understand the significance of career planning in personal and organizational growth. PO 2: - Learn the role of mentoring, coaching, and succession planning in career progression. PO 3: - Analyse the impact of employee empowerment on motivation and productivity PO 4: - Understand the role of leadership in enhancing employee engagement. PO 5: - Gain insights into executive training methodologies and leadership development. PO 6: - Understand the role of executive education in organizational growth and innovation. PO 7: - Understand the relationship between work-life balance and employee well-being. PO 8: - Develop an understanding of legal and ethical considerations in social security policies.
Program Specific Outcome	PSO 1: - Students gain ability to design and implement career development frameworks in organizations. PSO 2: Students can create career growth roadmaps using tools like performance appraisals and mentoring programs. PSO 3: - Develop strategies for fostering employee engagement and participation in decision-making. PSO 4: - Formulate business strategies to enhance market competitiveness and organizational growth. PSO 5: - Understand the role of leadership training in succession planning and corporate growth. PSO 6: Equip students with the ability to use modern training methodologies like coaching, simulations, and e-learning for executive development. PSO 7: - Analyse and implement strategies to improve employees' quality of work life. PSO 8: - Design HR policies that integrate work-life balance with business objectives.
Course Outcome	CO1: Students acquire practical skills and knowledge in career planning, empowerment, training, and employee well-being, preparing them for leadership roles in HR and management. CO2: Students to gain deep insights into management practices and prepare for real-world challenges in various sectors of business and management. CO3: Explain the significance of career planning and its impact on individual and organizational success, identify career development tools and techniques used in corporate settings. Design career progression models that align with business goals and employee aspirations. Assess the effectiveness of career planning initiatives in improving employee satisfaction. CO4: Define employee empowerment and its role in enhancing organizational efficiency. Evaluate various empowerment strategies used by successful organizations. Implement decision-making frameworks that promote employee autonomy. Analyse the impact of empowerment on motivation, engagement, and retention. CO5: Understand the objectives and components of executive development programs. Design training programs for leadership and executive growth. Evaluate the effectiveness of different executive training methodologies. Apply industry best practices in executive coaching, mentoring, and skill development. CO6: Define the concept of Quality of Work Life (QWL) and its importance in HRM. Identify factors that influence work-life balance and employee well-being. Analyse various social security measures and their role in workforce stability. Develop HR policies that integrate employee welfare with organizational goals.

UNIT	CONTENT	WEIGHTAGE
1	Career Planning and Development - History of career Planning in India - Meaning of career planning - Career planning and man power planning - Career planning and succession planning - Objectives of career planning - Process of career planning - Advantages and limitations of career planning	25%
2	Employee Empowerment - Concept of Empowerment - Approaches to Empowerment - Importance of Empowerment - Barriers to Empowerment	20%
3	Executive Development Programmes and Training - Concept & Importance of Executive Development - Training vs. Development – Key Differences - Methods of Executive Development: - On-the-Job Training: Coaching, Mentoring, Job Rotation, Job Enrichment - Off-the-Job Training: Lectures, Seminars, Business Simulations, E-Learning - Recent Trends in Executive Development: - Leadership Development Programs - Emotional Intelligence and Soft Skills Training - Personalized Learning & AI-Based Training Modules - Executive Coaching and Self-Development Programs - Cross-Cultural Training for Global Competence - Measuring Training Effectiveness: Kirkpatrick’s Model - Role of HR and Technology in Executive Development	30%
4	Quality of Work Life, Work life Balance and Social Security - Concept of QWL, WBL and social security - Measuring of QWL - Principles of QWL - Techniques for improving QWL and WBL - Importance of work life balance - Scope of social security - Women harassment at work place - Women harassment Act 2000 - The maternity benefit Act 2000	25%

REFERENCES:

- 1, Human Resource & Personnel Management by K.Aswathappa, "Tata McGraw-Hill Publishing, 2nd editions.
2. Personnel Management – C B Memoria
- 3 Significance of HR. V.Sambamurthy, Robert Zmud, Tom Trainer and Carl Wilson, Publishing, Prentice Hall/BTM Institute Dec-2005
4. Sustained Innovation- Converging Business & Technology to Achieve Enduring Performance by Faisal Hoque & Tery Kirk Patrick (BTM Press-March-2007
5. Human resource management By C.B. Gupta published by Sultan Chand
- 6.Strategic Human Resource Management" by P. Subba Rao, Publisher: Himalaya Publishing House
- 7.Employee Empowerment: A Global Perspective" by S. K. Bhatia, Publisher: Global Vision Publishing House
8. Personnel and Human Resource Management" by P. Subba Rao, Publisher: Himalaya Publishing House
- 9.Human Resource Development by R. K. Sahu, Publisher: Excel Books
- 10.Training and Development: Concepts and Practices in Organizations" by R. K. Gupta, Publisher: Macmillan India
11. Quality of Work Life: A New Perspective by S. K. Bhatia, Publisher: Global Vision Publishing House
12. Social Security in India by D. P. Agarwal, Publisher: Deep & Deep Publications