

# **UNIVERSITY OF DELHI**

## **MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT)**

( To be effective from Academic Year 2014-15 and onwards)

### **Syllabus**



**MBA (HRD) Revised Syllabus as approved by Academic Council on 21<sup>st</sup> June, 2014  
and Executive Council on 19<sup>th</sup> July, 2014**

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## **I: PREAMBLE**

The Department of Commerce at Delhi School of Economics, formally set up as a separate entity in 1967 takes pride to pioneer the two specialized courses, namely MIB and MHROD (now restructured and renamed as MBA (IB) and MBA (HRD)). Both the Courses have been well received by the industry since 1995 till date. In the backdrop of one-year Post-graduate Diploma in International Marketing (PGDIM) started during the year 1985-86, which was highly reckoned by the trade and industry, the department introduced the full time two-year Master's programme in International Business (MIB, now restructured and renamed as MBA-International Business as per the UGC Gazette Notification dated 5/11 July, 2014) laying special emphasis on aspects of international business operations including global marketing and international financial management, and MHROD (now restructured and renamed as MBA-Human Resource Development as per the UGC Gazette Notification in dated 5/11 July, 2014) laying emphasis on HR and OD aspects of a business organization. The main objective of the programme was to develop candidates suitable for entry level managerial positions in the field of domestic and international business management. The courses were designed in a manner so that the students gain an in-depth knowledge and analytical skills which will enable them to efficiently and effectively carry out various HR, OD, marketing and international business operations of an organisation in the emerging globalized environment.

The Master of Business Administration (Human Resource Development) programme of the Department of Commerce has been designed to cater to the growing needs of industry and business for professionally qualified young man and women in the area of Human Resource and Organisational Development. In liberalized framework of the Indian economy, corporate experts in HRD will be amongst the key resource personnel needed for corporate strategic planning and control. Further, existing personnel specialists will need to develop fresh perspectives in order to cope with the changing role of personnel and industrial relations departments of corporate organisations. The objective of Master of Business Administration (Human Resource Development) is to provide quality education to highly motivated, bright young men and women so that they can provide professional expertise to business and industry in the area of human resource and organisational development.

Both the courses, viz. MIB (now restructured and renamed as MBA – International Business) & MHROD (now restructured and renamed as MBA – Human Resource Development) have been well received by the industry till date. However, in order to improve the course curriculum and impart the knowledge on contemporary developments taking place in the domain of International Business and Human Resources & Organizational Development, a need to revise the course structure was observed and executed. The revised syllabus, therefore, is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena. In order to facilitate the course revision process, a four member Committee was formed for proposing the new structure of the course. The committee held about half a dozen meetings in order to improve and create the new structure. A special meeting was arranged with the alumni of the department, well placed in industrial sector to seek their valuable inputs for the curriculum. The proposed structure was then vetted by an external member expert committee and their suggestions were incorporated before forwarding the proposed structure to other statutory committees of the University.

This syllabus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming a good leader and an asset for an organization. The structure was approved by the Department Council and the Council approved the

names of various area convenors as per their specialization for the formulation of course contents. The contents were decided by the working groups formed for various specialized areas such as Finance, Accounting, HR, IB, etc. which was presented in the Committee of Courses (Hons., P.G. and Research) meeting held on 5<sup>th</sup> May, 2014. The Committee of Courses discussed the structure and contents, threadbare and suggested a few changes. After incorporating the changes suggested by Committee of Courses, the draft was then placed for discussion in the Faculty of Commerce and Business. Further, the changes recommended by Faculty of Commerce and Business were adopted and the syllabus was approved in the meeting of the Faculty held on 10<sup>th</sup> May, 2014. In the Academic Council meeting held on 21<sup>st</sup> June, 2014 the syllabus was approved for its course contents.

In order to provide an equal footing to that of an MBA programme run by the premier business schools of the country, for change in course nomenclature, the Department and the University authorities have had various communications with the University Grants Commission vide Letter No. C-1/16/15/98/118 dated 17<sup>th</sup> December, 2003 from the Registrar to the Chairman, UGC, Letter No. C-I/16/15/156 dated 1<sup>st</sup> April, 2002, Letter No. C-I/16/15/98/119 dated 27<sup>th</sup> October, 1998 to the Chairman UGC. The Department also received the proposal from UGC, letter No. D.O. No. F.5-1/2010 (CPP-II) dated 30.05.2011 and letter No. F.5-1/99(CPP-II) dated 13.12.2011 for review of existing list of degrees and considering fresh proposals for specification of degrees under section 22 of the UGC Act, 1956. The letter informed that MBA is a UGC specified degree and university may award MBA degree with any specialization in parenthesis, for example, MBA (HR & OD) or MBA (IB). To resolve the issue of adding the parenthesis MBA (IB) and MBA (HRD) for the two year professional course of the Department, namely MIB and MHROD, a meeting of the Departmental Council was called upon on 1<sup>st</sup> July 2011 in the Department of Commerce. In respect of the specification of degrees, the following was resolved: (i) Master of International Business (MIB) be restructured as Master of Business Administration (International Business) – MBA (IB) and (ii) Master of Human Resource and Organizational Development (MHROD) be restructured as Master of Business Administration (HRD). This recommendation was also communicated to the University Grants Commission vide letter No. CD/7/70/2011, dated 18.11.2011 by the Department of Commerce. The said decision was reiterated by the subsequent Councils on the December 12, 2013 and March 14, 2014 and Faculty of Commerce and Business meeting dated 10<sup>th</sup> May, 2014. In the light of the UGC Gazette Notification dated 5/11 July 2014, the recommendations of Faculty was placed in the emergent meeting of Academic Council and Executive Council held on 19<sup>th</sup> July, 2014 and the nomenclature of MIB and MHROD was changed to Master of Business Administration (International Business) and Master of Business Administration (Human Resource Development) accordingly.

**II: COURSE STRUCTURE**

**Master of Business Administration (Human Resource Development)  
MBA (HRD)**

(As approved by Academic Council on 21<sup>st</sup> June, 2014 and Executive Council on 19<sup>th</sup> July, 2014)

<b>Semester I</b>	<b>Semester II</b>
111 - General Management	321 - Human Resource Management
112 - Legal Framework of Business	322 - Human Resource Development
113 - Accounting for Managers	323 - Organisational Behaviour
114 - Economics for Managers	324 - Organisational Development
115 - Entrepreneurship and New Venture Planning	325 - Labour and Social Security Laws
116 - Corporate Governance and Social Responsibility of Business	326 - Marketing Concepts and Principles
117 - Business Statistics and Research Methodology	327 - Economic and Accounting Aspects of Human Capital
<b>Semester III</b>	<b>Semester IV</b>
331 - Management of Industrial Relations	341 - Management of Transformation
332 - Performance Management and Talent Management	342 - Cross Cultural Management
333 - Training and Development	343 - Strategic Management
334 - Compensation Management and Employee Welfare Laws	344 - Finance for Decision Making
335 - Negotiations and Union Management Relations	345 - E-business and Cyber Laws
336 - Management Information System and HR Analytics	346 - Social Security and Participative Management
337 - Training Report	347 - Project Report

### III: Scheme of Examination

The system of examination shall be as follows:

- (i) Excepting papers 237, 247 in MBA (IB) and 337 and 347 in MBA (HRD) each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, study reports, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the Semester. The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of the written examination of each paper shall be three hours.
- (ii) Paper 237 and 337: Training Report: After the end of second semester, each student will go for summer training for a period of two months in a company. Immediately after the completion of the summer training, each student will submit a Training Report to the Department for evaluation in the beginning of the third semester. The evaluation of the Training Report shall be as follows:

Report evaluation - 70 marks

Report presentation and viva-voce - 30 marks

- (iii) Paper 247 and 347: Project Report : The scheme of evaluation for the Project Report shall be as follows:
  - (a) Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with the Faculty members. After approval of the project topics by the MBA (IB)/ MBA (HRD) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.
  - (b) Based on the project work shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.

### **Evaluation and span period**

- (i) The minimum marks for passing the examination shall be 45% in each paper and 50% in the aggregate of the semester I, student fails to secure 45 percent marks in any of the papers, he/she can reappear in those paper/papers in the subsequent semesters.

If a candidate admitted to the examination in any semester secures the minimum marks to pass in each paper but fails to secure the minimum marks to pass in the aggregate, he/she may appear in any of the paper/s of the Semester concerned according to his/her choice in order to be able to secure the minimum marks prescribed to pass in the aggregate in each semester.

- (ii) If a student fails to appear in any of the papers in MBA (IB)/ MBA (HRD) Semester – I of Part-I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part – I.

- (iii) Admission to Part-II of MBA (IB)/ MBA (HRD) Course shall be open to those who have cleared successfully at least 10 papers out of 14 papers offered for the MBA (IB)/ MBA (HRD) Part –I course comprising of Semesters I and II taken together. However, he/she would have to clear the remaining papers while studying in MBA (IB)/ MBA (HRD) Part – II in the second year.

- (iv) If a student fails or fails to appear in any of the papers in third semester examination of Part-II other than Training Report, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part-II Examination.

- (v) Only those candidates who have secured at least 45 per cent in each paper and 50 percent in aggregate in each of the semesters of the MBA (IB)/ MBA (HRD) course shall be eligible for the award of the Degree. Successful candidates will be classified on the basis of the combined results of Part – I and Part – II examination as follows.

Candidates securing 60% and above: I Division

All others: II Division

- (vi) Candidates who have already received the minimum pass marks in the Training Report/Project report at the University examination shall not be allowed to reappear in the examination.
- (vii) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organizations for at least two months.
- (viii) A candidate must qualify for the award of the Degree within four years of his/her admission to the MBA (IB)/ MBA (HRD) course.

- (ix) Candidates who fail or failed to appear the MBA (IB)/ MBA (HRD) examination after pursuing a regular course may be allowed to reappear at the examination on being enrolled as an ex-student as per the rules of the University. The old course will remain in force for ex-student only for a period of three years from the year in which the revised course introduced.
- (x) No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Department to have attended at least three-fourth of the total number of lectures, tutorials, special lectures and seminars conducted in each semester during his course of study. Provided that he/she fulfills other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% lectures, tutorials, special lectures and seminars conducted during the whole of that semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she makes up the shortage so condoned.
- (xi) No revaluation of answer books is permitted as per the rules of the University applicable to the professional courses.

**Master of Business Administration (Human Resource Development)  
Semester I**

**Course 111: GENERAL MANAGEMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.*

**Contents:**

**Unit I- Introduction:** Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, R&D; Development of Management Thought- Classical, Neo -classical, System and Contingency Approaches.

**Unit II -Planning and Control:** Concept, Process and Types; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques - Traditional and Modern (PERT and CPM).

**Unit III-Organising:** Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralisation; Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy.

**Unit IV-Directing:** Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication.

**Unit V-International Management Practices:** A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

**Note: Some cases of real business world are required to be discussed in each unit.**

**Suggested Readings:**

1. Wehrich, Heing and Harold Koontz, *Management: A Global Perspective*, Mc-Graw Hill, New-Delhi.
2. Stoner, James A. F., A. E. Freeman, and D. A. Gilbert (Jr.), *Management*, Prentice Hall of India Pvt.Ltd.
3. Ivancevich, John M., J. H. Donnelly (Jr.), and J. L. Gibson, *Management: Principles and Functions*, AITBS, Delhi.
4. Luthans, Fred, *Introduction to Management*, McGraw Hill.
5. Jones, Gareth R. and Jennifer M. George, *Contemporary Management*, Tata McGraw Hill.
6. Ghuman, K. and K. Aswathappa, *Management: Concepts, Practice and Cases*, Tata McGraw Hill.
7. Charles Hill, W.L. and Steven L.McShane, *Principles of Management*, Tata McGraw Hill.
8. Singh, B.P. & and T.N. Chhabra, *Management Concepts and Practices*, DhanpatRai, New Delhi.
9. Singh, B.P. and A.K. Singh, *Essentials of Management*, Excel Books, N. Delhi.
10. R.S. Dwivedi, *Management – An Integrated Approach*, National Publishing House.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester I**

**Course 112: LEGAL FRAMEWORK OF BUSINESS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** To acquire knowledge and understanding of major commercial and economic laws.

**Contents:**

**Unit I- Law relating to Contract:** Meaning and essentials of a valid contract; legality of objects; special contracts (indemnity and guarantee, bailment and pledge, law of agency); contract of sale; conditions and warranties; transfer of ownership of goods including sale by non-owners; e-contracts.

**Unit II – Law relating to LLP:** The Limited Liability Partnership Act, 2008; salient features of LLP; difference between LLP, partnership and a company; LLP agreement; nature of LLP; partners and designated partners; incorporation document; incorporation by registration; registered office of LLP and change therein; change of name; partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.

**Unit III-Law Relating to Information:** Right to Information Act, 2005- Definitions; right to information; obligations of public authorities; request for obtaining information; disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; the powers and functions of information commissions; appeals and penalties.

**Unit IV: Law relating to Competition and Consumer Protection:** Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations; Competition Commission of India; compliance of competition law; Consumer Protection Act, 1986-consumer protection in India; rights of consumers; consumer disputes redressal agencies.

**Unit V-Law Relating to Foreign Exchange:** Objectives and definitions under FEMA, 1999; current account transactions and capital account transactions; foreign direct investment in India and abroad; acquisition and transfer of immovable property in India and abroad; establishment of branch, office etc. in India; realization and repatriation of foreign exchange; authorized person; penalties and enforcement; powers of central government; adjudication, appeal and compounding; offences and penalties.

**Suggested Readings:**

1. Lee Reach, *Business Laws*, Oxford University Press, UK
2. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
3. Sharma J. P., and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.
4. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi
5. *Handbook of Corporate Laws* by Bharat Law House, New Delhi

**Note: Latest edition of readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester I**

**Course 113: ACCOUNTING FOR MANAGERS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** To acquaint students with Concepts of Financial, Cost and Management Accounting and their application in managerial decision making.

**Contents:**

**Unit I - Financial Accounting:** An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS).

**Unit II - Accounting Process:** Recording of Transactions in Primary Books, Special Purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance; Preparation of Financial Statements including Corporate Entities.

**Unit III - Financial Statement Analysis:** Analyzing Financial Statements through Ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital Structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis.

Analytical Comparative Statement; Cash Flow Statement.

**Unit IV - Introduction to Cost Accounting:** Objectives and importance of Cost Accounting; Cost concepts; Classification of Cost including Cost for Managerial Decision making; Elements of Cost; Cost Centre; Cost Unit; Cost Allocation, Cost Apportionment and Ascertainment; Cost Sheet; A brief Introduction of Methods of Costing (Theory Only); Cost Control and Cost Reduction.

**Unit V - Cost Volume Profit Analysis:** Marginal Cost Statement/Equation; P/V ratio; Break Even Point (BEP), Break Even Chart; Margin of Safety; Decisions relating to Key Factor, Price fixation, Export Order, Make or Buy, Deletion or Addition to Product/Services, Sell or Process Further, Continue or Shut down, etc.

**Unit VI – Budgeting and Budgetary Control:** Basic concepts of budgeting; Preparation of Functional Budgets, and Master Budget; and Flexible Budgets.

Responsibility Accounting and Divisional Performance.

**Suggested Readings:**

1. Lal, Jawahar, *Financial Accounting*, S. Chand & Company, New Delhi.
2. Lal, Jawahar, *Advanced Management Accounting*, Text and Cases, S. Chand & Company, New Delhi.
3. Horngren, Charles T., *Introduction to Management Accounting*, Prentice Hall of India Private Ltd., New Delhi.

4. Anthony Robert, and David Hawkins; *Accounting: Text and Cases*, McGraw-Hill.
5. Bhattacharya, S.K. and Jonn Dearden, *Accounting for Management*, Vikas Publishing House, New Delhi.
6. Jhamb, H. V., *Fundamentals of Management Accounting*, Ane Books Pvt. Ltd.
7. Meigs, R. F., et. al., *Accounting: The Basis for Business Decisions*, McGraw-Hill.
8. Garrison, R.H. and E.W. Norean, *Managerial Accounting*, McGraw-Hill.
9. Anthony, A., et. al., *Management Accounting*, Prentice Hall.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester I**

**Course 114: ECONOMICS FOR MANAGERS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *The objective of the paper is to acquaint the students with the economic theory and its use in business decision-making. The effort is to enable them to use various concepts for business problems in a globalized economic environment.*

**Contents:**

**Unit I: Demand and The Firm:**

Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity.

Firm and its Organization: Nature of the Firm and types of organizations. The Corporation: Ownership and Control.

**Unit II: Production, Cost and Market Forms:**

Production: Law of variable proportions. Production function: Concept of productivity and technology. Producer's equilibrium; Return to scale.

Cost: Classification of costs; Short run and Long run cost functions.

Market Forms: AR-MR. Price taker and Monopoly power. Market Imperfections–Monopolistic, Collusive oligopoly and price discrimination.

**Unit III: Pricing:**

Commodity Pricing: Economics of advertisement costs; Types of pricing practices.

Factor Pricing: Demand and supply of labour; Collective bargaining, Concept of rent, Profit- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital.

**Unit IV: Macro-Economic Markets and Integration:**

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier.

Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium.

IS-LM Analysis: Derivation of nominal IS-LM and equilibrium.

**Unit V: Trade Cycles and The Open Economy:**

Trade Cycles: Theories of trade cycles and Aggregate demand.

Open economy macro economics: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an open economy. Impact of trade on GDP. Open economy multiplier.

**Suggested Readings:**

1. Dominick, S., *Managerial Economics a Global Economy*, McGraw Hill Inc., Princeton.
2. Dornbusch, R., and Stanley Fisher, *Macroeconomics*, McGraw Hill, New York.

3. Koutsoyiannis, A., *Modern Micro Economics*, Macmillian Press Ltd.
4. Paul A Samuelson., William D Nordhaus. *Economics*, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration ( Human Resource Development)  
Semester I**

**Course 115: ENTREPRENEURSHIP AND NEW VENTURE PLANNING**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

***Objective:** This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.*

**Contents:**

**Unit I-Introduction:** Concept of Entrepreneurship; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges

**Unit II-Entrepreneurship Development and Leadership:** Types of startups; Entrepreneurial class Theories; Entrepreneurial training; EDP Programmes; Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial Challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

**Unit III- New Venture Planning:** Methods to Initiate Ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a Marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research, Marketing Mix; Business Plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

**Unit IV- Financing Venture:** Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new- venture proposals; Evaluating the Venture Capital- process; Sources of financing for Indian entrepreneurs.

**Unit V- Special Issues for Entrepreneurs: Legal issues** – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents, Trademarks and Copyrights – importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges; Intrapreneurship.

**Suggested Readings:**

1. Kumar, Arya, *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*, Pearson, India.
2. Hishrich., Peters, *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, Irwin.

3. Allen, K.R., *Launching New Ventures: An Entrepreneurial Approach*, Cengage Learning.
4. Ramachandran, K., *Entrepreneurship Development*, Tata McGraw Hill, India.
5. Roy, Rajeev, *Entrepreneurship*, Oxford University Press.
6. Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
7. Holt, David H., *Entrepreneurship: New Venture Creation*, PHI Learning.
8. Kuratko, D.F., and T. V. Rao, *Entrepreneurship: A South-Asian Perspective*, Cengage Learning.
9. Robert, H. M., Manimala, M. Peters, and D. Shepherd, *Entrepreneurship*, Tata McGraw Hill, India.
10. Barringer, B. R., and R. D. Ireland, *Entrepreneurship: Successfully Launching New Ventures*, Pearson Education, India
11. Natarajan., K and E. Gordon, *Entrepreneurship Development*, Himalya Publication, India.
12. Vasant., Desai, *Small- Scale Industries and Entrepreneurship*, Himalya Publication, India.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration ( Human Resource Development)  
Semester I**

**Course 116: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY OF BUSINESS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

**Contents:**

**Unit I-Conceptual Framework Of Corporate Governance:** Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.

**Unit II-Corporate Governance Framework in India** – Corporate boards and its powers, responsibilities, disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

**Unit III-An International Perspective on Corporate Governance:** Legislative framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA).

**Unit IV-Major Corporate Governance Failures** –Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.

**Unit V-Whistle-blowing and Corporate Governance** – The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

**Unit VI-Corporate Social Responsibility (CSR)** –Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

**Suggested Readings:**

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.

4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration ( Human Resource Development)  
Semester I**

**Course 117: BUSINESS STATISTICS AND RESEARCH METHODOLOGY**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *The objective of the paper is to acquaint the students with important statistical techniques for managerial decision-making. The emphasis will be on their application to business and economic situations.*

**Contents:**

**Unit I: Probability and Probability Distributions:** Nature of statistical data. Scales of measurement. Descriptive and inferential statistics. Approaches to calculation of probability. Marginal, joint and conditional probability. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Binomial, Poisson, and Normal distributions.

**Unit II: Statistical Decision Theory:** Decision-making process. Decision rules under risk and uncertainty. Expected monetary value approach and EVPI. Marginal analysis. Decision-tree analysis.

**Unit III: Sampling Distributions and Estimation:** Sampling concepts. Sampling methods. Concepts of sampling distribution, its expected value and standard error. Sampling distribution of means. Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation. Confidence intervals for means and proportions. Sample size determination for a mean.

**Unit IV: Hypothesis Testing: One and Two-sample Tests:** General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. Power of a test. One Sample Tests: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests involving proportions. Two-sample Tests: Tests for difference between means – when the population standard deviations are known and when they are not known. Inferences about difference between two means for matched samples. Hypothesis testing of difference between two proportions.

**Unit V: Analysis of Variance and Chi-square Tests:** One-factor ANOVA (Completely Randomised Model) and two-factor ANOVA without replication (Randomised Block Model). Chi- square test for Independence and Goodness-of-fit.

**Unit VI: Correlation and Regression Analysis:** Simple linear correlation and regression analysis. Rank correlation. Multiple linear regression analysis, involving up to three variables.

**Suggested Readings:**

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.

3. Anderson, Sweeny and Williams, *Statistics for Business and Economics*, Cengage Learning, New Delhi
4. Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
5. Levine, D. M., et al., *Statistics for Managers*, Prentice-Hall of India.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration ( Human Resource Development)  
Semester II**

**Course 321: HUMAN RESOURCE MANAGEMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *The objective of the course is to familiarise the students about the different aspects of managing people in the organisations from the stage of acquisition to development and retention.*

**Contents:**

**Unit I- Introduction:** Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- Concept, Scope and Importance; Competencies of HR Manager: Employer branding and Competency mapping; Changing role of HRM- Workforce diversity, Technological change, Restructuring and rightsizing, Empowerment; TQM, Managing ethical issues.

**Unit II- Human Resource Planning, Job Analysis, and Job Design:** Assessing Human Resource requirements; Human resource forecasting; Work load analysis ; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design.

**Unit III- Recruitment, Selection, Training, and Development:** Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations; An overview of Training and Development; Emerging trends in Recruitment, Selection, and development.

**Unit IV- Compensation Management, Performance Appraisal, and Audit:** Compensation Management- Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, etc. Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviourally Anchored Rating Scale, Potential Appraisal, Human Resource Audit.

**Unit V- International HRM and Emerging Horizons of HRM:** Concept, importance, and models of International HRM; Challenges of International HR Managers; Global HR practices; E-HRM; HRIS (Human Resource Information System); Measuring intellectual capital; Impact of HRM practices on organisational performance; contemporary issues in Human Resource Management.

**Case Studies:** Some cases of real business world to supplement learning from the course.

**Suggested Readings:**

1. D'Ceazo, David A., Stephen P. Robbins, and Susan L. Verhulst, *Human Resource Management*, John Wiley and Sons, NewDelhi.
2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, *Managing Human Resources*, Prentice Hall, NewJersey.
3. Ian, Beardwell, and Len Holden, *Human Resource Management*, Prentice Hall.
4. Dessler, Garry, *Human Resource Management*, Prentice Hall of India.

5. Saiyadain, Mirza S., *Human Resource Management*, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.
6. Noe, Raymond A., John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, *Human Resource Management*, Tata McGraw Hill.
7. Chhabra T. N., *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd. New Delhi.
8. Aswathappa, K., *Human Resource Management-Text and Cases*, Tata McGraw Hill
9. Bernardin, H. John, *Human Resource Management*, Tata McGraw Hill.
10. Singh B. P. and T. N. Chhabra, *Personnel Management & Industrial Relations*, Dhanpat Rai and Co. Pvt. Delhi.
11. Flippo, Edwin B., *Principles of Personnel Management*, McGraw Hill, New York.
12. Harzing, A. W. and Joris Van Ruysseveldt, *International Human Resource Management: An Integrated Approach*, Sage Publication, London.
13. Dowling, Peter J., D.E. Welch and R. S. Schuller, *International Human Resource Management: Managing People in a Multiple Context*, South Western College Publishing, Cincinnati .

**Note: Latest edition of the readings may be used.**

**Master of Business Administration ( Human Resource Development)  
Semester II**

**Course 322: HUMAN RESOURCE DEVELOPMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.*

**Contents:**

**Unit I-Introduction to Human Resource Development:** Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

**Unit II-HRD Process:** Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

**Unit III-HRD Activities:** Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.

**Unit IV-HRD Applications and Trends:** Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

**Unit V-HRD in Organisations:** Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

**Note: Lectures should be supplemented with the case studies.**

**Suggested Readings:**

1. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
2. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
3. Mankin, D., *Human resource development*, Oxford University Press India.
4. Haldar, U. K., *Human resource development*, Oxford University Press India.
5. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
6. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
7. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
8. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.

9. Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, *Harvard Business Review*.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration ( Human Resource Development)  
Semester II**

**Course 323: ORGANISATIONAL BEHAVIOUR**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *To acquaint the student with the determinants of intra -individual, inter-personnel and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.*

**Contents:**

**Unit I Introduction:** Organisational Behaviour- Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour.

**Unit II Individual Behaviour:** Personality, Learning, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work.

Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns.

Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs; OB Mod.

**Unit III-Inter-personal Behaviour:** Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work- Sexual abuse, Substance abuse, cyberslacking, Aggression, and Violence.

**Unit IV- Group Behaviour:** Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics.

Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict.

**Unit V- Organisational Processes:** Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management.

**Case Studies:** Some cases of real business world to supplement learning from the course.

**Suggested Readings:**

1. Robbins, Stephen P. and Timothy A. Judge, *Organisational Behaviour*, Prentice -Hall, New Delhi.
2. Luthans, Fred, *Organizational Behaviour*, McGraw-Hill, New York.
3. Gregory, Moorhead and Ricky W. Griffin, *Managing Organizational Behaviour*, Thomson South Western Publication.
4. Newstorm, John W., *Organizational Behaviour: Human Behaviour at work*, Tata McGraw- Hill Pub. Co. Ltd. New Delhi.
5. Hersey, Paul, Dewey E. Johnson, and Kenneth H. Blanchard, *Management of Organisational Behaviour*, Prentice-Hall of India, New Delhi.
6. Terrance R. Motchell, *People in Organization An Introduction to Organisational Behaviour*, McGraw-Hill, New York .
7. Mullins, Laurie J., *Management and Organisational Behaviour*, Prentice Hall.
8. Singh, B. P. and T. N. Chhabra, *Organisation Theory and Behaviour*, DhanpatRai and Co. P. Ltd., New Delhi, 2000.
9. Sharma, R. A., *Organisational Theory and Behaviour*, Tata McGraw -Hill Publishing Co. Ltd.
10. Sekaran, Uma, *Organisational Behaviour: Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd.
11. Aswathappa, K., *Organisation Behaviour*, Himalaya Publishing House, New Delhi.
12. Singh, K., *Organizational Behaviour: Text and Cases*, Pearson.
13. Pareek, U. and Khanna, S., *Understanding Organizational Behaviour*, Oxford University Press.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration ( Human Resource Development)  
Semester II**

**Course 324: ORGANISATIONAL DEVELOPMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *To prepare the students as organisational change facilitators using the knowledge and techniques of behavioural sciences. Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed.*

**Contents:**

**Unit 1-Introduction:** Organisation development- Concept and process; Assumptions and values underlying organisation development (OD); Foundations of organisation development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners.

**Unit II-Organisational Diagnosis:** Techniques of organisational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analysing diagnostic information; feeding back diagnostic information.

**Unit III-Organisational Change, Renewal, and Development:** Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organisational renewal and re –energising; Institution building; Creativity and innovation.

**Unit IV-OD Interventions:** Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC); Behavioural interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-structural interventions- Restructuring organizations, Employee involvement.

**Unit V-Trends in Organization Development:** OD-HRD interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.

**Suggested Readings:**

1. French, W.L. and Bell, C.H., *Organisation development*, Prentice-Hall, New Delhi.
2. Hackman, J.R. and Suttle, J.L., *Improving life at work: Behavioural science approach to organisational change*, Goodyear, California.
3. Harvey, D.F. and Brown, D.R., *An experimental approach to organization development*, Prentice-Hall, Englewood Cliffs, N.J.
4. Hersey P., and Blanchard, H.B., *Management of organisational behaviour: Utilising human resources*, Prentice Hall, New Delhi.
5. Pareek U., Rao, T.V. and Pestonjee, D.M., *Behavioural processes in organisations*, Oxford and IBH., New Delhi.
6. Cummings, T. G., *Theory of organization development and change*, South Western.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester II**

**Course 325: LABOUR AND SOCIAL SECURITY LAWS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** To familiarize the students with the understanding and provisions of industrial and labour related social security laws. Case studies and problems involving issues in industrial laws are required to be discussed.

**Contents:**

**Unit I-The Employees Provident Fund & Miscellaneous Provisions Act, 1952:** Definitions; Schemes under the act – Employees’ provident fund scheme, Employees’ pension scheme, 1995, Employees’ deposit linked insurance scheme; Case laws.

**Unit II-Employees State Insurance Act, 1948:** Objectives and applicability of the scheme; Definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation, standing committee and medical benefit council; contributions; adjudication of dispute and claims, benefits; Case laws.

**Unit III-Factories Act, 1948:** Definitions; Authorities under the factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure.

**Unit IV-Payment of Gratuity Act, 1972:** Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer’s duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.

**Unit V-Employee’s Compensation Act, 1923:** Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer’s liability for compensation; amount of compensation; Contracting; Commissioner; Case laws.

**Suggested Readings:**

1. Malik, K.L., *Industrial Laws and Labour Laws*, Eastern Book Company, Lucknow.
2. Kumar, H.L., *Digest of Labour Cases*, Universal Law Publishing Co P Ltd, New Delhi
3. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
4. Sharma, J.P., *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd., New Delhi.
5. Sharma, J.P., *Industrial Laws*, Ane Books Pvt. Ltd, New Delhi.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester II**

**Course 326: MARKETING CONCEPTS AND PRINCIPLES**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *To develop among the students the underlying concepts, strategies and issues involved in the marketing of products and to develop insights into emerging trends in marketing of products.*

**Contents:**

**Unit I-Introduction:** Nature, scope and importance of Marketing; Core marketing concepts; Company orientation towards the market place- production concept, product concept, selling concept, marketing concept, holistic marketing concept; Marketing mix; Marketing management process- a strategic perspective.

Marketing Environment: Marketing information system; Analysing macro marketing environment; impact of micro and macro marketing environment on marketing decisions.

Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.

Market Segmentation: Bases for segmenting a consumer market and business market; Criteria for effective market segmentation; Evaluating and selecting target market; Positioning – concept, bases and process.

**Unit II-Product and Pricing Decision:** Product-concept and classification; Major product decisions; New product development; Product life cycle – concept and marketing strategies for different life cycle stages; Packaging and labeling; Product support services; Branding decisions; Pricing – Objectives, Factors affecting price of a product; steps in setting price, pricing policies and strategies; Ethical issues concerning product and pricing decisions.

**Unit III-Distribution and Promotion Decisions:** Channels of distribution – concept and importance; Different types of distribution channels; Channel management decisions; Channel integration and systems; Distribution logistics – concept, importance and major logistics decisions.

Promotion Decisions: Meaning and importance of promotion; Promotion tools and their characteristics; Determining optimal promotion mix; Integrated Marketing Communications – Concept and importance; Developing and implementing promotional programme; Ethical issues concerning distribution and promotion decisions.

**Unit IV-Services Marketing:** Concept; Nature & Classification of services; Characteristics of services & their marketing implications; Managing service quality.

Customer Relationship Management: Concept, Nature and Relevance of CRM and e-CRM in the globalised economy; Dimensions of CRM from the perspective of Internal and External Customers; Developing and Managing Relationship.

**Unit V-Trends in Marketing:** Social Media Marketing; Green Marketing; Internal Marketing; Socially Responsible Marketing; Cause relating Marketing; Social Marketing; Other emerging trends.

**NOTE:** *Class discussions to be supported by relevant case studies.*

**Suggested Readings:**

1. Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla Y. and Ehsan Ul Haque, *Principles of Marketing: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. McCarthy, E. Jerome; Cannon, Joseph and William D. Perreault, *Basic Marketing*, McGraw-Hill Education.
5. Armstrong, Gary and Philip Kotler, *Marketing: An Introduction*, Pearson.
6. Chhabra, T.N., *Principles of Marketing*, Sun India Publication.
7. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
8. Zikmund, William G. and Michael D'Amico, *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.
9. Neelamegham, S., *Marketing in India: Text and Cases*, Vikas Publishing House.
10. Rajgopalan, *Marketing Management: Text and Cases*, Vikas Publishing House.

**Note:** Latest edition of text book may be used.

**Master of Business Administration (Human Resource Development)  
Semester II**

**Course 327: ECONOMIC AND ACCOUNTING ASPECTS OF HUMAN CAPITAL**

**Marks: 100 (Theory=70, Internal Assessment=30)**

**Objective:** *The course provides detailed framework of all aspects on the economics of labour and the accounting aspects of Human Capital. It will also provide relevant knowledge to the learners in order to solve specific labour economics problems.*

**Contents:**

**Unit I- Economic theories of Human Capital:** Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

**Unit II-Theories of Wage Determination:** Theory of Individual and Household Labour Supply; Life-cycle Approach to Labour Supply; Empirical Aspects of Labour Supply; Limitations, Concept, Assumptions and Problems of Wage Determination; Market Forces of demand and supply of Labour; Nature and Extent of Labour Exploitation; Wage Structure and Wage Analysis; Pattern and Behaviour of wage differentials; Principle of Equal Pay for Equal Work; Overview of Incentive Wage Plans; Objectives of Wage Policy in Developing Economy; Impact of Industrial Policy on Wage Policy; Economic Impact of Labour Legislation in India.

**Unit III-Accounting Aspects of Human Capital – Cost Based Models:** Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

**Unit IV-Accounting Aspects of Human Capital – Value Based Models:** Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

**Unit V-WTO and Intellectual Capital:** Emergence of WTO and patenting regime; Trade Related Intellectual Property Rights (TRIPS) and implications for India; Recent developments in India and other selected countries with regard to TRIPS both at the macro and micro level; Progress in the WTO Doha Round and Trans Pacific Partnership (TPP) trade negotiations.

***Suggested Readings:***

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., *Economic Problems of Modern Life*. Mc-Graw Hill Book Company.
4. Walter Hageabuch, *Social Economics*, Cambridge University Press.
5. S. Howard Patterson, *Social Aspects of Industry*.
6. Millis and Montgonery, *Labours Progress and some Basic Labour Problems*. Mc -Graw Hill Book Company.
7. Flamholtz, Eric, *Human Resource Accounting*, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. *Accounting for Human Assets*, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.
9. Flamholtz, Eric G., *Human Resource Accounting: Advances in Concepts, Methods and Applications*, Jossey Eass Publishers, San Francisco, London.
10. Likert, Rensis, *The Human Organisation: Its Management and Value*, McGraw Hill Book Co., New York, N.Y.
11. Ganguli, Prabuddha, *Intellectual Property Rights: Unleashing the Knowledge Economy*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
12. Chakraborty, S.K., *Human Asset Accounting: The Indian Context in Topics in Accounting and Finance*, Oxford University Press.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester III**

**Course 331: MANAGEMENT OF INDUSTRIAL RELATIONS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *This course deals with analyzing both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level. The course emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment and developing in the participants' skills in managing these issues in general and in the Indian context in particular.*

**Contents:**

**Unit I- Structure and Evolution of Industrial Relations:** Concept, Nature and models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

**Unit II- Industrial Conflict and Disputes Resolution:** Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947- Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties.; Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation; Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes, Statutory and Non-statutory.

**Unit III- Trade Unionism, Negotiations and Collective bargaining:** Provisions of Trade Union Act, 1926- Definitions, Legislations of Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure; Management of labour; Management control strategies; Business strategies and industrial relations; Role of market conditions; Structure for management of Industrial relations; Concept, Nature, functions and Types of Collective bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.

**Unit IV- Industrial Relations, Discipline and HRM performance:** Unions and productivity; Union, industrial relations climate and performance; the conciliation and arbitration system and performance; labour market and economic performance; Nature of grievances and grievance procedures; Handling employee grievances. Industrial indiscipline- An overview of Disciplinary enquiries, Salient features of Industrial Employment (Standing Orders) Act, 1946; Disciplinary action and termination of employment contract. Linking IR Strategy and HRM strategy.

**Unit V- Industrial Democracy:** Concept and scope of industrial democracy, Workers' participation- Strategy, practices, behavioural science input/contribution and models; Rationale for participation, Issues in participation, strategies for making participation effective; Emerging trends in Union-Management relations; Technology and industrial relations; Principles and variables of comparative analysis (culture, values, ideologies, politico-economic structure); Experience of UK, Yugoslavia, West Germany, Scandinavian countries and Japan.

*Case Studies: Use Cases to supplement learning from the course.*

**Suggested Readings:**

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
7. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.
8. Ramaswamy, E.A. *The Rayon Spinners —Strategic Management of Industrial Relations*, New Delhi. Oxford University Press.
9. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
10. Niland R. et. al . *The Future of Industrial Relations*, New Delhi. Sage.
11. Sen, R. *Industrial relations: text and cases*, New Delhi. Macmillan Publishers.
12. Rowley, C., & Warner, M. *Globalizing international human resource management*. New York: Routledge.
13. . Zeytinoglu, I. U. *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.
14. [www.workersparticipation.eu](http://www.workersparticipation.eu)
15. [www.ilo.org](http://www.ilo.org)

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester III**

**Course 332: PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.*

**Contents:**

**Unit I-Conceptual Framework of Performance Management:** Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

**Unit II-Components of Performance Management System:** Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counselling, Identifying potential for development; Linking pay with performance.

**Unit III-Implementation and Issues in Performance Management:** Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.

**Unit IV-Talent Management:** Concept and approaches; Framework of talent management; Talent identification, integration, and retention.

**Unit V- Talent Management Practices and Process:** Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.

**Note: Lectures should be supplemented with the case studies.**

**Suggested Readings:**

1. Armstrong, M. & Baron, A., *Performance management and development*, Jaico Publishing House, Mumbai.
2. Armstrong, M., *Performance management: Key strategies and practical guidelines*, Kogan Page, London.
3. Bagchi, S. N., *Performance management*, Cengage Learning India.
4. Bhattacharyya, D.K., *Performance management systems and strategies*, Pearson Education.
5. Robert B., *Performance management*, McGraw-Hill Education India.
6. ASTD, *Talent management: Strategies for success from six leading companies*, Cengage Learning.

7. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
8. Berger, L. A. and Berger, D. R., *The talent management handbook*, McGraw-Hill Education India.
9. Rao, T.V., *Performance management and appraisal systems: HR tools for global competitiveness*, Response Books: A division of Sage Publications.
10. Shukla, R., *Talent management: Process of developing and integrating skilled worker*, Global India Publications, New Delhi.
11. Silzer, R. and Dowell, B.E. (eds.), *Strategy drive talent management: A leadership imperative*, Publication of the Society for Industrial and Organizational Psychology.
12. Hasan, M., Singh, A. K., Dhamija, S. (eds.), *Talent management in India: Challenges and opportunities*, Atlantic Publishers & Distributors.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester III**

**Course 333: TRAINING AND DEVELOPMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

***Objective:** The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.*

**Contents:**

**Unit I-Introduction:** Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

**Unit II- Training Needs Assessment (TNA):** Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

**Unit III- Training and Development Methodologies :** Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.

Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .

**Unit IV-Designing Training and Development Programs:** Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.

**Unit V-Evaluation of Training and Development:** Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick

Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

**Unit VI-Emerging Trends in Training and Development:** Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

**Case Studies: Some cases of real business world to supplement learning from the course.**

**Suggested Readings:**

1. Prior, John, *Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. Trvelove, Steve, *Handbook of Training and Development*, Blackwell Business.
3. Warren, M.W. *Training for Results*, Massachusetts, Addison-Wesley.
4. Craig, Robert L., *Training and Development Handbook*, McGraw Hill.
5. Garner, James, *Training Interventions in Job Skill Development*, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, *Manpower Training and Development*, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh Deo Kodwani, *Employee Training and Development*, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, *Effective Training: Systems, Strategies, and Practices*, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, *Training for Development*, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, *Making the Training Process Work*, Writers Club Press.
11. Jack J. Phillips, *Hand book of Training Evaluation and Measurement Methods*, Routledge.
12. Dayal, Ishwar, *Management Training in Organisations*, Prentice Hall.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester III**

**Course 334: COMPENSATION MANAGEMENT AND EMPLOYEE WELFARE LAWS**

**Marks: 100(Theory= 70, Internal Assessment=30)**

**Objective:** *The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.*

**Contents:**

**Unit I- Compensation Management:** Compensation management process, Forms of pay, Financial and non-financial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure. Paying for performance, skills and competence. International pay systems: comparing costs and systems; Strategic market mind set; Expatriate pay. Concept and Rationale of Employees Welfare.

**Unit II-The Payment of Bonus Act, 1965:** Objects; Scope and Application; Definitions; Calculation of amount payable as Bonus; Eligibility and Disqualifications for Bonus; Minimum & maximum Bonus; Set on & Set off of Allocable Surplus; Application of Act in Establishment in Public Sector; Bonus linked with Production or Productivity

**Unit III- The Payment of Wages Act, 1936:** Objects; Application; Responsibility for payment of wages; Fixation of wage periods; time-limits; Deduction from wages; Remedies available to worker, Powers of authorities, Penalty for offences.

**Unit IV-The Minimum Wages Act, 1948:** Objects; Application; Minimum Fair and Living Wages; Determination of minimum wage; Taxation of minimum wage; Advisory Board; Remedy to worker for non-payment of minimum wages.

**Unit V- The Maternity Benefit Act, 1961:** Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal in absence during pregnancy, forfeiture of maternity benefits.

*Case laws in respect of recent trends and administration of the Acts are required to be done in all units.*

**Suggested Readings:**

1. Belchor, David W. “*Compensation Administration*”, Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education

3. Milkovich.G; Newman.J and Ratnam, C.S.V, *Compensation*, Tata Mc Graw Hill, Special Indian Edition.
4. Armstrong, M. & Murlis, H. *Reward Management: A Handbook of Salary administration*, London: Kegan Paul
5. Sharma, J.P. *An Easy Approach To Company And Compensation Laws*. New Delhi: Ane Books Pvt Ltd.
6. Malik, P.L. *Handbook of Labourer and Industrial Law*, Eastern Book company.
7. Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi.(latest)

Relevant bare Acts and Rules.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester III**

**Course 335: NEGOTIATIONS AND UNION MANAGEMENT RELATIONS**

**Marks: 100(Theory= 70, Internal Assessment=30)**

**Objective:** *To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively.*

**Contents:**

**Unit I- Introduction:** Concept, History and Significance of Collective Bargaining; Impact of technological and political changes; Approaches to collective Bargaining; Theories of Collective Bargaining-Hick's Analysis of Wages Setting under Collective Bargaining, Conflict-choice Model of Negotiation, Behavioural Theory of Labour Negotiation.

**Unit II- Negotiation and persuasion:** Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations; Ethics in negotiation; Cultural differences in negotiation styles; Gender in negotiations; Context of mediation; Negotiation as persuasion; Principles of persuasion; Persuasion Strategy and its effectiveness.

**Unit III- Negotiation Skills for Effectiveness:** Negotiation skills; Effective Presentation of Demands, Strategies and Tactics Employed; Closing of Negotiation and Drafting the Agreement; Memorandum of Understanding (MOU); Communication and Administration of Negotiation Agreement; Interpretation of clauses of Agreement and related problems; Breakdown of Negotiation: Causes and Consequences; Third Party Intervention; Adjudication; Effective Negotiation: Mutual Trust and Understanding; Accommodation; Experiences in Negotiation: Public, Private and Multinational enterprises; Impact of cross-cultural differences; Recent Trends in Negotiation Challenges in Future.

**Unit IV- Trade Union Management: Issues and perspectives:** Concept, Nature, Functions, Types and Structure of Trade Union; Theories of Unionism; Union Leadership; Managerial Unionism; Role of ILO; Employees' Associations - Functions and Role; Growth and Development of Trade Union Movement in India. Problems of Unions; Workers' Education; Role of Trade Union in mergers and acquisitions; Recognition of Unions; Unions and Politics. Management Vs. Union Rights; Unions and Strikes; Unfair Labour Practices; Economic and Technological Changes and role of Union; NCL Recommendations; Conflictive pattern of industrial relations- Trade Unions and Government, Bipartite and Tripartite Forums at Industry and National levels; The Role of Trade Unions.

**Unit V- Unions in Public Sector and Other Issues:** Unions in Public Sector: NCL Recommendationson Labour problems in Public Sector; Unions in Banks, Insurance, Railways and Civil Services; Unions in Public sector Industrial Undertakings; Unions and Productivity; Comparative study with Unions in Private Sectors.

**Suggested Readings:**

1. Carrell. *Negotiating Essentials: Theory, Skills, and Practices*. New Delhi: Pearson Education India.

2. Cohen, S. *Negotiating Skills for Managers*. McGraw Hill Professional.
3. Arthur D. Butler, *Labour Economics and Institutions*, American Publishing Co., New York.
4. Bray M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
5. Davery, Harold, W., *Contemporary Collective Bargaining*, Prentice -Hall, Englewood Cliffs, N.J.
6. Dunlop, John T., and Chamberlin, Neil N., *Frontiers of Collective Bargaining* Henry Holt & Co., New York.
7. Flanders A., *Collective Bargaining*, Penguin Books, Middlesex, England.
8. International Labour Office, *Collective Bargaining*, Workers Education Manual Series, Geneva.
9. Brett, J. M. *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey Bass.
10. Cialdini, R. *Influence: The psychology of persuasion*. New York: Morrow.
11. Fisher, R., Ury, W., & Patton, B. *Getting to yes: Negotiating agreement without giving In*. New York: Penguin Books.
12. Kolb, D., & Williams, J. *The Shadow Negotiation*. UK: Simon & Schuster.
13. Korobkin, R. *Negotiation theory and strategy*. Aspen Publisher.
14. Simons, H. W. *Persuasion in society*. New Delhi: Sage.
15. Thompson, L. L. *The mind and heart of the negotiator* .Prentice Hall.New Delhi.
16. Watkins, M. *Shaping the game: The new leader's guide to effective negotiating*. USA: HBS Press.
17. Ury, W. *Getting past no: Negotiating with difficult people*. New York: Bantam Books.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester III**

**Course 336: MANAGEMENT INFORMATION SYSTEM AND HR ANALYTICS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** The objective of the course is to acquaint the students about the concept of information systems, internet, World Wide Web, and HR analytics and their application in H.R.D. and O.D.

**Contents:**

**Unit I- Introduction:** Need, Purpose, Objective and role of MIS in organisation. Location of MIS in organisation-Concept and design. meaning and role of MIS with respect to management levels. MIS growth and development. Decision Support System (DSS) Executive Information System (EIS). Information for decision making in MIS.

**Unit II- Information Concepts and Information Technology:** Definition and difference between data and information. Relevance of information to Decision making. Source and types of information. Quality of information. Relevance of information in MIS. Assessing information Needs of the organisation. Trends in information technology-Hardware and Software, Data-Communication Concepts. Centralised and Decentralised Processing. Multimedia approach to information Processing. Decision of appropriate information technology for proper MIS. Computer Networks.

**Unit III- System Development and Applications of MIS:** Systems definition-types of systems - open, closed, deterministic, probabilistic, etc. Relevance of choice of System in MIS. Integration of organisation systems and information systems. System Development Life Cycle (SDLC). MIS applications in HRD & O.D. in manufacturing R&D, Public Transport, Hospitals, Hotels and service industries.

**Unit IV- Internet and World Wide Web:** History and Future of Internet and WWW. Web -client and web servers. Web page and web site. Web site strategies and Web site design principles. Domain Name System (DNS). Web based HR Applications. HR Portals.

**Unit V- Issues in MIS:** Information Security and Control – Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

**Unit VI- Basics of HR Analytics:** Concept and Evolution of HR Analytics & data sources. HCM: 21Model. Use of workforce analytics to improve decision making. Analytics and Prediction. Introduction to HR Metrics and predictive analytics. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics.

**Suggested Readings:**

1. Robert G. Murdick, Joel. E. Ross, and James R. Clugett, *Information System for Modern Management*, Prentice Hall of India, New Delhi.
2. Jerome Kanter, *Managing With Information*, Prentice Hall of India, New Delhi,

3. Gordon B. Davis and Margreth H. Olson, *Management Information System*, McGraw -Hill, New Delhi.
4. Laudon, *Management Information System*, Pearson, India.
5. Brien, James A. O., *Management Information System*, Tata McGraw Hill, New Delhi.
6. Jawadekar, W. S., *Management Information System*, Tata McGraw Hill, New Delhi.
7. Applegate, L. M., et. al., *Corporate Information System Management*, McGraw Hill, New Delhi.
8. Jac Fitz-Enz , *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, Amacom.
9. Gene Pease, Boyce Byerly and Jac Fitz-enz, *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*, John Wiley & Sons.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester III**

**Course 337: TRAINING REPORT**

After the end of second semester, each student shall go for summer training for a period of four to six weeks in a company. Immediately after the completion of the summer training, each student shall submit a training Report to the Department for evaluation in the third semester. The evaluation of the Training Report be as follows:

**Report evaluation – 70 marks**

**Report presentation – 30 marks**

**Master of Business Administration (Human Resource Development)  
Semester IV**

**Course 341: MANAGEMENT OF TRANSFORMATION**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *The objective of the course is to make the students develop the art of unlearning for thinking afresh to provide new solutions to the problems.*

**Contents:**

**Unit I Introduction:** Concept, nature and process of planned change. Resistance to change. Emerging Horizons of Management in changing Environment. Transformation: concept and significance. Transformation vs. change.

**Unit II Culture management:** Cultural values and the impact of culture on management, Cross-cultural management models, Personal Intercultural Awareness Profile. Organisational culture and impact on leading change, Culture management in Downsizing, Mergers, and Acquisitions.

**Unit III Change management:** Cross-cultural and change management models, Change management simulation, Informal networks and managing beyond hierarchy, Communication strategies in Post Merger Integration,

**Unit IV Business Process Reengineering:** BPR as a tool of Managing Transformation: BPR – An imperative for survival. Reengineering imperative in USA, Reengineering scenario in Europe, Reengineering imperative in India, Instances of reengineering in Indian organisations (Case studies). Five steps methodology to implement BPR. Potential HR interventions for Downsizings, Mergers, and Acquisitions

**Unit V Leadership in Transformation:** Transformational Leadership, role of transformational leaders in downsizing, mergers and acquisitions, Developing a personal leadership approach for today's global business, Post Merger Integration leadership case with peer-to-peer feedback

**Unit VI Management of Transformation:** through New Technology and Innovations: Technological revolution – adoption and adaptation of technology (problems of technology transfer). Innovative Technology –autonomous vs. induced inventions. Management of New Technology in relation to organisational productivity and quality of work life. Learning experiences from real life case studies.

**Suggested Readings:**

1. Kelly, James N. and Francis J. Gouillart, *Transforming the Organisation*, McGraw -Hill, New York.
2. Sawhney, Mohan and Jeff Zabin, *The Seven Steps to NIRVANA: Strategic Insights into e –Business Transformation*, Tata McGraw-Hill, New Delhi.
3. Coulson Thomas, C., *Transforming the Company*, London: Kogan Page.

4. Bender, Peter Urs, *Leadership from Within*, Macmillan India Ltd., Delhi.
5. Hammer, M. and J. Champy, *Reengineering the Corporation*, Nicholas Brearley Publishing, London.
6. Jayaraman, M.S., Ganesh Natarajan and A. V. Rangaramanujan, *Business Process Reengineering*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
7. Noori, H. and Radford, *Readings and Cases in Management of New Technology*, Prentice Hall, New York.
8. Whitekar, D. H., *Managing Innovations*, Cambridge University Press, Cambridge.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester IV**

**Course 342: CROSS CULTURAL MANAGEMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.*

**Contents:**

**Unit I - International Cultural Environment:** The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism.

**Unit II - Global Business, Growth and Evolution:** Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations.

**Unit III - Cross Cultural Leadership and Decision Making:** Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

**Unit IV - Diversity at Work:** Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

**Unit V - International Business Intelligence:** Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.

**Suggested Readings:**

1. Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press, 1998.
2. Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press, 1996.
3. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey Bass Publishers, San Francisco, USA, 1994.
4. Adler, N J. *International Dimensions of Organisational Behaviour*. Boston, Kent, 1991.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester IV**

**Course 343: STRATEGIC MANAGEMENT**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** *To develop the perspective for the overall management of the enterprise from the point of view of top management, keeping in view the opportunities and threats posed by the environment.*

**Contents:**

**Unit I-Introduction:** Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent – Corporate Mission, Vision, Objectives and Goals; Concept of Strategic Fit, Leverage and Stretch; Strategic flexibility and learning organization; Blue Ocean Strategy.

**Unit II-Environmental Analysis:** Environmental Profile; Constructing Scenarios. Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Analysis of Operating Environment - Michael Porters Model of Industry Analysis. Analysis of Internal Environment– Resource Audit; Resource Based View (RBV); Value Chain Analysis; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transcient Competitive Advantage.

**Unit III-Strategic Choice:** Strategic options at Corporate Level –Growth, Stability and Retrenchment Strategies; Strategic options at Business Level- Michael Porters’ Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.); Concept of Corporate Restructuring.

**Unit IV-Situation Specific Strategies:** Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

**Unit V-Implementation of Strategy:** Interdependence of Formulation and Implementation of Strategy; Issues in strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership; Strategy evaluation and control.

**Unit VI-Strategic HRM:** Concept and Importance of Strategic HRM in the Modern Business World. Investment Perspective of Human Resource; Understanding the success and failure of strategies adopted by organisations in India and other countries through case analysis with particular reference to HRM.

**Unit VII-Ethical and Social considerations in Strategic Management.**

**Note:** *Case studies and problems involving issues in strategy formulation and implementation are required to be discussed.*

**Suggested Readings:**

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
3. Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, *Strategic Management: A South- Asian Perspective*, Cengage Learning, India
4. Porter, M.E., *Competitive Strategy*, The Free Press, New York, 1980.
5. Porter, M.E., *The Competitive Advantage*, The Free Press, New York, 1985.
6. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
7. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
8. McCarthy, Minichiello, Robert J. and Joseph R. Curran, *Business Policy and Strategy: Concepts and Readings*, Richard D. Irwin and AITBS, Delhi.
9. Jauch and Glueck, *Business Policy and Strategic Management*, McGraw -Hill.
10. Kazmi, Azhar, *Strategic Management and Business Policy*, Tata McGraw –Hill.
11. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
12. Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
13. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.

**Note: Latest edition of text book may be used.**

**Master of Business Administration (Human Resource Development)  
Semester IV**

**Course 344: FINANCE FOR DECISION MAKING**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** To develop a conceptual framework of finance function and to acquaint the students with the tools, techniques and processes of financial management in the realm of financial decision-making.

**Contents:**

**Unit I-Introduction:** Nature and scope of Financial Management, objectives of Financial Management-profit maximisation vs. wealth maximization, stakeholders' wealth maximisation and EVA. Concept of Risk and Return. Time Value of Money. Organization of finance function. Role of a finance manager. Financial decisions. Instruments of financing- Short, medium, and long term funds. Institutional sources of financing. An overview of new issue market, Stock market and financial institutions in India.

**Unit II-Investment Decision:** Capital Investment Decisions: Nature of Investment Decision. Techniques for evaluation of Investment Projects - Accounting Rate of Return, Pay Back Period, Net Present Value (NPV), Profitability Index Method, Internal Rate of Return (IRR) and MIRR.

**Unit III-Capital Structure Decision:** Nature and Significance of Financial Plan. Cost of Capital - Cost of Equity Shares, Preference Shares and Debt. Weighted Average Cost of Capital. Capital Structure Theories - NI Approach, NOI Approach, MM Approach, Traditional Approach, Pecking order Theory and Signalling Theory. Operating and Financial Leverage.

**Unit IV-Working Capital Management:** Concept and Estimation of Working Capital. Determinants of working Capital. Components of working capital management-Cash Management, Inventory Management and Receivables Management.

**Unit V-Dividend Decision and Emerging areas of Finance:** Types of Dividend Policies, Theories of Dividend – Walter's Model, Gordon's Model and MM Hypothesis. Dividend Decision in Practice. Lintner's Model on corporate dividend behaviour. Leasing, Mergers and Acquisitions, Venture capital. Recent trends and development in capital Market, new financial instruments like ADRs, GDRs, IDRs, IIBs, NCDs, Euro Bonds etc.

**Some case studies related to these topics are required to be discussed.**

**Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.
4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.

7. Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty & David F. Scott, *Financial Management: Principles & Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester IV**

**Course 345: E-BUSINESS AND CYBER LAWS**

**Marks: 100 (Theory = 70, Internal Assessment = 30)**

**Objective:** This course intends to create an understanding towards e-business and its ideals. Further, it aims to familiarize the students with the application of cyber laws in e-business.

**Contents:**

**Unit I-Introduction to E-business:** Meaning and importance, Models based on the relationships of transacting parties (B2B, B2C, C2C, and C2B) and transaction types: (Manufacture Model, Advertising Model, Value Chain Model, and Brokerage Model). Electronic fund transfer; Automated Clearing House; Automated Ledger posting; Electronic Money transfer E- Cheques, ATM and Tele-banking.

**Unit II-Definition and Terminology:** Concept of Internet, Internet Governance, E-Contract, E-Forms, Encryption, Data Security, Cyber Crime. Access, Addressee, Adjudicating Officer, Affixing Digital Signatures, Appropriate Government, Certifying Authority, Certification Practice Statement, Computer, Computer Network, Computer Resource, Computer System, Cyber Appellate Tribunal, Data, Digital Signature, Electronic Form, Electronic Record, Information, Intermediary, Key Pair, Originator, Public Key, Secure System, Verify, Subscriber as defined in the Information Technology Act, 2000.

**Unit III-Regulatory Framework:** Authentication of Electronic Records; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Use of Electronic Records and Digital Signatures in Government and its Agencies; Retention of Electronic Records; Attribution, Acknowledgement and Dispatch of Electronic Records; Secure Electronic Records and Digital Signatures. Regulation of Certifying Authorities; Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be Followed by Certifying Authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences

**Unit IV: Case Laws**

1. **Communication Device-Section 2(ha)** of the Information Technology (Amendment) Act, 2008- 'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385, 2003(71) DRJ178, 2003(3) JCC1669'
2. **Computer Network-Section 2 (j)** of the Information Technology (Amendment) Act, 2008 'Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC, 59 (Kar)'
3. **Electronic Record Sec. 2 (t)**- 'Dharambir v Central Bureau of Investigation 148 (2008) DLT 289'
4. **Time and Place of Dispatch and Receipt of Electronic Record-section 13**- 'P.R.Transport Agency v Union of India & others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC'; 'Groff v America Online, Inc., 1998 WL 307001 (1998)'
5. **Penalty for Damage to Computer or Computer System- Section 43**- 'UmashankarSivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)'
6. **Tampering with Computer Source Documents-Section 65**- 'Syed Asifuddin and Ors.vThe State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314'

7. **Punishment for sending offensive messages-Sec. 66A-**‘SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra’, Suit No. 1279/2001’
8. **Punishment for Identity Theft-Section 66C-**‘CBI v ArifAzim Case Judicial Reports (Criminal) 2003 (2) page 272’
9. **Punishment for Cheating by Personating by using Computer Resource-section 66D-**‘National Association of Software and Service Companies (NAASCOM) v Ajay Sood. (2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del’
10. **Punishment for Publishing or Transmitting Obscene Material in Electronic form section 67-**‘Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 (Del), 116(2005) DLT427, 2005(79) DRJ576’
11. **Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form-Section 67A-**‘R v Graham Waddon., Southwark [Crown Court, 30/6/1999]’

**Note: Upcoming case studies may be adopted year on year basis.**

**Suggested Readings:**

1. Efraim Turban, Jae Lee, King, David, and HM Chung, *Electronic Commerce-A managerial Perspective*, Pearson
2. Joseph, P.T., *E-Commerce-An Indian Perspective*, PHI
3. Chaffey, Dave, *E-business and E-commerce Management*, Pearson Education.
4. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
5. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
6. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
7. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
8. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000.*
9. Jyoti Rattan, *Cyber Laws & Information Technology*, Bharat Law House Pvt Ltd, New Delhi

**Note: Latest edition of readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester IV**

**Course 346: SOCIAL SECURITY AND PARTICIPATIVE MANAGEMENT**

**Marks: 100(Theory= 70, Internal Assessment=30)**

**Objective:** *The Course attempts to acquaint students about Social security and participation processes and practices for effective mobilisation of Human Resources towards attainment of organisational objectives.*

**Contents:**

**Unit I- Introduction:** Brief history of Social Security, Institutional predecessors of social security, Social Assistance and Social Insurance-ESIC, Distinction between traditional bureaucracy and liberated organisation. External Commitment vs. Internal Commitment.

**Unit II- Social Security:** Concept, Objectives and Forms of social security; implications of various social security laws and their impact on management, union, workers and the economy. The Macro sociological approach to study social security, Meaning, object and salient features of Child Labour (Prohibition & Regulation) Act, 1986, The Mahatma Gandhi National Rural Employment Guarantee Act, 2005, and The National Food Security Act, 2013.

**Unit III- Employee Participation:** Essence of participation, Evolution of participative management and its determinants, Institutional Framework: Evolution and working of Participative Management Schemes in Industry in India. Suggestion Schemes in Organisations. Board Level Employee Participation in Banks. Workers' Cooperatives. Empowerment and participation.

**Unit IV- Employee Stock Ownership Plan (ESOP):** Evolution in India, Scope and legal/institutional Provisions including current developments and working of such schemes in diverse organisations. Provisions of ESOP as per Companies Act 2013 and SEBI guidelines. Computation of option value.

**Unit V- International Experiences:** Review of International experiences based on studies of social security and Worker Participation Schemes in selected countries using the case studies. Re-inventing social security in the times of crisis. Global Capitalism.

**Suggested Readings:**

1. Brown, Rob and Margaret Brown. *Empowered! A Guide to Leadership in the Liberated Organisation*, Research Press, New Delhi.
2. Ken B. Conrand, John P. Carlos and Alan Rendelph, *The 3 Key s to Empowerment*, Magna Publishing Company, Mumbai.
3. Argyris, C. (MAY– JUNE 1998). *Empowerment: The Emperor's New Clothes*. Harvard Business Review.
4. Conger J.A. & Kumango R.N. The Empowerment Process; Integrating Theory and Practice *Academy of Management Review*, 13 (3) pp. 471 -482, 1988.

5. Gianni Arrigo, Giuseppe Casale. (2010). *A comparative overview of terms and notions on employee participation*. Labour Administration and Inspection Programme, International Labour Office, Geneva.
6. Sen, D. R. (2012, August). *Employee Participation in India*. International Labour Office.
7. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
8. J.R. Carley, Hall, *Worker's Participation in Europe*, Crom Helm, London.
9. N.R. Sheth, *The Joint Management Council: Problems and Prospects*, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi.
10. J.S. Sodhi, *In Search of Participation: A Study of Some Successful Companies*, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi, 1995.
11. The Companies Act, 2013.
12. SEBI Guidelines, 1999.(with amendments)
13. Sharma, A.M. *Aspects of labour Welfare and Social Security*, Himalaya Publishing House.

**Note: Latest edition of the readings may be used.**

**Master of Business Administration (Human Resource Development)  
Semester IV**

**Course 347: PROJECT REPORT**

Evaluation of Project Report shall be as follows:

Report evaluation by internal and external examiners of 35 marks each - 70 Marks

Viva Voce examination- 30 Marks

Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with faculty members. Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms. The project may be secondary data based or may involve survey work/field work. Ideally, the project work should be the one, which involves use of both the desk and field researches, and is able to delve into managerial implications and business significance of the issue under investigation. After approval of the project topics by the MBA (HRD) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be evaluated for 70 marks by the external and internal examiners (35 marks each) at the end of the fourth semester.