

**UNIVERSITY OF DELHI**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(HUMAN RESOURCE DEVELOPMENT)**  
**MBA (HRD)**

(Effective from Academic Year 2019-20)

**PROGRAMME BROCHURE**



MBA (HRD) Revised Syllabus as approved by Academic Council on July 15, 2019 and  
Executive Council on July 20, 2019

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## **I. About the Department**

The Department of Commerce was formally set up as a separate entity in the year 1967. Department of Commerce located in the premises of Delhi School of Economics, popularly known as DSE, has always kept the pace with changing times and explored the new frontiers of knowledge and innovation in academics and kept pace with DSE tradition. In its history spanning over three decades, it has redefined commerce education in the country. The Department has the legitimate claim and pride of being the premier institution in India for course curriculum development, teaching and researches in Commerce discipline. *In 2017, as per Times Higher Education Ranking Department of Commerce was placed at 1<sup>st</sup> position in India and at 85<sup>th</sup> position in Asia. In 2018, Department of Commerce was placed at 2<sup>nd</sup> position in India and at 91<sup>st</sup> position in Asia.*

The Department of Commerce takes pride to pioneer the two specialized programmes, MBA (IB) and MBA (HRD) erstwhile known as namely MIB and MHROD. Both programmes have been well received by the industry since 1995 till date. 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 human resource, organizational development, marketing and international business operations of an organization 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 men and women in the area of Human Resource and Organizational Development. In liberalized framework of the Indian economy, corporate experts in the area of Human Resource Development will be amongst the key resource personnel needed for corporate strategic planning and control. The objective of Master of Business Administration (Human Resource Development) – MBA (HRD) is to develop research orientation, impart entrepreneurial skills and strengthen academic and analytical rigor of highly motivated, bright young men and women so that they can provide ethical, holistic and inclusive professional expertise to business and industry in the area of human resource and organizational development.

### **Process of Revision of Courses through stakeholder inputs:**

Department of Commerce followed the consultative process in the revising of the courses and the following were the stages of course revision:

- (i) Formation of PG Course Revision Committee comprising of senior faculty members with an idea to generate inputs and direction for the revision of the courses.
- (ii) Formation of Area-Specific Working Groups with a purpose to ensure domain specific inputs for the development of the courses.
- (iii) Consultation with stakeholders comprising alumni, students, employers, parents, etc.
- (iv) Approval by Departmental Council comprising all faculty members
- (v) Review by External Experts

- (vi) Approval by Statutory Committees including Committee of Courses, Faculty of Commerce and Business, Academic Council and Executive Council

## **II. Introduction to CBCS (Choice Based Credit System)**

### **Choice Based Credit System:**

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective/minor or skill-based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Grading system provides uniformity in the evaluation and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in evaluation system also enables the potential employers in assessing the performance of the candidates.

### **Definitions:**

- (i) 'Academic Programme' means an entire course of study comprising its programme structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/ Centre
- (ii) 'Course' means a segment of a subject that is part of an Academic Programme
- (iii) 'Programme Structure' means a list of courses (Core, Elective, Open Elective) that makes up an Academic Programme, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes, minimum number of credits required for successful completion of the programme etc. prepared in conformity to University Rules, eligibility criteria for admission
- (iv) 'Core Course' means a course that a student admitted to a particular programme must successfully complete to receive the degree and which cannot be substituted by any other course
- (v) 'Elective Course' means an optional course to be selected by a student out of such courses offered in the same or any other Department/Centre
- (vi) 'Open Elective' means an elective course which is available for students of all programmes, including students of same department. Students of other Department will opt these courses subject to fulfilling of eligibility of criteria as laid down by the Department offering the course.
- (vii) 'Credit' means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical could be proposed as part of a course or as a separate practical course
- (viii) 'SGPA' means Semester Grade Point Average calculated for individual semester.
- (ix) 'CGPA' is Cumulative Grade Points Average calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.
- (x) 'Grand CGPA' is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters. Grand CGPA is being given in Transcript form. To benefit

the student a formula for conversion of Grand CGPA into %age marks is given in the Transcript.

### **III. MBA (HRD) Programme Details:**

#### **Programme Objectives (POs):**

With the vision “*to nurture the young brains, to make them better employable and socially responsible citizens by encapsulating them with the right set of knowledge for a better tomorrow*”, Department of Commerce focuses on building conviction with impartiality and modesty, create an enabling environment for innovative thought processes and nurture open-mindedness, equitability and perseverance. In the backdrop of Department vision and mission, MBA (HRD) programme aims to:

- provide a conducive environment that holistically engages students through an all-encompassing knowledge impartation and comprehensive practical applications.
- mould students into future visionaries and management leaders that are benevolent yet efficacious, versed in the leading business and human resource practices of the world and equipped to the hilt to implement themselves and adapt to the mutable global business environment.
- offer a deep dive into various facets of human resources management and organizational development by integration of cross-cutting issues relevant to gender, environment and sustainability, human values, professional ethics into curriculum through incorporation of relevant topics comprising legal aspects of marketing, ethical, social and environmental concerns in product, pricing, distribution and promotion decisions, socially responsible marketing; green marketing, cause relating marketing; social marketing, corporate governance and social responsibility of business, legal framework of business, e-business and cyber laws, labor and social security laws, ethical and legal issues in performance management, workforce diversity, role of ethics in organizational behavior, negotiation, international business; ethical and social considerations in strategic management and cross border ethics management.
- provide students with the opportunity to develop and broaden their management and leadership skills.
- develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today’s business and societal challenges.

In the new structure, the concept of open electives has been introduced for the first time as per the University’s guideline. The contents of the existing course have been revised in terms of including new and relevant topics such as application of analytical tools in understanding the employee behavior via HR Analytics, Digital Marketing in E-business, alignment of strategy, technology and human resource management in facilitating management of knowledge, meaning and grand narrative of life, leverage psychological capital, role of society and technology in life, contemporary leadership practices, ethical codes and value system in the work culture etc. To better facilitate the self- study of the course by the student, the

suggestive readings are provided for each units of the concerned course. In addition, the course has been designed in line with outcome based approach which requires specification of Course Outcomes and Course Learning Outcomes.

### **Programme Specific Outcomes (PSOs):**

MBA (HRD) Programme is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena and the curriculum thus 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 good leaders and assets for an organization. Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various human resource and organizational development operations of an organization in the emerging globalized environment.

### **Programme Structure:**

The MBA (HRD) programme is a two-year course divided into four-semester. A student is required to complete 112 credits for the completion of course and the award of degree.

		<b>Semester</b>	<b>Semester</b>
<b>Part – I</b>	First Year	Semester I	Semester II
<b>Part – II</b>	Second Year	Semester III	Semester IV

### **Course Credit Scheme**

<b>Semester</b>	<b>Core Courses</b>			<b>Elective Course</b>			<b>Open Elective Course</b>			<b>Total Credits</b>
	No. of papers	Credits (L+T/P)	<b>Total Credits</b>	No. of papers	Credits (L+T/P)	<b>Total Credits</b>	No. of papers	Credits (L+T/P)	<b>Total Credits</b>	
I	7	4	<b>28</b>	-			-			<b>28</b>
II	7	4	<b>28</b>	-			-			<b>28</b>
III	6	4	<b>24</b>	-			1	4	<b>4</b>	<b>28</b>
IV	6	4	<b>24</b>	1	4	<b>4</b>				<b>28</b>
<b>Total Credits for the Course</b>			<b>104</b>			<b>4</b>			<b>4</b>	<b>112</b>

\* For each Core and Elective Course there will be 4 lecture hours of teaching per week.

\* Duration of examination of each paper shall be 3 hours.

\* Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

\* Open source software wherever required may be used for pedagogy purpose and for internal examination.

**Semester Wise Details of MBA (HRD) Course**

<b>Semester I</b>			
<b>Number of core courses</b>		<b>Credits in each core course</b>	
Course Code	Course	Theory	Credits
MBHRCC101	Management Principles and Practices	4	4
MBHRCC102	Accounting for Managers	4	4
MBHRCC103	Economics for Managers	4	4
MBHRCC104	Business Statistics	4	4
MBHRCC105	Legal Framework for Business	4	4
MBHRCC106	Human Resource Management	4	4
MBHRCC107	Marketing Management	4	4
<b>Total credits in Semester I: 28</b>			

<b>Semester II</b>			
<b>Number of core courses</b>		<b>Credits in each core course</b>	
Course Code	Course	Theory	Credits
MBHRCC201	Human Resource Development	4	4
MBHRCC202	Organizational Behaviour	4	4
MBHRCC203	Human Resource Information System	4	4
MBHRCC204	Performance Management and Talent Management	4	4
MBHRCC205	Finance for Managers	4	4
MBHRCC206	Labour and Social Security Laws	4	4
MBHRCC207	Management of Human Capital	4	4
<b>Total credits in Semester II: 28</b>			

<b>Semester III</b>			
<b>Number of core courses</b>		<b>Credits in each core course</b>	
Course Code	Course	Theory	Credits
MBHRCC301	Organizational Change and Development	4	4
MBHRCC302	Learning and Development	4	4
MBHRCC303	Management of Industrial Relations	4	4
MBHRCC304	Compensation Management	4	4
MBHRCC305	Negotiations and Union Management Relations	4	4
MBHRCC306	Social Research Methods	4	4
<b>Open Electives (Select any one from list)</b>			
COMOE	Open Elective Course	4	4
<b>Total credits in Semester III: 28</b>			

<b>Semester IV</b>			
<b>Number of core courses</b>		<b>Credits in each core course</b>	
Course Code	Course	Theory	Credits
MBHRCC401	International Human Resource Management	4	4
MBHRCC402	Ethics, Corporate Governance and Sustainability	4	4
MBHRCC403	Strategic Human Resource Management	4	4
MBHRCC404	E-Business and Cyber Laws	4	4
MBHRCC405	HR Analytics	4	4
MBHRCC406	Managing Innovation and Transformation	4	4
<b>Elective Courses (Select any one from list)</b>			
MBHREC	Elective Course	4	4
<b>Total credits in Semester IV: 28</b>			

**List of Elective Course (Select Any One)**

1. MBHREC01: Dissertation Project
2. MBHREC02: Knowledge Management
3. MBHREC03: E-Business and Digital Marketing
4. MBHREC04: Financial Planning

**List of Open Elective Course (Select Any One)**

1. COMOEO1: Entrepreneurship and New Venture Planning
2. COMOEO3: Skills and Techniques of Accounting
3. COMOEO4: Business Analysis using Financial Statements
4. COMOEO5: Life Skills and Communication
5. COMOEO6: Indian Ethos and Leadership
6. COMOEO7: Financial Modeling using Excel
7. COMOEO8: Financial Markets and Institutional Environment
8. COMOEO10: Investment Management

**Selection of Elective Courses:**

1. Options for Elective Courses will be floated according to availability of faculty and minimum number of students opting for a particular course.
2. Students will be asked to select the option for an Elective course at the beginning of Semester III.

**Selection of Open Elective Courses:**

1. Options for Open Elective Courses will be floated according to availability of faculty and minimum number of students. The minimum number to be reviewed in the due course of time which may vary programme-wise.
2. Open Elective Courses as placed in semester III would be announced at the beginning of the Semester II and accordingly students will be asked to select any one option at that time.
3. At least 10% of the proposed seats in open elective courses should be open to students from outside the discipline subject to fulfilling of eligibility criteria.



4. Students opting for Finance area as a Major or Minor Elective in M.Com cannot opt the Open Elective Courses i.e. Financial Markets and Institutional Environment (Paper No. 'COMOE08' of MBA (IB) and MBA (HRD), Planning for Personal Finance (Paper No. 'COMOE09' of MBA (IB) and Investment Management (Paper No. 'COMOE10' of MBA (HRD).

**Eligibility Criteria for Open Elective Courses:** Eligibility Criteria for Open Elective Courses will be announced at the time of floating of courses as approved by Committee of Courses in due course of time.

### **Teaching:**

The faculty of the Department is primarily responsible for organizing lecture work for MBA (HRD). Faculty from some other Departments, constituent colleges and Industry are also associated with the teaching of the courses in the Department.

There shall be 90 instructional days excluding examination in a semester.

A student opting for dissertation project as elective course will be allotted a faculty as supervisor in the beginning of Semester III.

### **Eligibility for Admissions:**

#### **Seats:**

Numbers of seats for MBA (HRD) Programme is 74 (62+12); (General -31, OBC – 17, SC – 9, ST – 5 = 62). As per University rules, the seats for PWD CW, and foreign students (FS) categories are supernumerary. Further, Bulletin of Information may be referred for relevant details.

#### **Selection Procedure**

The admission to MBA (HRD) programme is done through three layered process including CAT percentile, matriculation and 10+2 marks; GD, extempore; and Interview score. This is done with a view to identify and process the interpersonal skills in addition to the overall knowledge of the students.

Bulletin of Information may be referred for further relevant details.

#### **Reservations/Relaxations**

There will be reservation for SC, ST, PWD, OBC, CW, and FS categories as per University of Delhi rules.

### **Assessment of Students' Performance and Scheme of Examinations:**

1. English shall be the medium of instruction and examination.
2. Assessment of students' performance shall consist of:
  - (i) 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.

- (ii) 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.

### **Pass Percentage & Promotion Criteria:**

- (i) The minimum marks for passing the examination shall be 45% in each paper and 50% in the aggregate of the semester. If a 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) 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) programme 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

- (iii) The conditions of passing the programme 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. Summer training is not an evaluative course but will be mandatory for students to undergo summer training and certificate of completion will be issued after submission of training report.
- (iv) A candidate must qualify for the award of the Degree within four years of his/her admission to the MBA (IB)/ MBA (HRD) programme.

### **Part I to Part II Progression:**

- (i) Admission to Part-II of MBA (HRD) Programme shall be open to those who have cleared successfully at least 10 papers out of 14 papers offered for the MBA (HRD) Part –I programme comprising of Semesters I and II taken together. However, he/she would have to clear the remaining papers while studying in MBA (HRD) Part – II in the second year.
- (ii) If a student fails to appear in any of the papers in 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) If a student fails or fails to appear in any of the papers in third semester examination of Part-II, 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.

- (iv) Candidates who fail or failed to appear the MBA (HRD) examination after pursuing a regular programme may be allowed to reappear at the examination on being enrolled as an ex-student as per the rules of the University. The old programme will remain in force for ex-student only for a period of three years from the year in which the revised programme introduced.
- (v) 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.
- (vi) No revaluation of answer books is permitted as per the rules of the University applicable to the professional courses.

### **Conversion of Marks into Grades:**

As per University Examination rule.

### **Grade Points:**

Grade point table as per University Examination rule.

### **CGPA Calculation:**

As per University Examination rule.

### **SGPA Calculation:**

As per University Examination rule.

### **Grand SGPA Calculation:**

As per University Examination rule.

### **Conversion of Grand CGPA into Marks:**

As per University Examination rule.

### **Division of Degree into Classes:**

Post Graduate degree to be classified based on CGPA obtained into various classes as notified into Examination policy.

### **Attendance Requirement:**

10 marks are allocated for attendance in the class. The marks for attendance shall be as follows:

i)	75% or more but less than 77.5%	= 1
ii)	77.5% or more but less than 80%	= 2
iii)	80% or more but less than 82.5%	= 3
iv)	82.5% or more but less than 85%	= 4
v)	85% or more but less than 87.5%	= 5
vi)	87.5% or more but less than 90%	= 6
vii)	90% or more but less than 92.5%	= 7
viii)	92.5% or more but less than 95%	= 8
ix)	95% or more but less than 97.5%	= 9
x)	97.5% and above	= 10

### **Span Period:**

No student shall be admitted as a candidate for the examination for any of the Parts/Semesters after the lapse of **four** years from the date of admission to the Part-I/Semester-I of the MBA (HRD) Programme.

### **Guidelines for the Award of Internal Assessment Marks MBA (HRD) Programme (Semester Wise)**

- (i) For each core and elective course there are 30 marks allocated for internal examination and 70 marks for the Semester- End Examination. Out of 30 marks allocated for internal assessment for each course:
  - 10 marks are assigned for class test / written assignment or any other method and will be evaluated by the concerned faculty as part of their continuous evaluation.
  - 10 marks are assigned for class presentation / project work
  - 10 marks are assigned for attendance in the class. The marks for attendance will be assigned as mentioned under the heading “Attendance Requirement”.
- (ii) For open elective course there are 30 marks allocated for internal examination and 70 marks for the Semester- End Examination. Out of 30 marks allocated for internal assessment for each course:
  - 10 marks are assigned for project.
  - 20 marks are assigned for class test.
- (iii) Open source software wherever required may be used for pedagogy purpose and for internal examination.

## **IV: Course Wise Content Details for Master of Business Administration (Human Resource Development) Programme:**

**Master of Business Administration (Human Resource Development)  
MBA (HRD)  
Semester I  
Course MBHRCC101: MANAGEMENT PRINCIPLES AND PRACTICES**

**Marks: 100**

**Duration: 60 Hrs.**

**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.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand key functions in management as applied in practice.

**CO2:** To understand in more specific management related areas from planning till controlling.

**CO3:** To understand about the authority and responsibility, and different organizational structure.

**CO4:** To understand about the role of leadership, motivation and communication in an organization.

**CO5:** To understand the importance of globalization and diversity in modern organizations.

### **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; Evolution of school of management thoughts- Classical, Neo -Classical, System and Contingency Approaches; Contribution of management thinkers, contemporary management practices.

**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- Organizing:** Concept, nature, process and significance; Authority and responsibility relationships- delegation, decentralization; departmentation basis and formats (Project and Matrix); Formal and informal organization; Organizational structure- traditional and modern.

**Unit IV-Directing:** Motivation- types and theories; Leadership: Leading people at work- basic concepts, leadership styles; Communication- nature, process, networks and barriers; Effective communication.

**Unit V-International Management Practices:** Recent developments in the field of management in a global perspective; A comparative study of management practices in India, Japan, USA, China etc. with examples of international and domestic companies (in developed and underdeveloped countries).

**Note: Some cases of real business world may be discussed in each unit.**

### **Readings (Unit wise)**

Kanthi, Herath S. (2007). A framework for management control research. *Journal of management development*, 26(9), 895-915.

*Unit(s) - II*

Kondrasuk, J. N., Flagler, K., Morrow, D. & Thompson, P. (1984). The effect of management by objectives on organization results, *Group & Organization Studies*, 9(4), 531-539.

*Unit(s) - II*

Koontz, H. & Weihrich, H. (2015). *Essentials of Management: An International, Innovation, and Leadership Perspective*. New-Delhi: Mc-Graw Hill

*Unit(s) - I, II, III*

Kopelman, R. E., Prottas, D. J. & Falk, D. W. (2010). Construct validation of a Theory X/Y behaviour scale. *Leadership & Organization Development Journal*, 31(2), 120-135.

*Unit(s) – IV*

Kraut, A. I., Pedigo, P. R., McKenna, D. D. & Dunnette, M. D. (1989). The role of the manager: What's really important in different management jobs. *The Academy of Management Executive*, 3(4), 286-293.

*Unit(s) - I*

Locke, E. A. (1982). The ideas of Frederick W. Taylor: an evaluation. *Academy of Management Review*, 7(1), 14-24.

*Unit(s) - I, IV*

Griffin, R. W. (2013). *Fundamentals of Management*. Cengage Learning.

*Unit(s) - II, III, V*

Anand, N. & Daft, R. L. (2007). What Is the Right Organization Design?, *Organizational Dynamics* 36(4), 329–344.

*Unit(s) - III*

Stoner, James, A. F., Freeman, R. E. & Gilbert, D. R. (2003). *Management*. Pearson Education

*Unit(s) - IV, V*

Tsui, A. S., Nifadkar, S. S. & Ou, A. Y. (2007). Cross-national, cross-cultural organizational behaviour research: Advances, gaps, and recommendations. *Journal of management*, 33(3), 426-478.

*Unit(s) - V*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Knowledge of managing and understanding the pragmatic approach of management.	Presentations/Video/ Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test
II	In-depth knowledge and understanding in more specific management related areas and all functions of management.	Presentations/Video/ Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test
III	Able to work effectively with others, capitalize on their thinking, experience and skills in organizational relationship.	Presentations/Video/ Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test

IV	Identify and properly use the leadership style to articulate one's own position and motivate team. Also can communicate effectively with varied stakeholders.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test
V	Knowledge of the impact of globalization and diversity in modern organizations.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester I**  
**Course MBHRCC102: ACCOUNTING FOR MANAGERS**

**Marks: 100**

**Duration- 60 Hrs.**

**Objective:** To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the fundamental concepts and principles of financial accounting and apply in business activities using accounting software.

**CO2:** To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.

**CO3:** To understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.

**CO4:** To understand the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc.

**CO5:** To make various types of budgets at organizational level for cost control and efficiency.

**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). **Accounting Process using Accounting Software:** journals, ledger accounts, trial balance; financial statements including corporate entities.

**Unit II- 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 III- 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 on methods of costing (theory); Cost control and cost reduction.

**Unit IV- 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 V- Budgeting and Budgetary Control:** Basic concepts of budgeting; Preparation of functional budgets, and master budget, and flexible budgets; Responsibility accounting and divisional performance.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment. Further, for analysis published corporate reports may be used.

**Readings (Unit wise)**

Atkinson, Anthony A., Banker, Rajiv D., Kaplan, Robert & Young, S. Mark (2001). *Management Accounting*. Prentice Hall.



*Unit(s) – IV*

Colin, Drury (2001). *Management and Cost Accounting*. Thomas Learning.

*Unit(s) – III*

Garison, R.H. & Noreeb, E W. (2000). *Managerial Accounting*. McGraw Hill Education.

*Unit(s) – IV*

Goldwin, Alderman & Sanyal (2016). *Financial Accounting*. Cengage Learning.

*Unit(s) – I*

Horngren, Charles T. (1998). *Introduction to Management Accounting*. Prentice Hall of India.

*Unit(s) – V*

Horngren (2013). *Introduction to Financial Accounting*. Pearson Accounting.

*Unit(s) – I*

Lal, Jawahar (2016). *Advanced Management Accounting, Text and Cases*. New Delhi: S. Chand & Company

*Unit(s) – V*

Marry, Buffett & Clark, David (2011). *Interpretation of Financial Statement – Companies with durable Competitive Advantage*.

*Unit(s) – II*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcome</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Explain the fundamental concepts, principles and importance of financial accounting and its applications in business activities.	Lecture/Lab	Class Participation, Presentation, Practical, Viva/ Test, End Semester Exam
II	Analyze and compare the financial statements using different ratios to make economic decision.	Lecture/ Numericals/Case Study	Class Participation, Presentation, Viva/ Test, End Semester Exam
III	Describe the concepts and objectives of costs and cost accounting and to understand various costing methods used in an organization.	Lecture/ Numericals/Case Study	Class Participation, Presentation, Viva/ Test, End Semester Exam
IV	Analyze cost, volume and profit to understand the relationship of costs and revenues to output and make managerial decisions.	Lecture/ Numericals/Case Study	Class Participation, Presentation, Viva/ Test, End Semester Exam
V	Prepare various types of budgets at organizational and departmental level for cost control, cost reduction and fixing responsibility.	Lecture/ Numericals/ Case Study	Class Participation, Presentation, Viva/ Test, End Semester Exam

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester I**  
**Course MBHRCC103: ECONOMICS FOR MANAGERS**

**Marks: 100**

**Duration-60 Hrs.**

**Objective:** The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To describe the nature and scope of managerial economics, demand analysis and firm and its organization.

**CO2:** To learn the techniques of production function, cost analysis and forms of market.

**CO3:** To apply the pricing techniques to determine the price of factors of production.

**CO4:** To apply the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.

**CO5:** To describe the trade cycles in the open economy and exchange rate determination.

**Contents:**

**Section A: Firm and Market**

**Unit I- Demand and the Firm:** Nature and scope of managerial economics, principles of managerial economics, demand function; Determinants of demand; Elasticity of demand – price, income and cross elasticity, demand estimation, demand forecasting; Supply function; 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 function; Concept of productivity and technology; Production with one variable input, Returns to scale; Production with two variable inputs; Isoquants, ridge lines, isoclines; Producer's equilibrium; Cost function- Classification of costs, short run cost functions; Relationship between return to scale and return to a factor; Long-run cost functions; Market forms- shapes of AR, MR curve and their relationship in different market forms; Perfect competition; Market imperfections–monopoly, monopolistic, collusive oligopoly and price discrimination.

**Unit III-Pricing:** Pricing practices; Commodity pricing- economics of advertisement costs; Types of pricing practices; Factor pricing- demand and supply of factor of production; Collective bargaining; Concept of rent, profit, interest- rate of return and interest rates; Real vs. nominal interest rates; Basic capital theory–interest rate and return on capital; Measurement of profit.

**Section B: Macroeconomic environment**

**Unit IV- National Income Accounting and Macro-Economic Markets:** National Income Accounting; Measuring the cost of living; Unemployment and inflation; Product market and financial market.

**Unit V- Trade Cycles and the Open Economy:** Economic fluctuations and business cycle; Open economy macroeconomics; Determination of exchange rate; Purchasing power parity; Fixed and flexible exchange rate.

**Readings (Unit wise)**

Dominick, S. (2014). *Managerial Economics A Global Economy*. McGraw Hill Inc., Princeton.

*Unit(s) - I, II, and III*

Dornbusch, R. & Stanley, Fisher (2012). *Macroeconomics*. New York: McGraw Hill

*Unit(s) - IV and V*

Koutsoyiannis, A. (2008). *Modern Micro Economics*. Macmillian Press Ltd.

*Unit(s) - I, II, and III*

Mankiw, N. Gregory (2016). *Macro Economics*. Macmillan.

*Unit(s) - IV and V*

Samuelson, Paul A. & Nordhaus, William D. (2010). *Economics*. (Indian adaptation by Sudip Chaudhuri and Anindya Sen). Tata McGraw Hill.

*Unit(s) - I, II, and III*

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

**Latest and relevant case studies to be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Expound nature and scope of managerial economics, firm behaviour and demand forecasting.	Lecture sessions and case study discussions	Class participation, Assignment-Individual/Group, End Semester Exam
II	Decipher the production and cost analysis and deliberate market structure.	Lecture sessions and case study discussions	Class participation, Assignment-Individual/Group, End Semester Exam
III	Identify pricing practices and policies of input market and explain the price determination.	Lecture sessions and case study discussions	Case Study Discussion, Assignment-Individual/Group, End Semester Exam
IV	Calculate national income and measure cost of living, unemployment and inflation.	Lecture sessions and case study discussions	Class participation, Assignment-Individual/Group, End Semester Exam
V	Explain economic fluctuations, business cycles and exchange rate determination in open economy.	Lecture sessions, presentations by students	Case Study Discussion, Assignment-Individual/Group, End Semester Exam

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester I**  
**Course MBHRCC104: BUSINESS STATISTICS**

**Marks: 100**

**Duration- 60 Hrs.**

**Objective:** The objective of this paper is to equip students with important statistical techniques required for managerial decision making and help them develop the ability to analyze and interpret data in a meaningful manner.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To demonstrate an understanding of probability and probability distributions.

**CO2:** To comprehend the decision making process under uncertainty using statistical tools.

**CO3:** To appreciate the concepts in sampling and estimation.

**CO4:** To execute the process of hypothesis testing including one-sample and two-sample tests.

**CO5:** To appreciate the importance and application of non-parametric tests in hypothesis testing.

**CO6:** To understand correlation and regression analysis and their importance in decision making.

**Contents:**

**Unit I-Theory of Probability and Probability Distributions:** Approaches to calculation of probability; Marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions - Binomial, poisson, and normal.

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

**Unit III-Sampling, Estimation:** Types of Sampling; Sampling distribution; Estimation; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

**Unit IV-Hypothesis Testing:** Steps of hypothesis testing; One and two-tailed tests; Type I and type II errors.

*One Sample Tests:* Means and proportions.

*Two-sample Tests:* Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of difference between proportions.

**Unit V-Analysis of Variance and Non-parametric Tests:** F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit; Sign test; One-sample runs test.

**Unit VI-Correlation and Regression Analysis:** Simple and partial correlation analysis; Rank correlation; Simple and Multiple linear regression analysis (involving up to three variables).

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit wise)**

Aczel, A. D., Sounderpandian, J., Saavanan, P. & Joshi, R. (2012). *Complete Business Statistics*. New Delhi: McGraw Hill Education (India) Pvt. Ltd.

*Unit(s) – I, III, IV, V*

Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. & Cochran, J.J. (2014). *Statistics for Business & Economics*. Cengage Learning Custom Publishing.

*Unit(s) - I, II, III, IV and V*

Black, K. (2012). *Applied Business Statistics*. Wiley

*Unit(s) - I, II and III*

Levin, R.I. & Rubin, D.S. (1997). *Statistics for Management*. Prentice-Hall of India.

*Unit(s) – I, II, III, IV, V, VI*

Vohra, N. D. (2012). *Business Statistics*. New Delhi: McGraw Hill Education (India) Pvt. Ltd.

*Unit(s) – I, II, III, IV, VI*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Developing an understanding and application of theory of probability and probability distributions.	Lecture sessions, Class discussion	Class participation, Assignment- Individual/Group, End Semester Exam
II	Evaluating different outcomes in a given situation and conducting decision analysis under uncertainty using statistical tools.	Lecture sessions; Class discussion; Case studies; Presentation by students	Class participation, Assignment- Individual/Group, End Semester Exam
III	Analyzing and deriving sampling distributions and understanding the application of estimation process.	Lecture sessions; Case studies; Presentation by students	Class participation, Assignment- Individual/Group, End Semester Exam
IV	Conducting hypothesis testing for different types of situations and appreciating the importance of concepts involved in such testing.	Lectures sessions; Case studies; Presentation by students	Class participation, Assignment- Individual/Group, End Semester Exam
V	Learning to conduct ANOVA and understand the application of non-parametric testing.	Lecture sessions; Class discussion	Class participation, Assignment- Individual/Group, End Semester Exam
VI	Understanding and applying correlation and regression analysis.	Lecture sessions; Class discussion	Class participation, Assignment- Individual/Group, End Semester Exam

**Master of Business Administration (Human Resource Development)  
MBA (HRD)  
Semester I  
Course MBHRCC105: LEGAL FRAMEWORK FOR BUSINESS**

**Marks: 100**

**Duration- 60 Hrs.**

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

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To create premise and clear understanding for legal aspects of contracts.

**CO2:** To equip the students about the knowledge of legitimate rights and obligations under The Right to Information Act.

**CO3:** To provide comprehensive knowledge about the establishment and functioning of trust and societies form of business.

**CO4:** To initiate start-ups and entrepreneurial ventures independently.

**CO5:** To provide insights into company proceedings under Companies Act, 2013 and their inferences thereof.

**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:** 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; 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- Laws Related to Company Proceedings under The Companies Act 2013:** Types of companies; Formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts; Memorandum of association; Articles of association; National Company Law Tribunal, bankruptcy and winding up of company.

**Readings (Unit wise)**

Bare Act on Right to Information Act

*Unit(s) - III*

Bhandari, Munish (2003). *Professional Approach to Corporate Laws and Practice*. New Delhi: Bharat Law House.

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*Unit(s)-V*

Lee, Reach (2014). *Business Laws*. UK: Oxford University Press.

*Unit(s) - I*

Sharma, J. P. (2018). *Corporate Laws*. New Delhi: Ane Books Pvt. Ltd.

*Unit(s) - V*

Sharma, J. P. & Kanojia, S. (2016) *Business Laws*. New Delhi: Bharat Law House Ltd.

*Unit(s) - I, II*

Singh, Avtar (2008). *The Principles of Mercantile Law*. Lucknow: Eastern Book Company.

*Unit(s)-I*

**Additional Readings**

Bare Act on Competition Law, Consumer Protection Law

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand premise for creation of valid contracts and conduct of business there from.	Lecture/Video/ Case/ Presentation/Role Play	Class Participation, Presentation, Viva/ Test
II	Ability to develop a comprehensive perspective relating to Limited Liability Partnership (most widely used form of organization internationally) for start-ups and entrepreneurial ventures, independently.	Lecture/Video/ Case/ Presentation/Role Play	Class Participation, Presentation, Viva/ Test
III	Ability to enable to comprehend and utilize laws relating to working of companies, legal position of promoters, regular functioning, NCLT etc.	Lecture/Video/ Case/ Presentation/Role Play	Class Participation, Presentation, Viva/ Test
IV	Ability to equip the students about the legitimate rights and obligations under The Right to Information Act.	Lecture/Video/ Case/ Presentation/Role Play	Class Participation, Presentation, Viva/ Test
V	Ability to comprehend about laws relating to company proceedings under Companies Act, 2013.	Lecture/Video/ Case/ Presentation/Role Play	Class Participation, Presentation, Viva/ Test

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester I**  
**Course MBHRCC106: HUMAN RESOURCE MANAGEMENT**

**Marks: 100**

**Duration- 60 Hrs.**

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

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand HRM and the role of HRM in effective business administration.

**CO2:** To understand the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.

**CO3:** To understand the role of recruitment and selection in relation to the organization's business and HRM objectives.

**CO4:** To understand job-based compensation scheme and performance management system and appraisals.

**CO5:** To recognize the emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.

**Contents:**

**Unit I- Introduction:** Conceptual foundations; Human aspect of management; 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; Management of ethics.

**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; Performance appraisal- concept, traditional and modern methods- MBO, 360 degree appraisal, 720 degree appraisal, behaviourally anchored rating scale, balanced scorecard; Potential appraisal.

**Unit V- Emerging Horizons of HRM:** International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System); Human resource audit; Contemporary issues in human resource management- moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

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

**Readings (Unit wise)**

D' Cenzo, David A., Stephen P. Robbins & Susan L. Verhulst (2012). *Human Resource Management*. New Delhi: John Wiley and Sons.

*Unit(s) - I, II*

Dessler, Garry (2012). *Human Resource Management*. Prentice Hall of India.

*Unit(s) - I, II, III, IV*



Dowling, Peter J., Festing M., & Engle A.D. (2013). *International Human Resource Management*. Cengage Learning.

*Unit(s) - V*

Gooderham, P. N., Nordhaug, O. & Ringdal, K. (1999). Institutional and rational determinants of organizational practices: Human resource management in European firms. *Administrative Science Quarterly*, 44(3), 507-531.

*Unit(s) - V*

Ian, Beardwell, Len, Holden & Tim Claydon (2004). *Human Resource Management: A Contemporary Approach*. Prentice Hall.

*Unit(s) - I, IV*

Jiang, K., Lepak, D. P., Hu, J. & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264-1294.

*Unit(s) -III*

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2016). *Fundamentals of human resources management*.

*Unit(s) - III, IV*

Oldroyd, J. B. & Morris, S. S. (2012). Catching falling stars: A human resource response to social capital's detrimental effect of information overload on star employees. *Academy of Management Review*, 37(3), 396-418.

*Unit(s) - I*

Rao, V. S. P. (2010). *Human resource management: Text and cases*. Excel Books.

*Unit(s) - I, II, V*

Root, L. S. & Young Jr, A. A. (2011). Workplace flexibility and worker agency: Finding short-term flexibility within a highly structured workplace. *The Annals of the American Academy of Political and Social Science*, 638(1), 86-102.

*Unit(s) - IV*

Tilcsik, A. (2014). Imprint–environment fit and performance: How organizational munificence at the time of hire affects subsequent job performance. *Administrative Science Quarterly*, 59(4), 639-668.

*Unit(s) -II*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Learn concepts of HRM, and able to apply it in organizations.	Presentations/Video/ Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test
II	Able to do manpower planning, job analysis and forecast the need for proper functioning.	Presentations/Video/ Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test

III	Analyze the need and methods adopted for recruitment and selection, training and development in organization.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test
IV	Able to design compensation structure that is consistent with organizational goals. Also develop the performance management system and appraisals.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test
V	Can deal with emerging horizons of HRM and knowledge of international HRM, e-HRM, HRIS.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, class test

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester I**  
**Course MBHRCC107: MARKETING MANAGEMENT**

**Marks: 100**

**Duration-60 Hrs.**

**Objective:** The course aims to develop among the students the underlying concepts, strategies and issues involved in the marketing of products and services and also trends emerging in marketing.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To become familiar with the fundamentals of marketing to enable them to take better marketing decisions.

**CO2:** To observe and understand the nuances and complexities involved in various product and pricing decisions.

**CO3:** To develop the skills needed to take better distribution decisions and also to critically analyze the Promotion-Mix and design advertising campaigns.

**CO4:** To understand the role of service marketing and adapt the customer relationship management system for taking better marketing decisions.

**CO5:** To explore the emerging trends in marketing for enabling those to take proactive measures while taking marketing decisions.

**Contents:**

**Unit I- Introduction:** Market and marketing- definition; Nature, scope and importance of marketing; The exchange process; Functions of marketing; Core marketing concepts; Company orientation towards the market place- Production concept, product concept, selling concept, marketing concept, holistic marketing concept; Selling vs. marketing; Marketing mix (7 P's & 7 C's); 4 A's of marketing; Michael E. Porter Value Chain Analysis Model.

Marketing environment: Analyzing macro marketing environment– PESTLE model; Impact of micro and macro marketing environment on marketing decisions.

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

Market segmentation: characteristics of a segment; 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; Layers of products; Major product decisions; Product-mix; New product development stages; Product Life Cycle (PLC) – concept and marketing strategies for different life cycle stages; Packaging and labeling; Pricing – objectives, price-sensitivity; Factors affecting price of a product; Steps in setting price, pricing methods and strategies; Ethical issues concerning products 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-mix; 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 and classification of services; Characteristics of services and 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.

**Readings (Unit wise)**

Kotler, P. & Keller, K. L. (2017). *Marketing Management*. Pearson.

*Unit(s) - I, II, III, IV and V*

McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hills Education.

*Unit(s) - I, II, and III*

**Additional Readings**

Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). *Marketing Concepts and Cases*. Tata McGraw Hill.

WARC100. (n.d.). Retrieved from The world’s best marketing campaigns and companies 2017: [https://cdn2.hubspot.net/hubfs/358208/WARC%20100%20Summary%20of%20Results.pdf?\\_\\_hssc=95498051.2.1513022131871&\\_\\_hstc=95498051.dc35b4932a29ab69459a4b4ad0d21d0e.1513022131870.1513022131870.1513022131870.1&\\_\\_hsfp=1230011665&hsCtaTracking=96588441-6da2-4470-a](https://cdn2.hubspot.net/hubfs/358208/WARC%20100%20Summary%20of%20Results.pdf?__hssc=95498051.2.1513022131871&__hstc=95498051.dc35b4932a29ab69459a4b4ad0d21d0e.1513022131870.1513022131870.1513022131870.1&__hsfp=1230011665&hsCtaTracking=96588441-6da2-4470-a)

Zikmund, W., G., & D’Amico, M. (2001). *Marketing: Creating and Keeping Customers in an E-Commerce World*. South-Western College Publication.

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Explain marketing as a field of study and identify the trends in marketing affecting marketers decision making.	Lecture supported with companies’ cases & live examples, and Live project	Class Discussions, In-Class Assignments - Individual/Group, Live Project Evaluation, End Semester Exam
II	Demonstrate the process of new product development and process of pricing of product/services and various decisions related to it. Also make them aware about its implication.	Lecture with live examples, Class discussions, and cases analysis	Class Participation, Assignment - Individual/Group, End Semester Exam
III	Critically analyze the relevant factors resulting into better distribution decisions and promotion-mix.	Class discussions, Presentations, and case analysis	Case Study Discussion, Assignment-Individual/Group, End Semester Exam
IV	Apply the Servqual model of services marketing and adapting the customer relationship management for better marketing results.	Lectures with live examples, Project and class presentations	Class Participation, Assignment-Individual/Group, End Semester Exam

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V	Analyze and evaluate the emerging trends in marketing.	Case based class discussions	Case Study Discussion, Assignment- Individual/Group, End Semester Exam
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**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester II**  
**Course MBHRCC201: HUMAN RESOURCE DEVELOPMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to co-create a comprehensive view of Human Resource Development (HRD) through assessment of theories and practices of HRD.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To build an understanding and perspective of Human Resource Development as discipline appreciating learning.

**CO2:** To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.

**CO3:** To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.

**CO4:** To develop a perspective of HRD beyond organizational realities including national HRD.

**CO5:** To understand contemporary realities of HRD and its interface with technology.

**Contents:**

**Unit I- Introduction to Human Resource Development:** Historical perspective, contemporary realities and future of HRD; Andragogy and life-long learning; Integrating learning with work.

**Unit II- Human Resource Development Process:** Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD programs.

**Unit III- Human Resource Development Activities:** Action learning, assessment and development centers; Intellectual capital and HRD; Role of Trade Unions; Industrial relations and HRD.

**Unit IV- Policy perspective of Human Resource Development:** National HRD, workforce development, strategic HRD, talent management and leadership development.

**Unit V- HRD Trends:** Emotions and self-development; Integrating HRD with technology coaching and mentoring; Competency framework of HRD- Understanding the competency mapping framework, analyzing steps in competency mapping; Balanced score card, appreciative inquiry.

**Readings (Unit wise)**

Chaudhuri, S. & Ghosh, R. (2012). Reverse Mentoring: A Social Exchange Tool for Keeping the Boomers Engaged and Millennials Committed. *Human Resource Development Review*, 11(1), 55-76.

*Unit(s) - V*

Cho, Y. & Egan, T. M. (2009). Action Learning Research and Conceptual Framework. *Human Resource Development Review*, 8, 431-462.

*Unit(s) – III*

Ibarra, H. & Hunter, M. (2007). How Leaders Create and Use Networks. *Harvard Business Networks, The Leadership Quarterly*, 21, 600-619.

*Unit(s) - IV*

Mankin, David (2009). *Human Resource Development*. Delhi: Oxford University Press. Chapter -6-9

*Unit(s) - II*

Mikami, S. & Furukawa, M. (2018). The conditions for successful knowledge transfer in development-aid training programs. *International Journal of Training and Development*, 22 (2), 107-125.

*Unit(s) –V*

Rao, T.V. (2005). *Future of HRD*. Macmillan Publishers India. Chapter 1 & 7.

*Unit(s) - I & IV*

Schultz, Theodore W. (1961). Investment in Human Capital. *The American Economic Review*. 51 (1), 1-17

*Unit(s)-I*

Werner & DeSimone (2006). *Human Resource Development*. Thomson Press, Network.

*Unit(s) – III & V*

**A detailed reading list would be provided by the faculty before commencement of the session.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Evaluate the perspective of Human Resource Development as discipline appreciating learning.	Mode of interaction would be lecturing followed by discussion	Class participation, presentation, Individual/Group Assignment
II	Developing skills of a detailed plan needed and demonstrate the implementation of HRD program in the organization.	Mode of interaction would be lecturing and critical appreciation of existing theoretical framework	Class participation, presentation, Individual/Group Assignment
III	Explain the role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.	Role plays, case discussion using andragogical perspective, case discussion	Class participation, presentation, Individual/Group Assignment
IV	Analyze the perspective of HRD beyond organizational realities including national HRD.	Case discussion, group activity	Class participation, presentation, Individual/Group Assignment
V	Explain the contemporary realities of HRD and its interface with technology.	Presentation, discussion, lecturing	Class participation, presentation, Individual/Group Assignment

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester II**  
**Course MBHRCC202: ORGANIZATIONAL BEHAVIOR**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To familiarize the students with the components of individual and group behavior in organizational setting and to help them learn behavioral skills in managing people at work.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the development of organizational behavior and its importance in managing people at the workplace.

**CO2:** To understand human behavior as an individual.

**CO3:** To learn the foundation of group dynamics and management of different types of conflict at the workplace.

**CO4:** To understand overlapping role of manager, boss and leader and to develop required skills.

**CO5:** To understand different types of organizational structures, organizational climate and to appreciate the importance of organizational culture and learn to deal with change and stress.

**Contents:**

**Unit I- Introduction:** Emergence of organizational behavior; Management and OB; Contributing disciplines; Hawthorne studies and human relations school; Challenges and opportunities for organizational behavior; Ethics and organizational behavior.

**Unit II- Individual Behavior:** Foundations of individual behavior; Perception and attribution; Personality and attitude; Learning and values; Work Motivation – Need Theories (Maslow-McClelland-Elderfer), McGregor’s Theory X and Theory Y, Herzberg’s Two Factors Theory; Contemporary issues in the practice of motivation.

**Unit III- Group Behavior:** Group dynamics, cohesiveness and productivity; Group decision making; Groups versus teams; Managing organizational conflict - sources, levels and types of conflict; Conflict resolution, transactional analysis; Managing counter-productive behavior.

**Unit IV- Leadership:** Influence, power and politics; Leadership – concept and theories; Charismatic, transformational and authentic leadership; Contemporary issues in the practice of leadership.

**Unit V- Organization System & Processes:** Organization structure – foundation and types; Organization culture- forming, sustaining, and changing a culture and organizational climate-determinants and OCTAPACE model, managing change, stress and burnout.

**Readings (Unit wise)**

Greenberg & Baron (2011). *Behaviour in Organisations: Understanding and Managing the Human Side of work*. Pearson (Chapter 12 for Unit IV – Power & Politics; Chapter 15-16 for Unit V – Org Processes)

*Unit(s) – IV & V*

Hassard, J. (2012). Rethinking the Hawthorne Studies: The Western Electric research in its social, political and historical context. *Human Relations*, 65(11), 1431–1461.

*Unit(s) - I*

Hegar, Kathryn W. (2012). *Modern Human Relations at Work*. International Edition. Cengage (Chapter 9 for Unit IV - fundamentals of leadership)

*Unit(s) - IV*

Hersey, Paul, Dewey E. Johnson & Kenneth H. Blanchard (2013). *Management of Organisational Behaviour*. PHI. (Chapter 4, 8 for Unit IV-Leadership)



*Unit(s) - IV*

Herzberg, F. (1968). One more time: how do you motivate employees. *Harvard Business Review*, 46(1), 53-62.

*Unit(s) - II*

Kotter, J.P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59–67.

*Unit(s) - V*

Luthans, Fred (2013). *Organizational Behaviour*. McGraw-Hill, Indian Edition. (Chapter 5 for Unit 2 – Personality, Perception, Attribution, Attitudes) (Chapter 11 for Unit III – Group & Teams)

*Unit(s) – II & III*

Leaders on Leadership. Interviews with Top Executives (1992). HBR book

*Unit(s) - IV*

McShane & Mary Ann Von, Glinow (2012). *Organizational Behaviour*. (Chapter 11 for Conflict Management for Unit III)

*Unit(s) - III*

Pareek, U. & Khanna, S. (2016). *Understanding Organizational Behaviour*, Oxford University Press. (Chapter 24 for Unit V – Org Culture & Climate)

*Unit(s) – V*

Lawrence, Paul R. (1987). Historical Development in OB in Chapter 1, Handbook of OB by Jaw W Lorsch (ed) Englewood Cliffs, NJ : Prentice-Hall, 1-10

*Unit(s) - I*

Robbins, Stephen P., T.A. Judge & Neharika, Vohra. (2013). *Organisational Behaviour*. Pearson. (Chapter 1 for Unit 1 - Challenges &Opp), (Chapter 9 for Unit III - foundations of Group Behaviour)

*Unit(s) – I, III*

Schermerhorn, Osborn, Uhl-Bien & Hunt. (2011). *Organizational Behaviour*. Wiley. (Chapter 9 for Decision Making Unit III)

*Unit(s) - III*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Explain the development of organizational behavior and its importance in managing people at the workplace.	Lecture & Case discussion	Participation, Assignment & Presentation
II	Analyze the different dimensions of individual behavior.	Lecture, Role Playing & Case discussion	Participation, Assignment & Class test
III	Demonstrate the foundation of group dynamics and management of different types of workplace conflict.	Lecture, Role Playing & Case discussion	Participation, Assignment & Class test

IV	Explain the overlapping role of manager, boss and leader and to develop required skills.	Role Playing, Case discussion & Project	Participation, Assignment & Presentation
V	Analyze different types of organizational structures, organizational climate and to appreciate the importance of organizational culture and learn to deal with change and stress.	Lecture & Case discussion	Participation, Assignment & Presentation

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester II**  
**Course MBHRCC203: HUMAN RESOURCE INFORMATION SYSTEM**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to acquaint the students about the concept of information systems, internet, World Wide Web, HRIS and their application in Human Resource Development.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To describe the role of information technology and information systems in business and with respect to different management levels.

**CO2:** To understand the relevance of information in decision making. Identify and evaluate hardware and software requirements for information systems.

**CO3:** To develop an understanding of the System Development Life Cycle in detail and analyze the MIS applications in different industries.

**CO4:** To understand how Human Resources Information Systems (HRIS) are bought/developed and implemented for various levels in an organization.

**CO5:** To explore the use of some common Information Systems development tools.

**Contents:**

**Unit I- Introduction:** Introduction to Management Information Systems, history of MIS, impact of MIS, role and importance of MIS in organization; Role of MIS at management levels; MIS growth and development; Artificial intelligence, Decision Support System (DSS), Executive Information System (EIS); Applications of MIS.

**Unit II- Information Concepts and Information Technology:** Data and information; Relevance of information to decision making; Source, quality and types of information; Relevance of information in MIS; Assessing information needs of the organization; Use of information for competitive advantage; Trends in Information Technology- hardware and software, data-communication concepts; Decision making with communication technology; Multimedia approach to information processing; Decision of appropriate information technology for proper MIS.

**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 organization systems and information systems; System Development Life Cycle (SDLC); Alternative system building approaches, prototyping, rapid development tools, case tools, object oriented systems; MIS applications in HRD & O.D. in manufacturing, R&D, public transport, hospitals, hotels and service industries.

**Unit IV-HRIS Development:** HRIS life cycle/HR responsibility in each phase of HRIS development; Pre implementation stage of HRIS; HRIS planning; HRIS expectation, productivity through HRIS; HRIS cost-benefit value analysis; Getting management support for HRIS; Limitations of computerization of HRIS.

**Unit V- Emerging Trends in HRIS:** Implementation of HRIS- tools in HRIS development, cases and exercises; Human Resources Information Systems in large and small organizations- cases & exercises, packaged Human Resources Information Systems/ business process, re-engineering, enterprise resource planning systems, emerging trends in HRIS, networking, internet, intranet, technology implications, etc.

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

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit wise)**

Badgi (2012). *Practical Guide to Human Resource Information Systems*. New Delhi: PHI Learning Pvt. Ltd

*Unit(s) - IV, V*

Brien, James A. O. (2011). *Management Information System*. New Delhi: Tata McGraw Hill

*Unit(s) - I, II, III*

Gordon , B. Davis. & Olson, Margreth H. (2001). *Management Information System*. New Delhi: McGraw Hill.

*Unit(s) - I, II, III*

Jawadekar, W. S. (2015). *Management Information System*. New Delhi: Tata McGraw Hill

*Unit(s) - I, II, III*

Kavanagh, Michael J., Thite, Mohan & Johnson, Richard D. (2011). *Human Resource Information Systems: Basics, Applications, and Future Directions*. South Asia: SAGE Publications.

*Unit(s) - IV, V*

Laudon. (2017). *Management Information System*. India: Pearson

*Unit(s) - I, II, III*

Murdick, Robert G., Ross, Joel. E. & Clugett, James R. (2010). *Information System for Modern Management*. New Delhi: Prentice Hall of India.

*Unit(s) - I, II, III*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Explain the role of information technology and information systems in business with respect to different management levels.	Lecture/ Video/ Presentation	Case Study Discussion, Assignment- Individual/Group, Class Test, End Semester Exam
II	Explain and identify the relevance of information in decision making.	Lecture/Video/ Brainstorming/ Practical/ Presentation	Case Study Discussion, Assignment- Individual/Group, Class Test, End Semester Exam
III	Demonstrate the System Development Life Cycle and identify the MIS applications in different industries.	Lecture/Video/ Presentation	Case Study Discussion, Assignment- Individual/Group, Class Test, End Semester Exam
IV	Explain the evolution and development of HRIS and evaluate the process of implemented for various levels in an organization.	Lecture/Video/ Practical/ Presentation	Case Study Discussion, Assignment- Individual/Group, Class Test, End Semester Exam
V	Evaluate the use of Information Systems development tools.	Lecture/Video/ Case/ Presentation	Case Study Discussion, Assignment- Individual/Group, Class Test, End Semester Exam

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

**MBA (HRD)**

**Semester II**

**Course MBHRCC204: PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**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.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To outline and understand the core objectives of performance management.

**CO2:** To understand the key stages of performance management cycle and differentiate between performance management and performance appraisal.

**CO3:** To understand the organizations performance management process.

**CO4:** To understand different approaches of talent management.

**CO5:** To understand the talent management in India with the examples of different companies.

**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; Performance management and organizational transformation, appraisal communication; Counseling, identifying potential for development; Linking pay with performance.

**Unit III-Implementation and Issues in Performance Management:** Implementing performance management system- strategies and challenges; Performance metrics; Role of HR professionals in performance management; 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 and integration; Talent retention- consequences of talent departure, diagnosing causes of talent departure, talent management and workplace diversity.

**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.**

**Readings (Unit wise)**

Armstrong, M. & Baron, A. (2005). *Performance management and development*. Mumbai: Jaico Publishing House.

*Unit(s) - I, II, III*

Armstrong, M. (2006). *Performance management: Key strategies and practical guidelines*. London: Kogan Page

*Unit(s) - I, II*

ASTD, (2010). *Talent management: Strategies for success from six leading companies*. Cengage Learning.

*Unit(s) - IV, V*

Berger, L. A. & Berger, D. R. (2010). *The talent management handbook*. India: McGraw-Hill Education

*Unit(s) - III*

Bhattacharyya, D. K. (2011). *Performance management systems and strategies*. India: Pearson Education

*Unit(s) - II, III*

Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. *Administrative Science Quarterly*, 54(3), 453-485.

*Unit(s) - I*

Hasan, M., Singh, A. K. & Dhamija, S. (2009). *Talent management in India: Challenges and opportunities*. Atlantic Publishers & Distributors.

*Unit(s) – IV, V*

Jordan, A. H. & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. *Academy of Management Review*, 37(2), 211-231.

*Unit(s) - II*

Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C. & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. *Academy of Management Journal*, 55(6), 1360-1380.

*Unit(s) -V*

McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. *Journal of Business and Psychology*, 26(2), 169-173.

*Unit(s) - IV*

Rao, T.V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Response Books: A division of Sage Publications.

*Unit(s) - III*

Silzer, R. & Dowell, B.E. (2009). *Strategy drive talent management: A leadership imperative*. Publication of the Society for Industrial and Organizational Psychology.

*Unit(s) - IV, V*

Soumendra, Narain Bagchi (2013). *Performance Management*. Delhi: Cengage Learning India Pvt. Ltd.

*Unit(s) - II, III*

Trevor, C. O., Reilly, G. & Gerhart, B. (2012). Reconsidering pay dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. *Academy of Management Journal*, 55(3), 585-610.

*Unit(s) - III*

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

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Able to describe the nature of performance management and can align the core objectives of performance management with the organizational objectives.	Presentations/Video/Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
II	Outline the performance management cycle and identify and explain the key stages of this cycle. Frame the performance management and performance appraisal system.	Presentations/Video/Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
III	Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.	Presentations/Video/Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
IV	Able to know the approaches of talent management and able to retain the talent for long period.	Presentations/Video/Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
V	Importance of talent management in India with the examples of different companies to create a big talent pool.	Presentations/Video/Case Studies/Role-Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester II**  
**Course MBHRCC205: FINANCE FOR MANAGERS**

**Marks: 100**

**Duration-60 Hrs.**

**Objective:** To acquaint the students with essential tools and techniques necessary for making sound financial decisions in a company.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the foundations of financial management, financial decisions, and role of a finance manager.

**CO2:** To analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.

**CO3:** To critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.

**CO4:** To critically examine various theories and policies of dividend and determine optimal payout policy.

**CO5:** To understand the intricacies of working capital management and effectively manage cash and receivables.

**Contents:**

**Unit I-Introduction:** Nature, scope and objective of financial management; Concept of risk and return; Time Value of Money; Finance as a strategic function; Role of a finance manager; Financial decisions and risk return trade-off; Agency problem and agency costs; Recent trends and developments in Indian capital market.

**Unit II-Capital Budgeting Decision:** Nature, significance and process of capital budgeting decision; Types of capital projects; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques; Non- discounted techniques-Accounting Rate of Return (ARR), Pay Back Period (PB); Discounted cash flow techniques-Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR) and Profitability Index; Capital budgeting under constraints (capital rationing and inflation); Techniques for incorporating risk and uncertainty in capital budgeting- Risk adjusted discount rate method, Certainty equivalent method, Probability distribution method, Decision tree analysis, Simulation method, Sensitivity analysis and Scenario analysis.

**Unit III-Cost of Capital and Financing Decision:** Specific Cost of Capital; Weighted Average Cost of Capital (WACC) and Weighted Marginal Cost of Capital; Concept of capital structure; Capital structure theories – Net Income (NI) Theory, Net Operating Income (NOI) Theory, MM Hypothesis without and with taxes, Traditional theory, Trade off theory, Pecking order theory and Signaling theory; Evaluation of financial plans using EBIT-EPS analysis; Financial leverage and optimal capital structure; Factors affecting choice of capital structure in practice.

**Unit IV-Dividend Decision:** Issues in dividend decision; Theories of dividend - Pure residual theory, Walter's model, Gordon's model, Bird in hand theory, MM Hypothesis and Dividend signaling theory; Types of dividend policies; Determinants of dividend in practice; Lintner's model of corporate dividend behaviour.

**Unit V-Working Capital Management and Contemporary Issues in Finance:** Concept, need and significance of working capital management; Estimation of working capital requirement; Operating and cash cycle; Determinants of working capital; Cash management and receivables management; Socially responsible investing, ethical investing and other contemporary issues in finance.

**Note: Some case studies related to above topics are required to be discussed.**



**Readings (Unit wise)**

*Annual report of SEBI.*

*Unit(s)-I*

Brealey, R.A. & Myers S. C. (2017). *Principles of Corporate Finance*. McGraw Hill.

*Unit (s)-I, III*

Chandra, P. (2017). *Financial Management-Theory and Practice*. Tata McGraw Hill.

*Unit(s) - II, III and V*

Damodaran, A. (2007). *Corporate Finance: Theory and Practice*. John Wiley & Sons.

*Unit (s) - I*

Ehrhardt, M. C. & Brigham E. F. (2003). *Corporate Finance*. Cengage Learning

*Unit(s)-III*

Khan, M.Y. & Jain, P.K. (2017). *Financial Management: Text, Problems and Cases*. Tata McGraw Hill.

*Unit(s)-IV*

Pandey, I. M. (2016). *Financial Management*. Vikas Publishing.

*Unit(s)-II, IV*

Ross, S.A. and Westerfield, R. W. (2017). *Corporate Finance*. McGraw Hill.

*Unit(s)-II, IV and V*

Van, Horne & Dhamija (2011). *Financial Management and Policy*. Pearson.

*Unit(s)-I, II and V*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activities	Assessment Tasks
I	Explain the foundations of financial management and critically examine agency problem and role of a finance manager.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class participation, Assignment/ Case studies/ Projects, End semester examination.
II	Estimate cash flows and evaluate capital projects under different situations using appropriate capital budgeting techniques.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class participation, Assignment/ Case studies/ Projects, End semester examination.
III	Explain various theories and determinants of capital structure, analyse financial plans and determine optimal capital structure.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class participation, Assignment/ Case studies/ Projects, End semester examination.
IV	Explain various issues in dividend decision, critically examine various theories and policies of dividend and determine optimal pay-out policy.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class participation, Assignment/ Case studies/ Projects, End semester examination.

V	Explain various components of working capital management, estimate working capital requirement and effectively manage cash, receivables and inventories.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class participation, Assignment/ Case studies/ Projects, End semester examination.
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**Master of Business Administration (Human Resource Development)  
MBA (HRD)  
Semester II  
Course MBHRCC206: LABOUR AND SOCIAL SECURITY LAWS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To familiarize the students with the understanding and provisions of industrial and labor related social security laws.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To comprehend pensions and provident fund processes and manage simplified application thereof.

**CO2:** To enable employment in departments of pension, provident fund, state insurance of organizations or compliance departments of factories.

**CO3:** To judge the actual organizational situations and implications thereof via case based learning and analytical abilities.

**CO4:** To equip to handle industrial disputes with detailed knowledge of actual organization scenarios and long-term impact of resolutions of both employees and employer.

**CO5:** To gain knowledge related to compensation benefits of workers and the extent of employer's liability in case of employment injury.

**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.

**Readings (Unit wise)**

Kumar, H.L. (2018). *Digest of important labour cases*. Universal Law Publishing Co. Pvt. Ltd.

*Unit – I, II, III, IV and V*

Malik, S. (2017). *PL Malik's Industrial Law*.

*Unit – I, II, III, IV and V*

Sharma, J.P. (2018). *Simplified approach to labour laws*. Bharat Law House (P) Ltd.

*Unit – I, II, III, IV and V*

**Additional Readings**

Bare Act on Employee Compensation Act, 1923

Bare Act on EPF &MP Act, 1952

Bare Act on ESIC Act, 1952

Bare Act on Factories Act, 1948

Bare Act on Payment on Gratuity Act, 1948

Report of the Committee on Fair Wages (1948)

Report of the National Commission on Labour (1969)

Report of the Second National Commission on Labour (2002)

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to understand the various social security schemes and processes of application thereof.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
II	Ability to synthesize the understandability of employment in various organizations with the rights and duties available to the workers.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
III	Ability to analyze the occurrence of contingencies and their legal implications either through statutes or judicial pronouncements.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
IV	Capability of understanding and getting equipped with handling of industrial disputes and resolve cases seeking implications on both employer and employees of the organizations.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
V	Ability to comprehend the various compensation benefits available to workers in case of any employment injury and also be able to evaluate employer's liability for the same.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test

**Master of Business Administration (Human Resource Development)  
MBA (HRD)  
Semester II  
Course MBHRCC207: MANAGEMENT OF HUMAN CAPITAL**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of the course is to provide detailed framework of all aspects on the economics of labour, components of intellectual capital, and accounting aspects of human capital.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To describe theories of wage determination and develop wage policy and wage plans.

**CO2:** To explain concept and components of intellectual capital along with TRIPS and generate patentable ideas.

**CO3:** To apply various models of human resource accounting as per decision requirement.

**CO4:** To link HR metrics to business outcomes using annual reports of companies.

**CO5:** To link HR scorecard to balanced scorecard.

**Contents:**

**Unit I- Economic Theories of Human Capital:** Nature and role of human capital; The human capital model; Theories of wage determination - theory of individual & household labour supply; Life-cycle approach to labour supply; Market forces of demand and supply of labour; Wage structure and wage analysis; Pattern and behaviour of wage differentials.

**Unit II- WTO and Intellectual Capital:** Emergence of WTO and patenting regime; TRIPS and implications for India; Recent developments in India and other selected countries with regard to TRIPS; Components of intellectual capital – human capital, relational capital, structural capital; Procedure for generation of patentable ideas.

**Unit III- Measurement Aspects of Human Capital:** Human resource accounting models- monetary models (cost based models, value based models), non-monetary models, contribution based models; Advantages and limitations of various models of HRA; Analysis of annual reports of companies where human resource accounting has been reported.

**Unit IV- HR Metrics and Business Outcomes:** Use of qualitative and quantitative data to support HR decisions; Measurement – the challenges in quantifying and measuring HR Outcomes; HR metrics and its importance in decision making; Link HR Metrics to business outcomes; Analysis of annual reports where HR metrics have been provided.

**Unit V-Management of Human Capital:** Decision making using information related to human capital; HR dashboards; Using the strategy map to develop problem oriented frameworks; Using the balanced scorecard to quantify HR outcomes- approaches using HR Scorecard, linking HR scorecard to balanced scorecard; Recent developments in the field of management of human capital.

**Learning experiences from real life case studies.**

**Readings (Unit wise)**

Acemoglu, D. & Autor, D. Lectures in labor economics. Manuscript. <http://economics.mit.edu/files/4689>, 22.

*Unit(s) - I*

Chakraborty, S.K. (1976). *Human Asset Accounting: The Indian Context in Topics in Accounting and Finance*. Oxford University Press

*Unit(s) -III*

Ehrenberg, R. G. & Smith, R. S. (2012). *Modern Labour Economics*. Prentice Hall.

*Unit(s) - I*

Flamholtz, Eric G. (1999). *Human Resource Accounting: Advances in Concepts, Methods and Applications*. London, San Francisco: Jossey Eass Publishers.

*Unit(s) - III*

Ganguli, Prabuddha (2001). *Intellectual Property Rights: Unleashing the Knowledge Economy*. New Delhi: Tata McGraw-Hill Publishing Co. Ltd.

*Unit(s) -II*

Hermanson, Roger H. (1964). Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.

*Unit(s) -IV*

<http://patentinindia.com/>

*Unit(s) - II*

Likert, Rensis (1967). *The Human Organisation: Its Management and Value*. New York, N.Y: McGraw Hill Book Co.

*Unit(s) –III, IV, V*

Mayo, A. (2016). *Human resources or human capital?: Managing people as assets*. Routledge.

*Unit(s) - II*

World Trade Organization (2017). *The WTO Agreements: The Marrakesh Agreement Establishing the World Trade Organization and its Annexes*. Cambridge University Press.

*Unit(s) - II*

**Additional Readings**

Chaudhuri, S. (2002). TRIPS Agreement and amendment of Patents Act in India. *Economic and Political Weekly*, 3354-3360.

Flamholtz, Eric. *Human Resource Accounting*. Dickenson Publishing Co., Calif.

Hill, C. (2008). International business: Competing in the global market place. *Strategic Direction*, 24(9).

I.L.O. Social & Labour aspects of Economic Development, Geneva.

Millis and Montgonery. *Labours Progress and some Basic Labour Problems*. Mc -Graw Hill Book Company.

Patterson & Schol. *Economic Problems of Modern Life*. Mc-Graw Hill Book Company.

Report of the National Commission on Labour.

S. Howard Patterson, Social Aspects of Industry.

Walter Hageabuch. *Social Economics*. Cambridge University Press.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to describe theories of wage determination, develop wage policy and wage plans and describe the concept and theory of labour supply and labour demand.	Lecture/ Practical/ Presentation	Group Presentation, Class Participation, End Semester Examination
II	Ability to explain concept and components of intellectual capital along with TRIPS and generate patentable ideas.	Lecture/Video/ Practical on patentable ideas/ Presentation	Individual Presentation by students in the class on patentable ideas, Group Presentation, Class Participation, End Semester Examination
III	Ability to apply various models of human resource accounting as per decision requirement.	Lecture/Video/ Practical using Annual Reports of Cos./ Presentation	Individual Presentation by students in the class using Annual Reports, Group Presentation, Class Participation, End Semester Examination
IV	Ability to link HR metrics to business outcomes using annual reports of companies.	Lecture/ Practical using Annual Reports of Cos./ Presentation	Group Presentation, Class Participation, End Semester Examination
V	Ability to link HR scorecard to balanced scorecard.	Lecture/Video/ Practical Case/ Presentation	Group Presentation, Class Participation, End Semester Examination

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester III**  
**Course MBHRCC301: ORGANIZATIONAL CHANGE AND DEVELOPMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To prepare the students as organizational change facilitators using the knowledge and techniques of behavioral sciences and understand the applicability of OD interventions to be facilitated through case-studies.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the need and philosophy of organization change and development in the changing times.

**CO2:** To learn OD as an applied field of change.

**CO3:** To understand techniques of collection and analyses of organizational diagnosis information and the significance of feedback in delivering diagnostic information.

**CO4:** To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization's survival.

**CO5:** To explore the role of OD in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD.

**Contents:**

**Unit I-Introduction to Organizational Change and Development:** Organizational change- need and philosophy of organizational change; Change triggers; Planned change; Organizational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Sustainability and organizational change; Organization development- concept and process, assumptions and values underlying Organization Development (OD).

**Unit II-Organizational Change- Development Interface:** Foundations of organization development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners; Change agents- role, skills and styles of change agents; Relation with the client system.

**Unit III-Organizational Diagnosis:** Techniques of organizational diagnosis- questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information at organizational, group and job level; Feeding back diagnostic information.

**Unit IV-OD Interventions:** 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), performance management, sensitivity training, transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, grid OD; Techno-structural interventions- restructuring organizations, downsizing, reengineering, 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.

**Readings (Unit wise)**

Cummings, T. G. & Worley, Christopher G. (2009). *Theory of Organization Development and Change*. South-Western.

*Unit(s) - I, II, III, IV and V*

French, W.L. & Bell, C.H. (2013). *Organization Development*. New Delhi: Prentice-Hall.

*Unit(s) - I, II, III, IV and V*



**Additional Readings**

Adler, N. J. (1983). Organizational development in a multicultural environment. *The Journal of Applied Behavioral Science*, 19(3), 349-365.

Bernard, Burnes & David Bargal (2017). Kurt Lewin: 70 Years on. *Journal of Change Management*, 17(2), 91-100.

Bowers, D. G. (1973). OD techniques and their results in 23 organizations: The Michigan ICL study. *The Journal of Applied Behavioral Science*, 9(1), 21-43.

Buchanan, D., Fitzgerald, L., Ketley, D., Gollop, R., Jones, J. L., Lamont, S. S. & Whitby, E. (2005). No Going Back: A Review of the Literature on Sustaining Strategic Change. *International Journal of Management Reviews*, 7(3), 189-205.

Burnes, B. (2007). Kurt Lewin and the Harwood Studies: The foundations of OD. *The Journal of Applied Behavioral Science*, 43(2), 213–231.

Burnes, B. and Cooke, B. (2012). Review article: The past, present and future of organization development: Taking the long view. *Human Relations*, 65(11), 1395–1429.

Kotter, J.P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59–67.

Weick, K. E. & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology*, 50(1), 361-386.

Weisbord, M. R. (1976). Organizational diagnosis: Six places to look for trouble with or without a theory. *Group & Organization Studies*, 1(4), 430-447.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Explain the significance and philosophy of organizational change, models of planned change; and the concept and assumptions of OD.	Lectures, Case Studies	Class Participation, Assignment, End Semester Exam
II	Describe OD as an applied behavioural science and the role of OD practitioners and change agents in facilitating change.	Lectures, Role-Play	Class Participation, Assignment, End Semester Exam
III	Exhibit various techniques of collection and analyses of organizational diagnosis information and the importance of feedback in delivering diagnostic information.	Lectures, Role-Play, Case-Studies	Class Participation, Class Test, Case-Study, End Semester Exam
IV	Apply different types of intervention techniques in accordance with their ability to address organization’s growth and survival.	Lectures, Role-Play, Case-Studies	Class Participation, Class Test, Group-Presentation, End Semester Exam
V	Analyze the role of OD in addressing contemporary issues concerning globalization, OD research-practice interface and challenges faced by OD.	Lectures, Case-Studies	Class Participation, Group-Presentation, End Semester Exam

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester III**  
**Course MBHRCC302: LEARNING AND DEVELOPMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course aims at exposing the learner to the concept and practice of learning and development in the modern organizational setting through the pedagogy of case discussions, practical, experiential learning, and recent experiences.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To link the learning and development to company's strategy effectively and assess the training needs of the people working in the organization.

**CO2:** To apply various methods of learning and development in real life situations.

**CO3:** To design, develop, and conduct learning and development programmes.

**CO4:** To evaluate the effectiveness of training and development programmes as well as learning outcomes.

**CO5:** To leverage the emerging trends in the field of learning and development.

**Contents:**

**Unit I- Introduction:** Fundamentals of learning and development; Difference between training & development and learning & development; Linking learning and development to company's strategy; Training Needs Assessment (TNA)- meaning and purpose of TNA, TNA at different levels, approaches for TNA, output of TNA, methods used in TNA.

**Unit II- Learning and Development Methodologies:** Overview- logic and process of learning; Principles of learning; Individual differences in learning; Learning curve; Learning management system; Criteria for method selection; Skills of an effective trainer; Development techniques for enhancing decision-making and interpersonal skills.

**Unit III- Designing Learning and Development Programmes:** Organization of learning and development programmes, design, kinds, choice of learning and development methods, preparation of trainers; Developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing.

**Unit IV- Evaluation of Learning and Development:** Reasons for evaluation; Evaluation planning and data collection; Different evaluation frameworks; Problems of measurement and evaluation; Methods of evaluating effectiveness of L & D efforts; Issues resulting from the external environment and internal needs of the company.

**Unit V- Emerging Trends in Learning and Development:** Gamification, team building and six sigma training; Electronic enabled learning systems- its up scalability and follow up activities. Learning 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.**

**Readings (Unit wise)**

Dirksen , Julie (2011). *Design For How People Learn (Voices That Matter)*. New Riders.

*Unit(s) – III*

Emerson, Trish & Stewart, Mary (2011). *The Learning and Development Book: Change the way you think about L&D*. ASTD Press.

*Unit(s) - I, V*

Noe, Raymond (2006). *Employee Training & Development*. McGraw-Hill Education.

*Unit(s) – I, II, III, IV, V*

Phillips, Jack & Stone, Ron (2002). *How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators*. McGraw-Hill Education.

*Unit(s) – IV*

Wick, Calhoun W. & Pollock, Roy V.H. (2015). *The Six Disciplines of Breakthrough Learning: How to Turn Training and Development into Business Results*. Pfeiffer.

*Unit(s) – II, III*

**Additional Readings**

Beitler, Michael (2005). *Strategic Organizational Learning*.

Blanchard, P., Nick, James W. Thacker & V. Anand Ram. *Effective Training: Systems, Strategies, and Practices*. Dorling Kindersley (India) Pvt. Ltd.

Garner, James. *Training Interventions in Job Skill Development*. Addison-Wesley.

Jack J. Phillips. *Hand book of Training Evaluation and Measurement Methods*. Routledge.

Kapp, Karl M. (2011). *The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education*.

Kirkpatrick, Donald L. & Kirkpatrick, James D. (2005) *Transferring Learning to Behavior: Using the Four Levels to Improve Performance*

Prior, John. *Handbook of Training and Development*. Bombay: Jaico Publishing House.

Rolf, P. & Udai Pareek. *Training for Development*. Sage Publications Pvt. Ltd.

Warren, M.W. *Training for Results*. Massachusetts, Addison-Wesley.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to link the learning and development to company's strategy effectively and assess the training & learning needs of the people working in the organization.	Lecture/Case Study/ Presentation	Group Presentation, Class Participation, Case Discussion, End Semester Examination
II	Ability to apply various methods of learning and development in real life situations.	Lecture/Video/ Presentation	Group Presentation, Class Participation, End Semester Examination
III	Ability to design, develop and conduct learning and development programmes.	Lecture/Video/ Practical- Conduct of T & D Programme	Individual Presentation by students in the class on Learning & Development Programmes and Discussion ,Group Presentation, Class Participation and Discussion, End Semester Examination
IV	Ability to evaluate the effectiveness of training and development programmes as well as learning outcomes.	Lecture/ Practical/ Presentation	Group Presentation, Class Participation, Discussion, End Semester Examination
V	Ability to leverage the emerging trends in the field of learning and development.	Lecture/Video/ Practical Case/ Presentation	Group Presentation, Class Participation and Discussion, End Semester Examination

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester III**  
**Course MBHRCC303: MANAGEMENT OF INDUSTRIAL RELATIONS**

**Marks: 100**

**Duration: 60 Hrs.**

**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.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand facets of interactions between the employer and the employees. In such relations whenever there is a clash of interest, it may result in dissatisfaction for either of the parties involved and hence lead to industrial disputes or conflicts.

**CO2:** To develop a comprehensive perspective about the legal frame work stipulated under the Industrial Disputes Act, 1947.

**CO3:** To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees.

**CO4:** To understand the procedure of disciplinary actions as per the Industrial Employment (Standing Orders) Act, 1946.

**CO5:** To acclimatize with the legal frame work stipulated under Shops and Establishment Act, 1953 and Contract Labour Regulation and Abolition Act, 1970.

**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- Industrial Relations:** Industrial relations climate and performance; The conciliation and arbitration system and performance; Labour market and economic performance; Structure for management of industrial relations; Management of labour; Management control strategies; Business strategies and industrial relations; Role of market conditions.

**Unit IV- Discipline and HRM 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- Legal Framework of Shops and Establishment and Contract Labour Management:** Applicability, administration and maintenance under Shops and Establishment Act, 1953; The regulations as under Contract Labour Regulation and Abolition Act, 1970.

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

**Readings (Unit wise)**

Edwards, P. (1995). *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.

*Unit(s) – III*

Kaufman, B. (2004). *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.

*Unit(s) – V*

Salamon, Michael (1997). *Industrial Relations—Theory & Practice*. London: Prentice Hall.

*Unit(s) – I, II*

Singh, P. & Kumar, N. (2011). *Employee Relations Management*. New Delhi: Pearson Education India.

*Unit(s) – IV*

Venkataratnam, C. S. (2006). *Industrial Relations: Text and Cases*. Delhi: Oxford University Press.

*Unit(s) – I*

Zeytinoglu, I. U. (2005). *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.

*Unit(s) – II*

**Additional Readings**

Bray, M., Deery, S., Walsh, J. & Waring, P. (2011). *Industrial Relations: A Contemporary Approach*. Tata Mc Graw Hill.

Dwivedi, R.S. (2002). *Managing Human Resources: Industrial Relations in Indian Enterprises*. New Delhi: Galgotia Publishing Company.

Mamoria, C.B. & Mamoria, S. (2016). *Dynamics of Industrial Relations in India*. Mumbai: Himalaya Publishing House.

Ramaswamy, E.A. The Rayon Spinners (1997). *Strategic Management of Industrial Relations*. New Delhi: Oxford University Press.

Rowley, C. & Warner, M. (2008). *Globalizing international human resource management*. New York: Routledge.

Sen, R. (2009). *Industrial relations: text and cases*. New Delhi: Macmillan Publishers.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand facets of interactions between the employer and the employees.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
II	Ability to develop a comprehensive perspective about the legal frame work stipulated under the Industrial Disputes Act, 1947.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
III	Ability to imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test

**Department of Commerce, University of Delhi**

IV	Ability to apply the disciplinary actions as per the Industrial Employment (Standing Orders) Act, 1946.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
V	Ability to acclimatize with the legal frame work stipulated under acclimatized with the legal frame work stipulated under Shops and Establishment Act, 1953 and Contract Labour Regulation and Abolition Act, 1970.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester III**  
**Course MBHRCC304: COMPENSATION MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**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.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

**CO2:** To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.

**CO3:** To be well versed with working in the maintenance and compliance vertical of compensation structuring department.

**CO4:** To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.

**CO5:** To have insights about the employment benefits for women envisaged under compensation laws of India.

**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; Expatriate pay; Concept and rationale of employee 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.**

**Readings (Unit wise)**

Armstrong, M. & Murlis, H. (1988). *Reward Management: A Handbook of Salary administration*. London: Kegan Paul

*Unit(s) - I*

Belchor, David W. (1988). *Compensation Administration*. Prentice Hall, Englewood Cliffs. NT  
Unit(s) - I

Malik, P.L. (2017). *Handbook of Labourer and Industrial Law*. Eastern Book Company.  
Unit(s) - II, V

Milkovich, G., Newman, J. & Ratnam, C.S.V. (2009). *Compensation*. Tata Mc Graw Hill, Special Indian Edition  
Unit(s) -I

Sharma, J.P. (2018). *An Easy Approach To Company And Compensation Laws*. New Delhi: Ane Books Pvt Ltd.  
Unit(s) -II, III, IV

### **Additional Readings**

Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi. (Latest)

Henderson, R.I. (2006). *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### **Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Students will be able to understand the compensation management process, compensation strategies and international pay systems.	Lecture/Videos/ Presentation/ Case Studies/ News Analysis	Class Participation, Presentation, Viva/ Test
II	Students will be able to comprehend the scope and application; definitions; calculation of amount payable as bonus; eligibility and disqualifications for bonus.	Lecture/ News Analysis / Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
III	Enable to analyze and apprehend the provisions regarding the concepts of responsibility for payment of wages; fixation of wage periods; time-limits; deduction from wages.	Lecture/ News Analysis / Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
IV	Enable the students to synthesis company processes, meetings and decisions with the implications of judicial pronouncement.	Lecture/ News Analysis / Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
V	Equip the students with framework provided for employment of, or work by, women prohibited during certain periods and right to payment of maternity benefits under different organizations.	Lecture/ News Analysis / Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test



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

**MBA (HRD)**

**Semester III**

**Course MBHRCC305: NEGOTIATIONS AND UNION MANAGEMENT RELATIONS**

**Marks: 100**

**Duration: 60 Hrs.**

**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 business deals effectively.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the strategies of management in negotiations and persuasion.

**CO2:** To apply the skills of negotiations and persuasions effectively.

**CO3:** To understand and handle the matters relating to trade unions and members thereof.

**CO4:** To understand the provisions of trade unions.

**CO5:** To equip the students with different aspects of unionism in public sector undertakings and other types of organizations.

**Contents:**

**Unit I- Collective Bargaining:** Concept, history, significance, functions and types 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; Collective bargaining in the Indian context.

**Unit II- Negotiation and Persuasion:** Concept and negotiation process; Levels of negotiation; Issues in 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; Negotiating a collective bargaining agreement.

**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; 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:** Provisions of Trade Union Act, 1926- definitions, legislations of trade unions, rights and liabilities of registered trade union, regulations, penalties and procedure; Concept, nature, functions, types and structure of trade union; Theories of unionism; Union leadership; Managerial unionism; Role of ILO; Employees' associations - functions and role; 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.

**Unit V- Unions in Public Sector and Other Issues:** Unions in public sector- NCL recommendations on 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.

**Readings (Unit wise)**

Carrell (2006). *Negotiating Essentials: Theory, Skills, and Practices*. New Delhi: Pearson Education India.

*Unit(s) - II and III*

Cialdini, R. (1993). *Influence: The psychology of persuasion*. New York: Morrow.

*Unit(s) – II*

Cohen, S. (2002). *Negotiating Skills for Managers*. McGraw Hill Professional.

*Unit(s) - II*

Ratnam, C. V. (2003). *Negotiated Change: Collective Bargaining, Liberalization and Restructuring in India*. SAGE Publications Pvt. Limited.

*Unit(s) - I*

Sharma, J.P. (2018). *Simplified approach to labour laws*. Bharat Law House (P) Ltd.

*Unit(s) - IV*

Sinha, P. R. N., Sinha, I. B. & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.

*Unit(s) - V*

**Additional Readings**

Bray M, Deery,S, Walsh,J, & Waring P. (2011). *Industrial Relations: A Contemporary Approach*. Tata Mc Graw Hill.

Brett, J. M. (2007). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey Bass.

Dunlop, John T. & Chamberlin, Neil N. (1968). *Frontiers of Collective Bargaining*. New York: Henry Holt & Co.

Fisher, R., Ury, W. & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in*. New York: Penguin Books.

Flanders, A. (1969). *Collective Bargaining*. England: Penguin Books, Middlesex.

Kolb, D. & Williams, J. (2000). *The Shadow Negotiation*. UK: Simon & Schuster.

Korobkin, R. (2014). *Negotiation theory and strategy*. Aspen Publisher.

Thompson, L. L. (2012). *The mind and heart of the negotiator*. New Delhi: Prentice Hall

Ury, W. (1993). *Getting past no: Negotiating with difficult people*. New York: Bantam Books.

Watkins, M. (2006). *Shaping the game: The new leader's guide to effective negotiating*. USA: HBS Press.

**Teaching Plan:**

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**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Explain the strategies of management in negotiations and persuasion.	Lecture/Videos/ Presentation/ Case Studies	Participation, Assignment & Presentation
II	Demonstrate the skills of negotiations and persuasions effectively.	Lecture/Videos/ Presentation/ Case Studies/Role Plays	Participation, Assignment & Presentation
III	Demonstrate handling of the matters relating to trade unions and members thereof.	Lecture/Videos/ Presentation/ Case Studies / Role Plays	Participation, Assignment & Presentation
IV	Explain the provisions of trade unions.	Lecture/Videos/ Presentation/ Case Studies	Participation, Assignment & Presentation
V	Analyze different aspects of unionism in public sector undertakings and other types of organizations.	Lecture/Videos/ Presentation/ Case Studies	Participation, Assignment & Presentation

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester III**  
**Course MBHRCC306: SOCIAL RESEARCH METHODS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course aims at exposing the students to the concepts, tools and techniques of social research and to train students to execute research in human resource management.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To get an overview of social research, its scope and approaches.

**CO2:** To formulate the research problems and understand the major research designs.

**CO3:** To determine data sources for social research and learn the art of designing a questionnaire.

**CO4:** To become familiar with various sampling techniques and develop understanding for data collection and fieldwork.

**CO5:** To acquaint with various data analysis techniques and report writing.

**Contents:**

**Unit I- Introduction to Social Research:** Meaning and role of social research; Social research philosophies; Scope of social research; Terminology of research; Research process- An overview; Research approaches; Characteristics of good research; Ethical issues in research; Problem specification- management problem specification, formulating research problem, developing research proposal – research objectives, research hypotheses.

**Unit II- Research Design:** Explorative research – major techniques and their evaluation; Descriptive researches– case study, survey method and observation method; Causal research– major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs. qualitative research; Case methods of research.

**Unit III- Determining Data Sources:** Secondary data sources and their usefulness; Primary data collection – observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment.

**Unit IV- Sample Design:** Designing sample survey – defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross sectional; Data collection– organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

**Unit V- Data Analysis and Report Writing:** Data editing and coding, data cleaning, frequency distribution and descriptive statistics; Hypothesis testing– parametric and non-parametric test; Introduction to multi-variate analysis; Major orientation towards statistical packages; Report writing.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit wise)**

Cooper, D. R. & Schindler, P. S. (2003). *Business research methods*. Boston, Mass: McGraw-Hill/Irwin.

*Unit(s) - I, II, III, IV and V*

Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin. (2013). *Business research methods*. Cengage Learning Limited.

*Unit(s) - I, II, III, IV and V*

**Additional Readings**

Bryman, A. (2016). *Social Research Methods*. Oxford University Press.

Neuman, W.L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches*. Pearson Education India.

Taylor, B. (2006). *Research Methodology: A Guide for Researchers in Management and Social Sciences*. Prentice Hall India Learning Private Limited.

**Teaching Plan:**

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**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Understanding social research problems and process.	Lectures, Cases	Class Test/Final Exam
II	Demonstrating various types of research and design.	Lectures, Cases and Live Project	Class Test/Final Exam and Project Viva Voce
III	Identification of data sources for social research and learning of questionnaire design.	Lectures, Cases and Live Project	Class Test/Final Exam and Project Viva Voce
IV	Acquaintance with process of sampling techniques and understanding process of data collection and fieldwork.	Lectures, Cases and Live Project	Final Exam and Project Viva Voce
V	Application of various data analysis techniques and presentation in the form of report writing.	Lectures, Cases and Live Project	Final Exam and Project Viva Voce

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester III**  
**Course COMOE01: ENTREPRENEURSHIP AND NEW VENTURE PLANNING**

**Marks: 100**

**Duration-60 Hrs.**

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

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.

**CO2:** To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.

**CO3:** To write effective business plans for establishing and managing any business venture.

**CO4:** To know how to raise the funding for the business from different sources for a startup venture.

**CO5:** To form a business entity in the light of the legal and regulatory framework in India.

**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 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; Opportunities and challenges; Intrapreneurship.

**Readings (Unit wise)**

Arya, K. (2016). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson.

*Unit(s) - I, II, III, IV and V*

Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). *Entrepreneurship*. McGraw-Hill Education.

*Unit(s) - I, II, III*

**Additional Readings:**

Galindo, C. R. (2018). *The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business*. CreateSpace Independent Publishing.

Ramachandran, K. (2014). *Entrepreneurship Development: Indian cases on Change Agents*. Tata McGraw Hill.

Robinson, P. J. (2017). *A Guide for Writing Your Business Plan*. Independently published.

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

**Teaching Plan:**

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**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Explain entrepreneurship fundamentals and its role in economic development.	Lecture supported with companies' cases & live examples	Class Discussions, In-Class Assignments - Individual/Group Evaluation, End Semester Exam
II	Demonstrate the traits of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.	Lecture with live examples, Class discussions, and cases analysis	Class Participation, Assignment - Individual/Group, End Semester Exam
III	Explain critical and important environmental factors to be analyzed while writing an effective business plan for a new business.	Lecture with live examples, Class discussions, Presentations, and case analysis	Case Study Discussion, Assignment, Individual/Group, End Semester Exam
IV	Demonstrate various sources of funding for the business and skills to generate funds.	Lectures with live examples, Class discussions, Project and class presentations	Class Participation, Assignment Individual/Group, End Semester Exam
V	Explain how to form a business entity in the light of the legal and regulatory framework in India.	Lectures with live examples and Case based class discussions	Case Study Discussion, Assignment, Individual/Group, End Semester Exam

**Master of Business Administration (Human Resource Development)**  
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**Semester III**  
**Course COMOE03: SKILLS AND TECHNIQUES OF ACCOUNTING**

**Marks: 100**

**Duration-60 Hrs.**

**Objective:** A practical approach to impart skills of maintaining and recording various kinds of business transactions and accounting information using computerized accounting software.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To explain the concept of accounting and various books of accounts.

**CO2:** To understand computerized account system and its need.

**CO3:** To maintain accounts on Tally.

**CO4:** To prepare Bank reconciliation Statement using Tally.

**CO5:** To do Payroll Accounting in Tally.

**Contents:**

**Unit I-Introduction to Accounting:** Accounting- concept, principles of accounting, users of accounting information, advantages and limitations of accounting.  
Introduction to subsidiary books, and final accounts.

**Unit II-Computerized Accounting System:** Introduction to accounting; Concept of computerized accounting system, advantages and disadvantages of computerized accounting system.

**Unit III-Accounting in Tally:** Introduction, company creation, vouchers creation, transactions recording, outstanding report of customers and suppliers.

Maintaining inventory details, creation of price list, godowns detail, warn on negative stock and cash balance, maintaining bill wise details.

Generating various financial statements and reports- balance sheet, profit and loss account, funds flow statement, cash flow statement, day book, account book, inventory books, trial balance, exception reports.

Basics of GST in Tally- purchase and sales of goods entry for GST purpose; Single and multiple tax rate entries; Service tax entry; Use of GST classification; Entries related to reverse charge mechanism; GST on packing charge and discount in sales purchase entry; Entry for cess based on value and quantity; Application of GST for selling single item at different prices; Entry for ineligible ITC.

**Unit IV-Bank Reconciliation Statement:** Concept of bank reconciliation statement, need of bank reconciliation statement; Bank Reconciliation Statements using tally.

**Unit V-Payroll Accounting:** Concept and uses of payroll accounting; Payroll accounting using tally.

**Readings (Unit wise)**

Goyal, V. K. & Goyal, R. (2013). *Financial Accounting*. PHI Learning Pvt. Ltd.

*Unit(s) - I*

Tally Education Private Limited: Computerized Accounting Using Tally.ERP9

Schroeder, Richard G., Clark, Myrtle W. & Cathey, Jack M. (2005). *Financial Accounting Theory and Analysis, Text Readings and Cases*. John Wiley and Sons.

*Unit(s) - I*

Tally Education Private Limited: GST using Tally ERP 9

*Unit(s) – II, III, IV, V*

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



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**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcome</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Explain the basic concepts and principles of financial accounting and various books of accounts and understand these in accounting software.	Lecture	Class Participation, Assignment, Test, End Semester Exam
II	To know the concepts and uses of computerized account system in businesses.	Lecture	Class Participation, Assignment, Test, End Semester Exam
III	To know accounting in Tally and basics of GST in Tally.	Lecture /Lab	Class Participation, Assignment, Practicals, Test, End Semester Exam
IV	To know concepts and needs of bank reconciliation statement and preparation of statement using Tally.	Lecture /Lab	Class Participation, Assignment, Practicals, Test, End Semester Exam
V	To explain concepts and uses of payroll accounting using Tally.	Lecture /Lab	Class Participation, Assignment, Practicals, Test, End Semester Exam

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**Course COMOE04: BUSINESS ANALYSIS USING FINANCIAL STATEMENTS**

**Marks: 100**

**Duration-60 Hrs.**

**Objective:** The purpose of this course is to enable students, through analysis of financial statements, to identify the imperfections in the financial statements and frame strategic action and to gain knowledge of the application of valuation principles and techniques in business environment.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To use financial statements to evaluate the performance, prospects and value of the business and understand financial statements and its important elements to value and analyze firms.

**CO2:** To evaluate the firm's performance and position by analyzing the cash flow statement and earnings quality.

**CO3:** To assess how financial statements of the firms reflect its overall economic position and to determine whether any adjustments are needed.

**CO4:** To gain knowledge of application valuation of principles and techniques in the business environment to make reasonable valuation estimates.

**CO5:** The fundamentals behind the valuation of important elements of financial statements and forecast the future performance as well enable business decision making through appropriate analysis of financial statements.

**Contents:**

**Unit I-The Framework for doing Business Analysis using Financial Statements:** The analysis of the statement of shareholders' equity- the analyst's checklist, reformulating the statement of owners' equity, comprehensive income reporting, financial analysis – ratio analysis and report writing.

**Unit II-The Analysis of the Balance Sheet and Income Statement:** The analyst's checklist, reformulation of the balance sheet, reformulation of the income statement- tax allocation, issues in reformulating income statements, comparative analysis of the balance sheet and income statement (common size analysis, trend analysis), the analysis of cash flow statement and quality of earnings.

**Unit III-The Analysis of Profitability:** Du Point analysis, cutting to the core of operations (the analysis of profitability); Analysis of changes in profitability and sustainable earnings.

**Unit IV-Business Valuation Basics:** Principles and techniques of valuation – DCF, multiple methods, accounting based valuation, asset valuation; Earning valuation; Cash flow valuation; Other valuation basis, forms of intellectual property and methods of valuation, human resource accounting.

**Unit V-Valuation of Assets and Liabilities:** Valuation of fixed assets, valuation of inventories, valuation of investments, valuation of share, valuation of goodwill, patents and copyrights, valuation of real estate, valuation of liabilities.

**Readings (Unit wise)**

Barker, Richard (2001). *Determining value: Valuation Models and Financial Statements*. Financial Times/Prentice Hall.

*Unit(s) – IV*

Fridson, Martin S. & Alvarez, Fernando (2011). *Financial Statement Analysis: A Practitioner's Guide* (Wiley Finance Book 597)

*Unit(s) – II*

Palepu (2015). *Healy Business Analysis using financial statements*. Cengage Learning.

*Unit(s) – I*

Wahlen, J., Baginski, S. & Bradshaw, M. (2015). *Financial Reporting, Financial Statement Analysis, and Valuation: A Strategic Perspective*. Cengage Learning.

*Unit(s) – III*

White, Gerald I., Sondhi, Ashinpaal C. & Fried, Dov. (2003). *The Analysis and Use of Financial Statement*. Wiley.

*Unit(s) – III*

### **Additional Readings**

Damodaran, Aswath (2008). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*. Wiley.

Penman, Stephen H. (2017). *Financial Statement Analysis and Security Valuation*. McGraw Higher Ed.

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

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### **Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcome</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Understanding and evaluation of financial statements and its important elements to value and analyze firms to know framework for doing business.	Lecture/Case Studies/Numerical	Class Participation, Assignment, Individual/Group, Test, End Semester Exam
II	Evaluation of balance sheets and income statements to measure the firm's performance, position and its earnings quality.	Lecture/ Project Work	Class Participation, Assignment, Individual/Group, Test, End Semester Exam
III	Ability to use DuPont analysis to analyze and interpret profitability position of a business.	Lecture/ Case Studies	Class Participation, Assignment, Individual/Group, Test, End Semester Exam
IV	Ability to explain different principles and techniques of business valuation basic.	Lecture/ Project Work	Class Participation, Assignment, Individual/Group, Test, End Semester Exam
V	Describe valuation of liabilities and valuation of both tangible as well as intangible assets.	Lecture/ Case Studies	Class Participation, Assignment, Individual/Group, Test, End Semester Exam

**Master of Business Administration (Human Resource Development)  
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Semester III  
Course COMOEO5: LIFE SKILLS AND COMMUNICATION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course is aimed at building understanding and perspective about life beyond profession.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the meaning and grand narrative of life.

**CO2:** To learn to leverage psychological capital.

**CO3:** To understand the role of society and technology in life.

**CO4:** To understanding nuances of communication.

**CO5:** To learn the meaning of work.

**Contents:**

**Unit I- Introduction:** Ontological perspective of life; Meaningfulness and mindfulness; Understanding personal and organizational outcomes of meaningfulness and mindfulness; Notion of time.

**Unit II- Cognitive Approaches and Strategies:** Understanding Psychological Capital - Hope, efficacy, resilience and optimism; Developing strengths and living well; Happiness and pleasure dialogue.

**Unit III- Society Technology Interface:** Role of technology in shaping present day society; Social interaction and changing paradigm of physical, digital and biological world.

**Unit IV- Effective Communication Skills:** Principles of effective communication; Verbal, non-verbal and listening skills; Creating persuasive communication and avoiding common mistakes in communication at personal, interpersonal and organizational level.

**Unit V- Gainful Employment and Life Skills:** Understanding role of life skills for increasing employability and entrepreneurship, meaning and significance of good work.

**Readings (Unit wise)**

Cappelli, Peter (2012). *Why Good People Can't Get Jobs: The Skills Gap and What Companies Can Do About It*. Wharton Digital Press.

*Unit(s) - V*

Klaus, Schwab (2017). *The Fourth Industrial Revolution*. World Economic Forum

*Unit(s) - III*

Lopez, Pedrotti & Synder (2015). *Positive Psychology – the scientific and practical explorations of human strengths*. Sage Publications

*Unit(s) - II*

Louis, Narens (2001). *Theories of Meaningfulness*. Psychology Press. Taylor & Francis.

*Unit(s) - I*

Schein, Edgar H. (2013). *Humble Inquiry – The Gentle Art of Asking Instead of Telling*. Berrett Koehler Publishers

*Unit(s) - IV*

Steven, Monson (2017). *Mapping Society and Technology*. University of Minnesota Publications.

*Unit(s) - III*

Vygotsky, L. S. (1978). *Mind in Society – The development of higher psychological processes*. Harvard Univ Press.

*Unit(s) - I*

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**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Understand the meaning and grand narrative of life.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Presentation, Assignment Evaluation, Class Test
II	Learn to leverage psychological capital.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment Evaluation, Class Test
III	Understand the role of society and technology in life.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Presentation, Assignment Evaluation, Class Test
IV	Understanding nuances of communication.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Presentation, Assignment Evaluation, Class Test
V	Learn the meaning of work.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Presentation, Assignment Evaluation, Class Test

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**Course COMOEO6: INDIAN ETHOS AND LEADERSHIP**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course aims at building an understanding and perspective of Indian ethos and leadership. It helps appreciating Indian way of leading different organizations.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To know the relevance of Indian ethos and management lessons from scriptures.

**CO2:** To understand ethical codes and value system in the work culture.

**CO3:** To know the approaches to leadership through Indian traditions.

**CO4:** To understand different approaches of leadership from India.

**CO5:** To know contemporary Indian leadership practices as followed by leaders in modern organizations.

**Contents:**

**Unit I- Indian Ethos:** History and relevance of Indian tradition of understanding physical and metaphysical world; Appreciating scriptures and their role in shaping cognition and social interactions; Brief introduction to Indian philosophy.

**Unit II- Perspectives on Ethics:** Ethos and ethics; Morality, ethics and values; Indian values, ethical dilemmas shaping business and society interface- cues from Indian narrative tradition including Panchatantra and Arthashastra.

**Unit III- Ethos – Leadership Interface:** Perspectives on leadership through ancient values and Indian traditions; Leadership -in relevance to time, space, narratives and eternity; Moral principles for leadership based on Indian ethos; Target (goal) vis-à-vis process orientation; Leadership through storytelling.

**Unit IV- Great Indian Thought on Leadership:** Leadership lessons from sacred Indian texts as well as non-text sources; Gandhian thoughts on leadership; Vivekananda's thinking on leadership; Personal character of a leader; Leader as seer, leader as servant, leader as agent.

**Unit V- Contemporary Leadership Practices from India:** Understanding relevance of leadership in contemporary times, role of Indian leadership model and its relevance in bringing world order; Appreciating diversity of Indian leadership model; Cases on Indian leadership practices.

**Readings (Unit wise)**

Balasubramanian, S. (2007). *The Art of Business Leadership: Indian Experiences*. Response Books. Sage

*Unit(s) - V*

Cappelli, Peter, Harbir, Singh, Jitendra, V. Singh & Michael, Useem (2010). Leadership Lessons from India. *Harvard Business Review* (March), 1-9

*Unit(s) - V*

Chakraborty, S. K. (1995). *Ethics in Management-Vedantic Approach*. New Delhi: Oxford India Ltd.

*Unit(s) – II*

Chatterjee, D. (2012). *Timeless Leadership – 18 Leadership Sutras*. Wiley.

*Unit(s) - III and IV*

Chaturvedi, B. (2006). *The Mahabharata: An Inquiry in the Human Condition*. Orient Longman.

*Unit(s) - IV*

Das, G. (2009). *The Difficulty of Being Good, On the Subtle Art of Dharma*. India: Penguin Books  
Unit(s) - I and IV

Kautilya's Arthashastra (2016), *King, Governance, and Law in Ancient India*. Oxford University Press.  
Unit(s) - I

Krishna, G. R. (1999). *Indian Ethos for Modern Management*. UBS Publishers Distributors Ltd.  
Unit(s) - III

Kumarasamy, A. (2006). *Gandhi on Personal Leadership*. Jaico Publishing House.  
Unit(s) - IV

Nair, K. (1997). *A Higher Standard of Leadership: Lessons from the Life of Gandhi*. San Francisco: Berrett-Koehler Publishers  
Unit(s) - IV

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### **Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Understanding the relevance of Indian ethos and management lessons from scriptures.	Lecture & Presentation	Students' Presentation, Assignment Evaluation, Class Test
II	Understanding ethical codes and value system in the work culture.	Lecture & Presentations	Students' Presentation, Assignment Evaluation, Class Test
III	Learning about perspectives on ethos and leadership link through Indian text.	Lecture & Presentations	Students' Presentation, Assignment Evaluation, Class Test
IV	Understanding of different approaches of leadership from India, spirituality etc.	Lecture, Presentations, Role-Plays, Case Studies	Students' Presentation, Assignment Evaluation,
V	Learn about contemporary Indian leadership practices as followed by leaders in modern organizations.	Lecture, Presentations, Role-Plays, Case Studies	Students' Presentation, Assignment Evaluation,

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Course COMOEO7: FINANCIAL MODELING USING EXCEL**

**Marks: 100**

**Duration- 60 Hrs.**

**Objective:** To provide hands on learning on financial modeling using spreadsheets for business analysis and financial decisions.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the foundations of financial modeling using spreadsheets.

**CO2:** To build financial models for business analysis.

**CO3:** To build financial models for forecasting and to make projected financial statements.

**CO4:** To apply modeling tools and techniques for valuation.

**CO5:** To use financial models for decisions in uncertainty.

**Contents:**

**Unit I-Modeling Overview and Core Concepts:** Financial modeling and application, tools for modeling, skills for financial modeling, steps of modeling, independent and dependent variable; Spreadsheet environment and its application, designing the spreadsheet model, using formulas in modeling.

**Unit II-Modeling for Business Analysis:** Building a financial statement model; Financial analysis of company- construction of pyramid of ratios from a published financial statement; Report on an industry- financial analysis and interpretation.

**Unit III-Financial Forecasting:** Historical financial statements; Integration and linking of financial statements; Lag and lead indicators; Forecasting techniques; Forecasting turnover, expenses, current and non-current assets, liabilities; Adjusting for seasonality, projected financial statements.

**Unit IV-Modeling for Valuation:** Applying modeling tools and functions, projected cash flows, the DCF inputs: beta, risk premium, capital asset pricing model, weighted average cost of capital, discounted cash flows, DCF valuation, understanding the DCF valuation; Stages of growth, terminal value.

**Unit V- Modeling for Uncertainty:** Simulation and sensitivity analysis; What if Analysis- Goal seek, scenario planning, scenario and solver tools, statement of assumptions.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit wise)**

Beninga, Simon (2014). *Financial Modeling*. MIT press, Ch.1, 2, 3.

*Unit(s) - IV*

Day, Alastair L. (2012). *Mastering Financial Modeling*. Pearson Education, Ch.8, 9, 13, 16.

*Unit(s) - III and IV*

Moschella, John (2017). *Financial Modeling for Equity Research: A Step-by-Step Guide to Earnings Modeling*. Guternberg Research publishing, Ch.5, 6, 7.

*Unit(s) - IV*

Proctor, K. Scott (2004). *Building Financial Models with Microsoft Excel*. John Wiley and Sons, Ch.10, 16.

*Unit(s) - V*



Sengupta, Chandan (2004). *Financial Modeling using Excel and VBA*. John Wiley & Sons, Ch. 1,2,4,5.

*Unit(s) - I, II, III and V*

Tija, John S. (2009). *Building Financial Models*. McGraw Hill, Ch. 3, 9, 10, 14.

*Unit(s) – I and II*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Students can prepare basics structures on spreadsheets.	Hands on Learning	Class participation, Assignment, Individual/Group, End Semester Exam
II	They can analyze financial statements to take business or investment decisions.	Hands on Learning	Class participation, Assignment, Individual/Group, End Semester Exam
III	Are able to forecast financial statements.	Hands on Learning	Class participation, Assignment, Individual/Group, End Semester Exam
IV	Demonstrate the ability to apply modeling tools and techniques for valuation.	Hands on Learning	Class participation, Assignment, Individual/Group, End Semester Exam
V	Apply financial models to address uncertainty.	Hands on Learning	Class participation, Assignment Individual/Group, End Semester Exam

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

**MBA (HRD)**

**Semester III**

**Course COMOE08: FINANCIAL MARKETS AND INSTITUTIONAL ENVIRONMENT**

**Marks: 100**

**Duration: 60Hrs.**

**Objective:** The purpose of this course is to equip students with an understanding of the financial system, its constituents, and the principles on which it operates, inter linkages, regulatory concerns, and implications for society & policy formulation.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the working of financial institutions and markets both individually and as an interlinked system.

**CO2:** To understand the factors affecting interest rates and yield curve and the importance of change in interest rates for all constituents of the financial system.

**CO3:** To understand the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.

**CO4:** To understand the organization, role, functioning and need for regulation of different types of non-depository institutions like mutual funds, pension funds, insurance, venture capital, private equity and hedge funds and the implications of the same on society.

**CO5:** To critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.

**Contents:**

**Unit I - Introduction:** Overview of financial markets and financial instruments, role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates.

Overview of the Indian financial system including financial sector reforms; Other contemporary issues in finance.

**Unit II- Interest Rate:** Loanable funds theory; Economic forces affecting interest rates; Factors affecting yield differentials of debt instruments; Term structure of interest rates- pure expectations theory, liquidity premium theory, segmented markets theory & preferred habitat theory, yield curve.

**Unit III- Financial Markets:** Money markets-organization, economic role, instruments & regulation; Capital markets- primary & secondary markets and their organization; Different types of market structures, short selling and its implications, buying on margin; Stock market indicators, their methods of computation and implications of the same; Security market regulation and stability.

**Unit IV- Non Depository Institutions:** Mutual funds- types of mutual funds schemes, ETFs, expenses associated with mutual funds; An overview of Indian mutual funds industry; Hedge funds, venture capital funds, private equity funds and regulation.

Pension Funds- issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, pension funds as financial intermediaries and their regulation; An overview of Indian pension fund industry including national pension system.

Insurance- Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. reinsurance, catastrophe insurance, captive insurance; Regulation; An overview of the Indian insurance industry.

**Unit V- Banking:** An overview of the banking industry, balance sheet of a bank, sources & uses of funds of banks, fee based & off balance sheet activities; Securitization; Bank earnings & bank performance, investment banking; Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation and a critique of the Basel norms,

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bank examination etc; The problem of moral hazard & too big to fail institutions; RBI and its policy evolution.

**Readings (Unit wise)**

*Annual Report.* Insurance Regulatory and Development Authority.

*Unit(s)-IV*

*Annual Report.* Pension Fund Regulatory and Development Authority.

*Unit(s)-IV*

*Annual Report.* Securities and Exchange Board of India.

*Unit(s)-IV*

Fabozzi, F., Modigliani, F. & Jones, F. (2013). *Foundations of Financial Markets and Institutions.* Pearson.

*Unit(s) - III*

Kidwell, D., Blackwell, D., Whidbee, D. & Sias, R. (2016). *Financial Institutions Markets and Money.* Wiley

*Unit(s) – III & V*

Kohn, M. (2004). *Financial Institutions and Markets.* Oxford University Press.

*Unit(s)-IV*

Madura, J. (2014). *Financial Markets and Institutions.* Cengage.

*Unit(s) - I, II and IV*

Mishkin, F.S. (2015). *The Economics of Money Banking and Financial Markets.* Pearson.

*Unit(s) - II*

Mohan, R. & Ray, P. (2017). *Indian Financial Sector: Structure, Trends and Turns.* IMF Working Papers.

*Unit(s)-I*

Patil, R.H. (2006). *Current State of the Indian Capital Market.* Economic and Political Weekly.

*Unit(s) - III*

RamMohan, T.T. (2016). *Public Sector Banks Are Adrift.* Economic and Political Weekly. *Report on Trend and Progress of Banking in India.* Reserve Bank of India

*Unit (s)-V*

Speeches, Reserve Bank of India.

*Unit (s)-V*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Understand the role of different depository and non-depository financial institutions and the inter linkages between them.	Pre reading, class discussion and internet resources	Class Participation, Assignment Individual/Group, End Semester Exam
II	Understand the determination of interest rates and its relevance for all financial institutions, markets and instruments.	Pre reading, Class discussion with strong theoretical underpinning, examples from real life through newspapers and internet resources	Class Participation, Assignment Individual/Group, End Semester Exam
III	Understand the relevance and working of different types of financial markets, reasons for regulating them and challenges associated with the same.	Pre reading, Class discussion, examples from real life through newspapers and internet resources. Case studies of prominent stock market scandals involving Harshad Mehta and Ketan Parikh.	Class Participation, Assignment Individual/Group, End Semester Exam
IV	Understand the relevance, working and need for regulation of different types of non-depository financial institutions, their impact on the financial system and society at large.	Pre reading, Class discussion, examples from real life through newspapers and internet resources. Case studies.	Class Participation, Assignment Individual/Group, End Semester Exam
V	Understand the crucial role of banking in any economy; evaluate banks' balance sheets, banking regulation and regulatory dialectics.	Pre reading, Class discussion, examples from real life through newspapers and internet resources. Case studies.	Class Participation, Assignment Individual/Group, End Semester Exam

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester III**  
**Course COMOE10: INVESTMENT MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of this course is to equip the students with essential tools, techniques, models and investment theory necessary for analyzing securities and portfolios so as to make sound investment decisions and optimal portfolio choice.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the environment of investment and risk return framework.

**CO2:** To analyze bonds in terms of valuation, yields and risks.

**CO3:** To analyze equity shares using different approaches and models.

**CO4:** To construct, analyze, select and evaluate portfolios along with a deep understanding of capital market theory and associated models.

**CO5:** To understand and analyze futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

**Contents:**

**Unit I- Introduction:** The investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of investors; Risk-return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and hedging; Socially responsible investing, ethical investing and other contemporary issues in investment management.

**Unit II- Bond Analysis:** Bond fundamentals; Types of bonds; Innovations in bond market; Valuation of bonds; Bond yields (yield to maturity, yield to call, realized annual yield); Bond price- yield relationship; Bond convexity; Risks in bonds.

**Unit III- Equity Analysis:** Approaches to security valuation; Fundamental analysis- Economy, Industry, Company Analysis (EIC framework); Equity valuation models (DDM, P/E Ratio model and free cash flow valuation approach); Technical analysis – basic premise and Dow theory; Types of charts and chart patterns; Moving average analysis; Market indicators and stock specific indicators including Bollinger bands; Odd lot theory; Efficient Market Hypothesis (EMH); Forms of market efficiency and their implications.

**Unit IV-Portfolio Analysis, Selection and Management:** The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion; Markowitz portfolio selection model; Sharpe's single index model and optimal portfolio construction; Capital Market Theory; Capital Asset Pricing Model (CAPM); Stock market anomalies (size effect, value effect, seasonality effect, overreaction effect); Active and passive portfolio management; Investment strategies- value investing, momentum and contrarian strategies.

**Unit V-Financial Derivatives:** Futures- features, types and payoffs; Pricing of financial futures (cost of carry model); Options- features, types, styles, payoffs and valuation. Options trading strategies- bull spread, bear spread, straddle and butterfly spread; Exotic options and other innovations in derivatives market.

**Note: Some case studies related to above topics are required to be discussed.**

**Readings (Unit wise)**

Bodie, et al. (2009). *Investments*. McGraw Hill.

*Unit(s) - I, II and IV*

Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Tata McGraw Hill.

*Unit (s)-I, III and IV*

Elton, E. & Gruber (2010). *Modern Portfolio Theory and Investment Analysis*. John Wiley and Sons.

*Unit(s) - IV*

Fischer, Donald E. & Ronald J. Jordan (2007). *Security Analysis and Portfolio Management*. PHI Learning.

*Unit(s) - I, II, and III*

Hull, J.C. & Basu (2016). *Options, Futures and Other Derivatives*. Pearson.

*Unit(s) - V*

Reilly, Frank K. & Brown, Keith C. (2012). *Investment Analysis and Portfolio Management*. Cengage Learning.

*Unit(s) - II, III, IV and V*

Tripathi, V. (2015). *Security Analysis and Portfolio Management*. Taxmann.

*Unit(s)-III and V*

**Additional Readings**

Videos of Eugene Fama on the Topic “The History of the Efficient Market Hypothesis” (from American Finance Association’s website [www.afajof.org](http://www.afajof.org))

Mayo, Herbert B. (2006). *Investments*. Thomson South Western.

Sharpe, William F. & Alexander, Gordon J. (2002). *Investments*. PHI Learning.

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activities</b>	<b>Assessment Tasks</b>
I	Explain investment decision process, various types of investors as well as calculate various types of risks and returns.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class Participation, Assignment/ Case Studies/ Projects, End Semester Examination.
II	Calculate value and yields of bonds and analyze them in terms of valuation, yields and risks.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class Participation, Assignment/ Case Studies/ Projects, End Semester Examination.

III	Determine value of equity shares using different approaches and models.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class Participation, Assignment/ Case Studies/ Projects, End Semester Examination.
IV	Calculate portfolio risk and return, construct portfolios and explain capital market theory.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class Participation, Assignment/ Class Test/ Case Studies/ Projects, End Semester Examination.
V	Explain financial derivatives, analyze various options trading strategies and critically examine various innovations in derivatives market.	Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies	Class Participation, Assignment/ Class Test/ Case Studies/ Projects, End Semester Examination.

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester IV**  
**Course MBHRCC401: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Marks: 100**

**Duration- 60 Hrs.**

**Objective:** This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To know HRM issues in international contexts; issues related to host, home and third country nationals.

**CO2:** To become aware about the international culture and diversity.

**CO3:** To understand the selection process, expatriate management and repatriation.

**CO4:** To understand the international training, compensation and appraisal.

**CO5:** To understand international mergers and industrial relations.

**Contents:**

**Unit I-International Context of HRM:** Introduction to IHRM; Human resource management in the international firm- the framework; Cross national differences in personnel and organizations- cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

**Unit II- International Cultural Environment:** The concept of culture, comparison of cross-cultural behaviour, managing diversity- causes of diversity, the paradox of diversity, cultural orientation in international business, emic vs. etic dilemma- cultural uniqueness vs. pan-culturalism.

**Unit III-International Staffing:** Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate management- problems of repatriation of overseas expatriates and strategies to tackle these problems.

**Unit IV-Training, Development and Compensation in International Perspective:** Training and development for expatriates; Training and development for international staff; Compensation in international perspective- factors, package, methods and trends; International reward system; Motivation in cross-cultural context; Multinational performance appraisal – criteria and process, performance management.

**Unit V- Industrial Relations and Other Issues in IHRM:** A framework for international industrial relations; Employees participation – practices in various countries; Cross border ethics management; Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- complexities, challenges, and choices in future.

**Note: Class discussions to be supplemented with the case studies.**

**Readings (Unit wise)**

Aswathappa, K. and Dash, S. (2008). *International human resource management*. India: Mc Graw Hill Education.

*Unit(s) - I, IV, V*

Barlett, Christopher and Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.

*Unit(s) - II*



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Dessler, G. & Varkkey, B. (2008). *Human resource management*. Delhi: Pearson Education

*Unit(s) - I, II, V*

Dowling, Peter J., Festing M. & Engle, A.D. (2013). *International Human Resource Management*. Cengage Learning.

*Unit(s) - I, II, III, IV, V*

Fey, C. F. & Furu, P. (2008). Top management incentive compensation and knowledge sharing in multinational corporations. *Strategic Management Journal*, 29(12), 1301-1323.

*Unit(s)-IV*

Harzing, A. W. & Pinnington, A. (2010). *International human resource management*. Sage.

*Unit(s) - II, IV*

Johnson, J. P., Lenartowicz, T. & Apud, S. (2006). Cross-cultural competence in international business: Toward a definition and a model. *Journal of international business studies*, 37(4), 525-543.

*Unit(s) -II*

Lawler, J. J., Chen, S. J., Wu, P. C., Bae, J. & Bai, B. (2011). High-performance work systems in foreign subsidiaries of American multinationals: An institutional model. *Journal of International Business Studies*, 42(2), 202-220.

*Unit(s) - I*

McDonnell, A., Lavelle, J. & Gunnigle, P. (2014). Human resource management in multinational enterprises: Evidence from a late industrializing economy. *Management International Review*, 54(3), 361-380.

*Unit(s) - V*

Pucik, V., Evans, P., Bjorkman, I. & Morris, S. (2017). *The Global Challenge: International Human Resource Management*. Chicago Business Press.

*Unit(s) - III*

Roberts, K., Kossek, E. E. & Ozeki, C. (1998). Managing the global workforce: Challenges and strategies. *The Academy of Management Executive*, 12(4), 93-106.

*Unit(s) - III*

Rogan, M. & Sorenson, O. (2014). Picking a (poor) partner: A relational perspective on acquisitions. *Administrative Science Quarterly*, 59(2), 301-329.

*Unit(s) – IV, V*

Tayeb, M.H. (2005). *International human resource management*. India: Oxford University Press.

*Unit(s) - III, IV*

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

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Awareness of HRM issues in international context and also to deal with host, home and third country nationals.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
II	Able to deal with international culture and diversity.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
III	Frame a better selection process and also manage expatriate and repatriation.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
IV	Frame the international training module, compensation structure and appraisal.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test
V	Able to see the HR interventions in international mergers and industrial relations.	Presentations/Video/ Case Studies/Role- Plays, Lecture	Evaluation of students' Presentation, Assignment evaluation, Class test

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

**MBA (HRD)**

**Semester IV**

**Course MBHRCC402: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course aims to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in governance and corporate citizenship. The course will also provide the necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.

**CO2:** To appreciate the accountability of corporations towards its stakeholders and society and to create an integrated value framework for sustainability.

**CO3:** To serve as an effective board member, build professional boards and as senior managers contribute in strengthening board performance.

**CO4:** To know about rights and responsibilities of shareholders.

**CO5:** To build and monitor systems that has strong internal controls to prevent corporate frauds.

**CO6:** To appropriately address ethical issues such as conflicts of interest and insider trading.

**CO7:** To conduct board and company meetings and prepare corporate reports.

**Contents:**

**Unit I- Concepts and Framework:** Terminology- company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders; Type of directors- insider and outsider, executive and non-executive, independent, nominee; Ownership and control; Theories and development of corporate governance; Models- types and basis of adoption; Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

**Unit II- Boards and Directors:** Role of board; Board composition, independence, and committees; Board leadership- splitting chairman and CEO, CEO succession, lead director; Board processes and meetings, building professional boards – directors selection, executive compensation and stock option; directors' training and competence, board diversity, board evaluation; Boards oversight of CEO.

**Unit III- Stakeholders and Shareholder:** Shareholders rights and responsibilities; Differential voting rights; Voting mechanism; Class action suit; Rights of minority shareholders; Activism – exit or voice, shareholder proposals, institutional activism, stewardship code, foreign institutional investors, proxy advisory firms; Corporate Social Responsibility- meaning and models; CSR and strategy, CSR in India.

**Unit IV- Audit Committee and Risk Management:** Internal control; IT governance; Reliability of financial statements; Audit and auditors- selection, rotation and role; Audit committee- composition and role; Risk management; Related party transactions.

**Unit V- Ethics:** Meaning and importance; Ethical theories and business decisions; Business ethics; Code of ethics- developing and implementation, ethical dilemma in decisions; Whistle blowing- meaning, types, regulations; Whistle blower policy- structure and execution; Insider trading- meaning, prohibition, trading plan, code and policy; Crony capitalism and corporate funding.

**Unit VI- Corporate Governance in Special Companies:** Family controlled firms- stages, convergence of ownership and control, family governance, family splits and succession planning, role of independent directors; Multinational enterprises- the global, local and transnational approach, OECD guidelines; SMEs-benefits and evaluation.

**Unit VII- Sustainability and Reporting:** Sustainable development goals, role of company in sustainable development; Disasters and liability; Sustainable reporting; Business responsibility reporting; Integrated reporting; Responsible investing.

**The course will be taught through cases from across the world, latest cases, may be added by the Faculty.**

**Readings (Unit wise)**

Companies Act, 2013, Parliament of India

*Unit(s) -II, III, IV and V*

Robert, A. G. Monks & Nell, Minow (2011). *Corporate Governance*. John Wiley & Sons.

*Unit(s) - II and III*

Satheesh Kumar, T.N. (2010). *Oxford Governance*.

*Unit(s) - VI*

SEBI (2015), Chapter IV, Listing Obligations and Disclosure Requirements Regulations.

*Unit(s) - II, III, and IV*

Sharma, J.P. (2016). *Corporate Governance, Business Ethics and CSR*.

*Unit(s) - I, II, III, IV, V and VII*

Tricker, B. (2012). *Corporate Governance*. Oxford

*Unit(s) - I and II*

**Additional Readings**

Anti corruption Action plan, Protection of Whistle Blowers, OECD

Financial Aspects of Corporate Governance Report, 1992, UK

Sarbanes-Oxley Act of 2002, USA

SEBI, Prohibition of Insider Trading Regulations, 2015

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to produce a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.	Lectures, Cases	Student Presentations / Written Exam
II	Competency to raise the accountability of corporations towards its stakeholders and society to create an integrated value framework for sustainability.	Lectures, Cases	Student Presentations / Written Exam
III	Proficiency to serve as an effective board member, build professional boards and as senior managers	Lectures, Cases , Exercise	Student Presentations / Written Exam / CG

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	contribute to strengthening board performance.		Report Assignment
IV	Ability to exercise rights and responsibilities when shareholders.	Lectures, Cases	Student Presentations / Written Exam
V	Ability to build and monitor systems that have strong internal controls to prevent corporate frauds.	Lectures, Cases	Student Presentations / Written Exam
VI	Ability to appropriately address ethical issues such as conflicts of interest and insider trading.	Lectures, Cases	Student Presentations / Written Exam
VII	Competency to conduct board meetings effectively, with all requisite compliances and prepare corporate reports thereof.	Lectures, Cases	Student Presentations / Written Exam

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester IV**  
**Course MBHRCC403: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To impart knowledge related to the strategic issues surrounding people at the work front and to expose the students towards multidimensional competitive forces affecting HR decisions.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To develop a perspective of strategic human resource management and be able to distinguish the strategic approach to human resources from the traditional functional approach.

**CO2:** To understand the relationship of HR strategy with overall corporate strategy and craft effective functional strategies.

**CO3:** To learn about the existing SHRM practices as followed in different organizations.

**CO4:** To develop an understanding to link HR with firm performance and evaluation of HR effort.

**CO5:** To get an overview of contemporary issues related to SHRM and its unfolding areas in future.

**Contents:**

**Unit I-Introduction:** Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & corporate strategy; Challenges in SHRM; Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies and HR competency model.

**Unit II-HR Strategies:** Importance of HR in strategy formulation, strategic approach to HR functions (planning, acquisition, training, development, reward and compensation); Types of HR strategies, strategic HRD, developing HR strategies; Managing workforce diversity.

**Unit III- SHRM in Practice:** Identifying strategic positions; Managing employee relations - unions and strategic collective bargaining; Strategic change, restructuring and SHRM; Employee engagement and well-being; Matching culture with strategy; Behavioural issues in strategy implementation.

**Unit IV- SHRM and Business Performance:** SHRM for competitive advantage; High performance work systems and SHRM; HRM and firm performance; Evaluating SHRM effectiveness; HRM and customer outcomes; HR metrics; HC BRidge framework model.

**Unit V- Trends and Issues in SHRM:** HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; Seat at the table effort; HRM in developing countries; Technology and HRM; Corporate ethics, values and SHRM; Future of SHRM.

**Readings (Unit wise)**

Agarwala, T. (2007). *Strategic Human Resource Management*. OUP

*Unit(s) - II*

Baron, James N. & David M. Kreps (1999). *Strategic Human Resources – frameworks for general managers*. Wiley (Chapter 19 for Unit V)

*Unit(s) - V*

Greer, C.R. (2001). *Strategic Human Resource Management: A general managerial approach*. Pearson Education.

*Unit(s) – I*

Kaufman, Bruce E. (2015). Evolution of Strategic HRM as seen through two founding books: a 30th anniversary perspective on development of the field, *Human Resource Management, SHRM thirtieth anniversary review*, May–June, 54(3). 389–407

*Unit(s) - I*

Mello, J. A. (2006). *Strategic Management of Human Resources*. South Western. (Chapter 4 for Unit I, Chapter 6 for Unit III & Chapter 10 for Unit IV)

*Unit(s) – I, III and IV*

Schuler, R. S. & Jackson, S. E. (2007). *Strategic Human Resource Management*. India: Wiley. (Chapter 6 for Unit IV & Chapter 22 for Unit V)

*Unit(s) – IV & V*

### **Additional Readings**

Becker, B. E. & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, 32(6), 898–925.

Becker, B. & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39, 779-812.

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance, *Academy of Management Journal*, 38, 635-673.

Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business School Press

Robin, Kramar (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *International Journal of Human Resource Management*, 25(8), 1069-1089.

Thomas C. Powell, Dan Lovallo and Craig R. Fox (2011). Behavioral Strategy - Psychological Foundations of Strategic Management. *Strategic Management Journal*, 32(13), 1369-1386.

Ulrich, D. (1996). *Human Resource Champions: the next agenda for adding value and delivering results*. Boston: Harvard Business School Press.

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### **Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Explain the perspective of SHRM and distinguish the strategic approach to human resources from the traditional functional approach.	Lecture & Case Discussion	Participation, Assignment, & Presentation
II	Demonstrate the relationship of HR strategy with overall corporate strategy and craft effective functional strategies.	Lecture & Case Discussion	Participation, Assignment & Class Test
III	Analyze the existing SHRM practices as followed in different organizations.	Lecture & Case Discussion	Participation, Assignment & Class Test
IV	Demonstrate to link HR with firm performance and evaluation of HR effort.	Lecture & Case Discussion	Participation, Assignment & Presentation
V	Explain an overview of contemporary issues related to SHRM and its unfolding areas in future.	Lecture & Case Discussion	Participation, Assignment & Presentation

**Master of Business Administration (Human Resource Development)**  
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**Semester IV**  
**Course MBHRCC404: E-BUSINESS AND CYBER LAWS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course enables the student to comprehend different business scenarios operative on digital platform with the legitimacy of managerial process and actions.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To be equipped with a vision to formulate legitimate business process, product and policies on digital platforms.

**CO2:** To work in the vertical of maintenance and compliance in E-business.

**CO3:** To be as an entrepreneur to start and manage business on virtual platforms.

**CO4:** To possess acumen to avoid traps of cyber threats in varied business and process thereof while operating in regular banking, e commerce, retail, consultancies or other business intermediary.

**CO5:** To equip with judicial pronouncement of banks, e-commerce business platforms, manufacturing companies, social media platforms and other similar platforms, intermediaries or APPs, BPO's and KPO's.

**Contents:**

**Unit I- Cyber Space and Business:** Significance, limitations and framework of e-business; Models of e-business based on relationship of transacting parties; Virtual payment platforms- application of cyber laws in different digital payments including pre-paid instruments; Precautions in using electronic payments, zero liability and limited liability protections by RBI.

**Unit II- Definitions:** Under Section 2 of the Information Technology Act and its application in creating business products and policies- e-contract, e-forms, encryption, data security, access, computer, computer network, computer resource, computer system, data, digital signature, electronic record, information, intermediary, originator, public key, secure system, as defined in the Information Technology Act, 2000; Privacy of data; Access to user data.

**Unit III- Authentication of Electronic Records:** Business scenario and cases; Legal recognition of electronic records and digital signatures- cases and judicial pronouncements; Use of electronic records and digital signatures in government and its agencies; Retention of electronic records- synthesis for business data; Acknowledgement and dispatch of electronic records- cases of management submissions and contracts; Administration of the Act; Issue, suspension and revocation of digital signatures certificate, reduction of cost in compliance.

**Unit IV- Penalties and Adjudications:** Cases and judicial pronouncement of banks, e-commerce business platforms, manufacturing companies, social media platforms, intermediaries or apps, BPO's and KPO's, human resource consultancies; Offences: analysis of business process leading to offences in business organizations including banks, digital marketing platforms, digital information platforms, blogging websites, matrimonial or jobs portals.

**Unit V- Judicial Pronouncements and Synthesis for Business Decisions:**

- Umashankar Sivasubramanian v ICICI Bank (2462/2010),
- 'Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC,
- 'State v Mohd. Afzal and others (2003),
- 'Syed Asifuddin and Ors.vThe State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96,
- 'SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra", No. 1279, 2001,
- 'R v Graham Waddon., Southwark [Crown Court, 30/6/1999,
- 'National Association of Software and Service Companies (NAASCOM) v Ajay Sood. (2005) F.S.R. 38
- Hammontree Vs State, 283 Ga App736, 642 SE 2d 412(2007)



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- US vs Tank, 200F.3 d 627, 53 Fed R Evid Serv 830
- Laughner vs State, 769 N E 2d 1147 (Int Ct.App 2002)
- Groff vs America Online, Inc, 1998 WL 307001
- P R T Agency vs Union of India, AII23, 2006 (1)

### Readings (Unit wise)

Chaffey, Dave (2011). *E-business and E-commerce Management*. Pearson Education.

*Unit(s) – I*

Efraim Turban, Jae Lee, King, David & H.M., Chung (2002). *Electronic Commerce-A managerial Perspective*. Pearson

*Unit(s) – I*

Rattan, Jyoti (2017). *Cyber Laws & Information Technology*. Bharat Law House Pvt Ltd.

*Unit(s) – II, III*

Sharma, J. P. & Kanojia, S. (2018). *E Business and Cyber Laws*. Bharat Law House.

*Unit(s) – I, II, III, IV, V*

### Additional Readings

Brian, Craig (2012). *Cyber Law: The Law of the Internet and Information Technology*. Pearson Education

Dietel, H. M. (2001). *E-business and E-commerce for managers*. Pearson Education.

Joseph, P.T. (2015). *E-Commerce-An Indian Perspective*. PHI

### Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the cyber space and business operations, models of e-business, digital payments and precautions to be taken therein.	Lecture/Videos/ Presentation/ Case Studies/News Analysis	Class Participation, Presentation, Viva/ Test
II	Ability to comprehend the Information Technology Act and its application in creating business products and policies, privacy of data and access to user data.	Lecture/ News Analysis/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
III	Capability to apprehend legal recognition of electronic records and digital signatures with cases, use of electronic records and acknowledgement and dispatch of electronic records.	Lecture/ News Analysis/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
IV	Ability to synthesis company processes, meetings and decisions with the implications of judicial pronouncement.	Lecture/ News Analysis/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test
V	Competency to understand judicial pronouncement of banks, e-commerce business platforms, manufacturing companies, social media platforms and other similar platforms.	Lecture/ News Analysis/ Presentation/ Case Studies	Class Participation, Presentation, Viva/ Test

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester IV**  
**Course MBHRCC405: HR ANALYTICS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employee behavior.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand role of analytics in human resource management.

**CO2:** To develop knowledge about HR metrics and types of analytics in HR.

**CO3:** To critically analyze the HR effectiveness and its impact on employee life cycle & experience.

**CO4:** To analyze data driven insights out of HR analytics.

**CO5:** To help in implementation of predictive modeling and dashboards in HR.

**Contents:**

**Unit I- Introduction to HR Analytics:** Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.

**Unit II- Approaches to Data Analytics:** Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.

**Unit III- Dynamics of HR Metric:** People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.

**Unit IV- Data Mining Techniques:** Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.

**Unit V- Decision Making Based on Analytics:** Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.

**Reading List (Unit wise)**

Edwards, M. & Kirsten Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page.

*Unit(s) – III*

Isson, J.P. Harriott & J.S. (2016). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*. John Wiley & Sons.

*Unit(s) – II*

James, E.R. (2017). *Business Analytics*. UK: Pearson Education Limited.

*Unit(s) –I, II, III, IV*

Van, Wieren S. (2017). *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish*. Technics Publications LLC

*Unit(s) - I, II, III, IV, V*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Understand the importance of analytics in managing HR effectively.	Lectures, Live Cases, Assignment	Class Participation, Assignment Individual/Group, End Semester Exam
II	Explain different dimensions of analytics in HR and its measurement.	Lectures, Live Cases, Assignment	Class Participation, Assignment Individual/Group, End Semester Exam
III	Analyze the impact of HR analytics on employee life cycle & experience.	Lectures, Live Cases, Assignment	Class Participation, Assignment Individual/Group, End Semester Exam
IV	Apply analytics in HR to drive insights and make decisions.	Lectures, Live Cases, Assignment	Class Participation, Assignment Individual/Group, End Semester Exam
V	Usefulness of predictive modeling to fulfill strategic objectives.	Lectures, Live Cases, Assignment	Class Participation, Assignment Individual/Group, End Semester Exam

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester IV**  
**Course MBHRCC406: MANAGING INNOVATION AND TRANSFORMATION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to make the students develop the art of unlearning for thinking afresh and to provide new and innovative solutions to the problems by unleashing their creative potential, and developing the ability to lead transformation.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To unleash the creative potential using various creativity techniques and demonstrate lateral thinking from different perspectives.

**CO2:** To generate innovative ideas leading to orbit shifting innovation.

**CO3:** To transform business organization using new technology and innovative ideas.

**CO4:** To implement business process reengineering in business organizations leading to transformation of organizations.

**CO5:** To provide transformational leadership in organizations.

**Contents:**

**Unit I- Managing Creativity in Organizations:** Managing creativity- an overview; Understanding creativity; Unblocking creative potential; Creativity techniques (brainstorming; lateral thinking; forced relationship; morphological analysis; attribute listing, etc.); Practical exercises on Edward de Bono Six Thinking Hats.

**Unit II- Managing Innovation:** Introduction to concepts of orbit-shifting innovation; Internalizing the basic capabilities required for innovation; Strategies for innovation; Strategies for fast paced innovation; Frugal innovation; Case studies on innovation and practical exercise on innovative idea generation.

**Unit III- Management of Transformation:** Transformation- concept and significance; Management of transformation through new technology and innovations- innovative technology – autonomous vs. induced inventions; Disruptive technology - mobile machines and the - internet of things, driverless cars, etc; Case Studies on transformation.

**Unit IV- Management of Transformation through Business Process Reengineering:** BPR as a tool of managing transformation; BPR – An imperative for survival; Reengineering imperative in USA, Europe, India, et al; Five steps methodology to implement BPR; Practical exercise on BPR and case studies on BPR.

**Unit V- Leadership in Transformation:** Transformational Leadership - role of transformational leaders in turnaround management, downsizing, mergers and acquisitions; Developing a personal leadership approach for today's global business; Emerging dimensions in creativity, innovation, and organizational transformation.

**Learning experiences from real life case studies.**

**Readings (Unit wise)**

Anderson & Markides (2007). Strategic Innovation at Base of the Pyramid, SMR.

*Unit(s) –I, II*

Barbour, JoAnn Danelo & Hickman (ed) (2011). *Leadership for Transformation*. Paperback.

*Unit(s) –V*

Hammer, M. & J. Champy (1993). *Reengineering the Corporation*. London: Nicholas Brearley Publishing

*Unit(s) –IV*

Jayaraman, M.S., Ganesh, Natarajan & A. V. Rangaramanujan (2012). *Business Process Reengineering*. New Delhi: Tata McGraw-Hill Publishing Co. Ltd.

*Unit(s) -IV*

Kelly, James N. & Francis, J. Guillard (1995). *Transforming the Organization*. New York: McGraw-Hill.

*Unit(s) -III*

Mitsch, R.A. (1990). Three Roads to Innovation

*Unit(s) -II*

Robert, Sutton (2001). *Weird Rules of Creativity*

*Unit(s) –I*

### **Additional Readings**

Bresnahan, Jennifer Ways to Build an Innovative Environment.

Coulson Thomas, C., *Transforming the Company*, London: Kogan Page.

Hart & Christensen (2002). The great leap- Driving innovation from the BoP, CMR

Kirsten Sandberg Ten Commandments for Low-Cost Trend Spotting

Noori, H. and Radford, *Readings and Cases in Management of New Technology*, Prentice Hall, New York.

Prahalad (2004). *The fortune at the bottom of the pyramid*. Pearson Publications

Peters, Tom: Strategies for Fast Paced Innovation

Sawhney, Mohan & Jeff Zabin, *The Seven Steps to NIRVANA: Strategic Insights into e-Business Transformation*. New Delhi : Tata McGraw-Hill.

Scully, J: Managing Creativity or Managing Transformation

Shukla, M: Demythifying Corporate Innovativeness

Shukla, M: Managing Creative Talents

Simanis & Hart (2006). Expanding Possibilities at the BoP, Innovations

Singer, T & Buchanan, L., *Innovation Factor: Field Guide to Innovation*

Varadarajan (2009). Fortune at the bottom of the innovation pyramid: The strategic logic of incremental innovation, BH.

Whitekar, D. H., *Managing Innovations*, Cambridge University Press, Cambridge.

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I	Ability to unleash the creative potential using various creativity techniques and demonstrate lateral thinking from different perspectives.	Lecture/ Video/ Practical/Role play on six thinking hats/ Presentation	Group Presentation, Class participation, Discussion; End Semester Examination
II	Ability to generate innovative ideas leading to orbit shifting innovation.	Lecture/Video/ Brainstorming/ Practical/ Presentation	Individual Presentation by students in the class on innovative ideas and Discussion, Group Presentation, Class participation, End Semester Examination
III	Ability to transform business organization using new technology and innovative ideas.	Lecture/Video/ Practical/ Presentation	Group Presentation, Class participation, End Semester Examination
IV	Ability to implement business process reengineering in business organizations leading to transformation of organizations.	Lecture/Video/ Practical steps to implement BPR/ Presentation	Individual Presentation by students in the class using flow charts, etc.; Group Presentation, Class participation, Discussion, End Semester Examination
V	Ability to provide transformational leadership in organizations.	Lecture/Video/ Practical Case/ Presentation	Group Presentation, Class participation and discussion, End Semester Examination

**Master of Business Administration (Human Resource Development)  
MBA (HRD)  
Semester IV  
Course MBHREC01: DISSERTATION PROJECT**

**Marks: 100**

Evaluation of Dissertation Project shall be as follows:

- Project evaluation by internal and external examiners of 35 marks each - 70 Marks; Viva Voce examination- 30 Marks
- Dissertation Project work shall begin from the third semester of Part – II.
- Students shall select topic of their dissertation project 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 dissertation project 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.

**Master of Business Administration (Human Resource Development)**  
**MBA (HRD)**  
**Semester IV**  
**Course MBHREC02: KNOWLEDGE MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To prepare the students to participate in the organizational knowledge management efforts and how the three aspects, strategy, technology, and HRM need to be aligned together to facilitate management of knowledge.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To explain the evolution of knowledge management and its relevance in competitive environment.

**CO2:** To manage the entire process of KM & knowledge creation.

**CO3:** To develop knowledge leadership capabilities.

**CO4:** To apply knowledge management systems and tools.

**CO5:** To leverage knowledge as strategic resource using enabling technologies.

**Contents:**

**Unit I- Introduction:** Definition, need and objectives of knowledge management; Organizational benefits of KM; The drivers of knowledge management; Challenges of KM implementation; Knowledge hierarchy; Structural and process perspective of knowledge; Context and relevance of KM in competitive environment and knowledge economy.

**Unit II- KM Process & Knowledge Creation:** Knowledge identification; Knowledge capture; Knowledge acquisition; Knowledge creation; Knowledge codification; Knowledge linking and building; Knowledge transfer & dissemination; Knowledge storage; Knowledge sharing; Knowledge application; Nonaka's model of knowledge creation-SECI model, Ba model.

**Unit III- Knowledge Management Soft Support System:** Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders; Strategic knowledge leaders; Developing a knowledge culture; Knowledge culture enablers; Developing and maintaining knowledge motivators, and other managerial and social infrastructure; Knowledge community.

**Unit IV- KM Systems and Tools:** Knowledge management systems; Knowledge system design and architecture; Knowledge maps, implementation and challenges of KM system; ICT and groupware technology; Knowledge technology; Data warehouse and data mining; Search engines; Expert systems; Knowledge portal; Intelligent agents.

**Unit V- Knowledge Strategies:** Knowledge as strategic resource; Knowledge strategies and its evaluation; Benchmarking; Knowledge audit; Introduction of enabling technologies of KM- big data, cloud computing, AI, etc.; Sustainable knowledge management; Top management challenges and emerging perspective ahead.

**Learning experiences from real life case studies.**

**Readings (Unit wise)**

Davenport, T. H. & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business Press.

*Unit(s)-I*

Debowski, S. (2006). *Knowledge Management*. John Wiley & Sons Australia Ltd.

*Unit(s)-I, V*



Hislop, D. (2013). *Knowledge Management in Organizations: A Critical Introduction*. Oxford University Press.

*Unit(s)-I, II, III*

Newell, S., Robertson, M., Scarbrough, H. & Swan, J. (2009). *Managing knowledge work and innovation*. Palgrave Macmillan.

*Unit(s) - I, IV*

Awad, Elias M. & Ghaziri, Hassan M. (2004). *Knowledge Management*. Pearson Education Inc., Prentice Hall.

*Unit(s)-I, II, III, IV*

**Additional Readings**

Liebowitz, J., & Beckman, T. J. (1998). *Knowledge organizations: What every manager should know*. CRC Press.

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.

Tiwana, A. (2003). *Knowledge Management Toolkit, The: Orchestrating IT, Strategy, and Knowledge Platforms*. Prentice Hall.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to explain the evolution of knowledge management and its relevance in competitive environment.	Lecture/ Video/ Presentation	Group Presentation, Class participation, Discussion; End Semester Examination.
II	Ability to manage the entire process of KM & knowledge creation.	Lecture/Video/ Brainstorming/ Practical/ Presentation	Individual Presentation by students in the class on innovative ideas and Discussion, Group Presentation, Class participation, End Semester Examination.
III	Ability to develop knowledge leadership capabilities.	Lecture/Video/ Role Play/ Presentation	Group Presentation, Class participation and discussion, End Semester Examination.
IV	Ability to apply knowledge management systems and tools.	Lecture/Video/ Practical/ Presentation	Group Presentation, Class participation, Discussion, End Semester Examination.
V	Ability to leverage knowledge as strategic resource using enabling technologies.	Lecture/Video/ Case/ Presentation	Group Presentation, Class participation and discussion, End Semester Examination.

**Master of Business Administration (Human Resource Development)  
MBA (HRD)  
Semester IV  
Course MBHREC03: E-BUSINESS AND DIGITAL MARKETING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to enable students to become familiar with the mechanism for conducting business through electric means. The course also aims to develop understanding about digitalization of marketing environment and its dimensions.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To know the concept of e-business and its various aspects.

**CO2:** To know about electronic payment system and associated security issues.

**CO3:** To learn about digital marketing strategy and tools.

**CO4:** To analyze digital marketing activities and measure its effectiveness.

**CO5:** To understand role of digital marketing in e-business.

**Contents:**

**Unit I- Introduction to E-Business:** Overview of e-business; Origin and need of e-business; Factors affecting e-business; Major requirements in e-business; Emerging trends and technologies in e-business; E-business models; E-market and its types; E-government services; Management challenges and opportunities; Impact of e-commerce on business.

**Unit II- Payment Gateways Management:** Electronic payment system, electronic cash, smart cards, risk and electronic payment system, unified payment interface, mobile wallets; Application and management; Role of National Payments Corporation of India.

**Unit III- Introduction to Digital Marketing:** Digital marketing plan and strategy; Competitive strategy in the digital era; Digital marketing mix; Digital marketing channels- digital advertising, e-mail marketing, online marketing, viral marketing, social media marketing, search marketing, influencer marketing, affiliate marketing.

**Unit IV- Marketing Analytics:** Digital marketing media; Budget allocation; ROI for digital marketing; Analytics and Key Performance Indicators (KPI); Attribution models and frameworks; Digital marketing in governance; Emerging technologies for digital marketing; Leading and managing digital marketing teams.

**Unit V- Digital Marketing in E-Business:** Role of digital marketing in e-business; Latest developments and strategies in digital marketing; Business model for aggregators; E-business for start-ups.

**Readings (Unit wise)**

Chaffey, D. (2011). *E-Business and E-Commerce Management: Strategy, Implementation and Practice*. Pearson Education India

*Unit(s) - I, II and V*

Ian Dodson, I. (2016). *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley

*Unit(s) – III, IV*

Kotler, P., Kartajaya, H. & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. Wiley

*Unit(s) - III, IV*

Marilyn Greenstein, M. & Feinman, T. (2000). *Electronic Commerce: Security Risk Management and Control*. McGraw-Hill Inc.

*Unit(s) - II*

Winston, W.L. (2016). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley

*Unit(s) - IV*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching and Learning Activity</b>	<b>Assessment Tasks</b>
I.	Understanding e- business and its models.	Lectures, Cases	Class Test, End Term Exam, Class Participation
II.	Explain different payment gateways and associated security risks.	Lectures, Cases and Live Project	Class test, End term Exam, Project Viva Voce, Participation in Discussion
III.	Demonstrate the importance of digital marketing in the digital era.	Lectures, Cases and Live Project	Class Test, End Term Exam Project Viva Voce, Participation in Discussion
IV.	Identification of different techniques to measure the effectiveness of digital marketing.	Lectures, Cases and Live Project	Class Test, End Term Exam, Project Viva Voce and Participation in Discussion
V.	Apply the digital marketing strategies in e-business.	Lectures, Cases and Live Project	Class Test, End Term Exam, Project Viva Voce and Participation in Discussion

**Master of Business Administration (Human Resource Development)  
MBA (HRD)  
Semester IV  
Course MBHREC04: FINANCIAL PLANNING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course in financial planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the premise of financial planning and identify the financial goals.

**CO2:** To critically evaluate the investment instruments suitable for different financial goals in different time span.

**CO3:** To apply appropriate financial instruments to manage individuals' finances.

**CO4:** To identify and analyze financial constraints and provide feasible solutions thereof.

**CO5:** To assess and execute financial plans for achieving financial goals.

**Contents:**

**Unit I- Financial Planning & Investment Environment:** Financial planning process and life cycle approach, ascertainment of financial goals; Application of investment alternatives in financial plans - Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Financial Derivatives, Commodity derivatives, gold & bullion; Innovative investment products like Exchange Traded funds (ETFs), Real Estate Investment Trusts (REITS), Infrastructure Investment Trust (INVITS); Independent opening and operation of trading and demat account.

**Unit II- Diversity in Financial Planning:** Planning for life insurance and health insurance; Primary clauses in life and healthcare insurance agreement; Application of compounding and indexing; Balancing Mutual Funds, Funds' CAGR, SIP/ SWP/ STP and Index Funds; Identification of common stocks with uncommon profits; Identification of competitive durable advantage of equity; Equity with moat; Principles and variables of value investing system (Using cases of equity from BSE/ NSE).

**Unit III- Building Financial Plans:** Critical analysis of investments; Insurance and tax saving instruments; Risk assessment of individual; Building financial plans using spreadsheets; Evaluation of financial plan.

**Unit IV- Investment in Primary Market:** Concept of Initial Public Offer (IPO), FPO, Offer for sale, Private placement; IPO process; Eligibility & Norms for IPO; Role of credit rating agency; Categories of IPO- traditional and contemporary.

**Unit V- Credit & Retirement Planning:** Assessment of credit; Reverse mortgage; Optimal use of education loan, consumer and housing finance; EMI- calculations & long term impact; Credit card management; Overdraft protection; Credit history; Retirement solutions; Critical analysis of retirement planning; Pension plans including taxes and inflation; Estate planning- objectives of will, creating a valid will; Power of attorney.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit wise)**

Buffet, Marry & Clark, David (2011). *Warren Buffett and the Interpretation of Financial Statement*.

*Unit(s) - I, II*

Fisher, A. Philip (2010). *Common Stocks and Uncommon Profits*. Wiley

*Unit(s) – I, II*

Graham, Benjamin (2017). *The Intelligent Investor*.

*Unit(s) – I, II*

Keown, A.J. (2017). *Personal Finance – Turning money into wealth*. Pearson Publication.

*Unit(s) – III, V*

Khurshed, Arif (2016). *Initial Public Offerings: The mechanics and performance of IPOs*. Harriman House Publishing.

*Unit(s) – IV*

Madura, Jeff (2016). *Personal Finance*. Pearson.

*Unit(s) – I, III, V*

Soota, Ashok & Gopalan, S.R. (2012). *Entrepreneurship Simplified: From Idea to IPO*. Penguin Random House India.

*Unit(s) – IV*

Spier, Guy (2014). *The Education of Value Investor*. Palgrave.

*Unit(s) – I, II*

[www.marketsmojo.com](http://www.marketsmojo.com): *Unit I, II*

[www.moneycontrol.com](http://www.moneycontrol.com): *Unit I, II*

[www.valueresearch.com](http://www.valueresearch.com): *Unit I, II*

[www.yahoofinance.com](http://www.yahoofinance.com): *Unit I, II, IV*

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

**Teaching Plan:**

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**Facilitating the achievement of Course Learning Outcomes**

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Students will be able to understand the financial planning process and inter se relation of varied investment alternatives with financial plan.	Lecture/Presentation / Case Studies	Class Participation, Assignment Individual/Group, End Semester Exam
II	Students will be able to identify and analyze different instruments with respect to their role in varied financial plans.	Lecture/ Case Studies/ Analysis of Corporate News Items/ Stocks Analysis	Class Participation, Assignment Individual/Group, End Semester Exam
III	Enable students to analyze and apprehend the requirements of different financial goals and how they can be accomplished with the use of alternatives available and most suitable to individual.	Lecture/ Analysis of Corporate News Items / Presentation/ Case Studies.	Class Participation, Assignment Individual/Group, End Semester Exam

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IV	Students will be able to actively engage themselves in the financial markets and handle secondary market operations including IPO's.	Lecture/ Analysis of Corporate News Items / Presentation/ Case Studies	Class Participation, Assignment Individual/Group, End Semester Exam
V	Facilitate to utilize the credit available as per the needs avoiding the credit fiascos.	Lecture/Videos/ Presentation/ Case Studies	Class Participation, Assignment Individual/Group, End Semester Exam

**ADDENDUM**

**Course wise List of Case Studies, Websites and Journals for Reference and Use in Teaching of Courses Offered in MBA (HRD) Programme**

**Course MBHRCC105: LEGAL FRAMEWORK FOR BUSINESS (Semester I)**

**Websites:**

1. <https://rtionline.gov.in/>
2. <https://consumeraffairs.nic.in>
3. <http://www.mca.gov.in>
4. <http://www.cci.gov.in/>

**Course MBHRCC107: MARKETING MANAGEMENT (Semester I)**

**Case Studies:**

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**Course MBHRCC206: LABOUR AND SOCIAL SECURITY LAWS (Semester II)**

**Websites:**

1. [www.labour.gov.in](http://www.labour.gov.in)
2. [www.nic.in](http://www.nic.in)

**Course MBHRCC303: MANAGEMENT OF INDUSTRIAL RELATIONS (Semester III)**

**Websites:**

1. [www.workersparticipation.eu](http://www.workersparticipation.eu)
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**Course MBHRCC304: COMPENSATION MANAGEMENT (Semester III)**

**Website:**

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**Course COMOE01: ENTREPRENEURSHIP AND NEW VENTURE PLANNING (Semester III)**

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**Course COMOE10: INVESTMENT MANAGEMENT (Semester III)**

**Websites:**

1. [www.bseindia.com](http://www.bseindia.com)
2. [www.nseindia.com](http://www.nseindia.com)
3. [www.sebi.gov.in](http://www.sebi.gov.in)

**Journals:**

1. Financial Analyst, CFA Institute
2. Journal of Asset Management, Palgrave- Springer
3. Journal of Financial Economics, Elsevier

**Course MBHRCC402: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY (Semester IV)**

**List of Cases:**

1. Poly Peck International, UK, 1991
2. Maxwell Corporation, UK, 1991
3. Bank of Credit and Commerce International, UK, 1991-92
4. Nick Lesson and Barings Bank, UK, 1991-93
5. Enron, US, 2001
6. World.com, US, 2001
7. Vivendi, France, 2002
8. Satyam Computers, India, 2008
9. Rajat Gupta, USA, 2010-12
10. Sahara India, 2011-12
11. Kingfisher, India, 2012
12. Tata Group and Cyrus Mistry, India, 2016
13. Infosys and Narayana Murthy, India, 2017
14. Uber, Global, 2017,
15. Punjab National Bank, and Nirav(Larcker & Tayan, 2008)Modi, India, 2018
16. ICICI and Chandra Kochhar, India, 2018
17. Facebook, Global, 2018

**Websites:**

1. Integrated Reporting, <http://integratedreporting.org/>
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**Course MBHRCC404: E-BUSINESS AND CYBER LAWS (Semester IV)**

**Websites:**

1. <http://meity.gov.in/content/cyber-laws>
2. [http://meity.gov.in/writereaddata/files/cisos\\_top\\_best\\_practices\\_guidelines.pdf](http://meity.gov.in/writereaddata/files/cisos_top_best_practices_guidelines.pdf)

**Course MBHREC04: FINANCIAL PLANNING (Semester IV)**

**Website:**

1. [www.economicstimes.com](http://www.economicstimes.com)

**Newspapers:**

1. Business Standard Daily
2. ET Wealth Daily