UNIVERSITY OF DELHI

MASTER OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE DEVELOPMENT)
(To be effective from Academic Year 2014-15 and onwards)

Syllabus

MBA (HRD) Revised Syllabus as approved by Academic Council on 21st June, 2014 and Executive Council on 19th July, 2014
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I: PREAMBLE

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

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

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

This syllabus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming a good leader and an asset for an organization. The structure was approved by the Department Council and the Council approved the
names of various area convenors as per their specialization for the formulation of course contents. The contents were decided by the working groups formed for various specialized areas such as Finance, Accounting, HR, IB, etc. which was presented in the Committee of Courses (Hons., P.G. and Research) meeting held on 5th May, 2014. The Committee of Courses discussed the structure and contents, threadbare and suggested a few changes. After incorporating the changes suggested by Committee of Courses, the draft was then placed for discussion in the Faculty of Commerce and Business. Further, the changes recommended by Faculty of Commerce and Business were adopted and the syllabus was approved in the meeting of the Faculty held on 10th May, 2014. In the Academic Council meeting held on 21st June, 2014 the syllabus was approved for its course contents.

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

Master of Business Administration (Human Resource Development)  
MBA (HRD)  
(As approved by Academic Council on 21st June, 2014 and Executive Council on 19th July, 2014)

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III: Scheme of Examination
The system of examination shall be as follows:

(i) Excepting papers 237, 247 in MBA (IB) and 337 and 347 in MBA (HRD) each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, study reports, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the Semester. The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of the written examination of each paper shall be three hours.

(ii) Paper 237 and 337: Training Report: After the end of second semester, each student will go for summer training for a period of two months in a company. Immediately after the completion of the summer training, each student will submit a Training Report to the Department for evaluation in the beginning of the third semester. The evaluation of the Training Report shall be as follows:

Report evaluation - 70 marks
Report presentation and viva-voce - 30 marks

(iii) Paper 247 and 347: Project Report: The scheme of evaluation for the Project Report shall be as follows:

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

(b) Based on the project work shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.
Evaluation and span period

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

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

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

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

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

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

Candidates securing 60% and above: I Division
All others: II Division

(vi) Candidates who have already received the minimum pass marks in the Training Report/Project report at the University examination shall not be allowed to reappear in the examination.

(vii) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organizations for at least two months.

(viii) A candidate must qualify for the award of the Degree within four years of his/her admission to the MBA (IB)/ MBA (HRD) course.
(ix) Candidates who fail or failed to appear the MBA (IB)/ MBA (HRD) examination after pursuing a regular course may be allowed to reappear at the examination on being enrolled as an ex-student as per the rules of the University. The old course will remain in force for ex-student only for a period of three years from the year in which the revised course introduced.

(x) No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Department to have attended at least three-fourth of the total number of lectures, tutorials, special lectures and seminars conducted in each semester during his course of study. Provided that he/she fulfills other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% lectures, tutorials, special lectures and seminars conducted during the whole of that semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she makes up the shortage so condoned.

(xi) No revaluation of answer books is permitted as per the rules of the University applicable to the professional courses.
Objective: The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.

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

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

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

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

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

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

Suggested Readings:

Note: Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester I

Course 112: LEGAL FRAMEWORK OF BUSINESS

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

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

Contents:

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

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

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

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

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

Suggested Readings:
1. Lee Reach, Business Laws, Oxford University Press, UK
4. Bhandari,Munish,Professional Approach to Corporate Laws and Practice, Bharat Law House, New Delhi
5. Handbook of Corporate Laws by Bharat Law House, New Delhi

Note: Latest edition of readings may be used.
Master of Business Administration (Human Resource Development)
Semester I

Course 113: ACCOUNTING FOR MANAGERS

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

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

Contents:


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

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

Analytical Comparative Statement; Cash Flow Statement.

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

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

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

Responsibility Accounting and Divisional Performance.

Suggested Readings:


Note: Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester I

Course 114: ECONOMICS FOR MANAGERS

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

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

Contents:
Unit I: Demand and The Firm:
Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity.

Unit II: Production, Cost and Market Forms:
Production: Law of variable proportions. Production function: Concept of productivity and technology. Producer’s equilibrium; Return to scale.
Cost: Classification of costs; Short run and Long run cost functions.

Unit III: Pricing:
Commodity Pricing: Economics of advertisement costs; Types of pricing practices.
Factor Pricing: Demand and supply of labour; Collective bargaining, Concept of rent, Profit- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital.

Unit IV: Macro-Economic Markets and Integration:
Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier.

Unit V: Trade Cycles and The Open Economy:
Trade Cycles: Theories of trade cycles and Aggregate demand.

Suggested Readings:


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

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

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

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

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

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

Suggested Readings:


**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester I

Course 116: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY OF BUSINESS

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

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

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

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

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

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

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

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

Suggested Readings:

2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.

*Note: Latest edition of the readings may be used.*
Master of Business Administration (Human Resource Development)

Semester I

Course 117: BUSINESS STATISTICS AND RESEARCH METHODOLOGY

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

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

Contents:


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

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

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

Suggested Readings:


**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester II

Course 321: HUMAN RESOURCE MANAGEMENT

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

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

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

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

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


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

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

Suggested Readings:


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

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

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

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

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

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

Note: Lectures should be supplemented with the case studies.

Suggested Readings:

3. Mankin, D., Human resource development, Oxford University Press India.

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

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

Unit II Individual Behaviour: Personality, Learning, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work. Management’s assumptions about people- McGregor’s Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow’s Need Hierarchy, Herzberg’s Two Factors Theory, Vroom’s Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs; OB Mod.

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

Unit IV- Group Behaviour: Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder’s Contingency Model; House’s Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict.

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

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


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

Contents:

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

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

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

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

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

Suggested Readings:
6. Cummings, T. G., Theory of organization development and change, South Western.

Note: Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester II

Course 325: LABOUR AND SOCIAL SECURITY LAWS

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

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

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

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

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

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

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

Suggested Readings:

Note: Latest edition of the readings may be used.
Objective: To develop among the students the underlying concepts, strategies and issues involved in the marketing of products and to develop insights into emerging trends in marketing of products.

Contents:

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

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

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

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

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

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

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

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

Customer Relationship Management: Concept, Nature and Relevance of CRM and e-CRM in the globalised economy; Dimensions of CRM from the perspective of Internal and External Customers; Developing and Managing Relationship.
Unit V-Trends in Marketing: Social Media Marketing; Green Marketing; Internal Marketing; Socially Responsible Marketing; Cause relating Marketing; Social Marketing; Other emerging trends.

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

**Suggested Readings:**


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

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

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


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

2. Report of the National Commission on Labour
5. S. Howard Patterson, Social Aspects of Industry.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.

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

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

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

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

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

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

**Suggested Readings:**

14. [www.workersparticipation.eu](http://www.workersparticipation.eu)
15. [www.ilo.org](http://www.ilo.org)

**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester III
Course 332: PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT

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

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

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

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

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

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

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

Note: Lectures should be supplemented with the case studies.

Suggested Readings:

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

Contents:

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

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

Unit III- Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E-Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training.

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

Unit V-Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts: Kirkpatrick
Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

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

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

Suggested Readings:


Note: Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester III

Course 334: COMPENSATION MANAGEMENT AND EMPLOYEE WELFARE LAWS

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

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

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

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

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

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

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

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

Suggested Readings:


Relevant bare Acts and Rules.

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

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

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

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

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

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

Suggested Readings:

**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)  
Semester III

Course 336: MANAGEMENT INFORMATION SYSTEM AND HR ANALYTICS

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

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

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


Suggested Readings:
2. Jerome Kanter, Managing With Information, Prentice Hall of India, New Delhi,

**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester III

Course 337: TRAINING REPORT

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

Report evaluation – 70 marks

Report presentation – 30 marks
Objective: The objective of the course is to make the students develop the art of unlearning for thinking afresh to provide new solutions to the problems.

Contents:

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

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

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

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


Suggested Readings:
4. Bender, Peter Urs, *Leadership from Within*, Macmillan India Ltd., Delhi.

**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester IV

Course 342: CROSS CULTURAL MANAGEMENT

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

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

Contents:

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

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

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

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

Suggested Readings:


Note: Latest edition of the readings may be used.
Objective: To develop the perspective for the overall management of the enterprise from the point of view of top management, keeping in view the opportunities and threats posed by the environment.

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

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

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

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

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

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

Unit VII-Ethical and Social considerations in Strategic Management.

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

**Note:** Latest edition of text book may be used.
Master of Business Administration (Human Resource Development)
Semester IV

Course 344: FINANCE FOR DECISION MAKING

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

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

Contents:


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


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

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

Suggested Readings:


**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester IV

Course 345: E-BUSINESS AND CYBER LAWS

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

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

Contents:


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

Unit IV: Case Laws
3. Electronic Record Sec. 2 (t)-‘Dharambir v Central Bureau of Investigation 148 (2008) DLT 289’
5. Penalty for Damage to Computer or Computer System- Section 43-‘UmashankarSivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)’
6. Tampering with Computer Source Documents-Section 65-‘Syed Asifuddin and Ors.vThe State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314’
7. **Punishment for sending offensive messages**-Sec. 66A- ‘SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra”, Suit No. 1279/2001’

8. **Punishment for Identity Theft**-Section 66C- ‘CBI v ArifAzim Case Judicial Reports (Criminal) 2003 (2) page 272’


11. **Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form**-Section 67A- ‘R v Graham Waddon., Southwark [Crown Court, 30/6/1999]’

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

**Suggested Readings:**


**Note:** Latest edition of readings may be used.
Objective: The Course attempts to acquaint students about Social security and participation processes and practices for effective mobilisation of Human Resources towards attainment of organisational objectives.

Contents:


Suggested Readings:


12. SEBI Guidelines, 1999. (with amendments)


**Note:** Latest edition of the readings may be used.
Master of Business Administration (Human Resource Development)
Semester IV

Course 347: PROJECT REPORT

Evaluation of Project Report shall be as follows:

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

Viva Voce examination- 30 Marks

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