

Annexture No.:- 76-84
College of Vocational Studies
Human Resource Management
Semester VII

DSC-1	Talent Management
DSE-1	Business Research Methods
DSE-1	Remote Work & Digital HR
DSE-2	Application to data analytics with R
DSE-2	Economics of Start-ups
<u>GE Common Pool for BA (VS) Human Resource Management</u>	
1	Offered by History Department
2	Offered by Political Science Department
3	Offered by Mathematics Department
4	Offered by Economics Department
5	Service marketing for Tourism and Hospitality (Offered by Department of Tourism, CVS)

SEMESTER-VII**Talent Management****DISCIPLINE SPECIFIC CORE COURSE, VII (DSC7.1)****Credit Distribution, Eligibility and Pre-requisites the Course**

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility	Prerequisite of the course
Talent Management DSC7.1	4	3	1	0	As per University norms	None

Learning Objectives:

By the end of this course, students will be able to:

- Understand the key concepts of talent management.
- Analyze and implement effective talent acquisition, development, and retention strategies.
- Align talent strategies with organizational goals.
- Evaluate the impact of HR analytics and technology on talent management.

Learning Outcomes: Upon successful completion of the course, the students will be able to

- Distinguish between talent acquisition, development, and retention strategies.
- Analyze how talent management aligns with organizational goals and business strategy.
- Evaluate the impact of effective talent management on organizational performance.
- Design talent planning frameworks, including workforce planning and succession planning.
- Develop strategies for employer branding, recruitment, and onboarding.
- Create and assess employee development programs, including learning and career pathing.
- Understand the role of coaching, mentoring, and performance management in development.
- Identify methods to measure and improve employee engagement and retention.
- Apply strategies to build a high-performance, inclusive, and agile work culture.
- Recognize challenges in global talent management including diversity, equity, and inclusion.

- Evaluate the ethical and legal considerations in talent decisions.
- Use key metrics and analytics to assess talent management effectiveness.
- Interpret data to make evidence-based talent decisions.
- Understand the role of digital tools (e.g., AI, HRIS, LMS) in modern talent management.

Course outline

Unit I: Introduction to Talent Management (10 hours)

- Concept & Importance of Talent Management
- Difference between talent management and traditional HRM
- Global trends in TM
- Strategic workforce planning
- The talent management lifecycle
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Unit II: Talent Acquisition &: Talent Development (11 hours)

- Recruitment & Selection Methods
- Competency-based recruitment
- Structured interviews and assessments
- Learning & Development Strategies
- Onboarding and continuous learning
- E-learning and microlearning trends
- DEI in Talent Management, Inclusive hiring practices
- Ethics, Privacy & Legal Aspects in Talent Management

Unit III: Performance Management & Employee Engagement & Retention(12hours)

- Performance Management Systems
- KPIs, OKRs, and 360-degree feedback
- Continuous vs. annual performance reviews
- Employee Retention stand intervention
- Engagement surveys and interventions
- Succession Planning

Unit IV :Technology & Analytics in Talent Management (12Hours)

- HR Technology & Talent Management Systems
- Use of HRIS, ATS, and talent platforms
- Role of AI and automation
- HR Analytics & Data-Driven Decision Making
- Workforce analytics basics
- Future of Talent Management
- Gig economy and remote talent
- Emerging tools and trends
-

Pedagogy

- Lectures,
- case studies
- activities
- group discussions
- presentations
- Role play
- Industrial visit
- Guest lecture for industry interface

Suggested Readings

- *Talent Management Handbook* by Lance A. Berger & Dorothy R. Berger
- *Talent Wins* by Ram Charan, Dominic Barton, and Dennis Carey
- "Talent Management: A Four-Step Approach" by Wendy Hirsh and Nick Holley
- "The War for Talent" by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod
- "Strategic Talent Management: Contemporary Issues in International Context" by Paul Sparrow, Hugh Scullion, and Ibraiz Tarique
- "Global Talent Management" by Hugh Scullion, David G. Collings
- "Effective Talent Management: Aligning Strategy, People and Performance" by Mark Wilcox
- "High-Impact Talent Management" by Josh Bersin
- "First, Break All the Rules" by Marcus Buckingham & Curt Coffman
- "Drive: The Surprising Truth About What Motivates Us" by Daniel H. Pink
- "Work Rules!" by Laszlo Bock (former SVP of People Operations at Google)
- SHRM/ATD resources & Harvard Business Review articles

Semester-VII**Discipline Specific Elective: - DSE- I 7.1****Business Research Methods****Offered by Commerce Department, College of Vocational Studies****Credit Distribution, Eligibility and Pre-requisites the Course**

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility	Prerequisite of the course
Business Research Methods	4	3	1	-	As per University Norms	None

Learning Objectives:

- Understand the fundamentals of business research and its relevance to HRM.
- Design and conduct research studies focused on HR issues.
- Analyze and interpret HR data using appropriate tools.
- Write research reports and present findings effectively.

Learning Outcomes:

After completing this course, students will be able to:

- Understand and articulate the importance of business research in solving human resource management problems and informing decision-making.
- Conduct Literature Reviews and Develop Theoretical Frameworks
Choose suitable sampling methods for HRM research and justify sample size and strategy for different study types.
- Use qualitative and quantitative data collection tools (e.g., surveys, interviews) and apply basic statistical methods to analyze HR data
Assess the trustworthiness of HR metrics and ensure measurement tools are appropriate for the intended outcomes.
- Use Technology for HR Research: Utilize software tools such as SPSS, Excel, or online survey platforms for data collection, processing, and analysis in HRM research.
- Interpret and Present HR Research Findings : Translate statistical results into meaningful HR insights and communicate research findings clearly through written reports and oral presentations.

- Apply ethical principles in the design, conduct, and reporting of HR research, including respect for confidentiality, consent, and integrity.
- Develop Practical Research Skills for the Workplace
Prepare and present research reports with academic and industry relevance.

Course Content:

Unit I: Introduction to Business Research (11hours)

- Meaning and importance of research in business and HRM
- Types of research: basic vs applied, qualitative vs quantitative Exploratory, Descriptive, Analytical, Qualitative and Quantitative
- Ethical considerations in HR research
Research Design and Problem Formulation (10)
- Problem identification and formulation
- Research objectives and hypotheses
- Research design types: exploratory, descriptive, causal
- Review of Literature

Unit II: Sampling Techniques and Data Collection Methods in HRM(10 Hours)

- population vs sample
- Probability and non-probability sampling
- Sample size determination
- Sampling errors and bias
- Primary vs secondary data
- Surveys, questionnaires, interviews, observations
- Designing HR-related questionnaires (e.g., employee engagement, satisfaction)
- Online tools (Google Forms, SurveyMonkey)

Unit III: Scaling and Data Analysis and Interpretation (12 Hours)

- Levels of measurement (nominal, ordinal, interval, ratio)
- Reliability and validity of instruments
- Common HR metrics (turnover, absenteeism, performance appraisal)
- Descriptive statistics: mean, median, mode, SD
- Inferential statistics: correlation, regression, chi-square
- Introduction to SPSS / Excel for HRM research
- Analyzing HR data: case examples

Unit IV: Research Reporting and Application in HRM (12 Hours)

- Structure of a research report
- Visual presentation of data (charts, tables, graphs)
- Executive summary and recommendations
- Presenting HR research findings to stakeholders
- Application :Research in recruitment and selection

- Training effectiveness studies
- Employee satisfaction and engagement studies
- HR analytics basics

Suggested Readings:

1. Cooper, D. R. & Schindler, P. S. (2017). Business Research Methods (12th ed.). McGraw-Hill.
2. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2021). Business Research Methods (10th ed.). Cengage.
3. Kothari, C. R. (2014). Research Methodology: Methods and Techniques (3rd ed.). New Age International.
4. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th ed.). Pearson.

Additional Readings and Tools:

Uma Sekaran & Roger Bougie (2020). Research Methods for Business. Wiley.

Hair, J. F., et al. (2020). Essentials of Business Research Methods. Routledge.

Harvard Business Review (HBR) articles on applied research and HR analytics

SPSS User Manual and online tutorials

YouTube Channels: CrashCourse on Statistics, SPSS Tutorials, Excel Tips

Pedagogy:

Lectures and Interactive Discussions

Live Demonstrations using Excel/SPSS

Case Studies on HR Research

Research Project and Report Writing

Peer Reviews and Group Presentations

Guest Sessions by HR Analysts and Research Professionals

Semester VII**DISCIPLINE SPECIFIC ELECTIVE: DSE-I 7.2****Remote Work & Digital HR****CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/Practice		
7.1						
Remote Work & Digital HR	4	3	1	-	As Per University Norms	NONE

Course Objective:**The course equips students to**

- Analyse the shift from traditional to remote and hybrid work models.
- Evaluate the implications of remote work on organizational structure and culture.
- Identify and utilize key digital HR tools
- Implement technology solutions to streamline HR processes and enhance employee experience.
- Develop Effective Remote Recruitment and Onboarding Strategies
- Create onboarding programs that facilitate seamless integration of remote employees.
- Implement Performance Management in Remote Settings
- Establish clear performance metrics and feedback mechanisms suitable for remote teams.
- . Foster Employee Engagement and Well-being Remotely
- Implement strategies to support mental health and work-life balance in a virtual environment.

Learning Objectives:

- Understand the fundamentals of remote work and digital HR
- Recognize the impact of digital transformation on HR practices
- Identify and utilize key digital tools for HR management
- Leverage technology to enhance HR efficiency and employee experience
- Implement effective performance management practices for remote teams
- Use digital tools to monitor and enhance employee performance

- **Course Outline:**

UnitI: Introduction to Remote Work & Digital HR (12 Hours)

- Evolution and significance of remote work
- The role of digital HR in modern organizations
- Benefits and challenges of remote work
- Cloud-based Human Resource Information Systems (HRIS)
- AI and automation in HR processes
- Collaboration and communication tools Microsoft Teams)

Unit II (11 Hours) **Remote Recruitment & Onboarding**

- Virtual recruitment strategies and platforms
- Designing effective remote onboarding programs
- Ensuring cultural integration in a remote setup

Unit III: Performance Management in Remote Settings (10 Hours)

- Setting clear expectations and goals
- Continuous feedback and virtual performance reviews
- Utilizing performance management software

Unit IV Employee Engagement & Well-being (12 Hours)

- Strategies to foster engagement in remote teams
- Mental health and well-being support
- Building a positive remote work culture
- Ensure compliance with remote work regulations
- Uphold ethical standards in digital HR operations

Practical Exercises

Capstone Project

- Apply learned concepts to design a comprehensive digital HR strategy for a hypothetical or real organization transitioning to remote work.

Pedagogy

- **Live Online Sessions:** Interactive webinars and workshops
- **Self-Paced Learning:** Access to recorded lectures and reading materials
- **Interactive Activities:** Quizzes, case studies, and group discussions
- **Assessments:** Module-end tests and a final capstone project

Suggestive Readings

Books:

- *Remote: Office Not Required* by Jason Fried and David Heinemeier Hansson
- *Digital HR: A Guide to Technology-Enabled Human Resources* by Deborah D. Waddill
- **Online Courses:**
 - Coursera: Digital Transformation in HR
 - LinkedIn Learning: Managing Remote Teams

Semester-VII

Discipline Specific Elective-DSE-II 7.3

Hands-on Python

Offered by Economics Department, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VII	Hands-on Python	4	1	0	3	Class 12th Pass	NIL

Course Objectives:

The objective of this course is to equip students with the fundamental knowledge and practical skills in Python programming. It will enable the students in understanding usefulness of Python as an analytical tool in diverse fields. They will learn how to use lists, tuples, dictionaries, and functions programs. They will be prepared to use the program for managing data frames, visualising datasets and performing simple statistical calculations.

Course learning outcomes:

After completion of the course students will be able to:

1. Describe the concepts of constants, variables, data frames and operators.
2. Write programs using list, tuple, set and strings handling functions.
3. Write programs using user-defined functions and python dictionary.
4. Create data frames and transform and aggregate them through slicing, merging and visualising.
5. Visualise and present data sets with the help various types of charts and graphs.
6. Calculate measures of central tendency and measures of dispersion.

Unit 1: Introduction to Python Programming [10Hours]

Introduction to Python and its features, Setting up the Python Development Environment, Basic Python syntax and data types, Variables, operators, and expressions in Python, Python List, Tuples, Python Dictionaries, Functions and Packages, NumPy

Unit 2: Data Manipulation with Pandas [12Hours]

Transforming DataFrame, Aggregating DataFrame, Slicing and Indexing DataFrame, Creating and Visualizing DataFrame, Data Merging Basics, Merging Tables With Different Join Types, Advanced Merging and Concatenating

Unit 3: Data Visualization and Analysis [12 Hours]

Introduction to data visualization libraries (Matplotlib, Seaborn), Plotting and customizing charts and graphs, Exploratory data analysis using Python, Presenting insights and findings with visualizations, Creating interactive and appealing data visualizations

Unit 4: Statistics with Python [11 Hours]

Data Classification (Discrete, Continuous, Categorical), Mean, Median, Mode, Variance, Standard Deviation, Quartile, Percentile, Inter-quartile Range, Identifying outliers, correlation

Suggested Readings:

- VanderPlas, J. (2016). Python Data Science Handbook: Essential Tools for Working with Data. O'Reilly Media.
- Downey, A. B. (2014). Think Stats: Exploratory Data Analysis in Python (2nd ed.). O'Reilly Media.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

Semester-VII

Discipline Specific Elective – DSE-II 7.4

Title of the Paper: Social Inclusion and Human Resource Development
Offered by Economics Department, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VII	Social Inclusion and Human Resource Development	4	3	1	0	Class 12th Pass	NIL

Learning objectives:

The learning objectives of this paper are to understand the concept and importance of social inclusion in the context of human resource development. In addition to this the papers aims to critically analyze workplace practices with regard to inclusivity and innovation, to explore gender and marginality in HR policies and practices. Additionally, the paper seeks to analyse policy frameworks that encourage inclusive development in India..

Learning Outcomes:

The students will be able:

- To understand the concept and significance of social inclusion and its significance in context of human resource development.
- Critically examine workplace practices related to inclusivity and innovation.
- To investigate and analyse the issues of gender and marginality in HR policies and practices.
- To critically evaluate the schemes introduced by government of India to insure and promote social inclusion.

Unit 1: (12 Hours)

Meaning and Significance of Human Resource Development (HRD), Concept of Social Inclusion: Origin, Dimensions, and Relevance, Relationship between Social Inclusion and Human Development, Inclusive Growth and Sustainable Development, Role of Education, Skill Development and Employment in Social Inclusion, Human Capital Formation and Equity.

Unit 2: (13 Hours)

Organizational Culture and Diversity, inclusive Workplaces: Meaning, Benefits, and Challenges, HR Practices and Innovation for Inclusion, Case Studies of Inclusive Workplace Models (Infosys, Tata, Google, etc.), Role of Leadership in Promoting Inclusive Culture.

Unit III : (12 Hours)

Gender- inclusive Human Resource Management, Women in leadership, LGBTQ+ Inclusion at the Workplace , Migration and Human Resource Development , role and future prospects of gig workers in the economy .

Unit IV: (8 Hours)

Government initiatives for women workforce participation, Effectiveness of Minimum wage Act, The Code on Social Security, Government Schemes: Skill India, Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and Mahatma Gandhi National Rural Employment Guarantee Act (*MGNREGA*).

Suggested Readings:

- Sen, A. (1999). Development as Freedom. Oxford University Press.
- Swanson, R. A., & Holton, E. F. (2009). Foundations of Human Resource Development.
- UNDP (2010). Human Development Report: The Real Wealth of Nations – Pathways to Human Development. (<https://hdr.undp.org/en/2010-report>).
- Shore, L. M. et al. (2018). Inclusive Workplaces: A Review and Model. HRM Review. (<https://www.sciencedirect.com/science/article/abs/pii/S1053482217300721>)
- Ulrich, D. et al. (2012). HR from the Outside In. McGraw-Hill.
- KPMG (2020). Diversity and Inclusion Practices in India: A Study of Top 100 Companies. (<https://assets.kpmg/content/dam/kpmg/in/pdf/2020/12/diversity-and-inclusion-practices-in-india.pdf>)
- Alice H. Eagly and Linda L. Carli , Women and the labyrinth of leadership, October 2007, Harvard Business Review, 85(9):62-71, 146.
- Ehrenberg, Ronald G and Smith, Robert., 2012, Modern Labour Economics: Theory and Public Policy, 11th Edition, Addison Wesley, Ch. 12
- Deshingkar, Priya and Akter, Shaheen , Migration and Human Development in India, April 2009 , Human Development Research Paper 2009/13, UNDP.
- Better Business: The Benefits of LGBTQ+ Workplace Inclusion, March 2023. U.S. Chamber of Commerce Foundation.
- India's Booming Gig and Platform Economy , Perspectives and Recommendations on the Future of Work , Policy Brief, NITI Aayog, June 2022.
- Female Labour Utilization in India , Employment statistics in focus, part XI, April 2023 Ministry of Labour and employment, Directorate General of Employment.
- Uma Rani and Patrick Belser, The effectiveness of minimum wages in developing countries: The case of India, Social justice and growth: The role of the minimum wage , International Journal of Labour Research, 2012, Vol-4, Issue-1.
- Annual Reports of Ministry of Social Justice & Empowerment, Ministry of Skill Development and Ministry of Labour & Employment.
- Ministry of Labour and Employment (2020), The Code on Social Security, 2020, Government of India. https://labour.gov.in/sites/default/files/SS_Code_Gazette.pdf

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

Semester VII**Generic Elective-GE -7.1****Service marketing for Tourism and Hospitality**

Offered by Tourism Management Department, College of Vocational Studies

Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	Course Code	No. of credits	Components of the course			Eligibility Criteria	Pre-requisites of the course
			Lecture	Tutorial	Practical		
Service marketing for Tourism and Hospitality GE -7.1	GE 7.1	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

This course explores the unique nature of service marketing within the tourism and hospitality industries. Students will learn the core principles of services marketing, understand consumer behavior in service settings, and develop strategies for creating value, enhancing customer experience, and building long-term relationships in service-based businesses. The course blends theory with practical insights through case studies, discussions, and real-world examples.

Learning Outcomes:

After completing this course, the learners would be able to:

1. explain the distinctive characteristics of service marketing in tourism and hospitality.
2. apply the 7 Ps framework to design and manage effective service marketing strategies.

3. analyze service encounters and customer expectations in various hospitality contexts.
4. evaluate service quality using models like SERVQUAL and propose improvements.
5. use digital and relationship marketing tools to enhance customer engagement and retention.

Unit I

Introduction to Service Marketing (11Hours)

Definition and characteristics of services, Difference between goods and services, Role of services in tourism and hospitality, The service marketing triangle, Customer expectation from Hospitality services, The expanded marketing mix (7 Ps) in tourism and hospitality,

Unit II

Understanding Customer Expectations and Perceptions (11Hours)

Customer expectations and perceptions of service, The concept of service encounters and moments of truth, Service quality models: SERVQUAL and GAP Model, Managing demand and capacity in services, Customer satisfaction and complaint management.

Unit III

Designing Service Marketing Strategies (11Hours)

Market segmentation, targeting, and positioning for service offerings, Service product design and innovation, Branding services and destination marketing, Pricing strategies for services, Promotion and communication in service businesses.

Unit IV

Modern Marketing (12Hours)

Green marketing, Mobile marketing, Cross-cultural marketing, Web marketing, Buzz marketing, Relationship marketing in hospitality: loyalty programs, CRM, personalization, Role of technology in service marketing, Social media and online reviews as marketing tools.

Exercises

The learners are required to:

1. analyze and present examples of the 7 Ps in a hotel/resort of their choice.
2. develop a customer feedback questionnaire for a hotel or travel agency.
3. develop a promotional campaign for a tourism destination
4. design a loyalty program for a hotel or travel firm.

Suggested Readings:

- Hoffman, K. D., & Bateson, J. E. G. (2017). *Services Marketing: Concepts, Strategies, and Cases* (5th ed.). Cengage Learning.
- Hudson, S. (2020). *Marketing for tourism, hospitality & events: A global & digital approach*. SAGE Publications.
- Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2016). *Marketing for Hospitality and Tourism* (7th ed.). Pearson Education.
- Lovelock, C., Wirtz, J., & Chatterjee, J. (2019). *Services Marketing: People, Technology, Strategy* (8th ed.). Pearson.
- Mariani, M. M., Baggio, R., Della Corte, V., & Buhalis, D. (2021). *Smart tourism: Foundations and developments*. Springer.
- Morrison, A. M. (2022). *Marketing and managing tourism destinations* (2nd ed.). Routledge.
- Solomon, M. R. (2022). *Consumer behavior: Buying, having, and being* (13th ed.). Pearson.
- Wirtz, J. (2022). *Services marketing: People, technology, strategy* (9th ed.). World Scientific Publishing.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2020). *Services Marketing: Integrating Customer Focus Across the Firm* (7th ed.). McGraw-Hill Education.

Notes:

- 1. Suggested Readings will be updated and uploaded on college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

Annexture No.:- 76
College of Vocational Studies
Human Resource Management
Semester VIII

DSC-1	Sustainable HRM
DSE-1	TRAINING AND DEVELOPMENT
DSE-1	Strategic Planning in HRM
DSE-2	Application to data analytics with R
DSE-2	Economics of Start-ups
<u>GE Common Pool for BA (VS) Human Resource Management</u>	
1	Offered by Department of History
2	Offered by Department of Political Science
3	Offered by Department of Economics
4	Offered by Department of Mathematics
5	Tourism Startups and Innovations (Offered by Department of Tourism Management)

Semester-VIII**DISCIPLINE SPECIFIC CORE COURSE****Sustainable HRM****Credit Distribution, Eligibility and Pre-requisites the Course**

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility	Prerequisite of the course
Sustainable HRM DSC8.1	4	3	1	0-		None

Learning Objectives:

- To understand the principles of sustainability in the context of Human Resource Management (HRM).
- To explore the interlinkages between HRM practices and long-term social, environmental, and economic goals.
- To develop the capacity to implement sustainable HRM policies in organizations.
- To equip students with skills to manage people ethically, inclusively, and responsibly.
- .Analyze how organizational operations affect the environment and society.
- Identify risks and opportunities associated with unsustainable practices.
- Design strategies that align business goals with sustainable development.
- Integrate sustainability into supply chain, product design, marketing, and operations.
- Use ESG frameworks and tools to assess and report sustainability performance.
- Interpret sustainability reports and disclosures.
- Recognize national and international laws, standards, and ethics guiding sustainability.
- Understand corporate social responsibility (CSR) and stakeholder engagement.
- Encourage sustainable entrepreneurship and business models.
- Develop leadership and communication skills to advocate for sustainable practices.
- Facilitate change management towards sustainability within organizations

Learning Outcomes:

Upon successful completion of this course, the students will be able to:

- Understand the key concepts of Sustainable HRM.
- Explain the strategic importance of talent management in achieving organizational goals and sustaining competitive advantage.
- Analyze and design effective talent acquisition strategies, including workforce planning, employer branding, and recruitment methods.
- Evaluate talent development initiatives, including onboarding, training, coaching, mentoring, and succession planning.
- Assess performance management systems and demonstrate how to align individual performance with organizational objectives.
- Apply tools for identifying and developing high-potential employees, including competency models and career development frameworks.
- Examine the role of technology and analytics in talent management, including the use of HRIS, predictive analytics, and AI tools.
- Discuss diversity, equity, and inclusion (DEI) in the context of talent management, and propose strategies to foster inclusive talent practices.
- Design retention strategies that address employee engagement, motivation, and well-being.
- Critically evaluate global talent management challenges, including cross-cultural considerations, international mobility, and compliance issues.
- Develop a comprehensive talent management plan for an organization, integrating recruitment, development, retention, and succession planning.
- \Analyze the role of HR in corporate social responsibility and sustainable development.
- Apply sustainable HR practices in real-world organizational settings.
- Demonstrate ethical decision-making, team collaboration, and employee engagement strategies.

The students will develop skills :

- Strategic Thinking in HRM
- Ethical Leadership and Governance
- Policy Analysis and Development
- Communication and Inclusion
- Data-driven HR Decision-Making

Course outline

Unit I:Sustainable HRM(10 Hours)

- Evolution and Importance of Sustainable HRM
- Key Concepts: Triple Bottom Line, Corporate Sustainability, and SDGs
- Role of HR in Driving Sustainability
- Distinction between Traditional and Sustainable HRM

nit II: Recruitment, Diversity, and Inclusion & Retention (12Hours)

- Green Recruitment and Employer Branding
- Inclusive Hiring Practices
- Workforce Diversity: Gender, Disability, Region
- Legal Framework for Inclusive HRM in India

- Training for Sustainability Competencies
- Career Development with Purpose and Flexibility
- Work-Life Integration and Mental Well-being
- Retention Strategies with a Long-term Focus
- Designing Learning & Development Programs with Environmental & Social Goals

Unit III: Performance, Compensation & Engagement (12 Hours)

- Sustainable Performance Management Systems
- Compensation Models Supporting Equity and Sustainability
- Employee Engagement for Social Innovation
- Non-Monetary Rewards and Recognition
- Green HRM Tools and Practices

Unit IV: Ethics, Governance and Future Trends (11 Hours)

- Ethical Leadership and HRM
- HR's Role in Sustainability Reporting and Audits
- Compliance, Fair Labour Practices & Governance
- Future of Work: AI, Remote Work, and Sustainable HR Policies
- Case Studies on Sustainable HR from India and Abroad

Pedagogy:

- Experiential Learning through Role Plays, Simulations, and Case Studies
- Group Projects on Sustainable HR Strategies.
- Class Discussions, Guest Lectures by Industry HR Leaders
- Use of Documentaries and Tools like LinkedIn Learning, SHRM Resources

Suggested Readings

- "Natural Capitalism" by Paul Hawken, Amory Lovins, and L. Hunter Lovins
- "The Ecology of Commerce" by Paul Hawken
- "Cradle to Cradle" by William McDonough and Michael Braungart
- "Green to Gold" by Daniel C. Esty and Andrew S. Winston
- "Sustainability by Design" by John R. Ehrenfeld
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Articles

- Ehnert, I. (2014). *Sustainable Human Resource Management*. Springer.
- SHRM India White Papers and Web Resources
- Government of India Reports on Labour and Employment
- Research Articles and HRM Journals
- "Our Common Future" (The Brundtland Report, 1987) – UN
- UN Sustainable Development Goals (SDGs)
- "The Business Case for Sustainability" by Harvard Business Review

Online Resources:

NPTEL, SWAYAM, and YouTube Lecture Series

SEMESTER-VIII**TRAINING AND DEVELOPMENT****DISCIPLINE SPECIFIC ELECTIVE (DSE-8.1)**

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility	Prerequisite of the course
Training and Development DSE 8.1	4	3	1	0		None

Learning Objectives

- To understand the significance of Training Needs Analysis (TNA) and its role in aligning employee development with organizational goals.
- To design and deliver effective training programs using the SMART framework and evaluate their impact on individual and organizational performance.
- To explore and implement modern training methods and technological advancements, including AI and e-learning, to enhance training effectiveness.
- To identify and address skills gaps in managerial competencies and integrate management development with succession planning for future leadership growth.

Learning Outcomes:

Upon successful completion of this course, students will be able to:

- Understand the key concepts associated with learning process, learning theories, training and development programs.
- Identification of effective training programs for personnel.
- Learn about Planned Interventions at different levels Individual Level, Team Level, and at Organizational Level:
- Evaluation of training Methods
- Implementing emerging trends in training and development; and
- Designing effective Training Programs.
- Develop desired skills and competencies in personnel at all levels.

Course Outline**Unit I (10 Hours)****Training Need Analysis:**

- Identifying training needs :-Traditional assessment methods
- AI identifies skill gaps and recommends targeted training.
- Introduction to Employee Training and Development,
- Discuss the rationale for investing in employee development.
- Importance of training, Strategic Training, Training needs assessment, Program Design,
- Need to conduct Training Need Analysis (TNA), need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

Unit II

Design Effective Training Programs (12 Hours)

- Planned Interventions at various levels-
- Individual level- Personalized training programs tailored to employees' skill gaps, career aspirations, and job requirements.
- Team Level: Workshops, group training, and collaborative learning initiatives that improve team dynamics, communication, and productivity.
- Organizational Level: Large-scale training programs aligned with business objectives, leadership development, and change management
- Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Hybrid, In-person,
- online parameters of the SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) methodology. Key Performance Indicator (KPIs) goals:
- Identifying Organizational constraints, facilitation of learning, facilitation of transfer- Create a Training Action Plan,. .

Unit III

Designing Training Programs and evaluating them: (12 Hours)

Design Engaging and Relevant Training Modules, Assess and Allocate Resources Create a Training Timeline. Management development: Identify the gaps in desired and current skills and competencies.

- Blended Learning – Combines traditional classroom training with online learning for flexibility and engagement.
- Gamification – Uses game-like elements such as rewards and challenges to enhance learning motivation.
- Simulation-Based Training – Provides hands-on experience through virtual simulations, especially useful in industries like healthcare and aviation.
- Adaptive Learning – Uses AI to personalize training based on individual learning styles and progress.
- Mobile Learning – Allows employees to access training materials on their smartphones or tablets, making learning more accessible.

- E-Learning & Online Training
 - Interactive courses and virtual workshops.
 - AI-driven personalized learning experiences.
 - Microlearning modules for quick skill acquisition.
- \Business Simulations & Case Studies – Practical exercises that mimic real-world business challenges to improve strategic thinking
- Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes
- Other traditional methods: role play, behaviour modelling, peer learning, Cross Training, apprenticeship, coaching, mentoring, experiential training, vestibule training; . video training,
- Linking training and development to the organization's strategic goals and objectives.

Unit IV (11Hours)

Management Development:

- Design relevant and effective development programs for Executives:
- Active listening,
- Communication & Interpersonal skills,
- Performance Management, Change Management,
- Decision making,
- Sensitization,
- Rotational Assignments –
- Coaching & Mentoring – Personalized guidance from experienced leaders helps executives refine their leadership style and problem-solving abilities.
- Leadership Workshops & Seminars – Interactive sessions that focus on strategic thinking, communication, and emotional intelligence.
- Executive Education Programs – Specialized courses offered by top business schools to enhance management and leadership skills.
- Time management, Bias. integration with Succession Planning.

PEDAGOGY

- **Blended Learning:** Combination of in-person and online learning for flexibility and engagement.
- **Case Studies:** Real-world examples to analyze training programs and management strategies.
- **Interactive Workshops:** Role-playing and group exercises for hands-on experience.
- **Guest Lectures:** Insights from industry experts and practitioners.
- **Industry visit**
- **Practical assignments**
- **Collaborative Learning:** Group projects and peer feedback for teamwork and critical thinking

References:

- Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. (Chapter1)
- Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 1]
- Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 6 and 7]
- Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 5,6,7,8,9 and 10]
- Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 19]
- Noe A. Raymond, “Employee Training and Development”, Tata McGraw Hill Publications.
- Lynton P. Rolf & Pareek, Udai, “Training for Development”, Vistaar Publications.
- Rao. P. L., “Enriching Human Capital through Training and Development”, Excel Books.
- Naik, G. P., “Training and Development: Text, Research and Cases”, Excel Books.
- Sahu R. K., “Training for Development”, Excel Books, New Delhi.
- Taylor B. & Lippitt G., “Management Development and Training Hand Book”, McGraw-Hill, London.
- Deb, Tapomoy, “Training & Development: Concepts & Applications”, Ane Books.

Semester VIII**Discipline-Specific Elective: -DSE 8.1****Strategic Planning in HRM****Offered By Commerce Department, College of Vocational Studies**

Course Title & Code	Total Credits	Lectures	Tutorial	Practical	Eligibility	Prerequisite of the course
Strategic Planning in HRM	4	3	1	-		None

Course Objectives

- Understand the principles of strategic HRM.
- Align HR functions with organizational strategy.
- Analyze workforce needs and formulate HR strategies.
- Evaluate and implement HR metrics and analytics.
- Develop strategic plans to manage talent, performance, and change.

Learning Outcomes

Upon successful completion of the course students will be able to:

- Understand and make informed strategic decisions and develop ability in strategic planning skills.
- Explain the key concepts, principles and practices associated with strategic formulation and implementation.
- Formulate and implement strategy from holistic and multifunctional perspectives.
- Analyze and critically evaluate and company situations, using strategic management frameworks.

Course Content**Unit I – (9 Hours)**

- Introduction to. Strategic planning.
- Definition, scope, and significance of Strategic HRM
- Evolution from traditional HRM to Strategic HRM

- HRM and organizational strategy alignment
- HR as a strategic partner

Unit II- Environmental Scanning and Analysis (12 Hours)

- Analyzing the Internal and external environment: SWOT, PESTEL frameworks.
- Business-Level Strategy.
- Workforce planning: demand and supply forecasting
- Succession planning and career management
- Job design and analysis
-

Unit III – Talent Acquisition, Development, and Retention Strategies (12 Hours)

- Recruitment strategy and employer branding
- Training and development as strategic tools
- Performance management and appraisal systems
- Retention strategies: motivation and engagement
- HR metrics: turnover, cost per hire, training ROI, etc.
- Introduction to HR analytics and dashboards
- Strategic use of HRIS and digital tools

UNIT IV Execution of Strategic planning in HRM (12 hours)

- Linking HR strategies to business outcomes
- change through strategic HRM
- Diversity, equity, and inclusion (DEI) strategy
- Global HRM strategies and cross-cultural issues
- Strategic Leadership and leadership styles.
- Managerial succession planning.
- The interplay between leadership and corporate culture.

Pedagogy

- Case studies:
- Analyzing real-world business cases to assess strategic decision-making foster critical deabate.
- Interactive Exercises:
- Engage in peer coaching, group discussions, and role-play simulations and adopting executive leadership roles.
- Online learning platforms: Carpenter Strategy Toolbox: Videos, simulations, cases, and exercises to enrich strategic learning.
- Harvard Business Publishing: Premier resources for case studies and strategic content.

Suggested Readings

- Strategic Management: Concepts and Cases
By Fred R. David & Forest R. David
- Strategic Management: A Competitive Advantage Approach, Concepts and Cases
By Fred R. David & Forest R. David
- Strategic Management: Concepts and Tools for Creating Real World Strategy
By Jeffrey H. Dyer, Paul Godfrey, Robert Jensen, and David Bryce
- Crafting & Executing Strategy: The Quest for Competitive Advantage
By Arthur A. Thompson, Margaret Peteraf, John Gamble, and A. J. Strickland III
- Strategic Management and Competitive Advantage: Concepts and Cases
By Jay B. Barney & William S. Hesterly
- Exploring Strategy: Text and Cases
Strategy Safari: A Guided Tour Through the Wilds of Strategic Management
Hitt, Ireland & Hoskisson – Strategic Management: Competitiveness and Globalization
- Fred R. David – Strategic Management: Concepts and Cases
- Azhar Kazmi – Business Policy and Strategic Management
- Johnson, Scholes & Whittington – Exploring Strategy
- Mintzberg, Ahlstrand & Lampel – Strategy Safari

Semester-VIII

Discipline Specific Elective-8.1

Title of the Paper: Application to Data Analytics with R

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VIII	Application to data analytics with R	4	2	0	2	Class 12th Pass	Nil

Learning Objectives:

This Paper provides a comprehensive introduction to R programming language and data analysis, with focus on vocational fields. It will equip learners with foundational knowledge and skills to use R for statistical computing and data analysis. Key learning objectives include understanding basic R syntax, working with data structures, performing data manipulation and analysis, and creating visualisations. Students will be able to grasp the reading, cleaning and transforming and manipulating data using the built-in functions and packages.

Learning Outcomes:

The students will be able to:

- Understand the basics of R programming language, including data types, variables, and control
- Learn to import, manipulate, and visualize data in R
- Apply statistical concepts and methods to real-world data using R
- Understand how to perform inferential statistics, including hypothesis testing and confidence intervals.
- Interpret the results of statistical analyses and communicate findings effectively

Unit I: Overview of R and its' IDEs, Basics of R syntax and programming concepts, Data types, variables and operations in R, Control structures, Array, Matrix, Vectors, Factors, R packages, Handling missing values

(7 hours)

Unit II: Data manipulation and preparation: Importing and exporting data in text, excel, Stata format, Data cleaning, sorting and preparation with dplyr, Data transformation using tidyr. Functions: Built in functions, Creating custom functions, conditional statements, Loops, apply, Lapply, sapply

(15 hours)

Unit III: Data analysis and statistics: Descriptive statistics and exploratory data analysis, Hypothesis testing and inferential statistics, Regression analysis vs correlation, Simple regression, multiple regression, OLS, Assumptions of classical Normal Linear regression model, Auto correlation, heteroscedasticity, Time series data

Data visualisation with R: Adding layers, themes and customization using ggplot2, interactive visualisation with plotly

(15 hours)

Unit IV: Advanced analytics and introduction to machine learning.

Project work : Extracting unit level data and Analysing it with the help of appropriate tools
(8 hours)

Practical Exercises:

The learners are required to:

1. Loading and cleaning of data sets
2. Performing data analysis, creating visualisation and generating reports

Suggested Readings:

- Gardner, M. (2008). *Beginning R: The statistical programming*, Wiley & Sons.
- Verzani, J. (2014). *Using R for introductory statistics* (2nd ed.). Chapman & Hall
- The R Guide
- Gujarati, D.N. et al (2018) *Basic Econometrics* (5th ed), McGraw Hill India.

Notes:

1. Suggested readings shall be updated and uploaded on the college website from time to time.
2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.

Semester-VIII**Discipline Specific Elective-8.2****Economics of Startups**

Offered by Department of Economics, College of Vocational Studies

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Semester	Course title & Code	Credits	Duration (per week)			Eligibility Criteria	Prerequisite
			Lecture	Tutorial	Practical/ Practice		
VIII	Economics of Startups	4	3	-	1	Class XII	Nil

Learning Objectives:

The learning objectives of this paper are to understand and analyse the economics of startups. The paper also intends to apply economic concepts to market price and output determination. Startups and entrepreneurship culture will help to reduce problems associated with economy. The aim of this paper is to inspire the current learners to create new startups by providing them the ability to generate new ideas.

Learning Outcomes:

The students will be able to:

- Develop a start-up Enterprise with Big Idea Generation.
- Analyse start-up capital requirement by analysing legal factors.
- Interpret feasibility Analysis towards funding issues.
- Access growth stages in new venture and reasons for scaling ventures.

Unit I: Market imperfection concepts and problems in macroeconomics – Nature of the firm, price and output determination in monopoly, oligopoly and monopolistic competition; problems of inequality, poverty, unemployment and inflation in a economy.

(10 hours)

Unit II: Startups- overview, structure, concepts and terminologies, Startups as an economic tool, Need of startups for reducing inequality, poverty, unemployment and inflation; new ideas and thinking about doing business, factors affecting startups, removing obstacles to entrepreneurship.

(13 hours)

Unit III: Indian startups ecosystem – drivers, challenges and pillars; financing of startups in India; entrepreneurship and startups culture in India; needs and opportunities of startups in Indian economy.

(11 hours)

Unit IV: Startup action plan in India, Initiatives and government policies to encourage startups in India; status of startups in India in past one decade.

(11 hours)

Practical Exercises:

The learner will analyse one startup and accordingly make the plan to set up a new startup with his new ideas.

Suggested Readings:

- Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., latest edition; page no. 269-328, 367-387, 441-456.
- Coase, R.H. (1937), The Nature of the Firm, *Economica*, vol. 4 (16), page 386-405.
- World Bank Group, Doing Business 2020, comparing business regulations in 190 economies (chapter 1 &3).
- Lambert, T., Ralcheva, A. & Roosenboom, P. (2018), The crowd- entrepreneur relationship in startup financing. Chapter in book edited by Cumming, D. & Hornuf, L. (2018), *The Economics of Crowdfunding- Startups, Portals, and Investor Behaviour*, Palgrave macmillan Publication, Page no. 57-78.
- Mehmeti, V. & Musabelli, E. (2024), Start-ups: Importance and Role in the Economy, *Interdisciplinary Journal of Research and Development*, vol. 11, page 60-65.
- Bilan, I. & Apostoaie, M. (2023), Unemployment benefits, entrepreneurship policies, and new business creation, *Small Bus Econ*, Springer publication, vol. 61, page no. 1411-1436.
- Startup India, Draft Compendium of startup- specific initiatives, under central ministries, Government of India, Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, GOI.
- Korreck, S. (2019), The Indian Startup Ecosystem: Drivers, Challenges and Pillars of Support, ORF Occasional Paper, Observer Research Foundation.
- Singh, Vijay K. (2020), Policy and Regulatory changes for a successful Startup revolution: Experiences from the Startup Action Plan in India, ADBI working paper series 1146, Asian Development Bank Institute.
- Nine Years of Startup India (2025), Research Unit, Press Information Bureau, Government of India, Ministry of Commerce and Industry, GOI.
- Singh, P. (2022), *Entrepreneurship and Startups Culture in India*, Bharti Publication New Delhi, (Edited book).

Notes:

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- 2. Examination scheme and mode shall be prescribed by the Examination branch, University of Delhi from time to time.**

Semester VIII
Generic Elective Course -GE
Tourism Startups and Innovations
Offered by Tourism Management Department, College of Vocational Studies
Credit Distribution, Eligibility and Pre-Requisite of the Course

Course Title and Code	No. of credits	Components of the course			Eligibility Criteria	Pre- requisites of the course
		Lecture	Tutorial	Practical		
Tourism Startups and Innovations G.E.- 8.1	4	3	1	0	Pass in Class XII	NIL

Learning Objectives:

The course aims to introduce students to the foundational concepts of entrepreneurship and innovation within the tourism sector. It explores the dynamics of the tourism startup ecosystem, including various business models and funding sources that support entrepreneurial ventures. By fostering creativity and problem-solving, the course encourages students to design innovative tourism services and products that respond to market needs. Additionally, it focuses on developing practical skills essential for planning, launching, and managing a successful tourism startup, preparing students to contribute meaningfully to the evolving landscape of the tourism industry.

Learning Outcomes:

After completing this course, the learners would be able to

1. understand entrepreneurship fundamentals and innovation frameworks in tourism.
2. analyze case studies of successful tourism startups and identify key success factors.
3. develop/create a business model for a tourism startup using tools like the Business Model Canvas.

4. pitch a startup idea addressing real-world tourism challenges.
5. evaluate the feasibility and sustainability of proposed tourism startup ideas.
6. assess the impact of innovation on competitiveness and value creation in tourism enterprises.
7. apply innovative thinking and sustainable approaches in tourism product development.

Unit-I

Introduction to Tourism Entrepreneurship and Innovation (10 Hours)

Entrepreneurship in tourism: Characteristics, types, and roles, Innovation in tourism: Process, need, and significance, Creative thinking, design thinking, and idea generation techniques, Overview of the tourism startup ecosystem (incubators, accelerators, angel investors)

Unit II

Business Models and Planning for Tourism Startups (15 Hours)

Business Model Canvas: Value proposition, customer segments, revenue streams, Tourism startup planning: Market research, feasibility study, risk analysis, Legal structure and licensing requirements for tourism enterprises, Branding and positioning strategies in tourism startups.

Unit III

Digital Innovation and Technology in Tourism Startups (10 Hours)

Role of digital platforms, AI, and mobile apps in tourism innovation, Smart tourism, virtual reality (VR), and augmented reality (AR) experiences, Social media marketing, e-commerce, and online distribution in startups, Case studies: Airbnb, Tripoto, Klook, OYO Rooms, etc.

Unit IV

Funding, Growth, and Sustainable Innovation (10 Hours)

Sources of startup funding: Bootstrapping, venture capital, crowdfunding, Growth hacking strategies and scalability in tourism ventures, Social entrepreneurship and sustainable innovation in tourism, Challenges and failures in tourism startups: Learning from setbacks.

Exercises:

The learners are required to:

1. pitch a tourism startup idea to a mock investor panel (Shark Tank-style).

2. group project: Develop a sustainable tourism startup proposal.
3. prepare a Business Model Canvas for a proposed tourism startup.
4. conduct a SWOT analysis of a local tourism venture.
5. design a basic digital marketing strategy for a tourism startup.
6. make presentation on: technology driven tourism business models.

Suggested Readings:

- Correia, A., Lopes, J. D., & Portugal, M. (Eds.). (2024). *International Case Studies in Innovation and Entrepreneurship in Tourism*. Routledge.
- Hallak, R., & Lee, C. (Eds.). (2024). *Handbook of Tourism Entrepreneurship*. Edward Elgar Publishing.
- Aguiar-Quintana, T., Day, J., & Álamo-Vera, F. R. (Eds.). (2024). *Corporate Entrepreneurship and Innovation in Tourism and Hospitality*. Routledge.
- Gupta, A., George, G., & Fewer, T. J. (2024). *Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society*. Stanford University Press.
- McClanahan, P. (2024). *The New Tourist: Waking Up to the Power and Perils of Travel*. Simon & Schuster.
- Baggio, R., & Del Chiappa, G. (2017). *Tourism destinations and eTourism: Digital marketing practices*. Channel View Publications.
- Morrison, A. M. (2019). *Hospitality and travel marketing (5th ed.)*. Cengage Learning.
- Guttentag, D. A. (2015). *Airbnb: Disruptive innovation and the rise of an informal tourism accommodation sector*. *Current Issues in Tourism*, 18(12), 1192–1217.
- Cooper, C. (2016). *Innovation in tourism: Applying the diffusion of innovation model*. *Tourism Recreation Research*, 41(3), 301–304.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. Wiley.

Notes:

1. **Suggested Readings will be updated and uploaded on college website from time to time.**
2. **Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**

