

FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

(SEMESTER: I –II)

MBA (HUMAN RESOURCE MANAGEMENT)

(CREDIT BASED EVALUATION AND GRADING SYSTEM)

(SEMESTER: III –IV)

MBA (HUMAN RESOURCE DEVELOPMENT)

(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Session: 2019-20



GURU NANAK DEV UNIVERSITY
AMRITSAR

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(ii) Subject to change in the syllabi at any time.
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MBA (HUMAN RESOURCE MANAGEMENT)
(Credit Based Evaluation and Grading System)

SCHEME OF COURSES

SEMESTER-I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks M
Core Courses									
MDL – 401	C	Managerial Economics	4	-	-	4	20	80	100
MDL – 402	C	Quantitative Methods for Management	4	-	-	4	20	80	100
MDL – 403	C	Accounting for Management	4	-	-	4	20	80	100
MDL – 404	C	Business Environment	4	-	-	4	20	80	100
MDL – 406	C	Management Principles and Organisational Behaviour	4	-	-	4	20	80	100
MDL- 407	C	Corporate Law and Administration	4	-	-	4	20	80	100
Total Credits:			24	-	-	24			

SEMESTER-II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
Core Courses									
MDL – 451	C	Business Research Methodology	4	-	-	4	20	80	100
MDL – 452	C	Financial Management	4	-	-	4	20	80	100
MDL – 453	C	Marketing Management	4	-	-	4			
MDL – 454	C	Human Resource Management	4	-	-	4			
MDL – 455	C	Production and Operations Management	4	-	-	4			
MDS – 457	C	Seminar	--	-	2	2			
MDL – 458	C	Case Studies in Management	2	-	-	2			
Interdisciplinary Courses (3 Credits)									
	I	To be offered from the outside Department.	3	-	-	3			
Total Credits			25	-	2	27			

Note: After second semester every student will be required to undergo summer training of **Six Weeks** duration in the corporate sector.

Note.

1. PSL-053 ID Course Human Rights & Constitutional Duties (Compulsory Paper). Students can opt. in any Semester except Semester 1st. This ID Paper is one of the total ID Papers of this course.

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SEMESTER-III:

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
MHL- 503	C	Labour Legislations & Social Security	4	--	--	4	20	80	100
MHL- 506	C	Organisational Change & Development	4	--	--	4	20	80	100
MHL- 508	C	Training & Development	4	--	--	4	20	80	100
MHL- 509	C	Performance Management	4	--	--	4	20	80	100
MHL- 510	C	Human Resource Development	4	--	--	4	20	80	100
MHS- 507	C	Seminar	-	--	2	2	20	80	100
		Interdisciplinary Courses (3 Credits)							
	I	To be offered from the outside Department.	3	--	--	3	20	80	100
		Total Credits:	23	--	2	25			

SEMESTER-IV:

Course No	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
MHL- 551	C	Strategic Human Resource Management	4	--	--	4	20	80	100
MHL- 552	C	Industrial Relations	4	--	--	4	20	80	100
MHL- 553	C	Managerial Competencies and Career Development	4	--	--	4	20	80	100
MHL- 554	C	International Human Resource Management	4	--	--	4	20	80	100
MHL- 556	C	Knowledge Management	4	--	--	4	20	80	100
MHL- 557	C	Case Studies in Human Resource Management	2	--	--	2	20	80	100
		Interdisciplinary Courses (3 Credits)							
	I	To be offered from the outside Department.	3	--	--	3	20	80	100
		Total Credits:	25	--	--	25			

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL-401: MANAGERIAL ECONOMICS

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Managerial Economics: Meaning, Nature, Scope and Concepts • Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility • Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance. • Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.
SECTION B
<ul style="list-style-type: none"> • Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance. • Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale. • Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.
SECTION C
<ul style="list-style-type: none"> • Managerial Theories: Profit maximization and Sales Maximization. • Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition. • Oligopoly: Sweezy Model.
SECTION D
<ul style="list-style-type: none"> • National Income: Conceptual Framework, different concepts of National Income, Methods of Measuring National Income, Limitations of measuring National Income. • Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications. • Inflation: Meaning, Types, Causes, Effects and Control. Phillips curve.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P. L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL-402: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- **Correlation and Regression Analysis:** Simple, partial and multiple correlation coefficients; simple and multiple regression (three variables only).
- **Elementary probability theory:** Additive and Multiplicative laws of probability and their business applications.
- Practical through SPSS/MS Excel.

SECTION B

- **Probability Distributions:** Binomial, Poisson and Normal distributions; with their properties and applications.
- **Hypotheses:** Null and Alternative Hypotheses, Type I and Type II errors

SECTION C

- **Hypothesis testing — Parametric tests:** Z- Test, T- Test, F- Test (ANOVA one way and two-way);
- **Non-Parametric tests:** Chi Square test.
- Practical through SPSS/MS Excel

SECTION D

- **Linear programming:** definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- **Transportation problems.**
- Practicals through SPSS/MS Excel

Suggested Readings:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
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MDL-403: ACCOUNTING FOR MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Introduction to Accounting: Accounting as an information system, Users of accounting information; Basic accounting concepts and conventions. Accounting Cycle. Role of Accountant in Profession and Industry. • Understanding Corporate Financial Statements: Types, Nature, Attributes, Uses and Limitations.
SECTION B
<ul style="list-style-type: none"> • Corporate Reporting and Disclosure Requirements. • Tools of Financial Statement Analysis: Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.
SECTION C
<ul style="list-style-type: none"> • Cost Accounting: Definition and Objectives. Cost Management Concepts and Cost Behavior. Preparation of Cost Sheet. • Budgets and Budgetary Control: Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget. • Standard Costing as a Control Technique; Setting of Standards and Their Revision;
SECTION D
<ul style="list-style-type: none"> • Variance Analysis: Meaning and Importance, Kinds of Variances and Their Uses- Material, Labour Variances; Relevance of Variance Analysis to Budgeting and Standard Costing. • Marginal Costing and Break-Even Analysis: Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing Versus Direct Costing; Cost-Volume-Profit Analysis; Break-Even Analysis; Assumptions and Practical Applications of Break-Even- Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

References:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. and Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
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MDL-404: BUSINESS ENVIRONMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Salient features of Economic Systems: Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy, Changing Role of Government in Business. • Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.
SECTION B
<ul style="list-style-type: none"> • Aspects of Economic Reforms: Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India. • Economic Planning in India: Objectives, Strategies and Evaluation of Latest Five Year Plan. • Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.
SECTION C
<ul style="list-style-type: none"> • Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments • Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR; The Environment Protection Act, 1986 with Latest Amendments.
SECTION D
<ul style="list-style-type: none"> • Evaluation of Various Regulatory Policies of Government: Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India, • Salient Features of FEMA and GST(Goods and service tax) • Export Promotion versus Import Substitution Policies: Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Objectives and Evaluation of Latest Foreign Trade Policy of Indian Government.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
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Suggested Readings:

1. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
4. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
6. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
7. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.
8. Govt. of India, Five Years Plan Documents.

Note: It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
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MDL-406: MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Management: Functions, Roles and Skills, Manager's job and Universality of Management, Historical background of Management: Classical Approach; Scientific Management, General Administrative Theory. Quantitative Approach; Total Quality Management, Quantitative Approach, Behavioural Approach; Early Advocates of Organisational Behaviour, The Behavioural Approach, The Contemporary Approach and the Hawthorne Studies. • Decision Making: Process, Types of Decisions and Decision Making Conditions, Decision Making Styles, Decision Making and Planning.
SECTION B
<ul style="list-style-type: none"> • Planning and Performance: Goals and Plans, types of Goals, Types of Plans, Setting Goals and Developing Plans, MBO concepts and steps in MBO, Criticism of Planning, Effective Planning in Dynamic Environments, Planning Premises. • Designing Organisational Structure: Work Specializations, Departmentalization. Chain of Command, Span of Control, Centralization and Decentralization. Relationship between Authority, Responsibility and Accountability, Power, Delegation of Authority. Formalization, Mechanistic and Organic Structure; Two models of Organisational design, Contingency Factors. Common Organisational Designs; Traditional Organisational, Contemporary Organisational Designs, Today's Organisational Designs Challenges
SECTION C
<ul style="list-style-type: none"> • Understanding Individual Behaviour: Focus and Goals of Organisation Behaviour. Attitudes and Job Performance, Cognitive dissonance, Operant Conditioning Theory. • Communication: Functions, Methods and Barriers to Communication. Formal Versus Informal communication. • Motivation: Concept and early theories of Motivation: Maslow's Hierarchy of Needs Theory, Alderfer's ERG Theory, McGregor's Theory X and theory Y, Herzberg's Two-Factor Theory, McClelland's Three-Needs Theory, Contemporary Theories of Motivation; Goal Setting Theory, Reinforcement Theory, Job Design Theory, Equity Theory, Vroom's Expectancy Theory Integrating Contemporary Theories of Motivation. Contemporary Issues in Motivation; Cross Cultural Challenges, Dynamics and motivation Group workers, Designing Appropriate Reward Programs.

SECTION D

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| <ul style="list-style-type: none"> • Leadership: Concept, Early Theories of Leadership; Trait Theory, Behavioural Theories: Michigan Studies, Ohio State University Studies, Managerial Grid Theory. Contingency Theories of Leadership; Fiedler's Model, Hersey Blanchard's Situational Theory, Path Goal Theory. Contemporary Views of Leadership; Transactional and Transformational Leadership. Leadership Issues in the 21st Century; Managing Power, Developing Trust, Empowering Employees, Leading Across Cultures, Understanding Gender Differences and Leadership. An Effective Leader. • Controlling: Concept, Controlling Process and Controlling For Organisational Performance. Controlling and Planning, Tools for Measuring Organisational Performance; Feedforward, Concurrent and Feedback Control, Financial Controls, The Balanced Score Card Approach, Quality Control Charts, Benchmarking of Best Practices. Contemporary Issues in Controlling; Adjusting Control for Cross Cultural Differences, Workplace Concerns. |
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Suggested Readings:

1. Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, *Management and Organizational Behaviour*, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, *Management*, New Delhi, Pearson , 2011
5. Sekaran, Uma, *Organizational Behaviour: Text and Cases*, New Delhi, Tata McGraw Hill, 2007.
6. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
7. Paul Hersey, Kenneth H Blanchard, Devwey E Johnson, *Management of Organizational Behaviour: Leading Human Resources*, New Delhi, Pearson Education, 2002.
Philip Sadler, *Leadership*, New Delhi, Kogan Page, 2004.

MDL-407: CORPORATE LAW AND ADMINISTRATION**Credits 4-0-0****Total Marks: 100****Mid Semester Marks: 20****End Semester Marks: 80****Mid Semester Examination: 20% weightage****End Semester Examination: 80% weightage****Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Companies Act and its Administration: History, Extent and Application; Latest Amendments and Authorities under the Companies Act. • Company: Definition and Characteristics of a Company; Lifting of the Corporate Veil; Company vs. Partnership; Limited Liability Partnership. • Kinds of Companies: Different Classifications of Companies. Privileges of a Private Company. Distinction between a Public and Private Company. Conversion of a Private Company in to a Public Company. One Person Company.
SECTION B
<ul style="list-style-type: none"> • Formation of a Company: Promoters, Incorporation of a Company: Procedure and Document to be Filled. Preliminary Contracts. • Memorandum of Association: Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires. • Article of Association: Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management.
SECTION C
<ul style="list-style-type: none"> • Prospectus: Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus. • Share Capital: Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights. • Share: Definition, Types of Shares, Application and Allotment of Shares, Issue of Shares, Transfer and Transmission of Shares.
SECTION D
<ul style="list-style-type: none"> • Company Management Director: Appointment and Restriction on Appointment, Removal, Qualification, Duties and Powers, Remuneration of Directors. Women Directors. • Meeting of Shareholders: Types, Rules of Meetings, Voting, Resolutions and Minutes • Winding up of a Company: Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Majumdar A.K. and Kapoor G.K., Company Law and Practice, Taxmann Publications, New Delhi.
2. Singh, Avtar, Company Law, Easter Book Co. Lucknow
3. Avadhanni, V. A., SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
4. Nolakha Ratan, Company Law and Practice, Vikas Publishing House (P), Ltd.
5. Chuhan, S.D. Singh and Sharma N.K., Indian Company Law Sahitya Bhawan, Agra.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
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MDL-451: BUSINESS RESEARCH METHODOLOGY

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process. • Research Designs: Exploratory, Descriptive and Experimental Research Designs. • Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques. • Descriptive Research Designs: Survey and Observation Methods.
SECTION B
<ul style="list-style-type: none"> • Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs. • Measurement: Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.
SECTION C
<ul style="list-style-type: none"> • Sampling Design: Steps in Sampling Design, Probability Sampling Methods- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling. • Non-Probability Sampling Methods- Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling. Sampling and Non-Sampling Errors • Tabulation and Cross Tabulation of Data
SECTION D
<ul style="list-style-type: none"> • Questionnaire and Questionnaire Design Process • Non Parametric tests: Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskal-Wallis Test, Kolmogorov-Smirnov Test • Logistic regression, Multiple Regression, Practical through SPSS

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., “Business Research Methods”, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics”, Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, “Business Research Methods” Oxford University Press, New Delhi.
4. Bajpai, Naval, “Business Research Methods”, Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, “Research Methodology: Concepts and Cases”, Vikas Publication House, Noida

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL – 452: FINANCIAL MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Financial Management: Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization. • Instruments of finance: Long Term and Short Term
SECTION B
<ul style="list-style-type: none"> • Cost of Capital: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of' Capital (Weighted). • Capital Structure Theories: Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage.
SECTION C
<ul style="list-style-type: none"> • Operating and Financial Leverage: Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis. • Capital Budgeting: Nature of Investment Decisions; Investment Evaluation Criteria- Non-Discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practical Through Excel). • Dividend Policies: Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends.
SECTION D
<ul style="list-style-type: none"> • Management of Working Capital: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements. • Management of Cash: Strategies, Baumol's, Miller-Orr's and Beranek's Models of Cash Management. • Management of Receivables: Credit Policy, Credit Terms and Collection Efforts.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
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References:

1. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques. Prentice Hall, New Delhi.
2. Brealey, Richard A and Seward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
3. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
4. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi
6. Van Horne. James G. and J.M. Wachowicz Jr.: Fundamentals of Financial Management. Prentice Hall, Delhi.
7. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
8. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York
9. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D.J Irwin, Homewood Illinois

MDL-453: MARKETING MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Introduction To Marketing: Meaning , Nature And Scope Of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Management Process, Marketing Mix. • Market analysis: understanding marketing environment , consumer and organization buyer behavior, market measurement and marketing research, market segmentation, targeting and positioning. Concept of customer retention and relationship marketing.
SECTION B
<ul style="list-style-type: none"> • Product Planning And Pricing: Key Concepts , Product Classification, Major Product Decisions, Product Life Cycle, New Product Development Process, Branding Decisions And Positioning, Packaging Decisions. • Pricing Decisions: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies.
SECTION C
<ul style="list-style-type: none"> • Distribution Decisions: Role Of Intermediaries, Channel Levels, Types And Nature Of Intermediaries, Factors Influencing Distributing Decisions, Channel Conflict, E- Commerce Marketing Practices, Types And Functions Of Wholesalers And Retailers. • Marketing Communications: The Marketing Communication Process, The Promotion Mix, Factors Guiding The Selection Of Promotion Mix, Advertising And Its Objectives, Developing The Advertising Campaign; Sales Promotion And Its Objectives, Tools Of Sales Promotion, Public Relations And Major Tools; Events And Experiences. Personal Selling: Nature And Process , Direct Marketing
SECTION D
<ul style="list-style-type: none"> • Marketing Organization And Control: Organization For Marketing , Marketing Implementation And Control, • Ethics In Marketing, • Emerging Trends And Issues In Marketing: Rural Marketing,Societal Marketing ,Direct And Online Marketing , Green Marketing, Retail Marketing.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing Management: South Asian Perspective. 13th Edition. Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL-454: HUMAN RESOURCE MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<p>Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.</p> <p>Strategic Planning and HRM (SHRM): Meaning, Features, Differences Between SHRM and HRM.</p> <p>Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.</p>
SECTION B
<p>Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.</p> <p>Recruitment and Selection: Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques.</p> <p>Meaning and Process of Selection, Problems associated with Recruitment and Selection.</p> <p>HR Training and Development: Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.</p>
SECTION C
<p>Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.</p> <p>Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.</p> <p>Job Evaluation: Meaning, Process and Methods of Job Evaluation.</p>
SECTION D
<p>Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.</p> <p>Incentives: Concept, Importance and Process of Incentives.</p> <p>Fringe Benefits: Meaning, Forms and Administration of Benefits.</p> <p>Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.</p>

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

- 1) Dessler, Gary, “*Human Resource Management*”, New Delhi, Pearson Education Asia.
- 2) Durai, Pravin, “*Human Resource Management*,” New Delhi, Pearson.
- 3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “*Human Resource Management: Gaining a Competitive Advantage*,” New Delhi, McGraw-Hill.
- 4) Mathis, Robert L. and Jackson, John H., “*Human Resource Management*,” New Delhi, Thomson.
- 5) Gomez, Meja, Balkin, Cardy, “*Managing Human Resources*,” New Delhi, Pearson Education.
- 6) Aswathappa, K., “*Human Resource Management*”, *Text and Cases*. New Delhi, Tata McGraw – Hill.
- 7) Snell, Scott, and Bohlander, George, “*Human Resource Management*,” New Delhi, Cengage Learning.
- 8) Mamoria and Rao, “*Personnel Management*”, New Delhi, Himalaya Publishing House.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL 455: PRODUCTION AND OPERATIONS MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- Concept of Production & Operations Management, Recent trends and issues. Product and Service Continuum
- Types of Production Systems.
- Operations Strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and Capabilities.
- New Product Design and Development.

SECTION B

- Plant Location decision: factors affecting location and techniques for location analysis and
- Plant Layout: Factors affecting layout and types
- Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing, Gantt. Charts, Network Analysis.

SECTION C

- Work study process: Methods Analysis – Various Charts, Work Measurement - techniques.
- Value Analysis.
- Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services.
- Quality Issues: Concept of Quality, Statistical Quality Control.

SECTION D

- Just in Time Manufacturing Systems.
- Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.
- Supply Chain Management: Concept & Components of Supply Chain.

Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Operations Management – For Competitive Advantage, Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, The McGraw Hill Companies.
5. Quantitative Techniques in Management, N. D.Vohra, McGraw Hill.

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDS–457: SEMINAR

Credits 2-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

MBA (HUMAN RESOURCE MANAGEMENT) (SEMESTER –II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL-458-CASE STUDIES IN MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<p>Case 1: Aviva Life Insurance Company india Ltd. Reducing Policy: Turant time to build Customer Satisfaction. Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.</p> <p>Case2 :MakemyTrip.Com(A) pp.244-260 MKTG: A South Asia Perspective Lamb, Hair, Sharma,Mc Domel</p>
SECTION B
<p>Case 1: Romantic Rides of Fiery Thrills: Positioning a Motorcycle Brand in the Indian Context pg. 1-14 Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.</p> <p>Case 2: Near Misses in Shinghanian Textile Mills(Source: S.N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)</p> <p>Case 3: Sakshi Garments Ltd(Source: Biswajeet Pattanayak, Human Resource Management, Fouth Edition, 2014, PHI Learning, Delhi, pp. 629-630)</p>
SECTION C
<p>Case1: Are Five Heads Better Than One?(Source: Robbins Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 769-771).</p> <p>Case2: Tata’s “Dream Car” Plant Location- Production and Operations Management, Oxford Publications, Second Edition, pp. 164-166.</p> <p>Case3: Hindustan Lever Limited: (Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-192)</p>
SECTION D
<p>Case1: Richa Foods Company(Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-263)</p> <p>Case2: Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141)</p>

MDL-503: LABOUR LEGISLATIONS AND SOCIAL SECURITY

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Labour Legislation: Introduction, Principles and Types of Labour Legislation, Forces Influencing Labour Legislation in India. • Wages and Bonus Laws: Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965
SECTION B
<ul style="list-style-type: none"> • Laws Relating to Working Conditions: Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970; Child Labour (Prohibition and Regulation) Act, 1986.
SECTION C
<ul style="list-style-type: none"> • Industrial Relations Laws: Trade Unions Act, 1926; Industrial Disputes Act, 1947, Industrial Employment (Standing Orders Act), 1946. • Social Security: Introduction, Need for Social Security, Main elements of Social Securities : Social Assistance, Social Insurance; Major Trends and Emerging Issues in Social Security.
SECTION D
<ul style="list-style-type: none"> • Social Security Laws : Workers Compensation Act, 1923; Employee's State Insurance Act, 1948; The Employee's Provident Fund and Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1972; The Unorganised Workers' Social Security Act, 2008.

Suggested Readings:

1. S.N. Misra, Labour and Industrial Laws, Latest Edition, Central Law Publications, Allahabad.
2. Sarma, A.M., Industrial Jurisprudence and Labour Legislation, Latest Edition, Himalaya Publishing House, Mumbai.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation, Latest Edition, Pearson Education, New Delhi.
4. N.D. Kapoor, Handbook of Industrial Law, Latest Edition, Sultan Chand & Sons, New Delhi.
5. R. Sivarethinamohan, Industrial Relations and Labour Welfare, Latest Edition, PHI Learning, New Delhi.

MBA (HUMAN RESOURCE DEVELOPMENT) (SEMESTER –III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL-506: ORGANISATIONAL CHANGE AND DEVELOPMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<p>Organisational Change: Concept, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change; Life Cycle Theory, Teleological Theory, Dialectical Theory, Evolutionary Theory.</p> <p>Perspective on Organisational Change: Contingency Perspective, Resource Dependence Perspective, Population- Ecology Perspective, Institutional Perspective, Evolutionary Perspective, Process Oriented Perspective, Spiritual Perspective.</p>
SECTION B
<p>Model of Change: Lewin's Models of change, Galpin's change, Scheins Model of Change. Nadler-Tushman Congruence Model, Weisbord's Six Box Model, Tichy's TPC Model.</p> <p>Resistance to Change: Concept, Nature, Factors Contributing to resistance, Mechanism Underlying Resistance: Behavioural Elements, Cognitive and Affective Processes; Recognizing Resistance, Managing Resistance to Change.</p>
SECTION C
<p>Implementing Organizational Change: Change Management Techniques, Change Management Skills, Organisational Change Strategy.</p> <p>Introduction to Organization Development: Concept and Nature.</p> <p>Process Of Organization Development: Entering And Contracting, Diagnosing Organization, Diagnosing Groups And Jobs & Collecting and analysing Information, Feedback of Diagnostic Information, Designing Interventions.</p>
SECTION D
<p>OD Interventions: Individual, Interpersonal, Group Process Approaches</p> <p>Organization Development In Global Settings: Organization Development Across Different Countries, Worldwide Organization Development, Global Social Change.</p> <p>Future Directions In Organization Development.</p>

Suggested Readings:

1. Sharma Radha R., *Change Management, Concept and Applications*, Tata McGraw Hill, New Delhi, 2007.
2. Beer, Michael and Nohria, Nitin, *Breaking the Code of Change*, Harvard Business School Press, 2000.
3. Cummings & Worley, "Organization Development & Change", Cengage Learning, New Delhi, 2009
4. French & Bell, "Organization Development", Prentice Hall Of India, New Delhi-2007.
5. Brown & Harvey, "An Experiential Approach To Organization Development", Pearson Education, New Delhi-2010.

MBA (HUMAN RESOURCE DEVELOPMENT) (SEMESTER –III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL-508: TRAINING & DEVELOPMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Introduction: Concept, Objectives and Benefits of Training and Development; Difference between Training and Development; Context of Training and Development; Instructional Design Model of Training and Development. • Training Need Analysis (TNA): Meaning and Significance of TNA; TNA at different levels; Methods used in TNA; TNA Process.
SECTION B
<ul style="list-style-type: none"> • Training Design: Meaning and Purpose of Training Objectives; the Purchase-or-Design decision; Request for Proposal; Training Content. • Training Methods: Off-the-Job and On-the-Job Training Methods; Advantages and Disadvantages of Training Methods; Combining Off-the-Job and On-the-Job Training Methods.
SECTION C
<ul style="list-style-type: none"> • Learning Principles: Concept; Learning Outcomes; Learning Styles; Learning Theories: Conditioning Theory, Social Cognitive Theory and Adult Learning Theory; Implications of Learning Theories for Training. • Transfer of Training: Concept; Process; Transfer of Training Strategies: Before and After Training; Interventions: Relapse Prevention, Self-Management and Goal-Setting.
SECTION D
<ul style="list-style-type: none"> • Training Evaluation: Meaning, Need and Barriers to Training Evaluation; Formative and Summative Evaluation; Training Evaluation Models: Kirkpatrick's Hierarchical Model, COMA Model, DBE Model. • Employee Development: Meaning and Importance of Employee Development; Approaches to Employee Development; Development Planning Process; Company Strategies for Providing Development.

Suggested Readings:

1. Noe, Raymond A., and Kodwani, Amitabh Deo, Employee Training and Development, McGraw Hill.
2. Saks, Alan M. and Haccoun, Robert R., Managing Performance through Training and Development, Cengage Learning.
3. Craig, Robert L., Training and Development Handbook, McGraw Hill.
4. Rolf, P., and Pareek, U. Training for Development, Sage Publications Pvt. Ltd.
5. Phillips, Jack J., Hand book of Training Evaluation and Measurement Methods, Routledge.
6. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

MDL-509: PERFORMANCE MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the paper setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Performance Management: Concept, Scope, Significance and Principles, Performance Information System, Advantages of Performance Management. • Impact of Organizational Structure and Operational Processes on Performance Management Process: Organizational Structure: Micro and Macro, Operational Processes and Performance Management Process, Implications of Organizational Structure and Operational Process for Performance Management Process.
SECTION B
<ul style="list-style-type: none"> • Performance Appraisal: Concept, Objectives and Need of Performance Appraisal, Role of Appraisal in Performance Management, Process of Performance Appraisal, Types and Methods of Performance Appraisal: Traditional and Modern Methods, Biases in Performance Appraisal. • Performance Management Systems (PMS): Importance and Features of PMS, PMS Frameworks: Hierarchical and Process Oriented Frameworks.
SECTION C
<ul style="list-style-type: none"> • Performance Measurement: Concept, Different Perspectives of Balanced scorecard, Benefits of Balanced Scorecard, HR Scorecard, Process of Developing the HR scorecard, Need for implementation of Balanced Scorecard and HR Scorecard. • Organizational Leadership and Performance Management: Impact of Leadership on Organizational Performance: Leadership Responsibilities, Characteristics of Effective Leadership, Developing Leaders across Hierarchies.
SECTION D
<ul style="list-style-type: none"> • Ethical and Legal Issues in Performance Management: Concept, Objectives of Performance Management Ethics, Code of Ethics and Code of Conduct, Implementing Code of Ethics in the Workplace, Ethical Dilemma in Performance Management, Legal Aspects of Performance Management. • Contemporary issues in Performance Management: Business Process Reengineering, McKinsey 7s Framework, Lean Management, Quality Management and Six-Sigma Practices.

Suggested Readings:

1. Bhattacharyya, D.K. (2011), Performance Management Systems and Strategies, Pearson Publication.
2. Bagchi, S.N. (2013), Performance Management, Cengage Learning.
3. Kohli. A.S, Deb. T, (2012), Performance Management, Oxford University press, First edition.
4. Cardy. R.L, Leonard. B, (2011), Performance Management, PHI learning pvt. Ltd.
5. Armstrong, M. (2000), Performance Management, Kogan Page Publication.
6. Kandula, S.R., Performance Management: Strategies, Interventions, Drivers, PHI.

MDL-510: HUMAN RESOURCE DEVELOPMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the paper setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

- **Introduction to Human Resource Development (HRD):** Concept; Evolution of HRD; Relationship between Human Resource Management and HRD; Functions of HRD; Roles and Competencies of HRD Professional; Challenges to Organizations and to HRD Professionals.
- **Employee Behavior and Employee Influences:** Introduction; Model of Employee Behavior; Internal and External Influences on Employee Behavior.

SECTION B

- **Employee Skills and Technical Training:** Overview of Basic Skills Programs; Categories of Technical Training Programs: Apprenticeship Training, Computer Training, Technical Skills Training, Safety Training and Quality Training; Types of Interpersonal Skills Training: Sales Training, Customer Service Training and Teamwork Training.
- **Socialization and Orientation:** Introduction; Socialization Process; Various Perspectives on the Socialization Process; Realistic Job Preview (RJP); Employee Orientation Programs: Assessment, Problems, Designing and Implementation.

SECTION C

- **Employee Counseling and Wellness:** Overview of Employee Counseling Programs; Employee Assistance Programs; Stress Management Interventions: Definition, Model and Effectiveness; Employee Wellness and Health Promotion Programs; Exercise and Fitness Interventions; Issues in Employee Counseling.
- **Coaching:** Definition; Need for Coaching; Conducting Coaching Analysis; Approaches to Coaching Discussion; Coaching Skills.

SECTION D

- **Management Development:** Concept; Approaches to Understanding the Job of Managing; Making Management Development Strategic; Executive Education Programs; Management Training and Experiences; Designing Effective Management Development Programs.
- **HRD and Diversity:** Labor-Market Changes and Discrimination; Adapting to Demographic Changes; Cross-Cultural Education and Training Programs; HRD Programs for Culturally Diverse Employees.

Suggested Readings:

1. Halдар, Uday K., Human Resource Development, Oxford University Press.
2. DeSimone, Randy L., and Werner, Jon M., Human Resource Development, Cengage Learning.
3. Rao, T.V., Future of HRD, Macmillan Publishers India.
4. Mankin, D., Human resource development, Oxford University Press.
5. Pace, R.W., Smith, Phillip C. and Mills, Gordon E., Human Resource Development: The Field, Pearson Education.
6. Gold, J., Holden, R., Lles, P., Stewart, J. and Beardwell, J., Human Resource Development: Theory and Practice, Macmillan International Publishers.

MHS: 507

SEMINAR

Credits 0-0-2
Total Marks: 100

MDL-551: STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Introduction to Strategic Human Resource Management: Definition, Basis, Principles, Concepts, Perspectives, Best-Practice Approach, Best-Fit Approach, Bundling. • HR Strategies: Introduction, Overall and Specific HR Strategies, Criteria for an Effective HR Strategy, Developing and Implementing HR Strategies. • Strategic Role of HR: Concept, Strategic Partner Model, Strategic Role of HR Directors, Heads of HR Functions, HR Business Partners, Barriers to Strategic HR.
SECTION B
<ul style="list-style-type: none"> • Human Capital Management (HCM) Strategy: Aims, link between HCM and Business Strategy, Developing a HCM Strategy. • Work Systems: Design and Redesign of Work systems, Strategic Work Redesign in Action- Outsourcing and Offshoring, Impact of Technology, HR Issues and Challenges related to Technology. • High Performance Strategy: High-Performance Work System, Characteristics, Development of High-Performance Strategy. • Strategic Corporate Social Responsibility (CSR): Definition, Activities, Rationale for CSR, Developing a CSR Strategy.
SECTION C
<ul style="list-style-type: none"> • Employee Engagement Strategy: Introduction, Significance of Engagement, Factors influencing Engagement, Strategies for Enhancing Engagement. • Knowledge Management (KM) Strategy: Process of KM, Sources and Types of Knowledge, Approaches to the Development of KM Strategies, Strategic KM Issues. • Employee Resourcing Strategy: Objective, Strategic HRM Approach to Resourcing, Components of Employee Resourcing Strategy, Human Resource Planning, Employee Value Proposition, Resourcing Plans, Retention Strategy, Flexibility Strategy. • Talent Management Strategy: Definition, Process of Talent Management, Developing a Talent Management Strategy.

SECTION D

- **Learning and Development Strategy:** Strategic Human Resource Development (SHRD), Strategies for Creating a Learning Culture, Organizational Learning Strategies, Learning Organization Strategy, Individual Learning Strategies.
- **Reward Strategy:** Introduction, Structure of Reward Strategy, Content of Reward Strategy, Guiding Principles, Developing Reward Strategy, and Effective Reward Strategies.
- **Employee Relations Strategy:** Introduction, Strategic Directions, Background to Employee Relations Strategies, HRM Approach to Employee Relations, Policy options, Formulating Employee Relations Strategy through Partnership Agreements, Employee Voice Strategies.

Suggested Readings:

1. Armstrong, M., Strategic Human Resource Management: A Guide to Action, 4th Edition, Kogan Page Limited.
2. Mello, J. A., Strategic Management of Human Resources, 3rd edition, Cengage Learning, India.
3. Bhatia, S. K., Strategic Human Resource Management: Concepts, Practices and Emerging Trends, Deep & Deep Publications, New Delhi.
4. Armstrong, M., Armstrong's Handbook of Strategic Human Resource Management: A Guide to Action, 6th Edition, Kogan Page Limited, UK.
5. Bailey, C., Mankin, D., Kelliher, C., & Garavan, T., (2018), Strategic Human Resource Management, 2nd Edition, Oxford, Great Britain.
6. Dhar, R. L., Strategic Human Resource Management, Excel Books, New Delhi.

MBA (HUMAN RESOURCE DEVELOPMENT) (SEMESTER –IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL–552: INDUSTRIAL RELATIONS

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Labor Force in India: Growth, Composition and Trends. • Industrial Relations: Concept and Importance; HRM-IR-HRD Integration; Components of Industrial Relations System, Approaches to Industrial Relations, Industrial Relations and Technological Change; The role of government in Industrial Relations; ILO Declaration on Fundamental Principles and Rights at works
SECTION B
<ul style="list-style-type: none"> • Problems of Labour Management Relations; Causes of poor Industrial Relations; Necessary Pre-requisites for Harmonious Industrial Relations. Recommendations of 2nd National Commission on Labour • Trade Unions: Concept, Trade Unions in India: Structure and Characteristics, Registration and Recognition of Trade Unions, Trade union finances and Funds, Privileges of Registered Trade Unions, Major National Trade Union Centers in India, Future of Trade Unions in India. • Case study: Supreme Court Judgment in the case of Tamil Nadu government employees strike. • Grievance: Concept, Nature, Causes, Grievance Redressal Procedure. • Discipline: Misconduct, Various approaches to deal with indiscipline.
SECTION C
<ul style="list-style-type: none"> • Dispute Settlement Machinery Conciliation: Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. • Collective Bargaining: Concept, Features and importance, Pre-requisites of successful Collective Bargaining; Levels of Collective Bargaining, Process of Collective Bargaining
SECTION D
<ul style="list-style-type: none"> • Workers Participation in Management: Concept, Evolution, Objectives, and Forms of Worker's Participation. • Labor Welfare: Concept, Features, Need, Approaches, Statutory and Non- Statutory Labour Welfare for Standard Work Life; Labour Welfare Fund.

Suggested Readings:

1. Venkata Ratnam, C.S. “Industrial Relations”, Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. “Industrial Relations and Labour Laws”, Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, “Industrial Relations, Trade Unions, and Labour Legislation”, Pearson Education, New Delhi, 2004.
4. Sen Ratna, “Industrial Relations in India”, MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, “Industrial Relations”, Tata McGraw Hill Edition, New Delhi, 2007.
7. Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999.
8. Sivarethnamohan, R, Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd, New Delhi, 2010.

MDL–553: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models. • Formation of a Competency Framework: Sources of Competency Information, Position Documentation, Process Documentation, Existing Documentation, Personnel Development Resources, Interviews, Behavioural Event Interview, Behavioural Description Interview.
SECTION B
<ul style="list-style-type: none"> • Competency Mapping and Assessment Centres: History of Assessment Centres, Use of Assessment Centres in the Industry, Types of Exercises being used in Assessment Centres; Resistance and Recommendations. • Career Planning, Development, and Management Career: Concept, Characteristics of present day careers; Types of Careers; Career Stages
SECTION C
<ul style="list-style-type: none"> • Making Career Choices; Career Anchors; Organizational Socialization; Career Paths and Career ladders; Challenges in established careers: Career Plateau; Making Career Changes; The Glass Ceiling; Dual Careers. • Mentoring: Concept, Perspectives of Mentoring, Phases of the Mentoring Relationship, Outcomes of Mentoring Programmes, Design and Implementation of formal mentoring programmes, Barriers to Mentoring
SECTION D
<ul style="list-style-type: none"> • Special issues in Mentoring: Women and Mentoring, Cross-gender Mentoring Relationships, Workplace Diversity and Mentoring; Mentoring Relationship – A strategic Approach. • Work–Life Integration: Changing notions of work-family relationship; Work – Life Issues; Environmental Trends Impacting Work – Life Issues; Work – Family Conflict: Concept and Types; Work – Life Balance; Work – Life Integration; Work – Life Initiatives: meaning, type and benefits; Work – Family Culture; Approaches to Work – Life Integration.

Suggested Readings:

1. Seema Sanghi (2007) “*The Handbook of Competency Mapping – Understanding, Designing and Implementing Competencies Models in Organizations*”, 2nd Edition, Response Book, New Delhi.
2. Gary W. Carter, Kevin W. Cook, and David W. Dorsey, (2009) “*Career Paths- Charting Courses to Success for Organizations and Their Employees*”, John Wiley & Sons, Ltd., UK.
3. Jonathan Winterton and Ruth Winterton (2002) “*Developing Managerial Competence*”, Routledge, London
4. Jane Yarnall (2008), “*Strategic Career Management - Developing Your Talent*”, Butterworth-Heinemann, London.
5. Greenberg, Jerald and Baron, Robert A. (2010) “*Behaviour in Organizations*”, 9th edition, PHI, New Delhi.
6. Agarwala, Tanuja, (2007), “*Strategic Human Resource Management*”, Oxford University Press, New Delhi.

MBA (HUMAN RESOURCE DEVELOPMENT) (SEMESTER –IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL–554: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A
<ul style="list-style-type: none"> • International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM. • Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates, Role of the Corporate HR function. • Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples.
SECTION B
<ul style="list-style-type: none"> • Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program. • International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments • International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.
SECTION C
<ul style="list-style-type: none"> • Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees. • Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.
SECTION D
<ul style="list-style-type: none"> • International Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Issue of Social Dumping. • National Context of HRM: HRM Practices in Japan, United States, India and China.

Suggested Readings:

1. P. Suba Rao (2009) International Human Resource Management, Himalaya Publishing House, Mumbai.
2. Peter J. Dowling, Marion Festing and Allen D. Engle (2008), International Human Resource Management, Cengage Learning, New Delhi.
3. S.C.Gupta (2006) Text Book of International HRM, MacMillan, New Delhi.
4. Monir H. Tayeb (2004), International Human Resource Management – A Multinational Company Perspective, Oxford University Press, New Delhi
5. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, SAGE Publications, New Delhi.
6. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.

MDL-556: KNOWLEDGE MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Knowledge Management: Definition, Scope and Significance, Techniques, Implementation, Types, Principles, Difficulties. • Knowledge Management Solutions: Knowledge Management Processes: discovery, capture, sharing, application, mechanisms and technologies; Knowledge Management Systems: discovering knowledge, capturing, sharing and utilizing knowledge; Knowledge Management Infrastructure: organisational culture, structure, IT infrastructure, common knowledge, physical environment.
SECTION B
<ul style="list-style-type: none"> • Drivers of Knowledge Management (KM): Pillars of KM; Intellectual Capital; Seven Layers of KM; Critical Success factors in KM implementation. • Technology and Knowledge Management: Information Technology and KM - Hardware, Software and Group Ware; E-commerce & KM; Customer relationship management and KM; Total Quality Management and KM; Benchmarking and KM; How to measure KM.
SECTION C
<ul style="list-style-type: none"> • Organizational Impacts of Knowledge Management- Impact on people; Impact on Processes; Impacts on Products; Impact on Organizational Performance. • Human Resource and Knowledge Management: Knowledge Worker; KM Toolbox; Coaching; Talent management; Strategies for human capital and talent management; Job hopping and Knowledge audit; Brain drain and Brain gain: The immigration of knowledge workers; Performance measurement for competitive advantage- role of knowledge workers.
SECTION D
<ul style="list-style-type: none"> • Learning Organisation: Definition; Learning and Change; Managing innovations in organisations: innovation, personal innovation; Continuous learning; RICE Model for KM; KM success factors, myths; Basics of knowledge networking; Some examples of KM in Indian organisations. • Future of KM: Introduction; Protecting Intellectual Property; KM for decision making.

Suggested Readings:

1. Fernandez-Irma Becerra, Gondalez Avelino, Sabherwal Rajiv, Knowledge Management Systems, Pearson Education.
2. Reddy Ratan. B, Knowledge Management tool for Business Development, Himalaya Publishing House.
3. Warier Sudhir, Knowledge Management, Vikas Publishing House Pvt. Ltd.
4. Khandwalla, P., Corporate Creativity, Mc GrawHill.
5. Debowski, S., Knowledge Management, Wiley-India.
6. Wang, K., Hjelmervik, O.R., and Bremdal, B., Introduction to Knowledge Management: Principles and Practice, Tapir Academic Press.

MBA (HUMAN RESOURCE DEVELOPMENT) (SEMESTER –IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MDL–557: CASE STUDIES IN HUMAN RESOURCE MANAGEMENT

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ol style="list-style-type: none"> 1. Global Human Resource Management at Coca-Cola (Source : Aswathappa, K. and D S., International Human Resource Management, 2013, McGraw Hill Education, pp. 23-25) 2. Mahavir Polyester Limited (Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 295-301.) 3. The Dish Ends Ltd. (Source : Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 3-6.)
SECTION B
<ol style="list-style-type: none"> 4. Novais Laboratory Pvt Ltd (Source : Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 666-668). 5. The Office Equipment Company (Source : Fisher, Schoenfeldt and Shaw, Human Resource Management, 2006, biztantra, New Delhi, pp. 850-851.) 6. Restructuring at Flexco (Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 366-368.)
SECTION C
<ol style="list-style-type: none"> 7. Going Home (Source: Aswathappa, K. and Dash, S., International Human Resource Management, 2013, McGraw Hill Education, pp. 295-297.) 8. Seiko Instruments ((Source: Gupta, S.C., Advanced Human Resource Management: A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 392-395.) 9. Performance Management at Jet Food Services (Source: Fisher, Schoenfeldt and Shaw, Human Resource Management, 2006, biztantra, New Delhi, pp. 533-535.)
SECTION D
<ol style="list-style-type: none"> 10. A Case of Complicated Multi – union Manoeuvres (Source: Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 7-8.) 11. Innovative HRM at Span Outsourcing Pvt Ltd (Source: Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 658-660). 12. A Virtual Team at Nanawati Associates (Source: Robbins, Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 396-397).