

दिल्ली विश्वविद्यालय

UNIVERSITY OF DELHI

Commerce based courses of B.A.(Programme)

(Effective from Academic Year 2019-20)



Revised Syllabus as approved by

Academic Council

Date:

No:

Executive Council

Date:

No:

**Applicable for students registered with Regular Colleges, Non Collegiate
Women's Education Board and School of Open Learning**

Preamble

The objective of any programme at a Higher Education Institution is to help youth develop their potential to the full by cultivating creative and humanistic values in them, and inspiring them to contribute positively towards the evolution of not merely the self but also the society at large. The University of Delhi envisions all its programmes in the light of its motto “Nishtha (Devotion), Dhriti (Steadiness), and Satyam (Truth)”; that is, students should be prepared to grasp the practical truths of life through devotion and continued and consistent endeavours. In order to make education comprehensive, inclusive and learning-based, the University offers Learning Outcome-based Curriculum Framework (LOCF) for all its Under Graduate programmes.

The LOCF approach is intended to provide focused, outcome-based syllabi at the undergraduate level programmes with an agenda to structure the entire spectrum of teaching-learning experiences as much student-centric as possible. The LOCF has been adopted to make learning more choice-based for students thus enabling them to make informed choices about a plethora of compulsory and optional, discipline-centric as well as interdisciplinary courses offered. The proposed Under-Graduate Programmes will enhance students’ intellectual competence, interpersonal skills, readiness to face the world and make them socially aware and responsible citizens. The LOCF lays special emphasis on imparting 21st century employability skills too.

Each programme vividly elaborates its nature and promises the outcomes that are to be accomplished while studying. The programmes also state the attributes that it offers to cultivate at the graduation level related to students’ well-being, emotional stability, creative and critical thinking, soft skills and leadership acumen-qualities that they will require in all their social interactions. In short, each programme prepares students for sustainability and life-long learning.

The new curriculum of Commerce based courses in BA (prog.) is aimed at enabling students to not only seek but also create knowledge, become industry-ready and achieve personal happiness while simultaneously contributing effectively to society. The LOCF curriculum takes into consideration the requirements of not only the present times but also the foreseeable future.

The University of Delhi hopes the LOCF approach of the commerce based courses of BA(prog.) will help students in making an informed decision regarding the goals that they wish to pursue in further education and life in general.

Credit distribution of BA

<u>Details of Courses under Undergraduate Programme (B.A./B.Com.)</u>		
Course	*Credits	
	Paper+ Practical	Paper+ Tutorial
<u>I. Core Course (6 Credits)</u>	$12 \times 4 = 48$	$12 \times 5 = 60$
(12 Papers)		
Two papers – English		
Two Papers – Hindi/MIL		
Four Papers- Discipline 1		
Four Papers- Discipline 2		
Core Course Practical/ Tutorial*	$12 \times 2 = 24$	$12 \times 1 = 12$
(12 Practicals)		
<u>II. Elective Course (6 Credits)</u>	$6 \times 4 = 24$	$6 \times 5 = 30$
(6 Papers)		
Two papers - Discipline 1 specific		
Two papers - Discipline 2 specific		
Two Papers – Inter disciplinary)		
Two papers from each discipline of choice and two papers of interdisciplinary nature.		
Elective Course Practical/Tutorials*	$6 \times 2 = 12$	$6 \times 1 = 6$
(6 Practical/Tutorials*)		
Two papers - Discipline 1 specific		
Two papers - Discipline 2 specific		
Two Papers - Generic (Interdisciplinary)		
Two papers from each discipline of choice including papers of interdisciplinary nature.		
Optional Dissertation or project work in place of one elective paper (6 credits) in 6th Semester		
<u>III. Ability Enhancement Courses</u>		
1. Ability Enhancement Compulsory	$2 \times 4 = 8$	$2 \times 4 = 8$
(2 Papers of 4 credits each)		
Environmental Science		
English Communication/ MIL		

2. Ability Enhancement Elective (skill based) (4 papers of 4 credits each)	$4 \times 4 = 16$	$4 \times 4 = 16$
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Total Credit = 132

Total Credit = 132

Institute should evolve a system/ policy about ECA/ General Interest /Hobby /Sports /NCC /NSS/ related courses on its own

***wherever there is a practical there will be no tutorial and vice-versa**

Course Structure for Commerce based courses in BA programme

S.No.	Paper	No. of papers in CBCS scheme
1	Entrepreneurship & Small Business	6
2	Tax Procedures & Practices	6
3	Insurance	6
4	Human Resource Management	6
5	Business Laws	6
6	Accounting & Finance	6
7	Advertising, Sales Promotion & Sales Management	6
8	Office Management & Secretarial Practice	6

Semester wise course structure
B.A. Programme Commerce Based Papers under CBCS

	Core Papers	Code	Page no.	Discipline Specific Elective Papers	Code	Page no.
Entrepreneurship & Small Business	Sem -I Fundamentals of Business Organization	Paper 1	9	Sem V- Management of Small Business Enterprises	Paper 5 (a)	19
	Sem -II- Fundamentals of Entrepreneurship	Paper 2	12	Sem V- Evolution of Policy & Institutional Framework	Paper 5 (b)	21
	Sem III- Feasibility Study and Business Plan	Paper 3	14	Sem VI- Social Entrepreneurship	Paper 6 (a)	23
	Sem IV- Managerial Aspects of Small Business: Operations, Office, Accounting and Functional	Paper 4	16	Sem VI- Contemporary Policy & Institutional Framework	Paper 6 (b)	26

Tax Procedures & Practices	Sem I-Income Tax Law I	Paper 1	28	Sem V-Personal Tax Planning	Paper 5 (a)	36
	Sem II-Income Tax Law II	Paper 2	30	Sem V-Income Tax Procedures & Practice	Paper 5 (b)	38
	Sem III- Goods and Service Tax (GST)- I	Paper 3	32	Sem VI-Corporate Tax Planning	Paper 6 (a)	40
	Sem IV- Goods and Services Tax (GST)-II	Paper 4	34	Sem VI-Indirect Taxes - Customs Act & Procedures	Paper 6 (b)	42

Insurance	Sem I- Introduction to Insurance	Paper 1	44	Sem V-Risk Management	Paper 5 (a)	52
	Sem -II- Regulatory Framework of Insurance	Paper 2	46	Sem V-Non- Life Insurance (Fire and Marine)	Paper 5 (b)	54
	Sem -III- Life Insurance- I	Paper 3	48	Sem VI-Operational Aspects of Insurance	Paper 6 (a)	56
	Sem -IV- Life Insurance- II	Paper 4	50	Sem VI-Non -Life Insurance (Motor, Health, Accidents & Rural)	Paper 6 (b)	58
Human Resource Management	Sem I- Human Resource Management	Paper 1	60	Sem V-Work Environment for Human Resource Management	Paper 5 (a)	69
	Sem II- Industrial Relations	Paper 2	62	Sem V-Organizational Behaviour	Paper 5 (b)	71
	Sem III- Participative Management	Paper 3	64	Sem VI-Human Resource Information System	Paper 6 (a)	73
	Sem IV- Industrial and Labour Regulations	Paper 4	66	Sem VI-Leadership & Motivation	Paper 6 (b)	75
Business Laws	Sem I- Mercantile Law	Paper 1	77	Sem V-Banking operations & Regulations	Paper 5 (a)	88
	Sem II-Partnership Laws	Paper 2	79	Sem V-Social Security Laws	Paper 5 (b)	91
	Sem III- Company Laws	Paper 3	82	Sem VI-Labour Laws	Paper 6 (a)	94
	Sem IV- Consumer Laws	Paper 4	85	Sem VI-Cyber Laws	Paper 6 (b)	97

Accounting & Finance	Sem I-Financial Accounting	Paper 1	100	Sem V-Cost Accounting	Paper 5 (a)	109
	Sem II-Corporate Accounting	Paper 2	103	Sem V-Personal Finance & Basics of Investment	Paper 5 (b)	112
	Sem III- Financial Management	Paper 3	105	Sem VI-Investment Analysis and Business Valuation	Paper 6 (a)	115
	Sem IV- Financial Markets, Institutions and Financial Services	Paper 4	107	Sem VI-Computer Application in Accounting & Finance	Paper 6 (b)	118
Advertising, Sales Promotion & Sales Management	Sem I- Marketing Management	Paper 1	120	Sem V-Brand Management	Paper 5 (a)	129
	Sem II- Marketing Communication	Paper 2	122	Sem V-Sales Promotion & Public Relations	Paper 5 (b)	131
	Sem III- Advertising	Paper 3	125	Sem VI-Sales Force Management	Paper 6 (a)	133
	Sem IV- Personal Selling and Salesmanship	Paper 4	127	Sem VI-Digital Marketing	Paper 6 (b)	135
Office Management & Secretarial Practice	Sem I- Business Communication	Paper 1	137	Sem V-Practical Stenography and e-Typewriting	Paper 5 (a)	148
	Sem II- Office Management & Secretarial Practice	Paper 2	139	Sem V-Advanced Stenography	Paper 5 (b)	152
	Sem III- Computer Applications	Paper 3	142	Sem VI-Advanced Stenography and Computer Applications	Paper 6 (a)	155

	Sem IV- Stenography (English)	Paper 4	145	Sem VI-Computer Application & Stenography (Practical)	Paper 6 (b)	159
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B.A.Programme Commerce Based Generic Elective Papers under CBCS					
Semester V- Modern Business Organisation				Paper 5	187
Semester VI – Business Management				Paper 6	190

Skill Based Courses					
Sem III- Computer Applications in Business (SEC)				Paper 3 (a)	165
Sem III- Cyber Crimes and Law (SEC)				Paper 3 (b)	168
Sem IV- E-Commerce (SEC)				Paper 4 (a)	171
Sem IV- Investing in Stock Markets (SEC)				Paper 4 (b)	174
Sem V- Entrepreneurship (SEC)				Paper 5(a)	177
Sem V- Advertising (SEC)				Paper 5(b)	180
Sem VI- Personal Selling & Salesmanship (SEC)				Paper 6(a)	182
Sem VI- Collective Bargaining and Negotiation Skills (SEC)				Paper 6(b)	184

B.A Programme-Commerce
HUMAN RESOURCE MANAGEMENT
Paper 1: SEMESTER –I
Human Resource Management

Duration: 3 hrs.**Marks: 100****Credits: 6**

Course Objective

The aim of this course is to make students understand the importance of human resources at the work place and to familiarize them with different aspects of managing people in organisations from the stage of acquisition to development and retention.

Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1: understand the importance of human resources and their effective management in organisations.
- CO2: analyze the current theory and practice of recruitment and selection.
- CO3: realize the importance of the performance management system in enhancing employee performance.
- CO4: recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the work force, and comply with the legal framework.
- CO5: understand modern HRM practices to meet needs of changing business environment.

Course Contents

Unit I: Introduction

Human resource management- concept, relevance and spectrum; Role and competencies of HR manager, challenges of HR manager – workforce diversity, empowerment, technological changes, downsizing, voluntary retirement scheme, work life balance.

Unit II: Acquisition of Human Resources

Human resource planning and job analysis- an overview; Recruitment – concept and sources; Selection – concept and process; Placement, induction and socialization.

Unit III: Compensation and Maintenance

Compensation- concept administration and methods - time and piece wage system; Fringe benefits; Employee stock option, pay band compensation system; Maintenance- concept and rationale of employee health, safety, welfare and social security (excluding legal provisions); Grievance handling procedure.

Unit IV: Training and Development

Training and development- concept and importance; Identifying training and development needs; Designing training programme; Training methods—apprenticeship, understudy, job rotation, vestibule training; Development methods – case study, role playing, sensitivity training, in-basket, management games, conferences and seminars.

Unit V: Performance Management

Performance appraisal system- nature and objectives; Methods of performance appraisal - ranking, graphic rating scale, checklist, management by objectives, 360 degree appraisal; HRIS-concept, functioning and application of computerized HRIS.

References

- Awasthappa, K. *Human Resource Management*. Tata McGraw Hill Education.
- Decenzo, D. A., & Robbins, S. P. (2011). *Fundamentals of Human Resource Management*. India: Wiley.
- Dessler, G. (2017). *Human Resource Management*. Pearson.
- Gupta, C. B. *Human Resource Management*. Sultan Chand and Sons.
- Rao, V. *Human Resource Management: Text and Cases*. Excel.
- Rastogi, S. *Management Of Human Resources*. Sun India.

Latest editions of the books may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations and group activities to ensure active participation and continuous learning

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Human resource planning, job analysis, performance appraisal, Management by objectives, HRIS, Employee counseling

B.A Programme-Commerce
HUMAN RESOURCE MANAGEMENT
Paper 2: SEMESTER –II
Industrial Relations

Duration: 3 hrs.

Marks: 100

Credits: 6

Course Objective

To provide the framework of Industrial environment & mechanism for Settlement of Industrial Disputes and grievance mechanism.

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1: understand the industrial relations and its environment.

CO2: identify the causes and effects of industrial disputes

CO3: frame process for settlement and conciliation between employees or employer.

CO4: comprehend the prevention of industrial disputes.

CO5: recognize the dispute settlement mechanism.

Course Contents

Unit I: Industrial Relations

Industrial relations: concepts, scope and environment

Unit II: Industrial Disputes

Anatomy of industrial disputes - concept and definition of industrial disputes, causes and effects of industrial disputes.

Unit III: Industrial Unrest

Major indicators of the state of industrial relations –Absenteeism, labour turnover, strikes, lockouts, Industrial indiscipline, Grievances and grievance redressal mechanism.

Unit IV: Prevention of Industrial Disputes

Preventive machinery: meaning, scope and mechanisms

Unit V: Settlement of Industrial Disputes

Settlement machinery - conciliation, arbitration and adjudication

Note: Each unit will have one case study, which is to be discussed by the teacher in the class.

References

- Aggarwal, S. L., *Industrial Relations Law in India*, Macmillan Comp. India Ltd., New Delhi.
- Chadha, N. K., *Human Resource Management - Issues, Case Studies & Experiential exercises (2nd editors)*, Sri SaiPrintographers: New Delhi.
- Chhabra, T.N. & Suri, *Industrial Relations Concept & Issues*, DhanpatRai& Sons, Delhi.
- Monappa, A., *Industrial Relations*, Tata McGraw Hill Publishing Com. Limited, New Delhi.
- Sharma, J. P., *Simplified Approach to Labour Laws*, Bharat Law House (P), New Delhi Ltd., New Delhi.

Additional Resources

- Arora, Monal, *Industrial Relations*, Excel Publication, New Delhi.Delhi
- Memoria, C.B., *Dynamics of Industrial Relations in India*-Himalaya Publishing House, Mumbai.
- Ramaswami, E.A. & Ramaswami V. *Industry and Labour*, Oxford Publications, New Delhi.
- Sinha & Sinha, *Dynamic of Industrial Relations*, Pearson Education, New Delhi.
- Srivastava, S.C., *Industrial Relations and Labour Law*, Vikas Publishers, New Delhi.

Teaching Learning Process

The teaching -learning processes play a vital role in instilling in the student the curiosity to study this subject. It includes lectures through presentations of real life scenarios, expert lectures, case study involving industrial disputes , role plays , seminars , tutorials , project- based learning. Case laws comprehension and higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

Assessment Methods

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

Keywords

Industrial Relations, Prevention and settlement of industrial disputes, Industrial indiscipline, Grievance

B.A Programme-Commerce**HUMAN RESOURCE MANAGEMENT****Paper 3: Semester –III****Participative Management****Duration: 3 hrs.****Marks: 100****Credits: 6****Course Objective**

The underlying objective of this course is to create basic understanding of concept of industrial environment and settlements, the how and why of workers' participation in management.

Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1:** gain theoretical and practical knowledge of Workers' Participation in India as a preventive tool to industrial disputes, its various levels, forms and modes
- CO2:** understand the development of trade union movement in India and the problems faced by them
- CO3:** understand the relevance of industrial discipline and grievance handling in India
- CO4:** evaluate the effectiveness of collective bargaining in India as a pre-requisite to industrial peace and harmony
- CO5:** learn the concept of collective bargaining and to acquaint with Indian issues related to it.

Course Contents**Unit I: Introduction**

Worker's participation in management- concept, principles, types, forms, levels, objectives and importance; Pre-conditions of worker's participation in management.

Unit II: Worker's Participation in Management in India

Historical development in India, works committees, joint management councils, joint councils, unit councils, plant councils, shop councils, workers' directors scheme, and workers' participation in share capital; Problems of worker's participation in India; Strategies to make participative management more successful.

Unit III: Trade Unionism

Trade union movement in India-concept and significance; Approaches and problems of trade union in India; Measures for strengthening of trade unions in India.

Unit IV: Discipline and Grievance Procedure

Industrial discipline- concept, importance and principles; Code of discipline; Grievance in industries, concept and nature of employees' grievance, essentials of a good grievance procedure, grievance procedure in Indian industries.

Unit V: Collective Bargaining

Collective bargaining- concept, definition, role and process of negotiation and collective bargaining; Essentials of successful collective bargaining; Collective bargaining in India and its problems.

Note: Case studies may be used in teaching various units.

References

- Aggarawal, S.L. *Industrial relations law in India*. New Delhi: McMillen Comp. India Ltd.
- Chadha, N.K. *Human Resource Management –Issues, Case Studies & Experimental exercises* (2nd ed.). New Delhi: Sri SaiPrintographaers.
- Chhabra, T.N. &Suri. *Industrial Relations Concept and Issues*. Delhi: DhanpatRai& Sons.
- Kumar, S. (2009). *Participative Management: Contemporary Issues and Challenges*. Delhi :Manak Publications Pvt. Limited (ISBN 978-81-7831-172-2).
- Memoria, C.B. *Dynamics of Industrial Relations in India*. Mumbai: Himalaya Publishing House.

Additional Resources

- Monappa, A. *Industaral relations*. New Delhi: Tata McGraw Hill Publising Co. Limited.
- Ramaswami, E. A .&Ramaswami V. *Industry and Labour*. New Delhi: Oxford Publications

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Works committees, Joint management councils, Workers' Directors Scheme, Trade Union, Discipline, Grievance, Negotiations.

B.A Programme-Commerce
HUMAN RESOURCE MANAGEMENT
Paper 4: Semester –IV
Industrial and Labour Regulations

Duration: 3 hrs.

Marks: 100

Credits: 6

Course Objective

To familiarize the students with the understanding and provisions of Industrial and Labour Regulations. Case studies and problems involving issues in Industrial & Labour Regulations are required to be discussed.

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1: understand the protections available for factory workers under the Indian Legislature.

CO2: be able to handle the union actions under the provisions of Trade Union Act

CO3: understand the industrial disputes and legal remedies available with companies in such case.

CO4: acquaint with the basic framework of payment of just and fair wages to employees of factories, industrial establishments or other establishments.

CO5: design and understand the calculation of bonus and its payment to employees.

Course Contents

Unit I: Factories Act, 1948

Definitions, Authorities under the Factories Act; Provisions Relating to Health; Hazardous Processes; Welfare; Working Hours of Adults; Employment of Young Persons; Annual Leave with Wages; Special Provisions; Penalties and Procedure

Unit II: Trade Union Act, 1926

Historical Background, objectives and applicability of the Act; Definitions; Registration of Trade Unions; Rights and Liabilities of Registered Trade Union; Regulations; Penalties and Procedure

Unit III: Industrial Disputes Act, 1947

Historical Background, Objectives and Applications of the Act; Definitions; Authorities under the Act; Notice of Change; Reference of Certain Individual Disputes to Grievance Settlement Authorities; Reference of Disputes to Boards, Courts or Tribunals; Procedure, Powers and Duties of Authorities; Strikes and Lock-Outs; Lay-off and Retrenchment; Special Provisions Relating to Lay-off, Retrenchment and Closure in Certain Establishments; Unfair Labour Practices; Penalties

Unit IV: Payment of Wages Act, 1936

Definitions: Employed Person, Employer, Factory, Industrial or other Establishment, Wages. Responsibility for Payment of Wages, Fixation of Wage Period, Time of Payment of Wages, Mode of Payment, Deductions from Wages and Fines.

Unit V: The Payment of Bonus Act, 1965

Definitions: Accounting Year, Allocable Surplus, Available Surplus, Employee, Employer, Establishments, Establishment in Public Sector, Salary or Wage. Determination of Bonus, Calculation of Bonus, Eligibility for Bonus, Disqualifications for Bonus, Payment of Minimum and Maximum Bonus, Set on and Set off of Allocable Surplus, Adjustment of Customary or Interim Bonus, Deductions of Certain Amounts from Bonus Payable, Time Limit for Payment of Bonus, Recovery of Bonus from an Employer.

References

- Sharma, J. P. (2018). *Simplified Approach to Labour Laws*, Bharat Law House (P), New Delhi Ltd., New Delhi.
- Singh, Avtar. (2017). *Introduction to Labour and Industrial Laws*. Nagpur. Wadhwa and Company.
- Malik, K. L. (2017). *Industrial Laws and Labour Laws*, Eastern Book Company, Lucknow.

Additional Resources

- Srivastava, S.C. (2012). *Industrial Relations and Labour Law*. Vikas Publishers, New Delhi.
- Institute of Company Secretaries of India, “ Executive Programme-Module II, Paper 5 Economic and Labour Laws”, New Delhi

Teaching Learning Process

The teaching -learning processes play a vital role in instilling in the student the curiosity to study the subject law. It includes lectures through presentations of case laws, expert lectures, case study approach is widely followed , role plays , seminars , tutorials , project- based learning. Case laws comprehension and higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

Assessment Methods

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

Keywords

The Payment of Bonus Act, 1965, Payment of Wages Act, 1936, Industrial Dispute Act, 1947.

B.A Programme-Commerce
HUMAN RESOURCE MANAGEMENT
Discipline Specific Elective Paper 5(a): SEMESTER -V
Work Environment for Human Resource Management

Duration: 3 hrs.

Marks: 100

Credits: 6

Course Objective

The aim of this course is to make students understand the work culture and climate of organisations as well as role of HRM in developing ethical behavior and maintaining quality of work life.

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1: understand the evolution of HRD

CO2: explore work environment with respect to conflict and stress

CO3: appreciate the role of TQM practices in organisations

CO4: appreciate quality of working life (QWL) and quality circles (QC)

CO5: explore ethical concerns facing organisations

Course Contents

Unit I: Human Resource Development (HRD)

HRD- concept, components, evolution, need and significance, difference between human resource management and human resource development; HRD culture and climate; Role of HR manager.

Unit II: Workplace Environment

Conflict at work- an overview, sources and coping strategies; Managing workforce diversity; Effective meetings; Flexible work arrangements; Interpersonal communication; Productive work teams; Workplace wellness and managing stress.

Unit III: Total Quality Management (TQM)

Concept, components, implementation and TQM practices in India; Learning organisations and knowledge management.

Unit IV: Quality of Working Life (QWL) AND Quality Circles (QC)

Concept, approaches and conditions for success of QWL; General and organisational approach; Concept of QC and QC schemes in India.

Unit V: Ethical Issues

Ethics and human resource management; Types of ethics; Need for ethical policies and code of conduct at workplace; Factors influencing ethical behaviour at work; Role of HRM in development of ethical behaviour.

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

References

- Chhabra, T.N.(2016). *Human Resource Management: Concepts and Issues*. DhanpatRai and Co. Publications.
- Durai, P.(2016). *Human Resource Management* (2nd ed.). New Delhi: Pearson Education.
- Mondy, A., Wayne and Martocchio, J. J. (2016). *Human Resource Management* (14th Ed.). Pearson Education Publications.

Additional Resources

- Aggarwal, A. and Sharma, F.C., *Manav Sansadhan Prabandh* ,Sahityabhawam Publications, 2016.
- Aggarwal, R.C. and Fauzdar,S., *Human Resource Management* (Hindi), Sahityabhawan Publications, 2015.
- B.A. (Programme)-Commerce (CBCS) Department of Commerce, University of Delhi, Delhi
- Rao, V.(2016) *Human Resource Management*.Taxmann Publications Pvt. Ltd.
- Verma, R.B.S. and Singh, A.P. *Manav Sansadhan Vikas Aevam Prabandhan Ki Ruprekha (Hindi)*, New Royal Book Company, 2009.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

HRD culture and climate, Conflict, Workforce diversity, Workplace wellness, TQM and Learning organisations

B.A Programme-Commerce
HUMAN RESOURCE MANAGEMENT
Discipline Specific Elective Paper 5(b): SEMESTER -V

Organisational Behavior

Duration: 3 hrs.

Marks: 100

Credits: 6

Course Objective

The underlying objective of this course is to create basic understanding of concept of organisational behavior and analyze complexities of human behavior in an organisation at individual, interpersonal, group and organisational level.

Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1: understand the development of organisational behavior and its importance in managing people at workplace
- CO2: understand how people behave under different conditions and why people behave as they do
- CO3: critically evaluate leadership styles and strategies
- CO4: critically evaluate the potential effects of organisation culture and stress on behavior in organisation so as to direct the same towards predetermined goals
- CO5: understand the dynamics of organisational behavior

Course Contents

Unit I: Introduction

Introduction to organisational theories; Organisational behavior- concepts, determinants, challenges and opportunities; Contributing disciplines of OB; Organisational behavior models.

Unit II: Individual Behavior

Foundations of individual behavior; Personality- factors influencing, Type A and B, Big five personality types; Values- concept and types- terminal values and instrumental values; Attitude-components and job related attitudes; Learning- concept, theories and reinforcement; Perception and Emotions-concept, perceptual process, importance, factors influencing perception; Emotional intelligence.

Unit III: Motivation and Communication

Meaning and importance of motivation; Theories- Maslow, Herzberg, Equity and Z Theory, Vroom's Valence- Expectancy Theory, Intrinsic motivation by Ken Thomas; Behaviour modification; Communication and feedback; Transactional analysis, JOHARI window.

Unit IV: Group Behavior and Leadership

Group dynamics- concepts, types- group norms, group roles, and group cohesiveness; Leadership- concept, trait theory, leadership continuum, transactional, charismatic, and transformational leadership.

Unit V: Dynamics of Organisational Behavior

Conflict- sources, resolution strategies; Organisational culture-concept and determinants; Organisational change- importance, resistance to change, managing change; Stress- individual and organisational factors, prevention and management of stress, work life balance.

Note: Case studies can be taught from units III, IV and V.

References

- Chhabra, T. N. *Organisational Behavior*. Sun India Publications.
- Luthans, F. (1997). *Organisational Behavior*. McGraw-Hill International Editions.
- Moshal, B. S. *Organisational Behavior*. New Delhi: Ane Books Pvt. Ltd.
- Robbins, S. T., Judge, T. A., & Hasham, E. S. (2013). *Organisational Behavior*. Pearson.
- Sekaran, U. *Organisational Behavior: Text and Cases*. New Delhi: Tata McGraw Hill.
- Singh, A. K., & Singh, B. P. *Organisational Behavior*. New Delhi: Excel Books Pvt. Ltd.
- Singh, K. (2015). *Organisational Behavior: Texts & Cases* (3rd Edition ed.). India: Pearson.

Additional Resources

- Greenberg, J., & Baron, R. A. *Behavior in Organisations*. New Delhi: Prentice Hall of India Pvt. Ltd.
- Hersey, P. K., Blanchard, D., & Johnson, D. *Management of Organisational Behavior: Leading Human Resources*. Pearson Education.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Organisational theories, Personality, Values and Attitudes, Learning, Perception, Transactional Analysis, Organisational Culture, Organisational change, Stress

B.A Programme-Commerce
HUMAN RESOURCE MANAGEMENT
Discipline Specific Elective Paper 6(a): SEMESTER -VI
Human Resource Information System

Duration: 3 hrs.

Marks: 100

Credits: 6

Course Objective

The purpose of this course is to enlighten the students with basic concepts, technology, application and management of HRIS.

Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1: understand the basic framework envisaged under the statutes for HRIS and sharing information on different mode and ways
- CO2: comprehend the various principles involved and data based evidence of the HRIS
- CO3: understand the maintenance and compliance vertical of HRIS structuring department as well as application of HRIS in varied ways
- CO4: understand the applications of HRIS
- CO5: understand the emerging issues in HRIS

Course Contents

Unit I: Introduction

HRIS- Meaning, history, evolution, objectives, uses and functions.

Unit II: Data and Information Needs

Data and information need for human resource managers; Sources of data; Role of ITES in HRM; concept, structure and mechanics of HRIS.

UNIT III: Data Base Concepts for HRIS

Elements of data management; Data format; Data entry procedures and processes; Data storage and retrieval; Information processing and control functions; Design of HRIS; HRM needs analysis.

UNIT IV: Applications of HRIS

Components of HRIS; Designing and implementation of HRIS- Job description system, manpower planning system, payroll system and performance management system.

UNIT V: Emerging Issues in HRIS

HR and sustainability; Future trends in HRIS: manpower planning; Performance Appraisal; Training and development and compensation management.

References

- Chhabra, T.N., *Human Resource Management: Concepts and Issues*, Dhanpat Rai and Co. Publications, 2016.
- Durai, P., *Human Resource Management*, 2nd Ed. Pearson Education, New Delhi, 2016.
- Walker, Alfred J., *Handbook of Human Resource Information Systems: Reshaping the Human Resource Function with Technology*, McGraw Hill, 1992.

Additional Readings

- Aggarwal, A. and Sharma, F.C., *Manav Sansadhan Prabandh*, Sahityabhawam Publications, 2016.
- Aggarwal, R.C. and Fauzdar, S., *Human Resource Management (Hindi)*, Sahityabhawan Publications, 2015.
- Kavanagh, M. and Mohan, J., *Thite: Human Resource Information Systems: Basics Applications and Future Directions*, 3rd Ed., Sage South Asia Publisher, 2014.
- Verma, R.B.S. and Singh, A.P. *Manav Sansadhan Vikas Aevam Prabandhan Ki Ruprekha (Hindi)*, New Royal Book Company, 2009.

Note: Latest edition of text book may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations and group activities to ensure active participation and continuous learning. Project work may be taken from any unit. Practical may be done for pedagogical purpose.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Data sources, ITES, Data management, Performance management system, HR and sustainability

B.A Programme-Commerce
HUMAN RESOURCE MANAGEMENT
Discipline Specific Elective Paper 6(b): SEMESTER -VI
Leadership & Motivation

Duration: 3 hrs.

Marks: 100

Credits: 6

Course Objective

The underlying objective of this course is to help undergraduate students to study leadership in organisational context and explore the concept, importance and models of motivation for effective work performance.

Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1: gain theoretical and practical knowledge to evaluate the leadership skills, styles and strategies so as to become a successful leader and effective employee in organisation
- CO2: understand the group dynamics and group decision making so they are able to develop the acumen to utilize the leadership concepts, tools and techniques to handle the complex organisational problems at different levels
- CO3: understand how people behave under different conditions and why people behave as they do
- CO4: evaluate the communication process and barriers to effective communication
- CO5: critically evaluate the functional and dysfunctional aspect of conflict and managing the organisational conflict

Course Contents

Unit I: Group Dynamics

Group dynamics- concepts, types- group norms, group roles, and group cohesiveness, group decision making

Unit II: Motivation

Motivation- concept, importance and factors; Maslow, Herzberg, McGregor's Theory X and Y, Equity and Z Theory, Vroom's Valence - Expectancy Theory, Intrinsic and extrinsic motivation; Application-Job redesign, job enrichment and job enlargement

Unit III: Leadership

Leadership- meaning, importance, qualities of a good leader, leadership styles, role of leader; Theories- trait theory, Fiedler's contingency theory, managerial grid, leadership continuum, transactional, charismatic and transformational leadership

Unit IV: Communication

Communication- concept, process and types; Barriers to communication, transactional analysis, JOHARI window

Unit V: Conflict

Conflict- concept and types, managing conflict, functional and dysfunctional conflict

Note: Case studies may be used in teaching various units.

References

- Chhabra, T. N. *Organisational Behavior*. Sun India Publications.
- Luthans, F. (1997). *Organisational Behavior*. McGraw-Hill International Editions.
- Moshal, B. S. *Organisational Behavior*. New Delhi: Ane Books Pvt. Ltd.
- Pareek, U. (2014). *Understanding Organisational Behavior*. Oxford University Press.
- Robbins, S. T., Judge, T. A., & Hasham, E. S. (2013). *Organisational Behavior*. Pearson.
- Sekaran, U. *Organisational Behavior: Text and Cases*. New Delhi: Tata McGraw Hill.
- Singh, A. K., & Singh, B. P. *Organisational Behavior*. New Delhi: Excel Books Pvt. Ltd.
- Singh, K. (2015). *Organisational Behavior: Texts & Cases* (3rd Edition ed.). India: Pearson.
- Greenberg, J., & Baron, R. A. *Behavior in Organisations*. New Delhi: Prentice Hall of India Pvt. Ltd.
- Hersey, P. K., Blanchard, D., & Johnson, D. *Management of Organisational Behavior: Leading Human Resources*. Pearson Education.

Additional Resources

- Hogg, M. & Vaughan, G.M. (2008). *Social Psychology*. Prentice Hall.
- Kohn, S. E., & O'Connell, V. D. (2007). *6 Habits of Highly Effective Teams*.
- Lakes, F. *Leadership: Theory and Practice by Peter G. Northouse*. Sage Publication (6th edition). New Jersey: Career Press. ISBN: 9781452203409.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Motivation, Communication, Leadership, Organisational culture, Organisational conflict, Group Dynamics, Stress