

Far Western University
Faculty of Management
Master of Business Administration (MBA) Program

Course Details of Third Semester
(Syllabus: MBA 3rd Semester)



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Far Western University
Faculty of Management
Master of Business Administration (MBA) Program
Semester-wise Course Cycle (Revised on 2023)

Semesters	Course Code and Name of Courses	Credits	
Semester I	MGT 501: Managerial Communication	3	
	MGT 502: Emerging Concepts in Management	2	
	STT 512: Statistics for Management	3	
	ECO 522: Managerial Economics	2	
	MGT 532: Organizational Behaviour	2	
	MGT 535: Business, Society and Ethics	2	
	MKT 551: Marketing Management	2	
Semester II	ACC 511: Managerial Accounting and Control	3	
	ACC 512: Financial Reporting and Analysis	3	
	MGT 533: Human Resource Management	2	
	MGT 534: International Business	2	
	FIN 541: Financial Management	3	
	MIS 554: Management Information System	3	
	Semester III	RES 631: Business Research Methods	2
MGT 632: Operations Management and Supply Chain		2	
MIS 633: E-Business		2	
ENT 634: Entrepreneurship		3	
INT 635: Internship		2	
Concentration I (ONE subject from any one concentration area):			
Concentration Area: Banking and Finance			
FIN 636: Financial Markets and Institutions		3	
FIN 637: International Financial Management		3	
Concentration Area: Marketing			
MKT 636: Consumer Behaviour		3	
MKT 637: Advertising and Sales Promotion		3	
Concentration Area: Accounting			
ACC 636: Corporate Accounting		3	
ACC 637: Corporate Taxation		3	
Concentration Area: Human Resource Management			
HRM 636: Employment Relations		3	
HRM 637: Human Resource Development		3	
Semester IV		MGT 641: Strategic Management	3
		ENT 642: Business Plan for New Venture Development - Seminar	1
	ACC 643: Taxation and Tax Planning - Workshop	1	
	RES 649: Thesis	3	
	Concentration II (ONE subject from any one concentration area):		
	Concentration Area: Banking and Finance		
	FIN 644: Investment Analysis and Portfolio Management	3	
	FIN 645: Commercial Bank Management	3	
	FIN 646: Marketing of Financial Services	3	
	Concentration Area: Marketing		
	MKT 644: Service Marketing	3	
	MKT 645: Social Marketing	3	
	MKT 646: Strategic Brand Management	3	
	Concentration Area: Accounting		
	ACC 644: Accounting Information System	3	
	ACC 645: Advanced Management Accounting	3	
	Concentration Area: Human Resource Management		
	HRM 644: Performance Management	3	
	HRM 645: Conflict Management and Negotiation	3	
	Concentration III (ONE seminar related to concentration area)		
	FIN 648: Seminar in Banking and Finance	3	
	MKT 648: Seminar in Marketing	3	
	ENT 648: Seminar in Accounting	3	
	HRM 648: Seminar in Human Resource Management	3	

RES 631: Business Research Methods

Program/Semester: MBA/Third Semester

Course Title: Business Research Methods

Course Code: RES 631

Credit Hours: 2

Lecturer Hour: 30

Course Objectives

The objective of this course is to introduce students to various aspects of research methodology and aims to inculcate skills among students for enabling them to identify problems, design research framework and processes, collect relevant data and information and analyze them. This course equips students with abilities to conduct independent research and surveys.

Course Description

This course examines processes of reviewing literature, identifying problem, defining research questions and objectives, develop hypothesis, design theoretical framework including various issues and challenges in the research process. The course also includes methodological details including designing approach and framework, defining data and information needs, defining population and designing sampling framework, identifying sources of data and information and methods of collecting them, processing data, and analyzing them. The course also includes methods of discussing results, deriving conclusions and implications and referencing adopting APA format and developing annexes necessary for studies.

Learning Outcomes

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

- Define research and explain the feature of scientific research.
- Review relevant literature and construct theoretical framework.
- Design research approach, identify research problem and formulate research hypothesis.
- Apply sampling framework to determine sample size.
- Collect data, process them and analyse them using appropriate tools and techniques.
- Derive findings, discuss and interpret them and deduce conclusions and implications.
- Write references and bibliography using APA format and develop annexes.

Course Contents

In line with the contemporary focus of the course, the following issues or topics have been included:

Course Contents

Unit 1: Foundations and Fundamentals of Research

LH 3

Meaning of research; nature and types of research; scientific research – concept and characteristics; scientific research process; approaches to research – quantitative and qualitative; business research – role and value of business research; types of business research; ethical concerns in research.

Unit 2: Literature Analysis and Theoretical Framework

LH 4

Concept, purpose and need for literature review; steps in the review process; sources of literature; literature search through the internet; theoretical and conceptual framework– concept and its role in research; research and theory – concept, construct, proposition and variables; reasoning - deduction and induction.

Unit 3: Research Problem, Hypothesis Formulation and Research Design

LH 5

Research problem – concept, steps and characteristics; research questions; hypothesis –

concept, importance and types; hypothesis formulation process; criteria of good hypothesis formulation; research design – concept, elements and types; exploratory, descriptive, developmental, correlational, causal-comparative and experimental research designs; qualitative research – concept, assumptions, features of qualitative research; criteria of good research design.

Unit 4: Measurement, Scaling and Sampling Techniques **LH 6**

Concept of measurement and scaling; scales of measurement – nominal, ordinal, interval and ratio; scale construction for attitude measurement; scales commonly used in business research; validity and reliability of measurement; sources of measurement problems; scales commonly used in business research; sampling – concept and process; population, sampling frame, sample bias; sampling distribution; probability and non-probability sampling; sample size determination; sampling and non-sampling errors.

Unit 5: Data Collection and Analysis **LH 6**

Concept, nature and types of data; questionnaire – types and components; pre-testing and administration; research interview–structured, semi-structured and unstructured; guidelines for interviewing; types of research interviews; computer-assisted interviewing; sources of qualitative data: observation and focus groups; e-research using internet, websites and e-mail surveys; data preparation – coding, classification and tabulation; organizing data for computer entry; quantitative data analysis; statistical analysis of data – descriptive and inferential statistics; statistical testing of hypothesis; qualitative data analysis – content analysis, narrative analysis and thematic analysis; analysis of data by using SPSS.

Unit 6: Reporting Research **LH 6**

Research proposal – concept, components and structure; research report writing - concept and process; types and phases of the research report; procedures for writing; style of writing; conventions of academic writing; layout of the research report; documenting sources; citations and references; APA references; essentials of good research reports.

Prescribed Text Books:

Cooper, D, R, & Schindler, P. M. *Business Research Methods*. New Delhi: Tata McGraw Hill,

Zikmund, W, G, *Business Research Methods*. New Delhi: Thomson.

Pant, Prem R. *Social Science Research and Thesis Writing*. Kathmandu: Buddha Publications.

Suggested References:

Kumar, R. *Research Methodology: Step-by-step Guide for Beginners*. New Delhi: Pearson Education.

Sekaran, U. and Bougie, R. *Research Methods for Business: A Skill Building Approach*. New Delhi: Wiley & Sons.

Maxwell, J. A. *Qualitative Research Design: An Interactive Approach*. New Delhi: Sage Publications.

Neuman, W.L. (2006). *Social Research Methods: Qualitative and Quantitative Approaches*. Boston: Pearson Education.



MGT 632: Operations Management and Supply Chain

Program/Semester: MBA/Third Semester

Course Title: Operations Management and Supply Chain

Course Code: MGT 632

Credit Hours: 2

Lecturer Hours: 30

Course Objectives

The course aims at equipping students with in-depth knowledge and skills in operations management and supply chains. The students will develop an understanding of manufacturing and operations functions. They will learn to design, plan, operate and control manufacturing, production and operations systems. The course requires the use of analytical techniques to develop critical thinking and to sharpen decision-making skills. The students will have the opportunities to apply what they are learning to practice problems.

Course Description

This course introduces major concepts and tools used in the design and use of operations systems and supply chains in organizations. It introduces the discipline and the role the function plays in a value-creating organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations. Topics include an introduction to operations and productivity, competitiveness, strategy and productivity, product and service design, capacity planning, process selection and facility layout, quality management, inventory management, lean operations, waiting time management and Supply Chain Operations and Performance Measurement.

Learning Outcomes

Successful completion of the course will empower the students to be able to improve just about any process in any area of the business. At the end of the course, the students will be able to:

- Appreciate the strategic role of Operations Management in creating and enhancing a firm's competitive advantages,
- Understand key concepts and issues of Operations Management in both manufacturing and service organizations,
- Analyse business processes in services and manufacturing for improvement,
- Identify the operational issues in the value-addition processes of a firm and
- Apply analytical skills and problem-solving tools to resolve the operational issues.

Course Contents

Unit 1: Introduction to Operations Management and Supply Chain **LH 4**

Role of operations in an organization; service and manufacturing processes; concept and importance of operations management; operations management and decision making; historical evolution of operations management; supply chains: concept, objective and importance; decision phases and process view of supply chain management; comparing the functions of operations management and supply chain management.

Unit 2: Strategies for Product and Service Design **LH 5**

Concept of competitiveness; mission and operations strategies; implications of organization strategy for operations management; productivity for improvement; product design: concept of product design, idea generation, legal and ethical considerations, global product and service design, environmental factors, phases in product design and development, designing for production and service design.

Unit 3: Managing Capacity, Process, Facility and Quality **LH 8**

Capacity planning: defining and measuring capacity, concept of capacity planning, capacity decisions, forecasting capacity requirements, making or outsourcing decisions, constraint management, evaluating alternatives; process selection: concept, technology and process strategy; facility location: facility location decision and location selection techniques; facility layout: concept, designing product and process layouts; quality management: concept and evolution of quality management, quality standards, awards and certifications, total quality management, quality tools, inspection and statistical quality control.

Unit 5: Inventory Management **LH 4**

Inventory management: nature and importance of inventories, requirements for effective inventory management, inventory ordering policies, economic order quantities, reorder point, fixed order interval model, single period model.

Unit 6: Lean Operations and Waiting Time Management **LH 4**

Lean operations: concept, supporting goals, building blocks, lean tools, transitioning to a lean system; waiting time management: concept, managerial implications of waiting situations, goals of waiting time management, characteristics of waiting lines, measures of waiting line performance.

Unit 7: Supply Chain Operations and Performance Measurement **LH 5**

Supply chain operations: planning, sourcing, making and delivering; information systems that support the supply chain management; measuring the performance of supply chains: defining markets for measuring performance and framework for performance measurement (customer service, internal efficiency, demand flexibility and product development).

Prescribed Text Books:

Krajewski L. J. & Malhotra M. K. (2022). *Operations Management: Process and Supply Chains*, Pearson Education Inc.

Stevenson, W. *Operations Management: 9th Edition*, Tata McGraw Hill Education Private Limited.

Suggested References:

Gaither N. and Gaither F.: *Operations Management, 9th Edition*, Cengage Learning India Private Limited.

Hugos, Michael H. (2011). *Essentials of supply chain management*, John Wiley & Sons, Inc.



MIS 633: E-Business

Program/Semester: MBA/Third Semester

Course Title: E-Business

Course Code: MIS 633

Credit Hours: 2

Lecturer Hour: 30

Course Objectives

The course is designed to provide knowledge of online business, improvements and changes brought to society, also aims to provide knowledge about the strategies, and components necessary for the implementation of e-business and processes related to e-business. The objective of the course is to introduce the fundamental concepts of e-business and how they support management and operations in the modern business environment.

Course Description

The spectrum of information technology tools used in business will be discussed along with selected applications. The roles of technology and e-Business across various business disciplines will be examined. topics will include the concept and nature of e-business and e-commerce, e-business infrastructure, e-business strategy, e-procurement management, e-contracting and e-marketing.

Learning Output

Upon completion of this course, the student should be able to:

- Identify and explain the nature and variety of e-business and e-commerce models.
- Determine an appropriate e-business model and apply it to a specific business;
- Compare different components of e-business infrastructure and apply these components in managing e-business.
- Explain the key elements of e-business strategy and describe the processes of formulating e-business strategy.
- Explain the procedures of e-procurement management and e-contracting.
- Prepare an e-business marketing plan and evaluate how it addresses the target market's needs.

Course Contents

In line with the contemporary focus of the course, the following topics have been selected and each issue topic will be explored in relation to existing literature, its relevance and practices in the global context:

Unit 1: Introduction to E-business and E-commerce

LH 6

Concept, nature, and opportunity of e-business; the concept of e-commerce and online marketplace for e-commerce; the difference between e-business and e-commerce; business models for e-products and e-services; business adoption of digital technologies for e-business and e-commerce; e-business risks and barriers to business adoption; management responses to e-commerce and e-business.

Unit 2: E-business Infrastructures

LH 5

Components of e-business infrastructure, internet technology: concept, hosting of websites and e-business service; web technology: internet-access software applications, internet standards, and internet governance; managing e-business infrastructure: hardware system, software system, internet service, hosting providers and employees' access to internet and e-mail.

Unit 3: E-business Strategy

LH 8

Concept of e-business strategy, key elements of e-business strategy, strategic objectives, information systems strategy, strategies for implementation of e-business; strategy for the internal organisation of e-business activities: determining 'make-or-buy' decisions, choosing 'separate or integrated' form of organisation, managing conflicts between online and offline distribution channels.

Unit 4: E-Procurement Management and E-contracting

LH 6

Concept and objective of procurement, types of procurement, difference between purchase and procurement, benefit and risks of e-procurement, market solutions: sell-side, buy-side and marketplace; integration of product catalogue; e-contracting: concept of generic services - information, negotiation, archiving, enforcement, reconciliation; structure of a contract; digital signature.

Unit 5: E-Marketing

LH 5

Overview and significance of e-marketing, concept and development of Web 1.0 (past), Web 2.0 (present), and Web 3.0 (future) platforms of e-marketing, effects of e-business technologies on marketing strategy, e-marketing planning process, the e-marketing plan, the marketing mix, branding, online advertising, targeting online customers, interactive television and e-marketing.

Project/practical work – as per the project work/practical manual.

Prescribed Text Books:

Chaffey, D. (2009). *E-business and e-commerce management: strategy, implementation, and practice (4th ed)*. Pearson.

Combe, C. (2006). *Introduction to E-business Management and strategy*. Elsevier.

Suggested References:

Coupey, E. (2004). *Digital Business: Concepts and Strategies (2nd Edition)*. Prentice Hall.

Jelassi, T., Enders, A., & Martainez Laopez, F. J. (2014). *Strategies for e-business: creating value through electronic and mobile commerce; concept and cases (3rd ed)*. Pearson.

Laudon, Kenneth C., Laudon, Jane P. (2013). *Management information systems, 12th ed*. United Kingdom: Pearson Education Ltd.

McKie, S. 2001. *E-Business Best Practices: Leveraging Technology for Business Advantage*. John Wiley&Sons.

Strauss, J. & Raymond F. (2014). *E-Marketing (7th ed)*. Pearson.



ENT 634: Entrepreneurship

Program/Semester: MBA/Third Semester

Course Title: Entrepreneurship

Course Code: ENT 634

Credit Hours: 3

Lecturer Hour: 45

Course Objectives

The purpose of this course is to familiarize students with the different dimensions of new venture creation and growth. The course will be concerned with content and process as well as with formulation and implementation issues that relate to conceptualizing, developing and managing successful new ventures.

Course Description

The course provides an introduction to fundamental concepts of creative and innovative managerial practices of successful entrepreneurship. It further reviews the significant economic and social contributions entrepreneurs provide to society, the intense lifestyle commitment, and the skills necessary for entrepreneurial success. The course thus provides an overview of the entrepreneurial process, creativity and innovation, strategic perspectives in entrepreneurship, international entrepreneurial opportunities, business plan preparation for new ventures, social and ethical perspectives of entrepreneurship and entrepreneurship development in Nepal.

Learning Outcomes

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

- Explain the fundamentals of entrepreneurship,
- Explore the characteristics and skills of successful entrepreneurs,
- Appreciate entrepreneurial intentions,
- Develop and analyse entrepreneurial strategy,
- Explain the concepts, nature and process of creativity and innovation,
- Identify and analyse entrepreneurial opportunities,
- Understand legal issues relating to intellectual property rights, licensing, and contracts and
- Comprehend emerging issues of entrepreneurship in Nepal.

Course Contents

Unit 1: Introduction to Entrepreneurship

LH 8

Definition, nature, skills and types of entrepreneurs; entrepreneurial traits; function of an entrepreneur; entrepreneurial process; entrepreneurial schools of thought; individual entrepreneurial mind-set; common; entrepreneurial motivations; characteristics associated with entrepreneurs; entrepreneurial mind-set in the organizations; nature of corporate entrepreneurship; conceptualizing corporate entrepreneurial strategy; entrepreneurial intention; factors influencing entrepreneurial intention.

Unit 2: Creativity and Innovation

LH 7

Concept of creativity and innovation; opportunity identification; sources of new venture ideas; methods of generating ideas; entry strategies for new entry exploitation; risk reduction strategy; idea generation from trend analysis; principles of innovation, types and process of innovation; components of creativity; indicators of creativity; nature of creative process; role of creative thinking.

Unit 3: Strategic Perspectives in Entrepreneurship

LH 8

Introduction to strategic planning; nature of strategic planning; major components of a

strategic plan; an entrepreneurial strategy matrix model, product planning and development process; venture development stages; opportunity recognition; opportunity assessment plan, growth strategies; reasons of business failure; sources of information for start-up entrepreneurs in Nepal.

Unit 4: International Entrepreneurial Opportunities

LH 5

Domestic versus international entrepreneurship; entrepreneurial entry into international business; nature of international entrepreneurship; motivation to go global; foreign market entry strategies; barriers to international trade.

Unit 5: Business Plan Preparation for New Venture

LH 5

Planning as a part of business operation, introduction to business plan; concept, nature and process of business planning; key elements and evaluation criteria of a business plan; contents and structure of business plan; preparation of business plan.

Unit 6: Social and Ethical Perspectives of Entrepreneurship

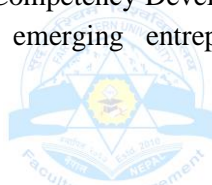
LH 5

Concept of business ethics and social responsibility; ethical and social responsibility of entrepreneur; ethical practices and code of conduct; ethical considerations in corporate entrepreneurship; approaches to managerial ethics; introduction to social entrepreneurship; gender and environmental issues confronting entrepreneurs.

Unit 7: Entrepreneurship in Nepal

LH 7

Growth of entrepreneurship in Nepal; legal structures for entrepreneurial ventures; legal procedure for establishment of new ventures in Nepal; concept and nature of the intellectual property, patents, trademarks, licensing and copyrights (legal issues with reference to Nepalese laws); Entrepreneurial Competency Development (ECD) in Nepal; the importance of small business in Nepal and emerging entrepreneurial issues; women and minority entrepreneurship in Nepal.



Prescribed Text Books:

David H Holt (2011), *Entrepreneurship and new venture formation*, Prentice Hall India

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

Suggested References:

Arya, K. (2016). *Entrepreneurship: creating and leading an entrepreneurial organization*. Pearson.

Ramachandran, K. (2014). *Entrepreneurship development: Indian cases on change agents*. Tata McGraw Hill.

Robinson, P. J. (2017). *A guide for writing your business plan*. Independently published.



HRM 636: Employment Relations

Program/Semester: MBA/Third Semester

Course Title: Employment Relations

Course Code: HRM 636

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration

Course Objectives

The core objective of this course is to broaden students' understanding of the management of employment relations and conflict in the workplace. This course is designed to help students to identify the causes of conflict and to develop responses and strategies to the benefit of both employees and organizations.

Course Description

This course includes an overview of employment relations, the dynamic context of employment relations, development of trade unions, legal framework relating to trade unions, concept and nature of collective bargaining, grievances and discipline handling, employee participation and the regulatory framework relating to employment relations.

Learning Outcomes

The successful completion of this course shall enable the student to:

- Explain the key characteristics of employment relations and the processes of employment relations management.
- Identify the different dynamic contexts of employment relations and use these changing dynamics to in managing employment relations.
- Understand and explain the main purposes, functions and development of trade unions.
- Identify and critically assess the different challenges and possible solutions to collective bargaining.
- Describe the nature, extent and causes of grievances and critically evaluate the procedures of grievances and discipline handling.
- Develop an informed view as to the appropriate employee involvement and participation practices for organizational contexts.
- Understand and critically assess the key principles of employment legislation relating to employment relations.

Course Contents

Unit 1: Introduction to Employment Relations

LH 5

Concept and characteristics of employment relations; objectives, significance and functions of employment relations management; actors and interests in employment relations; processes of employment relations management; the paradigm shift from industrial relations to employment relations.

Unit 2: The Dynamic Context of Employment Relations

LH 10

The changing political and economic environment of employment relations, globalization, social context, new technology, automation and artificial intelligence, the decline of employment in production industries and rise in service sector employment; the increasing participation of women in the labour force; the growing level of part-time work; changes in the location of production and employment; the level and changing nature of self-employment; the incidence of unemployment, redundancies and job insecurity.

Unit 3: Trade Union

LH 6

Development of trade unions, growth and structure of trade union, theories of trade union, pros and cons of trade unions, non-union firms, legal framework relating to trade union recognition and other aspects of trade unions in Nepal.

Unit 4: Collective Bargaining

LH 5

Concept and nature of collective bargaining; levels of bargaining and agreements; collective bargaining and stakeholders; negotiating techniques and skills; factors contributing to the success of collective bargaining.

Unit 5: Grievances and Discipline Handling

LH 6

Concept, nature and causes of grievances; grievance redressal procedure; managing discipline—concept and principles of natural justice; misconduct; approaches to dealing with indiscipline; domestic inquiry.

Unit 6: Employee Participation

LH 5

Concept, purpose and form of employee participation, process of employee participation, design and dynamics of participative forums, implementing employee participative strategies.

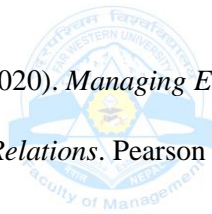
Unit 7: Regulatory Framework Relating to Employment Relations

LH 8

Role of ILO in framing labour legislations; conventions and recommendations of ILO relating to labour law; major provisions of labour act and labour rules in Nepal; legal provisions related to the settlement of disputes, minimum wages and social security; contribution-based social security system in Nepal.

Prescribed Text Books:

- Bennett, T., Virginia F. and Richard S. (2020). *Managing Employment Relations*. United States: Kogan Page Limited.
- Suffield, L. and Gary L. (2020). *Labour Relations*. Pearson Canada Inc.



Suggested References:

- Monappa, A., Ranjeet N. and Patturaja S. (2012). *Industrial Relations and Labour Laws*. New Delhi: Tata McGraw-Hill Publishing Company Limited.
- Ghosh, A.K. (2011). *Industrial Relations: Text and Cases*. Manas Publications.



HRM 637: Human Resource Development

Program/Semester: MBA/Third Semester

Course Title: Human Resource Development

Course Code: HRM 637

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration

Course Objectives

The objective of this course is to build an understanding and perspective of human resource development (HRD) as discipline and create a comprehensive understanding of HRD for developing skills of a detailed plan needed and demonstrate the implementation of HRD program in the organization.

Course Description

This course includes the foundations of human resource development, framework of human resource development, evaluating HRD programs, employee socialization and orientation, employee counseling, wellness services, career management and diversity management.

Learning Outcomes

The successful completion of this course shall enable the student to:

- Describe the theoretical foundations and historical perspectives of HRD.
- Critically reflect upon various frameworks of human resource development.
- Explain the the purpose, models and framework of HRD evaluation.
- Examine employee socialization as a the process of becoming an insider and design an employee orientation program.
- Discuss and describe core concepts related employee counseling , wellness services and career management.
- Evaluate and understand diversity issues and HRD programs for culturally diverse employees.

Course Contents

Unit 1: Foundations of Human Resource Development

LH 8

Introduction to human resource development (HRD); evolution of HRD; the relationship between HRM and HRD; HRD functions; roles and competencies of HRD professionals; influences on employee behaviour: external and internal influence; learning and HRD: learning and instruction, maximizing learning, individual differences in the learning process, learning strategies and styles.

Unit 2: Framework of Human Resource Development

LH 10

HRD processes, assessing HRD needs, designing effective HRD program, HRD interventions, implementing HRD programs, training methods: on-the-job and off-the-job training, brain storming, case studies, role plays and simulations; e-learning and use of technology in training computer-based training.

Unit 3: Evaluating HRD Programs

LH 8

The purpose of HRD evaluation; models and framework of HRD evaluation: Kirkpatrick's model, CIPP model and Brinkerhoff's model; assessing the impact of HRD programs in monetary terms: cost-benefit analysis, cost-effectiveness analysis and utility analysis; stakeholder approach to training evaluation.

Unit 4: Employee Socialization and Orientation

LH 8

Socialization - the process of becoming an insider; content of socialization; the realistic job preview (RJP); employee orientation programs: objectives of employee orientation programs, assessment and the determination of orientation program content; orientation roles; designing and implementing an employee orientation program; evaluation of orientation program effectiveness.

Unit 5: Employee Counseling, Wellness Services and Career Management

LH 6

Employee counseling: counseling as an HRD activity, counseling programs, issues in employee counseling; employee wellness and health promotion programs; career management: defining career concepts, stages of life and career development, models of career development and the process of career management.

Unit 6: Managing Diversity

LH 5

Concept of equal employment opportunity, affirmative action and managing diversity; diversity of workforce and cross-cultural issues, HRD programs for culturally diverse employees, expatriate and repatriate supports.

Prescribed Text Books:

Werner, J. M. & Desimone, R. L. (2012). *Human Resource Development*. Cengage Learning.
Haldar, U. K. (2009). *Human Resource Development*. Oxford University Press.

Suggested References:

Blank, William E., (1982) *Handbook for Developing Competency Based Training Programmes*. Prentice-Hall, New Jersey
Haldar, U. K. (2009). *Human Resource Development*. Oxford University Press.
Kandula, S. (2001). *Strategic Human Resource Development*. PHI Learning.
Mankin, David (2009). *Human Resource Development*. Delhi: Oxford University Press.
Rao, T.V. (2005). *Future of HRD*. Macmillan Publishers India.

