

Course Contents SBMS **2016**

School of Business and Management Studies
(Now School of Commerce and Management Studies)

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in



Internet Based Marketing (IBM)

Course Code: MSC520

Course Coordinator: Dr Bhagwan Singh, Dean, School of Commerce & Management Studies (SCMS)

Course Name: Internet Based Marketing (IBM)

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures/organized classroom activity/contact hours; 5 hours of laboratory work/practical/field work/Tutorial/teacher-led activity and 15 hours of other workload such as independent individual/group work; obligatory/optional work placement; literature survey/library work; data collection/field work; writing of papers/projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to apply marketing theory and concepts to what marketers do in "the virtual world i.e. Internet".
- Enable the students to design effective marketing programs by selecting appropriate strategies for 7 Ps developed through Internet.
- Improve familiarity of the students with current issues and emerging trends in Internet based marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment: 25%
 - Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
 - Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)
(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)
 - Case studies & Survey: 10%
 - Assignments/Surprise test/Activity: 5%

Course Contents:

UNIT – I: Overview about Internet & Marketing

(4Hours)

- History of Internet
- Customers and the Internet
- Evolving Technology
- Business and Internet
 - Business & Marketing

- Introducing Internet Based Marketing (IBM)
 - Case Studies based on IBM

UNIT–II: Internet Marketing Fundamentals

(6Hours)

- The abbreviations used while working/market in goninternet
- The Internet micro-environment
- The Internet macro-environment
 - Category Based Case Studies

UNIT–III: Development of Web portals

(8Hours)

- Visibility & Colour Compositions of Websites
- Revenue Models of Internet
- Website planning and designing
- Campaign planning for digital media
- Ethical Issues in Web Marketing
- Creating Web portal
 - Developing Website

UNIT–IV: Emerging Trends in WebMarketing

(6Hours)

- Web Based Advertising
- Social Media Network marketing
- Mobile marketing & Advertising
- E-CRM, E-Banking, E-Green Marketing etc.
 - Internet Based Event Marketing

UNITV: Internet Strategy Development

(6Hours)

- Internet marketing strategy
- The Internet and the marketing mix
- Marketing communications using digital media channels
- Relationship marketing using the Internet
 - Internet Based Marketing Case Development

Prescribed Text Books:

1. Singh Bhagwan (2017), Web Based Advertising: A Tool of Digital & Internet Based Marketing, 1st Edition, Anamika Publisher
2. DaveChaffey ,FionaEllis-Chadwick, KevinJohnston &RichardMayer(2009),**Internet Marketing: Strategy,ImplementationandPractice**,3rd Edition,PearsonEducation
3. Lara Fawzy & Lucas Dworski (2011), **Emerging Business Online: Global Markets and the power of B2B Internet Marketing**, Pearson Education
4. Susan Sweeney, Andy MacLellan, Ed Dorey, **3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success**, 7th Edition, Maximum Press

SuggestedAdditionalReadings:

1. Ramaswamy V.S.&Namakumari S. (2009), MarketingManagement: Global Perspective Indian Context,4th Edition,MacmillanPublishersIndiaLtd.,NewDelhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. &HaqueEhsan Ul (2011), Principles of Marketing:ASouthAsianPerspective,2nd Edition,PearsonEducation,NewDelhi.
3. KotlerPhilip;KellerKevinLane;KoshyAbraham&JhaMithileswar(2009),MarketingManagement: ASouthAsianPerspective,13th Edition,PearsonEducation,NewDelhi.
4. BoseBiplabS.(2010), Marketing Management, 3rd Edition,Himalaya Publishing HousePvt.Ltd., Mumbai.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH
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DHAULADHAR CAMPUS - II, DHARAMSHALA, DISTRICT KANGRA-176215 (HP)
www.cuhimachal.ac.in

Strategic Management

Course Code: MSO506
Course Name: Strategic Management
Faculty Name: Dr. Bhagwan Singh, Head, Dept. of M&SCM

Credits Equivalent: 04 Credits (One credit is equivalent to 10 hours of lectures/organised classroom activity/contact hours; 5 hours of laboratory work/practical/fieldwork /Tutorial/teacher-led activity and 15 hours of other workloads such as independent individual/group work; obligatory/optional work placement; literature survey/library work; data collection/fieldwork; writing of papers/projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Enable the students to apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas.
- Enable the students to create, execute and evaluate different strategies in their everyday life as managers.

Attendance Requirements: 75% AS PER NORMS OF CUHP

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%

Course Contents:

Unit–I: Introduction to Strategic Management (8Hours)

- Concept of strategy : Definition need and dimension of strategy, strategic planning and strategic decision making process
- Levels of strategy: Corporate, business, functional level
- Process of strategic management: Vision and mission of company, business vision models, objectives and goals, business policies and strategy. Strategic management models
- Establishment of strategic intent

Unit–II: Strategic Formulation (8Hours)

- Environmental appraisal: The external assessment, Six Sigma, McKinsey 7s framework Model, Porter's five force model, Gap Analysis etc.
- Organization appraisal: Dynamics of internal environment. Organizational capability factors. Methods and techniques used for organizational appraisal
- The internal analysis: Resource based view, value chain analysis, and internal factor revaluation
- Strategic Business Units (SBUs) strategy : Evaluating and choosing business strategies: BCG matrix, JoHarri Window, GE9 cell model etc.

Unit-III: Strategy Implementation**(8Hours)**

- Business level strategy in different industrial context
- Multi business strategy: Balanced scorecard, types of strategies & approaches (Synergy Approach etc)
- Implementing strategies: Management and operations issues
- Strategic analysis and choice

Unit-IV: Corporate Level Strategy(8Hours)

- Strategies for domestic markets ,global strategies and the multinational corporation, Vertical integration and the scope of firm, Growth strategies-I&II
- Market structures and network externalities
- Strategic alliances

Unit-V: Current Strategic Evaluation & Innovation**(8Hours)**

- Strategic review, evaluation and control: SWOT, TOWS, Value Chain Analysis etc,
- Challenges in strategic management
- Structural & behavioural dimensions
- Information technology and strategy : Blue & Red Ocean Strategy etc.
- Knowledge management

Prescribed Text Books:

1. Wheelen L. Thomas, J. David Hunger (2010). Concepts in Strategic Management and Business Policy. 12th Edition. Pearson Prentice Hall, New Delhi.
2. Grant M. Robert (2011). Contemporary Strategic Management. Sixth Edition. Wiley India Pvt. Ltd, New Delhi.
3. Arthur A. Thomson, A. J. Strickland III, John E. Cappel (2011). Crafting and Executing Strategy. 18th Edition. Tata MacGraw Hill, New Delhi.

Suggested Extra Readings:

1. Cherunilam Francis (2011). Strategic Management: A book on Business Policy/Corporate Planning. 3th revised Edition. Himalaya Publishing Pvt. Ltd.
2. David R. Fred (2011). Strategic Management-Concepts and Cases. 13th Edition. PHI Learning, New Delhi.
3. Kazmi Azhar (2011). Business Policy and Strategic Management. 3rd Edition. Tata McGraw Hill, New Delhi.
4. Pearce A. John, Robinson B. Richard and Mital Amita (2008). Strategic Management-Formulation, Implementation and Control. 10th Edition. Tata McGraw Hill, New Delhi.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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TAB SHAHPUR, DISTRICT KANGRA - 176206 (HP)

www.cuhimachal.ac.in

Integrated Marketing Communication (IMC)

Course Code: MSC 405

Course Name: Integrated Marketing Communication (IMC)

Faculty Name: Dr. Bhagwan Singh, Head & Associate Professor, M&SCM, SBMS

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to apply marketing theory and concepts to what marketers do in "the real world".
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Assignments: 4%
 - Presentations: 4%
 - Case studies & Field Surveys: 8%
 - Surprise test/Activity/etc.: 4%

COURSE CONTENTS:

UNIT – I: Introduction to IMC

(4 HOURS)

- Overview of IMC

- Role of Marketing Communication
- Design the Communication
- Communications Channels and Process
- Total Marketing Communication Budget

UNIT – II: Components of IMC

(4 HOURS)

- Traditional Advertising
- Traditional Promotion
- New Media & Other IMC option
- Direct Marketing & Channel Marketing

UNIT – III: Communication Process

(4 HOURS)

- Development of Advertising
- IMC Message Processing
- Creative Execution
- International Marketing Communication

UNIT – IV: IMC Plan

(4 HOURS)

- Corporate Communication
- Planning Consideration
- IMC Planning Process
- Sponsorship and product planning
- Finalizing and Implementing IMC

UNIT – V: Advancement of Advertising

(4 HOURS)

- Web Based Advertising (WBA)
- Types of WBA
- Mobile Based Advertising
- Virtual Reality Based Advertising

Prescribed Text Books:

1. Kotler, P., & Keller, K. (2011). *Marketing management 14th edition*. Prentice Hall.
2. Singh Bhagwan, (2017), *Web Based Advertising: A Tool of Digital & Internet Based Marketing*, 1st Edition, Anamika Publisher
3. Kitchen, P. J. & Pelsmaker, P.D., (2004). *Integrated marketing communications: A Primer*. Taylor & Francis.
4. Yeshin, T. (1998). *Integrated marketing communication: The Holistic Approach*. Elsevier Group.

Suggested Additional Readings:

1. Percy, L. (2008). *Strategic integrated marketing communication: theory and practice*. Routledge.
2. Yeshin, T. (2012). *Integrated marketing communications*. Routledge.
3. Jani Rakesh R. (2011), *Services Marketing ethics, Values & cases*, Paradise Publishers
4. Jugenheimer (2010), *Advertising and Public Relations Research*, 1st Ed. PHI Learning.

5. George E Belch, George E. & Belch, Micheal E (2003). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw Hill

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TAB – SHAPUR AND DHARAMSHALA (HQ), DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Web Based Advertising (WBA)

Course Code: MSC522

Course Name: Web Based Advertising (WBA)

Course Coordinator: Dr Bhagwan Singh, HoD, Dept. of Marketing & Supply Chain Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures/organized classroom activity /contact hours; 5 hours of laboratory work/practical /field work/Tutorial /teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/library work; data collection/fieldwork; writing of papers/projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to apply marketing theory and concepts to what marketers do in "the real world".
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%

2. End Semester Examination: 50%

3. Continuous Internal Assessment: 25%

- Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
- Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)
(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)
- Case studies & Survey: 10%
- Assignments/Surprise test/Activity: 5%

Course Contents:

UNIT – I: Starting with Foundation

(3 Hours)

- History of Internet
- A Marketing Perspective in the Internet Age
- Internet marketing v/s traditional marketing

- Need of Website for Business

UNIT–II: Understanding Web Environment (5Hours)

- Customers & Internet
- Types of Web Environment: Micro and Macro Environment
- The abbreviations used while working/marketing through web.

UNIT – III: Web Based Advertising (4 Hours)

- Advertising Defined
- Roles, Players and Basic Medias of Advertising
- Evolution of Advertising and its types
- Introduction to Web Based Advertising (WBA)

UNIT – IV: Types and Models of Web Based Advertising (WBA) (5Hours)

- Types of WBA
- Model of WBA
- Revenue Models of WBA
- Popular Terms of Web Advertising Trade

UNIT – V: Recent Trends in Digital Marketing (3 Hours)

- Mobile Based Marketing
- Video based marketing (You tube etc)
- Digital Marketing Strategy
- Virtual Reality Based Advertising

Prescribed Text Books:

5. Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 3rd Edition, Pearson Education
6. Bhagwan Singh, (2017), Web Based Advertising: A Tool of Digital and Internet Based Marketing, 1st Edition, Anamika Publisher
7. Lara Fawzy & Lucas Dworski (2011), Emerging Business Online: Global Markets and the power of B2B Internet Marketing, Pearson Education

Suggested Text Books:

1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 7th Edition, Maximum Press
2. Catherine Juon, Dunrie Greiling & Catherine Buerkle (2012), Internet Marketing Start To Finish, Que Publishing House
3. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi.
5. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
7. Bose Biplab S. (2010), Marketing Management, 3rd Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
8. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management:

A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.

Suggested web links:

1. http://epgp.inflibnet.ac.in/view_f.php?category=1408 Module 07, 18 & 20
2. <https://www.google.com/onlinechallenge/dmc/dmc-intro.html>

CENTRAL UNIVERSITY OF HIMACHAL PRADESH
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TAB – Shapur and Dharamshala (HQ), District Kangra-176215 (HP)
www.cuhimachal.ac.in

Digital Marketing

Course Code: MSC430 SD-4

Course Name: Digital Marketing

Course Coordinator: Dr Bhagwan Singh, HoD, Deptt. of Marketing & Supply Chain Management, SBMS, CUHP

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures/organized classroom activity /contact hours; 5 hours of laboratory work/practical /field work/Tutorial /teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/library work; data collection/fieldwork; writing of papers/projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- During this course students will develop know how for digital marketing scenario.
- This course will provide you with an introduction to many of the concepts covered in subsequent modules.
- Enable the students to design effective digital marketing campaigns.
- Improve familiarity of the students with current issues and emerging trends in digital marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

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2. End Semester Examination: 50%
3. Continuous Internal Assessment: 25%
 - Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
 - Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)
 - (Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)
 - Case studies & Survey: 10%
 - Assignments/Surprise test/Activity: 5%

Course Contents:

UNIT – I: Overview about Digital Marketing and its environment

(5 Hours)

- History of Internet
- Customers & Internet
- Digital Micro Environment
- Digital Macro Environment
- Basic Abbreviations of Digitalization

UNIT – II: Foundations for Digital Marketing**(5Hours)**

- Why Business Needs Digitalization
- Digitalization and its evolution in Marketing
- Digital Marketing activities
- Online Value Proposition (OVP)
- Six Cs of OVP

UNIT – III: Website Planning & Designing**(4Hours)**

- Reasons behind developing Websites
- Attribute of Websites
- Website Designing Phases
- Website Development Process

UNIT – IV: Web Based Advertising**(3 Hours)**

- Advertising Defined
- Roles, Players and Basic Medias of Advertising
- Evolution of Advertising and its types
- Introduction to Web Based Advertising (WBA)
- Types of Web Based Advertising

UNIT – V: Recent Trends in Digital Marketing**(3Hours)**

- Mobile Based Marketing
- Video based marketing (You tube etc)
- Digital Marketing Strategy
- Virtual Reality Based Advertising

Prescribed Text Books:

8. Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 3rd Edition, Pearson Education
9. Bhagwan Singh, (2017), Web Based Advertising: A Tool of Digital and Internet Based Marketing, 1st Edition, Anamika Publisher
10. Lara Fawzy & Lucas Dworski (2011), Emerging Business Online: Global Markets and the power of B2B Internet Marketing, Pearson Education

Suggested Text Books:

1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 7th Edition, Maximum Press
2. Catherine Juon, Dunrie Greiling & Catherine Buerkle (2012), Internet Marketing Start To Finish, Que Publishing House

Suggested web links:

3. http://epgp.inflibnet.ac.in/view_f.php?category=1408 Module 20
4. <https://www.google.com/onlinechallenge/dmc/dmc-intro.html>
5. <https://www.coursera.org/specializations/digital-marketing>
6. <https://www.mica.ac.in/digital-marketing/curriculum>

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TAB – SHAPUR AND DHARAMSHALA (HQ), DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Advance Topics in Strategic Marketing & Management

Course Code: MSC607

Course Name: Advance Topics in Strategic Marketing & Management

Course Coordinator: Dr Bhagwan Singh, HoD, Dept. of Marketing & Supply Chain Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures/organized classroom activity /contact hours; 5 hours of laboratory work/practical /field work/Tutorial /teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/library work; data collection/fieldwork; writing of papers/projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to apply marketing theory and concepts to what marketers do in "the real world".
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment: 25%
 - Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
 - Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)
(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)
 - Case studies & Survey: 10%
 - Assignments/Surprise test/Activity: 5%

Course Contents:

UNIT – I: Strategy and Marketing

(8 Hours)

- Strategy and Marketing Management
- What is Strategic Marketing and Management
- Need of Strategic Marketing
- Competitive positioning
- Brand Strategy
- Pricing and Distribution Channel

UNIT–II: Tools of Strategic Marketing**(8Hours)**

- Naming and Messaging
- Corporate Identity
- Internet Based Marketing
- Return on Investment (RoI)
- Customer Relationship Management (CRM)
- Customer Lifetime Value (CLV)

UNIT – III: Sales & Customer Acquisition with new Tools**(8 Hours)**

- Sales Management& Sales Tools
- Roles, Players and Basic Medias of Advertising
- Marketing Planning& Budget
- Internet Based Marketing (IBM)
- Web Based Advertising (WBA)

UNIT –IV: Strategic Marketing Management for various approaches**(8Hours)**

- Customer retention
- Business Development
- 7P, 7C & 6 I
- Integrated Marketing Communication (IMC)
- Holistic Marketing approach

UNIT – V: Recent Trends in Strategic Marketing & Management**(8 Hours)**

- Changing Marketing environment
- Virtual Reality Means of Advertising
- Green Marketing & Sustainability
- Online &Fashion Retailing
- Strategies for Online Education

Prescribed Text Books:

11. Dave Chaffey ,Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 3rd Edition, Pearson Education
12. Singh Bhagwan, (2017), Web Based Advertising: A Tool of Digital and Internet Based Marketing, 1st Edition, Anamika Publisher
13. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
14. Lara Fawzy & Lucas Dworski (2011), Emerging Business Online: Global Markets and the power of B2B Internet Marketing, Pearson Education

Course Code: SAS 403

Course Name: Business Statistics

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objective:

After completing this course the students will :

- Learn to understand the main features of traditional and modern statistics.
- Learn to use various statistical techniques for Decision Making.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Subjective Assignment: 10%
 - Problem solving : 5%
 - Practical / Library Work: 10%

Course Contents:

UNIT I: Introduction to Statistics (3 hours)

- Meaning, Nature and Need of Statistics
- Collection of data
- Primary and Secondary Data
- Classification and Tabulation of Data
- Presentation of Data

UNIT II: Measures of Central Tendency, Dispersion and Symmetry (5 hours)

- Mean
- Median
- Quartiles, Percentiles
- Mode
- Measures of Dispersion, Measures of Skewness and Kurtosis

UNIT III: Correlation and Regression (4 hours)

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation
- Rank Coefficient of Correlation

- Regression lines
- Determination of Regression lines and Regression Coefficients

UNIT IV: Index Number

(4 hours)

- Use of Index Numbers
- Kinds of Index Numbers
- Methods of Constructing Index Numbers

UNIT V: Theory of Probability and Theoretical Distribution (4 hours)

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law and Conditional Probability
- Bayes Theorem
- Binomial Distribution
- Poisson Distribution
- Normal Distribution

Prescribed Text Books:

1. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
2. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.

Supplementary Reading

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Arora. Managerial Statistics (2010). S.Chand Publications.
3. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.

Accounting For Managerial Decisions

Course Code: AFA 407

Course Name: Accounting For Managerial Decisions

Course Coordinator: Dr. Mohinder Singh

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Define financial accounting, Accounting Rules, Accounting Process, Financial Statements and techniques used in financial analysis.
- Apply the tools of to perform horizontal and vertical analysis.
- Calculate and interpret various financial ratios.
- Demonstrate knowledge of, and ability to prepare, a statement of cash flows.
- Define managerial accounting and understand the techniques used in cost accounting.
- Compute break-even and cost-revenue analysis and understand how to interpret the results.
- Prepare various types of budgets.

Course Outcome

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance 5%
 - Quiz 5%
 - Case study 5%
 - Presentation and problem solving 10%

Course Contents

- UNIT - I Introduction to Accounting and Management Accounting (4 Hours)**
- Accounting, Book-keeping and Accounting, Users of Accounting, Basic Concepts and Conventions, Components of Financial Statements, Format of Balance sheet, Accounting terminology
 - Liabilities, Equity Shares, Share Capital and its types, Preference Share Capital, Reserves and Surplus, Secured loans, Equitable Mortgage, unsecured Loans, Current Liabilities and Provisions, Assets, Fixed Assets, Current Assets, Investments
- UNIT - II Financial Statements (4 hours)**
- Financial Statements: Meaning and type of financial statements;
 - Limitations of financial statement;
 - Objectives and methods of Financial Statement Analysis;
- UNIT - III Ratio Analysis (4 hours)**
- Ratio analysis;
 - Classification of Ratios;
 - Advantages and Limitations of Ratio Analysis.
- UNIT - IV Cash flow and Marginal costing (6 hours)**
- Cash flow statement;
 - Marginal costing and Profit planning - Managerial applications.
- UNIT - V Budgeting (2 hours)**
- Budgeting for profit planning and control: Meaning of Budget and Budgetary control;
 - Objectives; Merits and Limitations of Budgeting;
 - Types of budgets fixed and flexible budgeting;
 - Zero Base Budgeting,

Prescribed Text Books:

1. Maheswari S.N. (2004). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.
2. Bhattacharyya Debarshi, (2011). Management Accounting. Pearson Education.
3. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata Mc Graw Hill Education Pvt. Limited, India.
4. Mathur Satish B. (2011). Accounting For Management. Tata Mc Graw Hill Education Pvt. Limited, India.

Suggested Extra Readings:

1. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007). Management Accounting: Principles and Applications. Sage South Asia Edition.
2. Horngren, (2009). Introduction to Management Accounting. Pearson India.
3. Singhvi and Bodhanwala, (2007). Management Accounting- Text and Cases. PHI.
4. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
5. Murthy and Gurusamy, (2009). Management Accounting. Tata Mc Graw Hill Education Pvt. Limited, India.
6. Arora M.N. (2009). Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
7. Kuppapally, (2011). Accounting for Managers. Eastern Economy Edition. PHI India.

8. Jiambalvo, (2011). Managerial Accounting. Wiley India.
9. Jawaharlal,(2011). Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
10. Proctor Ray, (2010). Managerial Accounting For Business Decisions. Pearson India.
11. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.
12. Ghosh T P.(2007). Accounting and Finance for Managers. Taxmann.

Tentative Lecture Plan			
Lectures No	Topics	Prescribed Text Book	Chapter No.
1	Basic Introduction to Accounting and its Importance in Business	1&2	1
2	Accounting Fundamentals	1&2	2
3	Accounting Cycle	1&2	2
4	Understanding various accounting books	1&2	3-5
5	Capital and Revenue items	1&2	7
6	Understanding Financial Statements (Income)	1&2	9
7	Understanding Financial Statements(Position)	1&2	10
8	Case study in Financial Statement		
9	Analysis of Financial Statements - Horizontal	2 & 3	4,5&3
10	Ratio Analysis- Liquidity and Efficiency	2 & 3	
11	Ratio Analysis – Profitability	2 & 3	6
12	Ratio Analysis –Solvency and Leverage Ratio	2 & 3	10
13	Cash Flow Statement-I	2 & 3	10
14	Cash Flow Statement-II	2 & 3	11
15	Break- even - Analysis	2 & 3	11
16	Cost Volume Profit Analysis	2 & 3	15
17	Cases in CVP analysis	2 & 3	9
18	Budget ,Budgeting and Budgetary Control	2 & 3	9
19	Different type of Budgets	2 & 3	8
20	Cash Budget	2 & 3	15

Stock Market Operations

Course Code: AFA415

Course Name: Stock Market Operations

Credits Equivalent: 2Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Stock market.
- Understand the working of Indian Stock market.
- It is also aimed at helping student equip themselves with the various terminology used in stock markets as well as practical Implication of stock markets.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
 5. End Term Examination: 50%
 6. Continuous Internal Assessment: 25%
- Library Work Assignment: 5%
 - Subjective Assignment: 5%
 - Quizzes/Games/Puzzles: 5%
 - Personality Assessment: 5%

- Live Projects: 5%

Unit	Contents	Hours
I	An overview of Financial System Financial System, Functions of Financial System, Indian Financial System, Financial Institutions, Financial Instruments and Financial Markets. Money market: Features, Instruments, Composition and Functions.	Three
II	Capital Market Basics Meaning, Function and importance of Capital Markets. Dematerialisation and Depository System. New Issue Market: Functions, Methods of Floating New Issue, SEBI Guidelines for IPO, Recent trends in Indian New Issue Market. Listing of securities, Advantages and Procedure.	Five
III	Stock Markets Stock market, functions, Organisation of Stock Exchanges in India, Reforms in Indian Stock Markets, Players in the stock Market i.e. custodian, clearing house, Kinds of brokers, Role of brokers and Dealers, merchant bankers. BSE and NSE	Five
IV	Stock Market Trading Mechanics: Trading system, market segments, market functioning, type of trading, trading orders, Short selling, transaction cycle, Clearing and Settlement, Online Trading, Speculative Transactions, Margin Trading, Stock Indices and Risk management in Stock Markets	Four
UNIT – V:	Basics of technical analysis Stock market terminology Stock charts & chart types, Trends and trend lines Support & Resistance and Volume	Three

Prescribed Text Books:

1. Mishkin frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
2. Gordan and Natrajan(2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
3. Fabozzi and Modigliani(2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
4. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.

5. Alok Goyal, Financial Market Operation, 2012 Edition, VK Publications, New Delhi.

Suggested Extra Readings:

1. Sharma (2011), Banking and Financial System, First Edition, Foundation Books, New Delhi.
 2. Bhalla (2011) Investment Management, Seventeenth Edition, S. Chand, New Delhi.
 3. Kevin (2011) Security Analysis and Portfolio Management, Tenth Edition, PHI Learning, New Delhi.
 4. Hull (2011) Risk Management and Financial Institutions, Second Edition, Pearson, New Delhi.
 5. Fabozzi (2011) Foundations of Financial Markets and Institutions, Third Edition, Pearson, New Delhi.
 6. Sanjeev Agarwal, *A Guide to Indian Capital Market*, Bharat Publishers
 7. Ravi Puliani and Mahesh Puliani, *Manual of SEBI*, Bharat Publication.
 8. Pring, M. J., (2002) "Technical Analysis Explained", McGraw Hill, Fourth Edition, ISBN 0-07-122669-9.
 9. Eng, W.F., (1988) "The Technical Analysis of Stocks, Options and futures", Vision Books, ISBN 81-7094-531-3
 10. Wilder, W., (1978) "New Concepts in Technical Trading Systems", Trend Research, ISBN 0894590278
 11. Edwards, R.D., & Magee, J., (2001) "Technical Analysis of Stock Trends", AMACOM, 8th edition, ISBN 0814406807
 12. Bauer, R.J., & Dahlquist, J. R., (1998) "Technical Market Indicators: Analysis & Performance", Wiley, ISBN 0471197211
 13. Kirkpatrick, C. D., & Dahlquist, J. R., (2006) "Technical Analysis: The Complete Resource for Financial Market Technicians" ISBN 013153113127.
8. Khan and Goel (2011), Capital and Money Market, First Edition, Himalaya Publishing House, New Delhi.

WEBSITES

• www.investopedia.com

• www.chartschool.com

• www.stockcharts.com

• http://www.vtsystems.com/resources/helps/0000/HTML_VTtrader_Help_Manual/index.html?technicalindicators.html

• www.stocks-n-options.com

<http://www.mywealthguide.com/invest.htm>

<http://www.capitalmarket.com>

<https://www.arthayantra.com/index.php>

Lectures No	Topics
1.	Financial System and Financial Markets: Meaning & Functions of Financial System, Composition of Indian Financial System
2.	Financial Instruments- features & Type, Basics of Financial Markets
3.	types of Financial Market and their Functions
4.	Basics of Primary Capital Market Meaning, Function, instruments and importance of Capital Markets
5.	Dematerialisation and role of Depository System
6.	New Issue Market: Functions, Eligibility Conditions for issue, offer documents and different method New Issue, Allotment process
7.	Listing of securities, Advantages and Procedure.
8.	Basics of Stock Markets-I : Stock market, functions, Organisation of Stock Exchanges in In
9.	Reforms in Indian Stock Markets
10.	Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FII
11.	Role of brokers and, merchant bankers
12.	Indian Stock Market- BSE and NSE
13.	Stock Market Trading Mechanics : Trading system, market segments, market functioning
14.	type of trading, trading orders, Short selling
15.	transaction cycle, Clearing and Settlement
16.	,Online Trading, Speculative Transactions
17.	Margin Trading, Stock Indices and Risk management in Stock Markets
18.	Technical Analysis basics: Stock charts & Chart types, Trends and trend lines, Support & Resistance and Volume
19.	Mutual Fund Basics: Meaning, structure, types, benefits
20.	regulation and performance evaluation criteria of Mutual Funds

Management of Mutual Funds

Course Code: AFA-509

Course Name: Management of Mutual Funds

Faculty Name: Dr. Mohinder Singh, Assistant Professor, SBMS

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to enable students:

- To build up the knowledge of portfolio management
- To develop skills to choose a right mutual fund

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

7. Mid Term Examination: 25%
8. End Semester Examination: 50%
9. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations: 5%
 - Assignment: 5%
 - Viva: 10%

Course Contents:

UNIT – I:Introduction to Investment

(4 Hour)

- Meaning of Investment, the investment process, Investment alternatives
- Concept of risk and return, Systematic and unsystematic risk
- Fundamental and technical analysis
- The efficient market hypothesis

UNIT – II:Basics of Mutual Funds

(4 Hour)

- Meaning of Mutual Fund
- Structure of mutual fund
- Types of Mutual Funds, Benefits of mutual funds investment
- Mutual Fund Style
- Regulation of Mutual Funds in India

UNIT – III:Evaluation of Mutual Fund

(4 Hours)

- Under Standing offer Documents
- NFO evaluation
- NAV and Pricing
- Equity and Debt Investment
- Mean-Variance Portfolio Theory, Markowitz efficient frontier
- Capital Asset Pricing Model (CAPM)
- Arbitrage pricing theory

UNIT – IV:Mutual Fund Performance Evaluation

(4 Hours)

- Sharpe Ratio
- Treynor Ratio
- Sortino Ratio
- Expense Ratio
- Comparing the Risk-Adjusted Measure

UNIT – V:Comparative Study of Indian Mutual Fund

(4 Hour)

- Various Mutual fund In India

- Systematic Investment Plans
- Gold Exchanges Traded fund
- Unit Linked Insurance Plan
- Taxation issue in Mutual Funds

Prescribed Text Book(s):

1. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2nd ed.). New Delhi: Sage Publications.
2. Gala Jitendra (2016) Guide to Indian Mutual Fund (2nd Edition). Mumbai. Buzzing Stock Publication.
3. Indian Institute of Banking & Finance (2015). Mutual Funds in India (1st ed.). New Delhi Taxman Publications.
4. Fischer & Jordan (2011). Security Analysis and Portfolio Management (6th ed.). New Delhi: PHI

Suggested Readings

5. Prasanna Chandra (2012). Investment Analysis and Portfolio Management (4th ed.). New Delhi: Tata McGraw Hill
6. Ingle, V. D. (2009). Mutual Funds in India (1st ed.). New Delhi: New NC Century.
7. Parnami, Rajendra (2012). Mutual Fund and Stock Market (1st ed.) New Delhi: Vakratund Publishers.
8. Christopherson, A. John, Carino R. David and Ferson, E. Weyne (2009). Portfolio Performance Measurement and Benchmarking (2nd ed.). New Delhi: Tata McGraw Hill Education Private Limited
9. Elton, J. Edwin, Gruber J. Martin, Brown, J. Stephen and Goetzmann N. William (2007). Modern Portfolio theory and Investment Analysis Wiley Publications

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

Managerial Economics

Course Code: MSO- 413

Course Name: Managerial Economics

Faculty Name : Dr. Mohinder Singh

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Outcome

After completing this course students will understand various economics theories and its application in managerial decision making. They will learn the theory of demand, supply, firm, market, pricing and production as well as understand the meaning of costs, its types, economies of the scale, profit volume relationship, features of different type of markets and macroeconomic factors that affect business.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
(Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

Course Contents

Unit	Contents	Hours
I	Introduction & Demand Analysis <ul style="list-style-type: none">• Meaning, Nature and Scope of managerial economics-relationship to other branches of learning-usefulness of managerial economics,• Demands, Determinants of Demand, Demand Function, Law of Demand• Elasticity of Demand- Price, Income, Cross and Advertising, Uses of Elasticity of Demand for managerial decision making and measurement of Elasticity of Demand.• Demand forecasting meaning, significance and methods.	10

II	Market Equilibrium <ul style="list-style-type: none"> • Meaning of Supply And Law of Supply, Supply Curve & Exceptions to The Law Of Supply & Determinants of Supply , Changes or Shifts in Supply, Supply Function • Elasticity and factors determining elasticity of supply • Market Equilibrium & Changes in Market Equilibrium 	5
III	Production Analysis <ul style="list-style-type: none"> • Production And Production Function • Law of Variable Proportions • Returns to Scale & Economies of scale and diseconomies of sale • Meaning , importance and the determinants of various cost concepts 	8
IV	Revenue, Pricing Policies and Market Analysis <ul style="list-style-type: none"> • Meaning and Different Types of Revenues • Pricing Policies & Pricing Methods • Market structure & Pricing decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly 	8
V	Macroeconomic and Business Decisions <ul style="list-style-type: none"> • Stabilisation Policies: Monetary, Fiscal Policy & Physical policy or Direct Controls • Business Cycles & Theories of Business Cycles • Inflation and Deflation • Natural Environment And Business 	8

Prescribed Text Books:

1. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
2. Yogesh Maheswari, Managerial Economics, Phi Learning, NewDelhi, 2012
3. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
4. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
5. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
6. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi BookDistributors and Publishers.

Suggested Extra Readings:

1. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill.
2. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
3. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciion. Biztantra Publication, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.



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Organizational Behavior

Course Code: HRM 401

Course Name: Organizational Behaviour

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Familiarize students to the field of Organizational Behaviour and provide a clear understanding of concepts, processes and practices of Organizational Behaviour
- To show how concepts and theories can and have been put into practice in a variety of organizations.
- Train students to apply the knowledge of Organizational Behaviour for bringing out organisational effectiveness.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

10. Mid Term Examination: 25%
11. End Term Examination: 50%
12. Continuous Internal Assessment: 25%
 - Attendance: 5%
 - Class Participation: 5%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Introduction to Organizational Behaviour 4 Hours

- Understanding Organisational Behaviour
- Evolution of OB
- Interdisciplinary Nature of OB
- Models of Organisational Behaviour
- Roles and Skills of OB Managers
- Challenges and Opportunities for Managers

UNIT II Individual Processes and Behaviour 4 hours

- Personality Traits and Hofstede's Six Values Model
- Perception, Factors affecting Perception
- Attitude, Major Job attitudes and Creating Positive Work Attitude
- Emotions and Moods

Unit III Motivation, Job Satisfaction and Stress Management 4 Hours

- Learning
- Motivation – Concept and Importance
- Theories of Motivation
- Stress and Well-Being at Work

UNIT IV Interpersonal Processes and Behaviour 4 Hours

- Work Teams and Groups
- Leadership, Theories of Leadership
- Conflict and Negotiation
- Power and Political Behaviour

Unit V Organizational Processes 4 Hours

- Organizational Culture
- Managing Change

Text Books

1. Robbins, S.P. Judge, T. A. and Vohra, N. (2012), Organizational Behaviour, Pearson, 14th Edition.
2. Nelson, D.L., Quick, James; Khandelwal, Preetam (2013), Organisational Behaviour: A South-Asian Perspective, Cengage Learning, Seventh Edition.

Suggested Reading

3. Parikh, M. And Gupta, R. (2010), Organisational Behaviour, Mc Graw Hill.
4. Luthan, F. (2013), Organizational Behaviour, Mc Graw Hills, 12th Edition
5. Pareek, U. Understanding Organizational Behaviour, Oxford University Press. Second Edition.
6. Newstorm, J.W. (2010), Organizational Behaviour: Human Behavior at Work, 12th Edition.
7. Prasad, L.M. "Organizational Behaviour" Sultan Chand and Sons, New Delhi.
8. Ashwathapa, K. 2010, Organizational Behaviour, Himalayan Publishing House.

Lesson Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Understanding Organisational Behaviour	Book-1, Book-3	Chapter-1
Lecture – 2	Evolution of OB	Book-2	Chapter-1
Lecture – 3	Interdisciplinary Nature of OB	Book-6	Chapter-2
Lecture – 4	Models of Organisational Behaviour	Book-1	Chapter-1
Lecture – 5	Personality Traits and Hofstede’s Six Values Model	Book-1	Chapter-6
Lecture – 6	Perception, Factors affecting Perception	Book -2 Book-1 Book-3	Chapter-4 Chapter-3 Chapter-5
Lecture – 7	Attitude, Major Job attitudes and Creating Positive Work Attitude	Book-1	Chapter-4
Lecture – 8	Emotions and Moods	Book -1	Chapter-5
Lecture – 9	Learning	Book-1	Chapter-7
Lecture-10	Motivation – Concept and Importance	Book- 1	Chapter-7
Lecture – 11	Theories of Motivation	Book-1	Chapter-3
Lecture – 12	Stress and Well-Being at Work	Book -2	Chapter-7
Lecture – 13	Work Teams and Groups	Book-1	Chapter-12
Lecture – 14	Leadership, Theories of Leadership	Book-2	Chapter-12
Lecture – 15	Conflict and Negotiation	Book-1	Chapter-11
Lecture – 16	Power and Political Behaviour	Book-1	Chapter-9
Lecture – 17	Organizational Culture: Definition and Importance	Book-1	Chapter-10

Lecture – 18	Types of Organizational Culture	Book-1	Chapter-13
Lecture – 19	How a culture is developed?	Book-1	Chapter-16
Lecture – 20	Managing Change	Book-1	Chapter-17

Presentations

S.No.	Topics	Name of Student	Roll Number
1	Understanding Organisational Behaviour		
2	Interdisciplinary Nature of OB		
3	Models of Organisational Behaviour		
4	Challenges and Opportunities for Managers		
5	Perception, Factors affecting Perception		
6	Attitude, Major Job attitudes and Creating Positive		
7	Emotions and Moods		
8	Personality Traits and Values		
9	Motivation – Concept and Importance		
10	Theories of Motivation		
11	Job satisfaction, Impact of Job-satisfaction on the		
12	Stress and Well-Being at Work		
13	Leadership, Emerging Issues in Leadership		
14	Theories of Leadership		
15	Communication, Effective Communication, Non-		
16	Group , Types of Group, Stages of Group		
17	Team and Types of Team		
18	Power and Politics		
19	Organizational culture- Definition and Importance		
20	Managing Change		
21	Leadership Traits: A Study on Indian Leaders		
22	Emotional Intelligence at Workplace		
23	Team Management and Job Performance		
24	Stress Management at Work		
25	Attitudes and Employee Satisfaction		
26	Perception		
27	Theories of Motivation		
28	Personality		
29	Quiz		
30	Quiz		

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Human Values and Ethics

Course Code: CSR 401

Course Name: Human Values and Ethics

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

1. Understand the significance of human values and ethics in achieving excellence at personal and professional level.
2. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity to ensure sustained happiness and prosperity which are the core aspirations of all human beings.

Attendance Requirement: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

Mid Term Examination: 25%

1. End Term Examination: 50%

2. Continuous Internal Assessment :

- Class Attendance - 10%
- Class Presentation - 5%
- Written Assignment - 5%
- Class Participation - 5%

Course Contents:

UNIT I: Human Values and Ethics: An Introduction (4 Hours)

- Meaning of Values, Formation of Self and Integration of Personality: Different Theories
- Culture and Values, Sources of Values, Types of Values
- Ethics, Types of Ethics, Objectives and Nature of Ethics
- Value Crisis in Contemporary Society, Education and Human Values

UNIT - II: Business Ethics and Human Values (4 Hours)

- Business Ethics: Meaning, Origin, Determinants of Business Ethics
- Principles and Importance of Business Ethics
- Value-Based Management, Values System in India
- Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples

UNIT III: Indian Ethos and Human Values (4 Hours)

- Bases of Indian Ethos, Modern Approach towards Indian Ethos
- Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context
- Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism
- Ethics and Sikhism, Ethics and Christianity, Islam and Ethics

UNIT IV: Values Propagated by Various Thinkers and Philosophers (4 Hours)

- Swami Vivekananda and his Philosophy
- Philosophy of Mahatma Gandhi
- The Philosophy of Aurobindo
- Philosophy of Rabindranath Tagore

UNIT - V: Human Values and Personal Development (4 Hours)

- Personal Growth and Human Values
- Human Values and Self Management
- Developing the Emotional and Spiritual Intelligence
- Harmony with Self, Family, Society, Nature and Existence

Prescribed Text Books:

1. Manna, Samita and Suparna Chakraborti (2012). Values and Ethics in Business and Profession, PHI Pvt. Ltd., New Delhi.
2. Kumar, Niraj and Paras Tripathi (2014), Business Ethics, Himalaya Publishing House, Mumbai
3. Ganjre, Kumardatt A., Pawar, Prafulla A. and Laxman N. Renapure (2013). Indian Ethos- Modern Management Mantra, Himalaya Publishing House, Mumbai.
4. Gaur R.R., Sangal R., Bagaria G.P. (2010), Human Values and Professional Ethics, Excel Books, New Delhi.

Suggested Additional Readings:

1. Chakraborty S. K. and Chakraborty Debangshu(2013), Human Values and Ethics: In search of Organisational Integrity, Himalaya Publishing House, Mumbai.
2. Murthy, C.S.V. (2012), Business Ethics: Text and Cases, Himalaya Publishing House, Mumbai.
3. Fernando, A.C. (2010), Business Ethics: An Indian Perspective, Pearson Education, New Delhi.
4. Verma Yoginder (2007), Education in Human Values for Human Excellence, First Edition, Kanishika Publishers, New Delhi.
5. Ghosh, B. N.(2012), Business Ethics and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
6. Balachandran S., Raja K.C.R., and Nair B.K. (2003), Ethics, Indian Ethos and Management, Second Edition, Shroff Publishers, Distributors Pvt. Ltd., Mumbai.
7. Mandal, S. K. (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
8. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
9. Bhatia S.K. (2001), Business Ethics and Managerial Values, First Edition, Deep and Deep Publications, New Delhi.
10. Sekhar R.C. (2002), Ethical Choices in Business, Second Edition, Response Books, New Delhi.
11. Chakraborty S.K. (2009), The Management and Ethics Omnibus, Eighth Edition, Oxford University Press, New Delhi.
12. Misra Rajan (2009), Human Values, University Science Press, First Edition, Darya Ganj, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning of Values, Formation of Self and Integration of Personality: Different Theories	Book – 1	Chapter 1-12
Lecture – 2	Culture and Values, Sources of Values, Types of Values	Book – 3	Chapter 1-2
Lecture – 3	Ethics, Types of Ethics, Objectives and Nature of Ethics	Book – 3	Chapter 5 and class notes
Lecture – 4	Value Crisis in Contemporary Society, Education and Human Values	Book – 3	Chapter 4,7,8, 11-13 and class notes
Lecture – 5	Business Ethics: Meaning, Origin, Determinants of Business Ethics	Book – 1	Chapter – 5 &6
Lecture – 6	Principles and Importance of Business Ethics	Book –1	Chapter – 9, 10 &11
Lecture – 7	Value-Based Management, Values System in India	Book –3	Chapter – 18

Lecture – 8	Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples	Book – 2	Chapter – 8
Lecture – 9	Bases of Indian Ethos, Modern Approach towards Indian Ethos	Class Notes	Class Notes
Lecture – 10	Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context	Book – 2	Chapter – 1 &3
Lecture – 11	Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism	Book –2	Chapter – 16 &18
Lecture – 12	Ethics and Sikhism, Ethics and Christianity, Islam and Ethics	Book – 2	Chapter – 17
Lecture – 13	Swami Vivekananda and his Philosophy	Class Notes	Class Notes
Lecture – 14	Philosophy of Mahatma Gandhi	Class Notes	Class Notes
Lecture – 15	The Philosophy of Aurobindo	Class Notes	Class Notes
Lecture – 16	Philosophy of Rabindranath Tagore	Book- Additional Reading 3	Chapter 7-10
Lecture – 17	Personal Growth and Human Values	Class Notes	Class Notes
Lecture – 18	Human Values and Self Management	Class Notes	Class Notes
Lecture – 19	Developing the Emotional and Spiritual Intelligence	Book – Additional Reading-3	Chapter – 29,30,32,35
Lecture - 20	Harmony with Self, Family, Society, Nature and Existence	Class Notes	Class Notes



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Business Communication

Course Code: MSO 410

Course Name: Business Communication

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Facilitate the learners to assess their understanding and apply the concepts of business communication in real-time business contexts.
- Enable students to understand practical aspects of business communication and help them in communicating effectively both verbally and non-verbally at workplace.
- Enable students to develop their soft skills, such as listening and body language, and prepare for interviews and group discussions.
- Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

13. Mid Term Examination: 25%
14. End Term Examination: 50%
15. Continuous Internal Assessment: 25%
 - Attendance: 10%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Nature and Scope of Communication

4 Hours

- Meaning, Features, Characteristics, Importance of Business Communication
- Benefits and Functions of Business Communication, The Mehrabian Model
- Communication Basics, Communication Networks, Tips for Effective Internal Communication
- Interpersonal Communication, Communication Barriers
- Effective Managerial Communication and Strategies for Improving Organizational Communication

UNIT II Listening Skills

3 Hours

- Effective Listening, Process, Advantages, Types of Listening
- Barriers to Effective Listening, Strategies for Effective Listening
- Leadership and Role of Listening
- Case Study: The Farewell Speech

Unit III Non-verbal Communication Skills

3 Hours

- Introduction, Significance, Forms of Non-verbal Communication
- Types of Non-verbal Communication
- Interpreting Non-verbal Messages
- Case Study: Charisma Corporation

UNIT IV Business Writing Skills

5 Hours

- Business Writing, Types of Business, Five Stages of Writing Business Messages
- Business Correspondence, Business Letter Writing, Kinds of Business Letters
- Reports, Kinds of Reports, Elements of Effective Business Reports, Steps in Writing Routine Business Reports
- Business Proposals, Types of Business Proposals, Components of a Proposal, Proposal Layout and Design
- Careers and Resumes

Unit V Developing Oral Communication Skills for Business

5 Hours

- Interviews, General Preparation for an Interview
- Business Presentations and Public Speaking
- Meetings and Conferences
- Group Discussions and Team Presentations
- Ethics in Business Communication

Text Book

1. Raman, Meenakshi. Prakash Singh (2013), Business Communication, Oxford University Press, New Delhi, Second Edition.

Suggested Reading

1. Mukerjee, Hory Sankar (2013). Business Communication, Oxford University Press, New Delhi.
2. Guffey, Mary Ellen. Richard Almonte. (2013). Essentials of Business Communication, Nelson, Sixth Canadian.
3. Sinha, K. K. (1999), Business Communication, GPC, New Delhi.
4. Raina, Roshan Lal. Iftikhar Alam. Faizia Siddiqui. (2010). Communication for Management. Word Press, New Delhi

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning, Features, Characteristics, Importance of Business Communication	Book 1	1
Lecture – 2	Benefits and Functions of Business Communication, The Mehrabian Model	Book 1	1
Lecture – 3	Communication Basics, Communication Networks, Tips for Effective Internal Communication	Book 1	1
Lecture – 4	Interpersonal Communication, Communication Barriers Effective Managerial Communication and Strategies for Improving Organizational Communication	Book 1	1
Lecture – 5	Effective Listening, Process, Advantages, Types of Listening	Book 1	2
Lecture – 6	Barriers to Effective Listening, Strategies for Effective Listening	Book 1	2
Lecture – 7	Leadership and Role of Listening; Case Study: The Farewell Speech	Book 1	2
Lecture – 8	Introduction, Significance, Forms of Non-verbal Communication	Book 1	4
Lecture – 9	Types of Non-verbal Communication	Book 1	4
Lecture-10	Interpreting Non-verbal Messages; Case Study: Charisma Corporation	Book 1	4
Lecture – 11	Business Writing, Types of Business, Five Stages of Writing Business Messages	Book 1	5
Lecture – 12	Business Correspondence, Business Letter Writing, Kinds of Business Letters	Book 1	5
Lecture – 13	Reports, Kinds of Reports, Elements of Effective Business Reports, Steps in Writing Routine Business Reports	Book 1	6
Lecture – 14	Business Proposals, Types of Business Proposals, Components of a Proposal, Proposal Layout, and Design	Book 1	7
Lecture – 15	Careers and Resumes	Book 1	8
Lecture – 16	Interviews, General Preparation for an Interview	Book 1	9
Lecture – 17	Business Presentations and Public Speaking	Book 1	10
Lecture – 18	Meetings and Conferences	Book 1	11

Lecture – 19	Group Discussions and Team Presentations	Book 1	12
Lecture – 20	Ethics in Business Communication	Book 1	13

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Human Values and Ethics

Course Code: CSR 401

Course Name: Human Values and Ethics

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

1. Understand the significance of human values and ethics in achieving excellence at personal and professional level.
2. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity to ensure sustained happiness and prosperity which are the core aspirations of all human beings.

Attendance Requirement: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

Mid Term Examination: 25%

1. End Term Examination: 50%
2. Continuous Internal Assessment :
 - Class Attendance - 10%
 - Class Presentation - 5%
 - Written Assignment - 5%
 - Class Participation - 5%

Course Contents:

UNIT I: Human Values and Ethics: An Introduction (4 Hours)

- Meaning of Values, Formation of Self and Integration of Personality: Different Theories
- Culture and Values, Sources of Values, Types of Values
- Ethics, Types of Ethics, Objectives and Nature of Ethics
- Value Crisis in Contemporary Society, Education and Human Values

UNIT - II: Business Ethics and Human Values (4 Hours)

- Business Ethics: Meaning, Origin, Determinants of Business Ethics
- Principles and Importance of Business Ethics
- Value-Based Management, Values System in India
- Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples

UNIT III: Indian Ethos and Human Values (4 Hours)

- Bases of Indian Ethos, Modern Approach towards Indian Ethos
- Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context
- Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism
- Ethics and Sikhism, Ethics and Christianity, Islam and Ethics

UNIT IV: Values Propagated by Various Thinkers and Philosophers (4 Hours)

- Swami Vivekananda and his Philosophy
- Philosophy of Mahatma Gandhi
- The Philosophy of Aurobindo
- Philosophy of Rabindranath Tagore

UNIT - V: Human Values and Personal Development (4 Hours)

- Personal Growth and Human Values
- Human Values and Self Management
- Developing the Emotional and Spiritual Intelligence
- Harmony with Self, Family, Society, Nature and Existence

Prescribed Text Books:

5. Manna, Samita and Suparna Chakraborti (2012). Values and Ethics in Business and Profession, PHI Pvt. Ltd., New Delhi.
6. Kumar, Niraj and Paras Tripathi (2014), Business Ethics, Himalaya Publishing House, Mumbai
7. Ganjre, Kumardatt A., Pawar, Prafulla A. and Laxman N. Renapure (2013). Indian Ethos- Modern Management Mantra, Himalaya Publishing House, Mumbai.
8. Gaur R.R., Sangal R., Bagaria G.P. (2010), Human Values and Professional Ethics, Excel Books, New Delhi.

Suggested Additional Readings:

1. Chakraborty S. K. and Chakraborty Debangshu(2013), Human Values and Ethics: In search of Organisational Integrity, Himalaya Publishing House, Mumbai.
2. Murthy, C.S.V. (2012), Business Ethics: Text and Cases, Himalaya Publishing House, Mumbai.
3. Fernando, A.C. (2010), Business Ethics: An Indian Perspective, Pearson Education, New Delhi.
4. Verma Yoginder (2007), Education in Human Values for Human Excellence, First Edition, Kanishika Publishers, New Delhi.
5. Ghosh, B. N.(2012), Business Ethics and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
6. Balachandran S., Raja K.C.R., and Nair B.K. (2003), Ethics, Indian Ethos and Management, Second Edition, Shroff Publishers, Distributors Pvt. Ltd., Mumbai.
7. Mandal, S. K. (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
8. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
9. Bhatia S.K. (2001), Business Ethics and Managerial Values, First Edition, Deep and Deep Publications, New Delhi.
10. Sekhar R.C. (2002), Ethical Choices in Business, Second Edition, Response Books, New Delhi.
11. Chakraborty S.K. (2009), The Management and Ethics Omnibus, Eighth Edition, Oxford University Press, New Delhi.
12. Misra Rajan (2009), Human Values, University Science Press, First Edition, Darya Ganj, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning of Values, Formation of Self and Integration of Personality: Different Theories	Book – 1	Chapter 1-12
Lecture – 2	Culture and Values, Sources of Values, Types of Values	Book – 3	Chapter 1-2
Lecture – 3	Ethics, Types of Ethics, Objectives and Nature of Ethics	Book – 3	Chapter 5 and class notes
Lecture – 4	Value Crisis in Contemporary Society, Education and Human Values	Book – 3	Chapter 4,7,8, 11-13 and class notes
Lecture – 5	Business Ethics: Meaning, Origin, Determinants of Business Ethics	Book – 1	Chapter – 5 &6
Lecture – 6	Principles and Importance of Business Ethics	Book –1	Chapter – 9, 10 &11
Lecture – 7	Value-Based Management, Values System in India	Book –3	Chapter – 18
Lecture – 8	Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples	Book – 2	Chapter – 8
Lecture – 9	Bases of Indian Ethos, Modern Approach towards Indian Ethos	Class Notes	Class Notes
Lecture – 10	Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context	Book – 2	Chapter – 1 &3
Lecture – 11	Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism	Book –2	Chapter – 16 &18
Lecture – 12	Ethics and Sikhism, Ethics and Christianity, Islam and Ethics	Book – 2	Chapter – 17
Lecture – 13	Swami Vivekananda and his Philosophy	Class Notes	Class Notes
Lecture – 14	Philosophy of Mahatma Gandhi	Class Notes	Class Notes
Lecture – 15	The Philosophy of Aurobindo	Class Notes	Class Notes
Lecture – 16	Philosophy of Rabindranath Tagore	Book-	Chapter 7-10

		Additional Reading 3	
Lecture – 17	Personal Growth and Human Values	Class Notes	Class Notes
Lecture – 18	Human Values and Self Management	Class Notes	Class Notes
Lecture – 19	Developing the Emotional and Spiritual Intelligence	Book – Additional Reading-3	Chapter – 29,30,32,35
Lecture - 20	Harmony with Self, Family, Society, Nature and Existence	Class Notes	Class Notes



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Compensation Management

Course Code: HRM 508

Course Name: Compensation Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Discuss the strategic importance of compensation to the achievement of organizational Objectives
- Discuss the role of compensation in attracting and retaining a highly competent workforce.
- Discuss how compensation management can lead to competitive advantage.
- Discuss the role of compensation management for HR executives.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

16. Mid Term Examination: 25%
17. End Term Examination: 50%
18. Continuous Internal Assessment: 25%
 - Attendance: 5%
 - Class Participation: 5%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Introduction to Compensation Management

3 Hours

- Meaning of Compensation

- Components of Compensation
- Principles of Compensation Determination
- Factors influencing Compensation Decisions
- Compensation Management and its importance
- Strategic Perspective of Compensation Management

UNIT II Wage and Salary Administration in India

4 Hours

- Concept of Wage: Types of Wages, Methods of Wage Payment
- Theories of Wages, Process of Wage Determination
- National Wage Policy and its Objectives, Wage Policy at Company Level
- Methods of Wage Fixation: Unilateral, Bipartite (Collective Bargaining, Wage Board and Pay Commission) and Tripartite/ Third Party (arbitration or adjudication)

UNIT III Legal Framework of Compensation in India

5 Hours

- Workmen's Compensation Act, 1923
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Employee State Insurance Act, 1948
- The Employees Provident Fund Act, 1952
- Payment of Bonus Act, 1965
- Payment of Gratuity Act, 1972
- Equal Remuneration Act, 1976

UNIT IV Managing Employee Incentives and Benefits

4 Hours

- Meaning of Wage Incentives, Prerequisites for an Effective Incentive Plan
- Types of Wage Incentive Plans: Individual Incentive and Group Incentive Plans
- Profit Sharing in India, Employee Co-partnership, Employee Stock Option Plan
- Fringe Benefits: Objectives, Principles and Types of Fringe Benefits
- Guidelines for Effective Benefit Programmes, Fringe Benefits in India

Unit V Compensation of Special Groups and International Compensation

4 Hours

- Compensation strategy for CEOs
- International Pay System, Objectives of International Compensation; Compensation Plan for an expatriate
- Components of International Compensation; Various Approaches to International Compensation
- Repatriation Program and Process

Text Books

1. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
2. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.

- Bhatia, Dr. Kanchan, "Compensation Management", 2012, Himalaya Publishing House Pvt. Ltd., Mumbai.

Suggested Reading

- Armstrong, Michael, and Murlis, Helen, "Reward Management: A Handbook of Remuneration Strategy and Practice", 5th Edition, 2005, Hay Group, London.
- Deb, Tapomoy, "Compensation Management", 2009, Excel Books, New Delhi.
- Henderson, Richard I., "Compensation Management in a Knowledge-Based World", 2006, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
- Goel, Dewakar, "Performance Appraisal and Compensation Management: A Modern Approach", 2008, PHI Learning Private Limited, New Delhi.
- Milkovich, George T, and Jerry M. Newman, "Compensation", 2005, McGraw Hill/Irwin, New York.
- Belchor, David W, "Compensation Administration", 1973, Prentice Hall, Englewood Cliffs NT.
- Memoria, C.B., "Personnel Management", 2012, Himalaya Publishing House, New Delhi.

Lesson Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning of Compensation, Components of Compensation	Book-2, 3	Chapter-1
Lecture – 2	Principles of Compensation Determination, Factors influencing Compensation Decisions	Book-3	Chapter-1
Lecture – 3	Compensation Management and its importance, Strategic Perspective of Compensation Management	Book-2,3	Chapter-1
Lecture – 4	Concept of Wage: Types of Wages, Methods of Wage Payment	Book-2	Chapter-2
Lecture – 5	Theories of Wages, Process of Wage Determination	Book-3	Chapter-5
Lecture – 6	National Wage Policy and its Objectives, Wage Policy at Company Level	Book-2	Chapter-1
Lecture – 7	Methods of Wage Fixation: Unilateral, Bipartite (Collective Bargaining, Wage Board and Pay Commission) and Tripartite/ Third Party (arbitration or adjudication)	Book-2,3	Chapter-1,6
Lecture – 8	Workmen's Compensation Act, 1923	Class Notes	Class Notes
Lecture – 9	Payment of Wages Act, 1936	Class Notes	Class Notes
Lecture – 10	Minimum Wages Act, 1948; Equal Remuneration Act, 1976	Class Notes	Class Notes

Lecture – 11	Employee State Insurance Act, 1948; The Employees Provident Fund Act, 1952	Class Notes	Class Notes
Lecture – 12	Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972	Class Notes	Class Notes
Lecture – 13	Meaning of Wage Incentives, Prerequisites for an Effective Incentive Plan	Book-2	Chapter-11
Lecture – 14	Types of Wage Incentive Plans: Individual Incentive and Group Incentive Plans	Book-2	Chapter-14
Lecture – 15	Profit-Sharing in India, Employee Co-partnership, Employee Stock Option Plan	Book-2	Chapter-14
Lecture – 16	Fringe Benefits: Objectives, Principles and Types of Fringe Benefits; Guidelines for Effective Benefit Programmes, Fringe Benefits in India	Book-2	Chapter-16
Lecture – 17	Compensation Strategy for CEOs	Class Notes	Class Notes
Lecture – 18	International Pay System, Objectives of International Compensation; Compensation Plan for an expatriate	Book-3	Chapter-10
Lecture – 19	Components of International Compensation; Various Approaches to International Compensation	Book-1	Chapter-19
Lecture – 20	Repatriation Program and Process	Class notes	Class notes



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Human Resource Management

Course Code: HRM 402

Course Name: Human Resource Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- To understand the essence of human resource management and what roles and functions a human resource manager performs in an organization.
- To comprehend that in contemporary business scenario human resource management has acquired a strategic role in the functioning of any business organization.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Internal Assessment: 50
 - i. Attendance and Participation: 15
 - ii. Presentation: 10
 - iii. Assignment: 10
 - iii. Quizzes/Games/Puzzles: 05
 - iv. Case Presentation /Role Play: 10

Course Contents:

UNIT - I: Introduction to HRM

(8 Hours)

Evolution -Genesis and growth of HRM, Objectives and Importance of HRM, Functions of HRM, Difference between Personnel Management and HRM, Role of HR Manager, Strategic Human Resource Management, HRM in India, e-HR

UNIT - II: Human Resource Planning

(8 Hours)

Importance of Human Resource Planning, Process of Human Resource Planning; Demand and Supply forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Technique, Replacement Chart; Job Analysis –Steps/Process, Methods - Interview, Questionnaires, Observation, Participant diary/log; Job Description; Job Specification; Job Design – Approaches, Job Rotation, Job Enlargement, and Job Enrichment

UNIT – III: Recruitment, Selection and HR Development

(8 Hours)

Meaning and process of recruitment, sources of recruitment, developing and using application forms, recruitment practices in India; Selection - tests, Interviews and types of interviews; Difference between Recruitment and Selection; Emerging Trends in Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction, contents of induction programs, How to make induction effective?; Training and Development-Importance of training, training methods; Management Development - methods and techniques of management development

UNIT – IV: Performance Management and Performance Appraisal

(8 Hours)

Performance Management, Competency Management, Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360° appraisal, Assessment Centres, Management by Objectives (MBO), Bias in Performance Appraisal and Potential Appraisal

UNIT – V: Job Evaluation, Compensation and Industrial Relations

(8 Hours)

Methods of Job Evaluation- Ranking Method, Job Grading Method, Point Rating Method, Factor Comparison Method, Base Compensation and Supplementary Compensation, Factors affecting Employee Remuneration, ESOP.

Industrial Relations–Definition and Importance of Industrial Relations; Grievance Handling - Characteristics and Causes of Grievance, Model Grievance Procedure

Prescribed Text Books:

1. Dessler, G.,2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi

2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi
3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi

Suggested Extra Readings:

1. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi
2. Saiyadain, 2009, Human Resource Management, 4th Edition, Tata McGraw Hill Publishing Ltd., New Delhi
3. Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi
4. Rao, T.V., 1995, Human Resources Development: Experiences, Interventions, Strategies, Sage Publications Pvt.Ltd., New Delhi
5. Nair, M. and Rao, T.V. 2007, Excellence through HRD, Tata McGraw Hill Publishing Ltd., New Delhi
6. Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi
7. Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi.

Lectures	Topics	Prescribed Text Book	Chapter No.
1	Evolution -Genesis and growth of HRM	Book 1 Book 3	1 1
2	Objectives and Importance of HRM	Book 1	1
3	Functions of HRM	Book 2	1
4	Difference between Personnel Management and HRM	Book 2	1
5	Role of HR Manager	Book 2	2
6	Strategic Human Resource Management	Book 3	2
7	HRM in India	Book 3	1
8	e-HR	Class Notes	Class Notes
9	Importance of Human Resource Planning	Book 1 Book 3	4 6
10	Process of Human Resource Planning	Book 1	4
11	Demand and Supply forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Techniques, Replacement Chart	Book 1 Book 2	4 5
12	Demand and Supply forecasting Techniques- Delphi Technique, Replacement Chart	Book 1 Book 2	4 5
13	Job Analysis –Steps/Process	Book 3	3
14	Methods-Interview, Questionnaires, Observation, Participant diary/log	Book 3	3
15	Job Analysis Outcomes: Job Description; Job Specification	Book 3	3
16	Job Design – Approaches, Job Rotation, Job Enlargement and Job Enrichment	Book 3	3
17	Meaning and process of recruitment, sources of recruitment, developing and using application forms, recruitment practices in India	Book 1	7
18	Selection - tests	Book 1	7
19	Interviews and types of interviews; Difference between Recruitment and Selection	Book 1	7

20	Emerging Trends in Recruitment and Selection	Book	7
21	Concept and contents of induction and orientation, objectives of induction, contents of induction programs, How to make induction effective?	Book 2	6
22	Training and Development-Importance of training, training methods	Book 2	6
23	Training and Development-Importance of training, training methods	Book 1	6
24	Management Development - methods and techniques of management development	Book 1	6
25	Performance Management, Competency Management	Book 2	6
26	Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method	Book 2	6
27	Forced Choice Method, Forced Distribution Method	Book 3	9
28	Critical Incident, Field Review, Essay Method;	Book 3	9
29	Management Modern Techniques of Performance Appraisal- 360° appraisal,	Book 3	9
30	Assessment Centers	Book 3	9
31	Management by Objectives	Book 3	9
32	Bias in Performance Appraisal and Potential Appraisal	Book 3	9
33	Methods of Job Evaluation- Ranking Method, Job Grading Method	Book 3	9
34	Point Rating Method, Factor Comparison Method	Book 3	9
35	Base Compensation and Supplementary Compensation	Book 2	8
36	Factors affecting Employee Remuneration	Book 2	8
37	ESOP	Class Notes	Class Notes
38	Industrial Relations–Definition and Importance of Industrial Relations	Book 2	11
39	Grievance Handling - Characteristics and Causes of Grievance	Book 2	11
40	Model Grievance Procedure	Book 2	11

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Industrial Psychology

Course Code: HRM- 512

Course Name: Industrial Psychology

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

1. To understand the theoretical aspects of industrial psychology, its relation with other sciences and theories.
2. To gain an insight into the work environment and its effect on an individual.

Attendance Requirement: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

19. Mid Term Examination: 25%
20. End Term Examination: 50%
21. Continuous Internal Assessment : 25%
 - Presentation - 10%
 - Class Participation- 5%
 - Quiz/Role Play-5%
 - Library Assignment/Project work: 5%

Course Contents:

UNIT I: Introduction to Industrial Psychology (4 Hours)

- Concept of Psychology; The Psychologist, Branches of Psychology
- Industrial Psychology, Sub-fields of Industrial Psychology, Objectives of Industrial Psychology
- History and Development of the Field of Industrial Psychology
- The Industrial Psychologist; Techniques, Tools and Tactics of I-O Psychologists; Scope of the Industrial Psychologist's Work

UNIT II: Psychological Testing: An Introduction (3 Hours)

- Nature of Psychological Tests: Validity, Reliability, Objectivity, Standardisation
- Steps in Test Development, Introducing a testing programme in Industry
- Classification of Psychological Tests: General Intelligence Tests, Multiple Aptitude Batteries, Special Aptitude Tests, Tests of Achievement, Personality Tests, Interest Tests
- Other useful classification: (Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests)

UNIT III: Intelligence and Aptitude Tests

(4 Hours)

- Tests of General Intelligence: Stanford-Binet Test, Wechsler Adult Intelligence Scale (WAIS), Otis Self Administering Tests, The Wonderlic Personnel Test
- Multiple Aptitude Test Batteries (Multifactor Tests): Chicago Tests, Differential Aptitudes Tests (D.A.T.), General Aptitude Test Battery (G.A.T.B.), Flanagan Aptitude Classification Test (F.A.C.T.)
- Special Aptitude Tests: Tests of Mechanical Abilities (The Minnesota Spatial Relations Test, The Benett Mechanical Comprehension Test, SRA Mechanical Aptitudes Test); Tests of Clerical Abilities (The General Clerical and the Detroit Clerical Tests)
- Achievement Tests

UNIT IV: Personality and Interest Tests

(4 Hours)

- Personality Tests: Self reporting inventories (The Bell Adjustment Inventory, The California Test of Personality, The Minnesota Multi-phasic Personality Inventory); Projective tests (Rorschach Ink Blot Test and Thematic Apperception Test); Situational tests of Personality
- Interest Tests: (The Strong Vocational Interest Blank, The Kuder Preference Record, KPR Occupation)

UNIT V: Organizational and Social Context of Human Work

(5 Hours)

- Attitude Measurement
- Industrial Morale
- Personnel Counselling
- Human Engineering and Ergonomics
- Occupational Health Psychology

Prescribed Text Books:

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai

Suggested Additional Readings:

- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi

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PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

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Industrial Psychology

Course Code: CSR 401

Course Name: Human Values and Ethics

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

1. Understand the significance of human values and ethics in achieving excellence at personal and professional level.
2. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity to ensure sustained happiness and prosperity which are the core aspirations of all human beings.

Attendance Requirement: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

Mid Term Examination: 25%

3. End Term Examination: 50%

4. Continuous Internal Assessment :

- Class Attendance - 10%
- Class Presentation - 5%
- Written Assignment - 5%
- Class Participation - 5%

Course Contents:

UNIT I: Human Values and Ethics: An Introduction (4 Hours)

- Meaning of Values, Formation of Self and Integration of Personality: Different Theories
- Culture and Values, Sources of Values, Types of Values
- Ethics, Types of Ethics, Objectives and Nature of Ethics
- Value Crisis in Contemporary Society, Education and Human Values

UNIT - II: Business Ethics and Human Values (4 Hours)

- Business Ethics: Meaning, Origin, Determinants of Business Ethics
- Principles and Importance of Business Ethics
- Value-Based Management, Values System in India
- Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples

UNIT III: Indian Ethos and Human Values (4 Hours)

- Bases of Indian Ethos, Modern Approach towards Indian Ethos
- Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context
- Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism
- Ethics and Sikhism, Ethics and Christianity, Islam and Ethics

UNIT IV: Values Propagated by Various Thinkers and Philosophers (4 Hours)

- Swami Vivekananda and his Philosophy
- Philosophy of Mahatma Gandhi
- The Philosophy of Aurobindo
- Philosophy of Rabindranath Tagore

UNIT - V: Human Values and Personal Development (4 Hours)

- Personal Growth and Human Values
- Human Values and Self Management
- Developing the Emotional and Spiritual Intelligence
- Harmony with Self, Family, Society, Nature and Existence

Prescribed Text Books:

1. Manna, Samita and Suparna Chakraborti (2012). Values and Ethics in Business and Profession, PHI Pvt. Ltd., New Delhi.
2. Kumar, Niraj and Paras Tripathi (2014), Business Ethics, Himalaya Publishing House, Mumbai
3. Ganjre, Kumardatt A., Pawar, Prafulla A. and Laxman N. Renapure (2013). Indian Ethos- Modern Management Mantra, Himalaya Publishing House, Mumbai.
4. Gaur R.R., Sangal R., Bagaria G.P. (2010), Human Values and Professional Ethics, Excel Books, New Delhi.

Suggested Additional Readings:

1. Chakraborty S. K. and Chakraborty Debangshu(2013), Human Values and Ethics: In search of Organisational Integrity, Himalaya Publishing House, Mumbai.
2. Murthy, C.S.V. (2012), Business Ethics: Text and Cases, Himalaya Publishing House, Mumbai.
3. Fernando, A.C. (2010), Business Ethics: An Indian Perspective, Pearson Education, New Delhi.
4. Verma Yoginder (2007), Education in Human Values for Human Excellence, First Edition, Kanishika Publishers, New Delhi.
5. Ghosh, B. N.(2012), Business Ethics and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
6. Balachandran S., Raja K.C.R., and Nair B.K. (2003), Ethics, Indian Ethos and Management, Second Edition, Shroff Publishers, Distributors Pvt. Ltd., Mumbai.
7. Mandal, S. K. (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
8. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
9. Bhatia S.K. (2001), Business Ethics and Managerial Values, First Edition, Deep and Deep Publications, New Delhi.
10. Sekhar R.C. (2002), Ethical Choices in Business, Second Edition, Response Books, New Delhi.
11. Chakraborty S.K. (2009), The Management and Ethics Omnibus, Eighth Edition, Oxford University Press, New Delhi.
12. Misra Rajan (2009), Human Values, University Science Press, First Edition, Darya Ganj, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning of Values, Formation of Self and Integration of Personality: Different Theories	Book – 1	Chapter 1-12
Lecture – 2	Culture and Values, Sources of Values, Types of Values	Book – 3	Chapter 1-2
Lecture – 3	Ethics, Types of Ethics, Objectives and Nature of Ethics	Book – 3	Chapter 5 and class notes
Lecture – 4	Value Crisis in Contemporary Society, Education and Human Values	Book – 3	Chapter 4,7,8, 11-13 and class notes
Lecture – 5	Business Ethics: Meaning, Origin, Determinants of Business Ethics	Book – 1	Chapter – 5 &6
Lecture – 6	Principles and Importance of Business Ethics	Book –1	Chapter – 9, 10 &11
Lecture – 7	Value-Based Management, Values System in India	Book –3	Chapter – 18
Lecture – 8	Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples	Book – 2	Chapter – 8
Lecture – 9	Bases of Indian Ethos, Modern Approach towards Indian Ethos	Class Notes	Class Notes
Lecture – 10	Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context	Book – 2	Chapter – 1 &3
Lecture – 11	Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism	Book –2	Chapter – 16 &18
Lecture – 12	Ethics and Sikhism, Ethics and Christianity, Islam and Ethics	Book – 2	Chapter – 17
Lecture – 13	Swami Vivekananda and his Philosophy	Class Notes	Class Notes
Lecture – 14	Philosophy of Mahatma Gandhi	Class Notes	Class Notes
Lecture – 15	The Philosophy of Aurobindo	Class Notes	Class Notes
Lecture – 16	Philosophy of Rabindranath Tagore	Book-	Chapter 7-10

		Additional Reading 3	
Lecture – 17	Personal Growth and Human Values	Class Notes	Class Notes
Lecture – 18	Human Values and Self Management	Class Notes	Class Notes
Lecture – 19	Developing the Emotional and Spiritual Intelligence	Book – Additional Reading-3	Chapter – 29,30,32,35
Lecture - 20	Harmony with Self, Family, Society, Nature and Existence	Class Notes	Class Notes



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Business Communication

Course Code: MSO 410

Course Name: Business Communication

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Facilitate the learners to assess their understanding and apply the concepts of business communication in real-time business contexts.
- Enable students to understand practical aspects of business communication and help them in communicating effectively both verbally and non-verbally at workplace.
- Enable students to develop their soft skills, such as listening and body language, and prepare for interviews and group discussions.
- Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance: 10%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activities: 5%

Course Contents

- UNIT I Nature and Scope of Communication 4 Hours
- Meaning, Features, Characteristics, Importance of Business Communication
 - Benefits and Functions of Business Communication, The Mehrabian Model
 - Communication Basics, Communication Networks, Tips for Effective Internal Communication
 - Interpersonal Communication, Communication Barriers
 - Effective Managerial Communication and Strategies for Improving Organizational Communication
- UNIT II Listening Skills 3 Hours
- Effective Listening, Process, Advantages, Types of Listening
 - Barriers to Effective Listening, Strategies for Effective Listening
 - Leadership and Role of Listening
 - Case Study: The Farewell Speech
- Unit III Non-verbal Communication Skills 3 Hours
- Introduction, Significance, Forms of Non-verbal Communication
 - Types of Non-verbal Communication
 - Interpreting Non-verbal Messages
 - Case Study: Charisma Corporation
- UNIT IV Business Writing Skills 5 Hours
- Business Writing, Types of Business , Five Stages of Writing Business Messages
 - Business Correspondence, Business Letter Writing, Kinds of Business Letters
 - Reports, Kinds of Reports, Elements of Effective Business Reports, Steps in Writing Routine Business Reports
 - Business Proposals, Types of Business Proposals, Components of a Proposal, Proposal Layout and Design
 - Careers and Resumes
- Unit V Developing Oral Communication Skills for Business 5 Hours
- Interviews, General Preparation for an Interview
 - Business Presentations and Public Speaking
 - Meetings and Conferences
 - Group Discussions and Team Presentations
 - Ethics in Business Communication

Text Book

1. Raman, Meenakshi. Prakash Singh (2013), Business Communication, Oxford University Press, New Delhi, Second Edition.

Suggested Reading

5. Mukerjee, Hory Sankar (2013). Business Communication, Oxford University Press, New Delhi.
6. Guffey, Mary Ellen. Richard Almonte. (2013). Essentials of Business Communication, Nelson, Sixth Canadian.
7. Sinha, K. K. (1999), Business Communication, GPC, New Delhi.
8. Raina, Roshan Lal. Iftikhar Alam. Faizia Siddiqui. (2010). Communication for Management. Word Press, New Delhi

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning, Features, Characteristics, Importance of Business Communication	Book 1	1
Lecture – 2	Benefits and Functions of Business Communication, The Mehrabian Model	Book 1	1
Lecture – 3	Communication Basics, Communication Networks, Tips for Effective Internal Communication	Book 1	1
Lecture – 4	Interpersonal Communication, Communication Barriers Effective Managerial Communication and Strategies for Improving Organizational Communication	Book 1	1
Lecture – 5	Effective Listening, Process, Advantages, Types of Listening	Book 1	2
Lecture – 6	Barriers to Effective Listening, Strategies for Effective Listening	Book 1	2
Lecture – 7	Leadership and Role of Listening; Case Study: The Farewell Speech	Book 1	2
Lecture – 8	Introduction, Significance, Forms of Non-verbal Communication	Book 1	4
Lecture – 9	Types of Non-verbal Communication	Book 1	4
Lecture-10	Interpreting Non-verbal Messages; Case Study: Charisma Corporation	Book 1	4
Lecture – 11	Business Writing, Types of Business, Five Stages of Writing Business Messages	Book 1	5
Lecture – 12	Business Correspondence, Business Letter Writing, Kinds of Business Letters	Book 1	5
Lecture – 13	Reports, Kinds of Reports, Elements of Effective Business Reports, Steps in Writing Routine Business Reports	Book 1	6
Lecture – 14	Business Proposals, Types of Business Proposals, Components of a Proposal, Proposal Layout, and Design	Book 1	7
Lecture – 15	Careers and Resumes	Book 1	8
Lecture – 16	Interviews, General Preparation for an Interview	Book 1	9

Lecture – 17	Business Presentations and Public Speaking	Book 1	10
Lecture – 18	Meetings and Conferences	Book 1	11
Lecture – 19	Group Discussions and Team Presentations	Book 1	12
Lecture – 20	Ethics in Business Communication	Book 1	13



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International HRM

Course Code: HRM 515

Course Name: International HRM

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objective: The course is designed to

- Help students in understanding Basic Concept of International Human Resource management
- Make students familiar with expatriates and challenges of expatriation
- To give an exposure to the students for HR activities in International Business

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course.

A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100

Attendance: 10%

Assignment: 5%

Presentation: 5%

Quiz/Role Play/ Any other activities: 5%

Course Contents:

UNIT-I: Introduction to IHRM (4 Hours)

- Defining International HRM, Model of IHRM
- Difference between Domestic and International HRM
- Variables that moderate difference between domestic and international HRM
- **Case: Global Human Resource Management at Coca-Cola**

UNIT-II: Staffing Decisions in IHRM (4 Hours)

- Approaches to Staffing: Ethnocentric, Polycentric, Geocentric, Regiocentric
- Reasons for Using International Assignments, Types of International Assignments
- Selection Criteria for Expat Selection in International Assignments
- Reasons for Expatriate Failure, Managing Expatriate Failure

UNIT-III: International Training and Development (4 hours)

- Expatriate Training- Components of Effective Pre-departure Training Program
- Phases in International Training Programme
- CCT Programme: Theoretical Framework for CCT Training
- **Case Study: Training at McDonald's**

UNIT-IV: Expatriates Performance Management and Compensation Management (4 hours)

- Steps in Performance Management of International Employees
- International Compensation- Variables influencing Compensation
- Key Components of International Compensation Program
- Approaches to International Compensation

UNIT-V: Industrial Relations and Repatriation Issues (4 Hours)

- International Industrial Relations: Approaches and Key Players in IR
- Key issues in International Industrial Relations
- Repatriation- Process of Repatriation
- Managing Repatriation

Text Books:

1. Dowling , P.J., Festing, M., and Engle, A.D.(2012) International Human Resource Management Fifth Edition ,Cengage Learning
2. Aswathappa, K. (2013).International Human Resource Management.2nd Edition.TataMcGraw Hill, New Delhi.

Additional Readings:

1. Edward, T (2011) International Human resource Management. Pearson, New Delhi.
2. Subba Rao, P(2010). International Human Resource Management, First Edition, New Delhi

3. Brewster, C., Sparrow, P and Vernon, G.(2008). International Human Resource Management Universities Press(India).
4. Briscoe, D., Schuler,R. and Claus,L.(2008).International Human Resource Management. Routledge Publication.5th Edition.
5. Harzing, A., Ruysseveldt, J.V(2003).International Human Resource Management. Sage Publication.
6. Stahl,G.K and Bjorkman. Handbook of Research in International Human Resource Management. Edward Elgar Publishing.
7. Hutching, K and Cieri, H.D.(2007). International Human Resource Management. Ashgate Publishing



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2016

Accounting for Managerial Decisions

Course Code: AFA 407

Course Name: Accounting For Managerial Decisions

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Define financial accounting, Accounting Rules, Accounting Process, Financial Statements and techniques used in financial analysis.
- Apply the tools of to perform horizontal and vertical analysis.
- Calculate and interpret various financial ratios.
- Demonstrate knowledge of, and ability to prepare, a statement of cash flows.
- Define managerial accounting and understand the techniques used in cost accounting.
- Compute break-even and cost-revenue analysis and understand how to interpret the results.
- Prepare various types of budgets.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%

3. Continuous Internal Assessment: 25%
- Attendance 5%
 - Quiz 5%
 - Case study 5%
 - Presentation and problem solving 10%

Course Contents

UNIT - I Introduction to Accounting and Management Accounting

- Accounting, Book-keeping and Accounting, Users of Accounting, Basic Concepts and Conventions, Limitations of Accounting

UNIT - II Financial Statements Analysis

- Financial Statements: Meaning and type of financial statements;
- Objectives and Methods of preparing Financial Statement Analysis;
- (Comparative and Common Size Statements, Trend Analysis)

UNIT - III Ratio Analysis

- Ratio analysis;
- Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios
- Advantages and Limitations of Ratio Analysis.

UNIT - IV Cost Volume Profit Analysis

- Marginal costing and Profit planning
- P/V ratio, Break Even point, Make or Buy decision

UNIT - V Budgeting

- Budgeting for profit planning and control: Meaning of Budget and Budgetary control;
- Objectives; Merits and Limitations of Budgeting;
- Types of budgets fixed and flexible budgeting; Cash Budget
- Zero Base Budgeting,

Prescribed Text Books:

1. Bhattacharyya Debarshi, (2013). Management Accounting. Pearson Education.
2. Khan, Jain, (2013). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
3. Maheswari S.N. (2012). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

Suggested Extra Readings:

1. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007). Management Accounting: Principles and Applications. Sage South Asia Edition.
2. Horngren, (2009). Introduction to Management Accounting. Pearson India.
3. Singhvi and Bodhanwala, (2007). Management Accounting- Text and Cases. PHI.
4. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.

5. Murthy and Gurusamy, (2009). Management Accounting. Tata McGraw Hill Education Pvt. Limited, India.
6. Maheswari S.N. (2004). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.
7. Arora M.N. (2009). Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
8. Kuppapally, (2011). Accounting for Managers. Eastern Economy Edition. PHI India.
9. Jiambalvo, (2011). Managerial Accounting. Wiley India.
10. Jawaharlal,(2011). Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
11. Proctor Ray, (2010). Managerial Accounting For Business Decisions. Pearson India.
12. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.
13. Ghosh T P.(2007). Accounting and Finance for Managers. Taxmann.
14. Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.

Lecture plan

Lectures	Topics	Prescribed Text Book
Lecture – 1	Accounting, Book-keeping and Accounting	Book – 1
Lecture – 2	Users of Accounting, Basic Concepts and Conventions,	Book – 1
Lecture – 3	Limitations of Accounting	Book – 1
Lecture – 4	Financial Statements: Meaning and type of financial statements;	Book – 1
Lecture – 5	Objectives and Methods of preparing Financial Statement Analysis	-----
Lecture – 6 & 7	Comparative and Common Size Statements	Book –1,2&3
Lecture – 8	Trend Analysis	Book – 1&2
Lecture – 9 & 10	Marginal costing and Profit planning	Book – 3
Lecture –11&12	P/V ratio	Book – 1
Lecture – 13	Break Even point	Book – 2&3
Lecture – 14	, Make or Buy decision	Book – 1&3

Lecture – 15	Budgeting for profit planning and control: Meaning of Budget and Budgetary control	Book – 1
Lecture –16&17	Objectives; Merits and Limitations of Budgeting	Book – 1&3
Lecture – 18	Types of budgets fixed and flexible budgeting; Cash Budget	Book – 1&3
Lecture –19& 20	Zero Base Budgeting	Book – 3



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2016

Working Capital Management

Course Code: AFA 507

Course Name: Working Capital Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized; classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

Acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

22. Mid Term Examination: 25%
23. End Term Examination: 50%
24. Continuous Internal Assessment: 25%
 - i Library Work Assignment: 10%
 - ii Case study: 5%
 - iii Group Presentation: 10%

Course Contents:

UNIT - I: Working Capital Planning

- Meaning and Objectives of Working Capital.
- Operating Cycle Concept.
- Working Capital Requirement.
- Working Capital Management Strategies.
- Estimation of working Capital.
- Characteristics of Current Assets, Level of Current Assets
- Current assets financing policy, Cash requirement for working capital

UNIT - II: Liquidity, Cash and Marketable Securities

- Liquidity and Its role

- Cash Management and Collections, Long term cash forecasting, Reports for control, Optimum cash Balance and Investment of Surplus funds
- Control of disbursements
- Investment in Marketable Securities
- Liability Management and Short/Medium Term Financing
- Working Capital Financing
- **Kingfisher Failure an evaluation of Liquidity aspects**

UNIT - III: Cash Management and Relevant Case Study

- Cash assets and liquidity management
- Objective of Cash Management.
- Factors Determining the Cash Needs.
- Management of Cash Balance.
- Issues in Cash Management.
- Sources and Types of Float.
- Cash Management Models.
- Methods of Cash Forecast.
- **Case Study on Issues and Management of Cash**

UNIT - IV: Cash Budgeting and Cash Flow Statement

- Meaning and Concept of Cash Budgeting.
- Technique of Preparation of Cash Budget.
- Elementary Procedure for preparing Cash Flow Statement.

UNIT - V Inventory and Accounts Receivable

- Types and Need of holding Inventory.
- Inventory Control Techniques.EOQ, Order point, Pricing of Raw Materials and Valuation of stocks, Monitoring and control of Inventories
- Inventory System and ABC Analysis
- Cost of maintaining accounts receivable
- Formulation of credit policies
- Analysis of customer credit worthiness
- Factors influencing size of receivables

Prescribed Text Books:

1. Kishore M. Ravi, Financial Management. Seventh Edition.Taxmann’s publishing House, New Delhi.
2. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi.
3. Khan and Jain, Financial Management: Text and Problems. Third Edition Tata McGraw-Hill Publishing House, New Delhi.

Suggested Additional Readings:

1. Rao P. Mohana, and Alok K. Pramanik. Working Capital Management. Deep and Deep Publishing House, New Delhi
 2. Chandra. Prasanna, (2009). Financial Management: Theory and Practice. Sixth Edition. Tata McGraw- Hill Publishing House, New Delhi.
 3. Pandey. I M, (2009). Essential of Financial Management. Third Edition. Vikas Publishing House, New Delhi.
- Dr. Periasamy .P, (2010). Working Capital Management. Second Edition. Himalaya Publishing House, New Delhi.

Lecture plan

lecture	Content	Books
Lecture -1	Meaning and Objectives of Working Capital. Operating Cycle Concept.	Book – 1
Lecture -2	Working Capital Requirement. Working Capital Management Strategies	Book – 1
Lecture -3	Estimation of working Capital.	Book – 1
Lecture – 4&5	Characteristics of Current Assets, Level of Current Assets Current assets financing policy, Cash requirement for working capital	Book – 1
Lecture -6	Liquidity and Its role	-----
Lecture -7	Cash Management and Collections, Long term cash forecasting, Reports for control, Optimum cash Balance and Investment of Surplus funds	Book –1,2&3
Lecture -8	Control of disbursements & Investment in Marketable Securities	Book – 1&2
Lecture -9	Liability Management and Short/Medium Term Financing	Book – 3
Lecture - 10	Working Capital Financing Kingfisher Failure an evaluation of Liquidity aspects	Book – 1
Lecture - 11	Cash assets and liquidity management Objective of Cash Management.	Book – 2&3
Lecture - 12	Factors Determining the Cash Needs. Management of Cash Balance	Book – 1&3

Lecture - 13	Issues in Cash Management. Sources and Types of Float.	Book – 1
Lecture - 14	Cash Management Models. Methods of Cash Forecast. Case Study on Issues and Management of Cash	Book – 1&3
Lecture - 15	Meaning and Concept of Cash Budgeting.	Book – 1&3
Lecture - 16	Technique of Preparation of Cash Budget.	Book – 3
Lecture - 17	Elementary Procedure for preparing Cash Flow Statement	Book – 1
Lecture - 18	Types and Need of holding Inventory. Inventory Control Techniques.EOQ, Order point, Pricing of Raw Materials and Valuation of stocks, Monitoring and control of Inventories	Book – 2&3
Lecture - 19	Inventory System and ABC Analysis Cost of maintaining accounts receivable	Book – 1&3
Lecture- 20	Formulation of credit policies Analysis of customer credit worthiness Factors influencing size of receivables	Book – 1



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2016

Legal Aspects of Business

Course Code: MSO 402

Course Name: Legal Aspects of Business

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- Understand the concepts of Agreement and Contract.

- Know the concepts of Sale of Goods Act 1930.
- Understand the basics of Company Law.
- Know about special contracts.
- Know about Partnership Act 1932.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance 5%
 - Quiz 5%
 - Case study 5%
 - Presentation 10%
 - Written tests 5%

Course Contents

UNIT I THE INDIAN CONTRACT ACT 1872

- Law of Contract
- Nature of Contract
- Offer and acceptance
- Capacity of parties to contract
- Free consent. Coercion, Undue Influence, Mistake, Misrepresentation
- Consideration
- Performance of Contract
- Discharge of contract

UNIT II SPECIAL CONTRACTS

- Indemnity and Guarantee
- Bailment and Pledge
- Agency

UNIT III THE SALE OF GOODS ACT 1930

- Sales contract
- Guarantees and Warranties in sales contract
- Performance of sales contracts, Unpaid Seller

UNIT IV COMPANY LAW

- Major principles – Nature and types of companies
- Memorandum and Articles of Association

UNIT V PARTNERSHIP ACT, 1932

- Nature of Partnership
- Rights and Duties of Partners
- Types of Partners,

Prescribed Text Books:

1. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.
2. Tulsian PC(2013). Business Law. Legal Aspects of Business. Tata Mc Graw Hill.

Suggested Extra Readings:

1. SethTejpal (2012). Business Law. Pearson India.
2. Sulphey, Basheer (2011). Laws for Business. Eastern Economy Edition. PHI. New Delhi.
3. Gogna P.P.S., (2008). Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
4. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata Mc Graw Hill.
5. Shukla M.C., (2007). Mercantile Law. First Edition. S. Chand & Company Ltd.
6. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
7. Ramachandra K., Chandrashekar B., Kanakatte Chandrakant, (2010). Legal Aspects of Business Text and Cases. 1st Edition. Himalaya Publishing House Pvt. Limited, India.
8. Ramtirthkar R.R. (2009). Legal Aspects of Business. 2009 Edition. Himalaya Publishing House Pvt. Limited, India.
9. Kuchhal M C, (2010). Mercantile Law. Seventh Edition. Vikas Publishing House. New Delhi.
10. Bulchandani K.R, (2010). Business Law for Management. 6th Edition. Himalaya Publishing House Pvt. Limited, India.

Lecture plan

Lecture	Topic	Prescribed Text Book.
Lecture -1	Law of Contract	Book – 1
Lecture - 2	Nature of Contract	Book – 1
Lecture-3	Offer and acceptance	Book – 1
Lecture- 4	Capacity of parties to contract	Book – 1
Lecture- 5&6	Free consent. Coercion, Undue Influence, Mistake, Misrepresentation And Consideration	-----
Lecture- 7 & 8	Performance of Contract and Discharge of contract	Book – 1,2&3
Lecture-9	Indemnity and Guarantee	Book – 1&2
Lecture-10	Bailment and Pledge	Book – 3
Lecture-11	Agency	Book – 1
Lecture-12	Sales contract	Book – 2&3

Lecture-13 & 14	Guarantees and Warranties in sales contract	Book – 1&3
Lecture-15	Performance of sales contracts, Unpaid Seller	Book – 1
Lecture-16	Major principles – Nature and types of companies	Book – 1&3
Lecture-17	Memorandum and Articles of Association	Book – 1&3
Lecture-18	Nature of Partnership	Book – 3
Lecture-19	Rights and Duties of Partners	Book – 1
Lecture- 20	Types of Partners	Book – 2&3



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2016

Project Management

Course Code: AFA 502

Course Name: Project Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to enable the student to know about the steps of project initiation, Project planning, organizing, project monitoring and control, various sources of finance for the projects, project auditing and control.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance 5%
 - Ability to express unusual situations 5%
 - Case study 5%
 - Presentation 5%
 - Quiz 5%

Course Contents

UNIT I Project Initiation

- Project Management – Project in Operations, Project management- Project hierarchy, Project Lifecycle, Project and Strategic Management
- Project Origination – Political, Legal, Economic, Socio-demographic, Technological factors, Other sources for Project ideas, Preliminary screening, Project rating
- Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis, IRR, NPV, Benefit Cost Ratio, ARR, Payback Period, Environmental Analysis, Social Cost – Benefit Analysis, Project Appraisal and Selection

UNIT II Project Planning

- Project Definition – Project Scope, Project Planning model, Work Breakdown Structure, Organizational Breakdown Structure
- Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimates
- Scheduling, Networking, PERT, CPM
- Resource Allocation – Types of Project Constraints, Time Constrained Projects, Working Capital Management
- Risk Management – Process, Identifications, Analysis, Risk Response Planning, Risk Monitoring and Control, Managing Change

UNIT III Project Execution – Monitoring and Control

- Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team, Matrix Organizations, Choice of Organizations, Organizational Culture
- Project Staffing – HR issues, Leadership and Management skills, Interpersonal Skills, Organizational Skills, Duties of Project Manager, Traits of Project Manager, The Project Team, Team Building, Managing Conflict, Other issues
- Project Monitoring and Control – Setting a Baseline, Project Management Information System, Monitoring and Controlling Time Performance, Integrated Monitoring System, Indices to Monitor Progress, Forecasting Final Project Cost

UNIT IV Project Financing

- Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances, Raising Venture Capital, Raising Capital in International Market, Project Financing Structures, Financial Closure, Credit Risk Rating
- Venture Capital and Private Equity – Venture Capital Investor,

UNIT V Project Audit – Closure and Review

- Project Audit – When to audit, How to audit, Who should audit, The Audit Report, Project Closure, Project Closure Process, Performance Evaluation
- Project Review and Administrative Aspect – Control of In-progress Projects, The Post Audit, Abandonment Analysis, Administrative aspects of Capital Budgeting, Evaluation

Text Books:

1. Khanna R B. (2011). Project Management. PHI Learning Pvt. Ltd. New Delhi.
2. Chandra Prasanna (2011). Project; Planning, Analysis, Selection, Financing, Implementation, and Review. Tata McGraw Hill Education Pvt. Ltd. New Delhi.

Additional Readings:

1. Maylor Harvey (2012). Project Management. Pearson Education.
2. Desai Vasant, (2011). Project Management. Third Edition. Himalaya Publishing House, New Delhi.
3. Goel,B.B,(2009). Project Management-Principles and Techniques. First Edition. Deep & Deep Publications Pvt Ltd., New Delhi.
4. Singh, Narendra, (2009). Project Management and Control. Fifth Revised Edition. Himalaya Publishing House, New Delhi.
5. Pinto,K.,Jeffrey,(2009). Project Management. Pearson Education.
6. Richardson Gary L. (2011). Project Management Theory and Practice. CRC. Taylor and Francis.
7. Meredith, Mantel (2011). Project Management: A Managerial Approach. Wiley India Edition.
8. Koster Katherin (2010). International Project Management. Sage South Asia Edition.

Lecture Plan

Lectures	Topics	Chapter No.
Lecture-1	Project Management – Project in Operations, Project management- Project hierarchy, Project Lifecycle, Project and Strategic Management	Book 1
Lecture-2	Project Origination – Political, Legal, Economic, Socio-demographic, Technological factors, Other sources for Project ideas, Preliminary screening, Project rating	Book 1
Lecture – 3	Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis	Book 1
Lecture-4	IRR, NPV, Benefit Cost Ratio, ARR, Payback Period, Environmental Analysis	Book 2
Lecture – 5	Social Cost – Benefit Analysis, Project Appraisal and Selection	Book 1
Lecture - 6	Project Definition – Project Scope, Project Planning model	Book 2
Lecture-7	Work Breakdown Structure, Organizational Breakdown Structure	Book 1
Lecture - 8	Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimates	Book 2

Lecture-9	Scheduling, Networking, PERT, CPM	Book 1
Lecture-10	Resource Allocation – Types of Project Constraints, Time Constrained Projects, Working Capital Management	Book 1
Lecture-11	Risk Management – Process, Identifications, Analysis, Risk Response Planning, Risk Monitoring and Control, Managing Change	Book 2
Lecture-12	Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team	Book 3
Lecture-13	Matrix Organizations, Choice of Organizations, Organizational Culture	Book 3
Lecture-14	Project Staffing – HR issues, Leadership and Management skills, Interpersonal Skills, Organizational Skills, Duties of Project Manager	Book 2
Lecture-15	Traits of Project Manager, The Project Team, Team Building, Managing Conflict, Other issues	Book 3
Lecture-16	Project Monitoring and Control – Setting a Baseline, Project Management Information System	Book 1
Lecture-17	Monitoring and Controlling Time Performance, Integrated Monitoring System, Indices to Monitor Progress, Forecasting Final Project Cost	Book 1
Lecture-18	Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital	Book 1
Lecture-19	Preference Capitals, Debentures, Term Loans, Working Capital Advances, Raising Venture Capital	Book 2
Lecture-20	Raising Capital in International Market, Project Financing Structures, Financial Closure, Credit Risk Rating	Book 1
Lecture-21	Venture Capital and Private Equity – Venture Capital Investor,	Book 2
Lecture-22	Project Audit – When to audit, How to audit, Who should audit	Book 1
Lecture-23	The Audit Report, Project Closure, Project Closure Process, Performance Evaluation	Book 2
Lecture-24	Project Review and Administrative Aspect – Control of In-progress Projects	Book 1
Lecture-25	The Post Audit, Abandonment Analysis, Administrative aspects of Capital Budgeting, Evaluation	Book 1



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2016

Strategic Management

Course Name: Strategic Management

Course code: MSO 506

Faculty Name: Dr. Manpreet Arora

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Understand and know about the concept of strategic management
- Enable the students to apply strategic management theory and concepts to what managers do in "the real world".
- Enable the students to design effective strategic planning by selecting appropriate strategies. Improve familiarity of the students with current issues and emerging trends in strategic management in dynamic business environment.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

Mid Term Examination: 25%

End Semester Examination: 50%

Continuous Internal Assessment : 25%

- a. Class participation : 5%
- b. Presentations/viva : 10%
- c. Case studies/Activities/Assignments/etc: 10%

COURSE CONTENTS:

UNIT – I: Introduction to Strategic Management

(8 HOURS)

- Strategic Planning and strategic Management
- The Strategic Management Process
- Strategic Intent: Vision, Mission and Objectives
- Case Studies

UNIT – II: Environmental and Resources Analysis (10 HOURS)

- Environmental Analysis
- Industry Analysis
- Competitive Analysis
- Internal Analysis
- Sun Tzu: Art of War, application in Business
- Kautilya Arthsastra: Relevance in today's Business
- Strategic Management aspects of Mahabharata
- Case Studies

UNIT – III: Strategy Formulation and Choice (7 HOURS)

- Corporate Level Strategy
- Business Level Strategy
- Global Strategy
- Strategic Analysis and Choice
- Case Studies

UNIT – IV: Strategy Implementation and Functional Strategies (8 HOURS)

- Strategy Implementation : Structural Issues
- Behavioural Issues in Strategy Implementation
- Functional Strategies
- Case Studies

UNIT – V: Strategic Leadership and Control (8 HOURS)

- Strategic Leadership
- Strategy Evaluation and Control

Prescribed Text Books:

1. David, Fred R. (2014). Strategic Management: A Competitive Advantage Approach, 14e; Eastern Economy Edition; PHI Learning Private Limited, Delhi.
2. Pitt, Martyn R. and Dimitrios Koufopoulos (2012). Essentials of Strategic Management Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Wheelen, Thomas L. and J. David Hunger (2011). Concepts in strategic management and business policy, 12e; Pearson Education India, New Delhi.
4. Kazmi, Azhar (2012). Strategic Management: A Competitive Advantage Approach; Tata McGraw Hill Private Limited, New Delhi.

Suggested Additional Readings:

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). Strategic: Theory & Practice, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). Strategic Management: The challenge of creating value, 2nd ed., Routledge: Oxon special Indian Edition.
3. Hamel, Gary and C. K Prahalad (1996). Competing for the Future; Harvard Business School Press, Boston.

4. Subba Rao, P. (2011). Business Policy and Strategic Management: Text and Cases, 2e.; Himalaya Publishing House Pvt. Ltd., New Delhi.

Lecture Plan

Lectures	Topics	Prescribed Text Book
Lecture-1& 2	Strategic Planning and strategic Management	Book-1
Lecture-3	The Strategic Management Process	Book-2
Lecture –4&5	Strategic Intent: Vision, Mission and Objectives	Book-1&2
Lecture-6	Case Studies	Book-3
Lecture – 7	Environmental Analysis	Book-1
Lecture - 8	Industry Analysis	Book-3
Lecture-9	Competitive Analysis	Book-4
Lecture -10	Internal Analysis	Book-1
Lecture-11&12	Sun Tzu: Art of War, application in Business	Book-2
Lecture-13&14	Kautilya Arthsastra: Relevance in today's Business	Book-3&4
Lecture-15&16	Strategic Management aspects of Mahabhart	Book-2
Lecture-17-18	Case Studies	Book-2
Lecture-19-20	Corporate Level Strategy	Book-4
Lecture-21-22	Business Level Strategy	Book-4
Lecture-23-24	Global Strategy	Book-2
Lecture-25-26	Strategic Analysis and Choice	Book-1
Lecture-27	Case Studies	
Lecture – 28-29	Strategy Implementation : Structural Issues	Book-4
Lecture-30-31	Behavioural Issues in Strategy Implementation	Book-4
Lecture – 32-33-34	Functional Strategies	Book-2
Lecture -35-36	Case Studies	Book-4
Lecture-37-38	Strategic Leadership	Book-1
Lecture - 39-40	Strategy Evaluation and Control	Book-2

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Marketing Management

Course Code: MSC 401

Course Name: Marketing Management

Faculty Coordinator: Mr. Chaman Lal

Year of Introduction/Revision of Course Contents 2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Assignments = 5%
 - c. Presentations =5%
 - d. Case studies =5%
 - e. Surprise test/Activity =5%

Course Contents:

UNIT - I: Fundamentals of Marketing

(6

Hours)

- Meaning and Importance of Marketing
- Core Marketing Concepts and Philosophies
- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Case Study

UNIT - II: Environmental Scanning and Information Gathering (5 Hours)

- Analyzing the Marketing Environment
- Impact of Environmental factors on marketing Decision
- Marketing Information System
- The changing face of consumer markets and role of marketing
- Case Study

UNIT - III: Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning (6 Hours)

- The Buying Decision Process and Factors Influencing the Consumer Behavior
- Market Segmentation
- Market Targeting
- Market Positioning
- Case Study

UNIT - IV: Marketing Mix-I

(7 Hours)

Product Decisions: -

- Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Brand Positioning
- Product Life Cycle
- New Product Development Process

Pricing Decisions: -

- Pricing Methods or Strategies

UNIT - IV: Marketing Mix-II

(6 Hours)

Distribution Decisions: -

- Distribution Channel System, Retailing and Wholesaling

Promotion Decisions: -

- Promotion Mix (IMC)- Advertising, Sales Promotion, Events and Experiences, Public Relations, Personal Selling and Direct Marketing
- Competitive Marketing Strategy
- Emerging Trends in Marketing

Prescribed Text Books:

1. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
2. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi.

- Kumar Arun & Meenakshi N (2011), Marketing Management, 2nd Edition, Vikas Publishing House Pvt. Ltd., New Delhi

Suggested Additional Readings:

- Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
- Saxena Rajan (2009), Marketing Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
- Bose Biplab S. (2010), Marketing Management, 3rd Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
- Sherlekar S.A. (2010), Marketing Management, 14th Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
- Prof. Anand Vijay Prakash (2012), Marketing Management: An Indian Perspective, 1st Edition, Biztantra Publications, Delhi.
- Govindarajan M. (2009), Marketing Management: Concepts; Cases; Challenges and Trends, 2nd Edition, Prentice Hall of India.
- Balakrishna Sidharth (2011), Case Studies in Marketing, 1st Edition, Pearson Education, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Meaning and Importance of Marketing	Book-1	Chapter-1
Lecture – 2	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 3	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 4	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 5&6	Case Study	Reference material to be provide	
Lecture – 7	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 8&9	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 10&11	Marketing Information System	Book-3	Chapter-4
Lecture – 12&13	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 14&15	Case Study	Reference material to be provide	
Lecture – 16&17	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3

Lecture – 18	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 19	Market Targeting	Book-1&3	Chapter-7
Lecture – 20&21	Market Positioning	Book-1	Chapter-8
Lecture – 22&23	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 24	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 25&26	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 27	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 28	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 29	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 30	Competitive Marketing Strategy	Book-1&2	Chapter-16&17

Rural Marketing

Course Code: MSC 507

Course Name: Rural Marketing

Faculty Coordinator: Mr. Chaman Lal

Year of Introduction/Revision of Course Contents 2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable students to apply the concepts and methods of marketing management to rural markets.
- Understand the characteristics of the evolving rural consumer
- Understand the unique challenges and peculiarities of Indian Rural Markets.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Field work/Presentation = 10%
 - c. Case studies/Assignment = 5%
 - d. Surprise test/Activity = 5%

Course Contents:

UNIT - I: Rural Marketing

(6 Hours)

- Rural Markets and its unique features, Rural Marketing, Evolution of Rural Marketing, and Difference between Rural Marketing and Urban Marketing.
- Need for Exploring the Rural Markets and Go Rural Decision
- Rural Marketing Models and Rural Marketing: Challenges & Opportunities
- The Rural Marketing Mix

UNIT - II: Rural Market Environment and Segmenting and Attracting Rural Markets **(5 Hours)**

- Rural Marketing Environment and their influences on marketing operations
- Need for Rural Market Segmentation, and Bases for Market Segmentation

- Emerging Segments and guides to effective segmentation
- Market Segmentation, Targeting and Positioning Strategies
- Cases: Selecting and Attracting Rural Markets

UNIT - III:Rural Consumer Behaviour and Rural Marketing Mix-I

(7 Hours)

- Model of Consumer Behavior
- Buyer Characteristics, Rural Shopping Habits/Buying behavior patterns
- 4As of Rural Marketing
- Product Strategies in Rural Marketing
- Pricing Strategies in Rural Markets

UNIT - IV:Rural Marketing Mix-II

(6 Hours)

Distribution Decisions: -

- Distribution- The availability Challenge
- Distribution Practices and Rural Logistics
- Distribution Decisions
- Guidelines for Achieving Efficiency in Retail Operations

Promotion Decisions: -

- Rural Promotion Mix-IMC
- Promotion Strategies
- Rural Specific Promotion Methods and Developing the Sales Force for Rural Markets

UNIT – V:Applications

(6

Hours)

- Marketing of Consumer Goods and Services
- Social and Agricultural Marketing
- Marketing of Rural Industrial Products
- Marketing in Small Towns
- Future of Rural Marketing in India

Prescribed Text Books:

1. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011), Rural Marketing: Text and Cases, Second Edition, Pearson Education, India.
2. Kashyap Pradeep, Rural Marketing (2012), Second Edition, Pearson Education, India.
3. Balram, Dogra and Ghuman Karminder (2008), Rural Marketing: Concept and Practices, Tata McGraw Hill, New Delhi.

Suggested Additional Readings:

1. Gopaldaswamy T P, Rural Marketing, Wheeler Publishers, New Delhi.
2. Kashyap Pradeep, Amp, Raut, Sidhartha (2005), Rural Marketing, Wiley, New Delhi.
3. Neelmeghan S, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi.
4. Krishnamoorthy R(2011), Introduction to Rural Marketing, 3rd Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
- 5.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Meaning of Rural Markets, Characteristics of Rural Markets and Rural Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 2	Evolution of Rural Marketing and Difference between Rural and Urban Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Need for Exploring the Rural Markets and Go Rural Decisions	Book 1	Chapter 1
Lecture – 4&5	Rural Marketing Models and Rural Marketing: Challenges and Opportunities	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Rural Marketing Mix	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 7	Rural Marketing Environment and their Influences on Marketing Operations	Book 1	Chapter 2
Lecture – 8&9	Need for Rural Market Segmentation, emerging segments and Bases for Market Segmentation	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	Rural Market Segmentation, Targeting and Positioning Strategies and Cases: Rural Experiences	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Rural Consumer Behaviour, Need for Studying Rural Consumer Behaviour and Factors Affecting Rural Consumer Behaviour	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Models of Consumer Behaviour, Shopping Habits of Rural People and Buying patterns	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3

Lecture – 16	4As in Rural Marketing	Book 3	Chapter 8
Lecture – 17 & 18	Product & Pricing Strategies in Rural Markets	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Distribution Decisions and Logistics in Rural Markets	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Guidelines for Achieving Efficiency in Retail Operations	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 22&23	Rural Promotion Mix, Promotion Strategies	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Rural Specific Promotion Methods	Book 2	Chapter 9
Lecture – 25&26	Marketing of Consumer Goods and Services	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 27	Social and Agricultural Marketing	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Marketing of Rural Industrial Products	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 29	Marketing in Small Towns	Book 2	Chapter 11
Lecture – 30	Future of Rural Marketing in India	Book 1 Book 2	Chapter 18 Chapter 12

Industrial Marketing

Course Code: MSC 404

Course Name: Industrial Marketing

Faculty Coordinator: Mr. Chaman Lal

Year of Introduction/Revision of Course Contents 2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Understand the unique challenges and peculiarities of industrial Markets.
- Apprise the students about various dimensions of the industrial marketing.
- Enable students to devise the strategies to meet the.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Field work/Presentation = 10%
 - c. Case studies = 5%
 - d. Surprise test/Activity = 5%

Course Contents:

UNIT - I:Introduction to Industrial Marketing (5 Hours)

- Nature of Industrial/ Business Markets, and Need to study Industrial Marketing.
- Market Structure and Differences in Marketing Practices
- Classifications of Industrial Products
- Economics of Industrial Demand and Organizational Customers
- Unique Characteristics of Organizational Procurement

UNIT - II:Industrial Marketing Environment and Buyer Behaviour (6 Hours)

- Industrial Marketing Environment
- Strategies for Managing the Industrial Environment
- The Buygrid Model, Buying Centers and Buying Influencers

- Organizational Buying and Joint Decision Making
- Buying Committee and Supplier Choice
- Case Study

UNIT - III: Assessing Strategizing and Assessing Market Opportunities (6 Hours)

- Strategies Over Buying Situations and Phases
- Partnering Marketing
- Macro, Micro, Intermediate, and Nested Approach to Segmentation
- Business-to- Business Targeting, differentiation, and positioning
- Case Study

UNIT - IV: Managing Marketing Processes (7 Hours)

Industrial Product Decisions: -

- Industrial Product Offerings and Tools for Managing Product Offerings
- Product revitalization/elimination and Business Services Marketing
- New Product Offering Development

Pricing Policies: -

- Costs, Customers, and Competitors
- Industrial Pricing Policies and Methods
- Competitive Bidding, Price Negotiation and Leasing

UNIT – V: Roots to Market and Industrial Marketing Communication (6 Hours)

Channel Strategy: -

- Reaching and Satisfying Customers
- Dual-Channel Strategies and Choosing the Right Distributor
- Improving Channel Performance

Industrial Communication: -

- Major Decisions in Industrial Marketing Communication
- Relationship Communication and KAM Approach

Prescribed Text Books:

1. Reeder Robert, Brierty Edward and Reeder Betty (2013), Industrial Marketing: Analysis, Planning and Control, Second Edition, PHI Learning, Delhi.
2. Brennan, R., Canning, L., and McDowell, R. (2011), Business-to-Business Marketing (Second Edition), Sage India Publication, New Delhi.
3. Havalder, Krishna K, Industrial Marketing, Tata M. Hill, New Delhi.

Suggested Additional Readings:

1. Vitale, Business to Business Marketing, Thomson Learning Mumbai.
2. Corey, E, Industrial Marketing: Cases and Concepts, 3rd Edition, Prentice Hall Inc.
3. Gross, A C, (1993), Business Marketing, Houghton Mifflin.
4. Webster, F. E., Industrial Marketing Strategy, Second Edition, John Wiley.
5. Cherunilam, F. (2015), Industrial Marketing: Text and Cases, Himalaya Publishing House.

Articles:

1. Frederick E. Webster, Jr., "Management Science in Industrial Marketing," Journal of Marketing (January 1978), pp. 21-27.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Nature of Industrial/ Business Markets, and Need to study Industrial Marketing.	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 2	Market Structure and Differences in Marketing Practices	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Classifications of Industrial Products	Book 1	Chapter 1
Lecture – 4&5	Economics of Industrial Demand and Organizational Customers	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Unique Characteristics of Organizational Procurement	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 7	Industrial Marketing Environment	Book 1	Chapter 2
Lecture – 8&9	Strategies for Managing the Industrial Environment	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	The Buygrid Model, Buying Centers and Buying Influencers	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Organizational Buying and Joint Decision Making	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Buying Committee and Supplier Choice	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3

Lecture – 16	Case Study	Book 3	Chapter 8
Lecture – 17 & 18	Strategies Over Buying Situations and Phases	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Partnering Marketing	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Macro, Micro, Intermediate, and Nested Approach to Segmentation	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 22&23	Business-to- Business Targeting, differentiation, and positioning	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Case Study	Book 2	Chapter 9
Lecture – 25&26	Industrial Product Decisions	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 27	NPD	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Competitive Bidding	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 29	Reaching and Satisfying Customers	Book 2	Chapter 11
Lecture – 30	Dual-Channel Strategies and Choosing the Right Distributor	Book 1 Book 2	Chapter 18 Chapter 12

Personal Selling and Salesmanship

Course Code: MSC 412

Course Name: Personal Selling and Salesmanship

Faculty Coordinator: Mr. Chaman Lal

Year of Introduction/Revision of Course Contents 2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to:

- Enable the students to understand the complexities and process of effective selling.
- Enable students to manage the sales and sales force functions.
- Provide training to students about selling techniques and skills
- Provide experience to handle the real time situations

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%

(**Note:** Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)

- b. Assignment/Presentation/ Surprise Test = 5%
- c. Skill Demonstration = 15%

Course Contents:

UNIT - I:Understanding Marketing

(06 Hours)

- Fundamentals of Marketing
- An effective marketer
- An Effective Marketing Mix
- Consumer Behaviour: Retail Vs. Organizational

UNIT - II: Personal Selling and Salesmanship (06 Hours)

- Understanding personal selling and Theories of Selling
- Role and Success factors of Professional Salespeople
- Modern Selling/ Changing Role of a Sales Force
- Sales Preparation and Process
- Team Selling and Handling Objections

UNIT - III: Selling Goods (06 Hours)

- Understanding the concept of Product
- Practical/Demonstration: Selling Consumable goods
- Practical/Demonstration: Selling Durable goods
- Field Selling

UNIT - IV: Selling Services (06 Hours)

- Complexities with Service selling
- Practical/Demonstration: Selling Services

UNIT - V: Managing Relations with Customers (06 Hours)

- Basics of Relationship
- Key Concepts
- Practical Demonstration: Relationship Selling and Service Recovery

Prescribed Text Books:

1. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
2. Havaladar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.
3. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.
4. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.

Suggested Additional Readings:

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
2. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
3. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.
4. Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Fundamentals of Marketing		
Lecture – 2	An effective marketer		
Lecture – 3	An Effective Marketing Mix		
Lecture – 4&5	Consumer Behaviour: Retail Vs. Organizational		
Lecture – 6	Understanding personal selling and Theories of Selling		
Lecture – 7	Role and Success factors of Professional Salespeople		
Lecture – 8&9	Modern Selling/ Changing Role of a Sales Force		
Lecture – 10&11	Sales Preparation and Process		
Lecture – 12&13	Team Selling and Handling Objections		
Lecture – 14&15	Understanding the concept of Product		
Lecture – 16	Practical/Demonstration: Selling Consumable goods		
Lecture – 17 & 18	Practical/Demonstration: Selling Durable goods		
Lecture – 19	Field Selling		
Lecture – 20&21	Complexities with Service selling		
Lecture – 22&23	Practical/Demonstration: Selling Services		
Lecture – 24	Basics of Relationship		
Lecture – 25&26	Key Concepts		
Lecture – 27	Practical Demonstration: Relationship Selling and Service Recovery		
Lecture – 28	Role Play		
Lecture – 29	Role Play		
Lecture – 30	Role Play		

Entrepreneurial Development

Course Code: EDM 413

Course Name: Entrepreneurship Development

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2017

Credits Equivalent: 2Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Develop Entrepreneurship Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an Entrepreneur.
- Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises.
- Make students familiar with different financial institutions which support entrepreneurship development.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Business Plan : 15%
 - Assignments/Presentation : 5%
 - Class Participation : 5%

Course Contents:

UNIT – I: Fundamentals of Entrepreneurship (6 Hours)

- Concept of Entrepreneur
- The Nature and Importance of Entrepreneurship
- Theories of Entrepreneurship
- Classification of Entrepreneurs/Entrepreneurship
- Successful Entrepreneurs

UNIT – II: Entrepreneurial Development (5 Hours)

- Factors Influencing Entrepreneurial Development
- Entrepreneurial Development Models
- Entrepreneurship Development Programme
- Entrepreneurship: Emerging Areas

UNIT – III: Creating and Starting the Venture (7 Hours)

- Creativity and Business Idea.
- Legal Issues for the Entrepreneur
- Feasibility Analysis
- The Business Plan

UNIT – IV: Entrepreneurship Management (6 Hours)

- Selection of types of ownership
- Strategies for Growth
- Entrepreneurial Sickness
- Cases: Best management practices

UNIT – V: Support Institutions (6 Hours)

- Central Level Institutions: KVIC, SIDO, NSIC, NIESBUD, IIE and EDII.
- State Level Institutions: DIs, DICs, SFCs, SIDCs and SSIDCs.
- SIDBI, NABARD and Other Agencies.
- Clustering

Prescribed Text Books:

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.
3. Khanka, S.S., (2012), Entrepreneurial Development, First Edition (Revised). S. Chand & Company Ltd., New Delhi.

Suggested Extra Readings:

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 21st Century, Seventh Edition, Tata McGraw-Hill, New Delhi.
4. Morse, A., Eric, Mitchell, K., Ronald, (2009), Cases in Entrepreneurship: The Venture Creation Process, Fourth Printing, SAGE Publications Inc., New Delhi.
5. Desai, Vasant, (2012), Entrepreneurial Development and Management of Small and Medium Enterprises, Second Edition Edition, Himalaya Publishing House, Mumbai.
6. Sinha, S K (2010), Small Business Management, Centrum Press, New Delhi.
7. Desai, Vasant, (2011), Entrepreneurial Development, Sixth Edition, Himalaya Publishing House, Mumbai.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1&2	Meaning, Concept, Characteristics and Qualities of Entrepreneur	Book-1	Chapter-1
Lecture – 3	Nature and Importance of Entrepreneurship	Book-3	Chapter-1
Lecture – 4	Theories of Entrepreneur and Entrepreneurship	Book-2	Chapter-2
Lecture – 5	Classification of Entrepreneurship and Types of Entrepreneurs	Book-3	Chapter-2
Lecture – 6	Cases: Successful Entrepreneurs	Reference material to be provide	
Lecture – 7&8	Entrepreneurship Development and Factors influencing Entrepreneurship Development	Book-3	Chapter-3
Lecture – 9	Entrepreneurial Process and Development Models	Book-1	Chapter-3
Lecture – 10&11	Entrepreneurship Development Programme and Emerging areas for entrepreneurship	Book-3	Chapter-4
Lecture – 12&13	Creativity, Idea Generation, Identification, Classification of Ideas and Environmental Scanning	Book-1	Chapter-5
Lecture – 14	Legal Issues for the Entrepreneurs	Book-3	Chapter-5
Lecture – 15&16	Feasibility Analysis and Project Planning	Book-3	Chapter-7
Lecture – 17&18	Business Plan	Book-3	Chapter-8
Lecture – 19	Selection of types of ownership	Book-2	Chapter-6
Lecture – 20	Strategies for Growth	Book-1	Chapter-7
Lecture – 21&22	Entrepreneurial Sickness	Book-1	Chapter-9
Lecture – 23& 24	Cases: Best Management Practices	Reference material to be provide	
Lecture – 25&26	Central Level Support Institutions	Reference material to be provide	
Lecture – 27&28	State Level Support Institutions	Reference material to be provide	
Lecture – 29	SIDBI, NABARD and Other Agencies	Reference material to be provide	
Lecture – 30	Clustering	Book-3	Chapter-10

Retail Management

Course Code: MSC 440

Course Name: Retail Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2017

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to

- Providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.
- Describes and analyses the way retailing works, specially the activities and relationships.
- Develop knowledge of contemporary retail management issues at strategic level.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Term Examination: 50%
 3. Continuous Internal Assessment : 25%
- Assignment/Presentation: 10%
 - Field Survey: 5%
 - Case Studies: 5%
 - Class Participation:5%

Course Contents:

UNIT – I: Retail Scenario (6 Hours)

- Overview of Retailing
- Retail Formats
- Global and Indian Retail Scenario
- Retail Consumer
- Emerging Trends in Indian Retailin

UNIT – II: Retailing Strategy (6 Hours)

- Retail Market Strategy

- Financial Strategy
 - Retail Location
 - Retail Information system
 - Customer Relationship Management
 - Case Study
- UNIT – III: Merchandise Management (5 Hours)**
- Managing Merchandise Assortments
 - Merchandise Planning Systems
 - Buying Merchandise
 - Retail Pricing
 - Retail Communication Mix
- UNIT – IV: Store Management and CVM (7 Hours)**
- Managing the Store.
 - Store Layout, Design & Visual Merchandising
 - Customer Value Management.
 - Technology in Retailing
- UNIT – V: Rural & e-Retailing (6 Hours)**
- Rural Retailing
 - Foundation of e-Retailing.
 - e-Retailing the Application Domain.
 - e-Retailing: The Current Trends.
 - Case Study

Prescribed Text Books:

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill, New Delhi.
2. Berman B., Evans J. R. and Mathur, Mini (2011), Retail Management, 11th Edition, Pearson Education, New Delhi.
3. Sharma, D.P. (2009), e-Retailing, 1st Edition, Himalaya Publishing House, New Delhi.

Suggested Additional Readings:

1. Cox Roger, Brittain Paul (2011), Retailing, 5th Edition, Pearson Education, New Delhi.
2. Srinivasan R. Srinivasan K. R. (2009), Cases in Retail Management, Bizantra.
3. Varley Rosemary, Retail Product Management, 2nd Edition, Routledge.
4. Singh Harjit (2011), Retail Management, S. Chand & Company Ltd., New Delhi.
5. Sheikh I. Arif, Fatima Kaneez (2011), Retail Management, Himalaya Publishing House, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Introduction to Retailing	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 3	Retail Formats	Book 1 Book 2	Chapter 2 Chapter 4,5,& 6
Lecture – 4&5	Retail Scenario: Global and Indian and Retail Consumers	Book 1	Chapter 4
Lecture-6	Emerging trends in Indian Retailing	Journals	Research Papers
Lecture – 7	Retail Market Strategy	Book 1	Chapter 5
Lecture – 8	Financial Strategy	Book 1	Chapter 8
Lecture – 9&10	Location Selection for retail store and Retail Information System	Book 1 Book 2	Chapter 7&10 Chapter 10
Lecture – 11	CRM Strategies for retailing	Book 1 Journals	Chapter 5 Research Papers
Lecture – 12	Case Study		
Lecture – 13&14	Assortments and Merchandise Planning	Book 1 Book 2	Chapter 12&13 Chapter 14&15
Lecture – 15&16	Purchase of Merchandise and Retail Pricing	Book 1 Book 2	Chapter 14&15 Chapter 17
Lecture – 17	Retail promotion	Book 2 Book 1	Chapter 19 Chapter 16
Lecture – 18&19	Store operations and evaluation of store performance	Book 1	Chapter 17
Lecture – 20&21	Store Design objectives, Space Management and Category Management	Book 1	Chapter 18

Lecture – 22 & 23	Customer Value Management	Book 1	Chapter 19
Lecture – 24	Technology and Retailing	Journals	Research Papers
Lecture – 25	Rural Retailing	Journals	Research Papers
Lecture – 26	E-Retailing	Book 3	Chapter 1
Lecture – 27&28	e-tailing: Applications	Book 3 Journals	Chapter 3&4 Research Papers
Lecture – 29	Current Trends in e-retailing	Journals	Research Papers
Lecture – 30	Case Study		

Customer Relationship Management

Course Code: MSC 508

Course Name: Customer Relationship Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2017

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Acquaint students with the basic issues in Customer Relationship Management (CRM).
- Enable students to apply concepts of CRM in creating and building of customer value, satisfaction and loyalty.
- Understand the strategies of attracting and retaining the customers.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%

- a. Class participation = 5%
- b. Assignments/Presentations=10%
- c. Case studies =5%
- d. Surprise test/Activity =5%

Course Contents:

UNIT - I:Introduction to Customer Relationship Management (6 Hours)

- Relationship in Business, Theoretical Perspective, Models/Levels, Issues in Relationship
- CRM, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders of CRM Objectives, Significance and Benefits of CRM
- Components of Successful Relationship
- CRM: Organization's Biggest Asset

UNIT - II:Customer Experience and CRM Strategies (6 Hours)

- Emotion and Customer Experience
- 3Ds of Customer Experience and Customer Experience Management
- Attributes of CRM, Strategic Framework for CRM Success
- Building Blocks of CRM
- Relationship Brands
- Components of CRM Programme and CRM Process

UNIT - III:Creating/ Building Customer Value, Satisfaction and Loyalty (7 Hours)

- Data Warehousing, Data Mining, Sales Force Automation
- Customer Value, Customer Perceived Value, Customer Life Time Value
- Customer Satisfaction, Monitoring Satisfaction, and Customer Loyalty
- Customer Equity
- Case Study

UNIT - IV:Service Quality and CRM Implementation (6 Hours)

- Service Quality
- Service Failure and Recovery
- Customer Retention
- Steps of CRM Implementation
- Case Study

UNIT – V:Other Issues of CRM (5 Hours)

- eCRM
- Employee Factor in CRM
- Social Networks: C2C Exchanges and Relationships
- CRM Practices in Indian Service Business
- Emerging Concepts and Perspectives

Prescribed Text Books:

1. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.
2. Biswas Supriya (2011), Relationship Marketing: Concepts, Theories and Cases, PHI Learning, Delhi.
3. Baron, Conway and Warnaby (2010), Relationship Marketing: A consumer Experience Approach, SAGE Publications Ltd.

Suggested Additional Readings:

1. Gosney John W and Thomas P Boehm, Customer Relationship Management Essentials, Prentice Hall, New Delhi.
2. Buttle Francis (2009), Customer Relationship Management: Concepts and Technologies, Second Edition, Elsevier and Taylor & Francis Group.
3. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
4. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
5. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution & Theoretical Perspective	Book 3 Book 1	Chapter 1 Chapter 1
Lecture – 2	Types, Stages and Issues in Relationship	Book 1	Chapter 1
Lecture – 3	Meaning, Factors Responsible for Growth of CRM, CRM Cycle	Book 1 Book 2	Chapter 2 Chapter 1
Lecture – 4	Stakeholders of CRM, Objectives, Significance and Benefits of CRM	Book 1 Book 2 Book 3	Chapter 2 Chapter 1 Chapter 2
Lecture – 5&6	Components of Successful CRM, Reasons for Customer Loss	Book 2 Book 3	Chapter 1 Chapter 2
Lecture – 7	Attributes of CRM, Strategic Framework for CRM Success	Book 1 Book 2	Chapter 3 Chapter 2
Lecture – 8	Building Blocks of CRM, CRM Strategies	Book 2	Chapter 2
Lecture – 9&10	Types of CRM, CRM in Marketing	Book 2	Chapter 3&4
Lecture – 11	Components of CRM Programme, CRM Process	Book 1	Chapter 4
Lecture – 12	Data Warehousing, Data Mining, SFA, Call Centre	Book 1 Book 2	Chapter 10 Chapter 11
Lecture – 13	Customer Value, Customer Perceived Value, Customer Life Time Value	Book 2 Book 1	Chapter 5 Chapter 15
Lecture – 14&15	Customer Satisfaction, Monitoring Satisfaction, Customer Loyalty	Book 1 Book 3	Chapter 6&7 Chapter 3
Lecture – 16	Service Quality, Building a Relationship with Rural Customer	Book 1	Chapter 8&17
Lecture – 17&18	Retaining Customer, Customer Experience Management, Service Recovery	Book 1 Book 2	Chapter 12&13 Chapter 13

Lecture – 19,20&21	CRM Implementation Model, Steps of CRM Implementation, Framework of Successful CRM	Book 1 Book 2	Chapter 4 Chapter 8
Lecture – 22&23	CRM Implementation, Right CRM Solution Decision	Book 2	Chapter 8
Lecture – 24&25	CRM Practices in Indian Service Business	Book 1	Chapter 18
Lecture – 26&27	eCRM	Book 2 Book 1	Chapter 6 Chapter 9&11
Lecture – 28	hCRM	Book 1 Book 2	Chapter 14 Chapter 12
Lecture – 29	Social Networks: C2C Exchanges	Book 3 Book 1	Chapter10 Chapter 16
Lecture – 30	CRM-Opportunities and Challenges	Book 1	Chapter 14

Sales & Distribution Management

Course Code: MSC 514

Course Name: Sales & Distribution Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2017

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Acquaint students with the fundamentals of sales and distribution management.
- Enable students to manage the sales, sales force and distribution functions.
- Provides experience to handle to real time situations

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%.
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Assignments/Presentations=10%
 - c. Case studies/ Role play =5%
 - d. Surprise test/Activity =5%

Course Contents:

UNIT - I:Introduction to Sales Management

(7 Hours)

- Overview of Sales Management
- Role and Success factors of Professional Salespeople
- Sales Management Positions
- Modern Selling/ Changing Role of a Sales Force
- Theories of Selling
- Buyer Behaviour: Organizational Vs Consumer

UNIT – II:Sales Process, Sales Planning and Sales Organization

(6 Hours)

- Sales Preparation and Process
- Sales Planning and Sales Forecasting
- Budgeting
- Management of Key Accounts, Sales Territories and Quotas
- Case study

UNIT - III:Sales Force Management

(6 Hours)

- Sales Force Management
- Recruitment and Selection
- Training, Motivating and Compensating Sales Personnel
- Managing Expenses of Sales Personnel, Sales Meeting and Contests
- Sales Control and Case study

UNIT - IV:Distribution Management-I

(5 Hours)

- Marketing Channels: Structure and Functions
- Adding Value through Channels
- Channel Institutions
- Case: Distribution Management

UNIT -V:Distribution Management-II

(6 Hours)

- Designing Channel Systems
- Channel Power and Management
- Channel Information Systems and Implementation
- Logistics and Supply Chain Management

- International Sales and Distribution Management

Prescribed Text Books:

1. Havaldar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.
2. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.
3. Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India.

Suggested Additional Readings:

1. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India.
2. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi.
3. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi.
4. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
5. Kumar Arun and Meenakshi N (2011), Marketing Management, Second Edition, Vikas Publishing House Pvt. Ltd.
6. Stern, Adell and Anne, Marketing Channels, Prentice Hall, Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Overview of Sales Management	Book 1	Chapter 1
		Book 2	Chapter 2
Lecture – 3&4	Role & Success factors of professional sales people	Book 3	Chapter 1
		Book 2	Chapter 1
Lecture – 5&6	Selling, Modern Selling and Theories of Selling	Book 2	Chapter 2
		Book 1	Chapter 2
		Book 3	Chapter 1
Lecture-7	Organizational Vs Consumer Buyer Behaviour	Book 3	Chapter 3
Lecture – 8	Sales Planning & Sales Forecasting	Book 1	Chapter 3
Lecture – 9	Sales Budgets	Book 1	Chapter 3
		Book 2	Chapter 20

Lecture – 10&11	Management of Key Accounts, Sales Territories and Quotas	Book 1 Book 2 Book 3	Chapter 4 Chapter 21&22 Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1 Book 2 Book 3	Chapter 5 Chapter 7 Chapter 10
Lecture – 14	Personnel Management in the Selling Field	Book 1 Book 2	Chapter 5 Chapter 10
Lecture – 15	Recruiting and Selecting Sales Personnel	Book 2	Chapter 11&12
Lecture – 16	Training, Motivating and Compensation	Book 1 Book 2	Chapter 6 Chapter 13-16
Lecture – 17&18	Managing Expenses of Sales Personnel, Sales Meeting and Contests	Book 2 Book 1	Chapter 17&18 Chapter 7
Lecture – 19	Sales Control	Book 1 Book 2 Book 3	Chapter 7 Chapter 19 Chapter 16
Lecture – 20&21	Meaning and Need of Distribution Channel, Distribution Channel Strategy	Book 1	Chapter 8
Lecture – 22	Marketing Channels, Prominent Channel Systems	Book 1	Chapter 9
Lecture – 23&24	Channel Institutions and Case Study	Book 1	10&11
Lecture – 25	Channel Design, Planning Process, Channel Design Implementation	Book 1	Chapter 12
Lecture – 26	Channel Management	Book 1	Chapter 13
Lecture – 27&28	Elements of a Channel Information Systems, Performance Evaluation, Implementation and IT Systems for Channels	Book 1	Chapter 14
Lecture – 29	Logistics and SCM	Book 1	Chapter 15
Lecture – 30	International Sales and Distribution Management	Book 1	Chapter 16

Operations Management

Programme of Study	MBA
Course Code:	POM 401
Course Name:	Operations Management
Designed by Faculty	Dr Rita Devi
Year of Introduction/Revision of Course Contents	2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to

- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
 - iv Library Work Assignment: 5%
 - v Media watch: 5%
 - vi Quizzes/Games/Puzzles: 5%
 - vii Case study: 5%
 - viii Group Presentation: 5%

Course Contents:

UNIT – I:Introduction to Operations Management

(5 Hours)

- Nature and Scope of Production and Operations Management
- Role of Operations Management
- Operations in Global Environment

UNIT – II: Designing Operations**(3 Hours)**

- Product Design and Analysis
- Make or Buy Decision

UNIT – III: Location and Layout**(4 Hours)**

- Layout Strategies
- Location Strategies

UNIT – IV: Forecasting**(4 Hours)**

- JIT
- Demand Forecasting

UNIT – V: Managing Inventory and Productivity**(4 Hours)**

- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry

Note: Cases and freeware's will be used to provide practical insights to understand operations

Prescribed Text Books:

4. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9th ed.), Pearson: New Delhi.
5. Roy, Ram Naresh (2005). **A Modern Approach to Operations Management**, New Age International Ltd., New Delhi.

Suggested Readings

1. Aswathappa, K. and Bhat, K.S. (2012). **Production and Operations Management**, HPH: New Delhi.
2. Chary, S. N., (2002), **Production and Operations Management**, Tata McGraw-Hill: New Delhi
3. Chase, Richard B.; Jacobs, F. Robert and Aquilano, Nicholas J. (2006). **Operations Management for Competitive Advantage**, McGraw-Hill/Irwin: New York.
4. E.V. Adam and R. J. Ebert, (1998), **Production and Operations Management**, Prentice Hall of India: New Delhi
5. Gore, Amol; & Panizzolo, Roberte (2012). **Operations Management**, Cengage: Delhi.
6. Lee, S.M. (et al)(1989), **Operations Management**, Wm. C. Publishers: Iowa
7. Monks, J. (1987), **Operations Management**, Irwin McGraw – Hill: New York
8. Morton, Thomas E. (2003). **Production Operations Management**, Thomson South Western in collaboration with Vikas Publishing House: New Delhi
9. Panneerselvam, R. (2002). **Productions and Operations Management**, Eastern Economy Edition, Prentice Hall of India: New Delhi.
10. Rusesell and Taylor (2012) **Operations Management**, Wiley India: Delhi

11. Stevenson, W. J. (1999), **Production Operations Management**, Irwin McGraw – Hill:New York

Lecture Plan

S. No.	Lectures	Topics	Prescribed Text Book	Chapters
1.	1.	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1
2.	2.	Role of Operations Management	Book – 1	Chapter – 1
3.	3.	Operations in Global Environment	Book – 1	Chapter – 2
4.	4.	Product Design and Analysis	Book – 1	Chapter – 4
5.	5.	House of Quality	Book – 1	Chapter – 4
6.	6.	Issues in Product Design	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5
8.	7.	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8
9	8.	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8
10	9.	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 2 Book – 1	Chapter – 2 Chapter – 7
11	10.	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	Chapter – 2 Chapter – 7
12	11.	Material Requirement Planning Structure	Book – 2 Book – 1	Chapter – 7 Chapter – 13
13	12.	JIT	Book – 2 Book – 1	Chapter – 8 Chapter – 15
14	13.	Forecasting – Strategic Importance	Book – 1	Chapter – 3

15	14.	Forecasting Methods	Book – 1	Chapter – 3
17	15.	Work Study and Measurement	Book – 1	Chapter – 9
18	16.	Inventory Management	Book – 2 Book – 1	Chapter – 6 Chapter – 11
19	17.	Productivity and Efficiency	Book – 1	Chapter – 1
20	18.	Application of operations in Industry	Book -1	
Total	20			

Management Principles & Practices

Programme of Study

MBA

Course Code:

MSO 401

Course Name:

Management Principles & Practices

Designed by Faculty

Dr Rita Devi

Year of Introduction/Revision of Course Contents

2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to

- Present a thorough and systematic exposure of Management theory and practice.
- Provide a basic understanding of fundamental concepts and principles of Management.
- Enable the students to understand the basic roles, skills and functions of Management.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%

- i. Library Work Assignment: 5%
- ii. Media watch: 5%
- iii. Quizzes/Games/Puzzles: 5%
- iv. Case study: 5%
- v. Group Presentation: 5%

Course Contents:

- UNIT - I: Introduction to Management (4 Hours)**
- Meaning and Importance of Management
 - Nature and Functions of Management, Levels of Management
 - Managerial Roles, Skills of Managers, Kinds of Managers
 - Evolution of Management Theory
 - Social Responsibilities and Ethics of Business
- UNIT - II: Planning and Decision Making (4 Hours)**
- Planning: An Overview, Importance of Planning at Organizations
 - Steps in Effective Planning
 - Hierarchy of Organization Plans
 - Decision Making, Types of Decisions
 - Steps to Rational Decision Making
- UNIT - III: Organizing (4 Hours)**
- Meaning of Organizing, Four Building Blocks of Organizing
 - Organizational Design and various approaches
 - Types of Organizational Structures
 - Elements of Structure: Work Specialization, Unity of Command, Span of Control, Authority and Responsibility, Centralization and Decentralization, Departmentalization
- UNIT - IV: Leading (4 Hours)**
- Teams and Teamwork
 - Motivating and Rewarding Employees
 - Leadership and Trust
 - Communication and Negotiation
- UNIT – V: Controlling (4 Hours)**
- Meaning and Need of Control
 - Steps in Control Process
 - Types of Control, Financial Control, Budgetary Control System, Auditing
 - Essentials of Effective Control System

Prescribed Text Books:

1. James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert, JR (2010), Management, 6th Edition, Pearson Education, New Delhi

- Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6th Edition, Pearson Education, New Delhi

Suggested Additional Readings:

- P C Tripathi & P N Reddy (2010), Principles of Management, 4th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
- Harold Koontz & Heinz Weihrich (2010), Essentials of Management, 8th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
- Chuck Williams & Manas Ranjan Tripathy (2013), MGMT-Principles of Management: A South Asian Perspective, Cengage Learning India Pvt. Ltd., Delhi.
- Karminder Ghuman & K Aswathappa (2010), Management, 1st Edition, Tata McGraw Hill Education Private Limited, New Delhi.
- Dr. Neeru Vasishth (2011), Principles of Management, 3rd Edition, Taxmann Publications Private Limited, New Delhi.
- Gene Burton & Manab Thakur (2010), Management Today, 13th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
- Dr. P. Subba Rao & C. Hima Bindu (2010), Management Theory and Practice, 1st Edition, Himalaya Publishing House, New Delhi

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning and Importance of Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Nature and Functions of Management	Book – 1 Book – 2	Chapter – 1
Lecture – 3	Roles of Managers, Types of Managers	Book – 1 Book – 2	Chapter – 1
Lecture – 4	Evolution of Management Thought	Book – 1 Book – 2	Chapter – 2
Lecture – 5	Social Responsibilities of Business	Book – 1 Book – 2	Chapter – 3 Chapter – 4

Lecture – 6	Nature and Importance of Planning	Book- 1 Book – 2	Chapter- 4 Chapter – 5
Lecture – 7	Steps in Effective Planning and Limitations of Planning	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 8	Decision Making, Steps to Rational Decision Making	Book – 1 Book – 2	Chapter – 5 Chapter – 5
Lecture – 9	Models of Decision-Making Behaviour, Difficulties in Decision Making	Book – 1 Book – 2	Chapter – 6 Chapter – 5
Lecture – 10	Meaning and Importance of Organization, Principles of Organizing	Book – 1	Chapter – 7
Lecture – 11	Formal and Informal Organization, Span of Management	Book – 1	Chapter – 7
Lecture – 12	Organizational Structures	Book – 2	Chapter – 9
Lecture – 13	Line, Staff and Functional Authority	Book – 1	Chapter – 7
Lecture – 14	Delegation of Authority and Decentralization of Authority	Book – 1	Chapter – 7
Lecture – 15	Need for Coordination, Requisites for Effective Coordination	Book – 1	Chapter – 9
Lecture – 16	Types and Techniques of Coordination, Problems in Coordination	Book – 1	Chapter – 9
Lecture – 17	Steps in Control process	Book – 1	Chapter – 18
Lecture – 18	Types of Control methods	Book – 1	Chapter – 18
Lecture – 19	Control Techniques	Book – 2	Chapter – 18
Lecture – 20	Problems in Control Process	Book – 2	Chapter – 18

Emotional Intelligence

Programme of Study	MBA
Course Code:	HRM 407
Course Name:	Emotional Intelligence
Designed by Faculty	Dr Rita Devi
Year of Introduction/Revision of Course Contents	2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to

- Explore basic concepts of emotional intelligence and
- Application of emotional intelligence to learning, the work place, and personal psychological adjustment.
- To provide students with some of the theories, skills, and tools needed to identify the role of emotions in managerial function and organizational life.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - i. Library Work Assignment: 5%
 - ii. Media watch: 5%
 - iii. Quizzes/Games/Puzzles: 5%
 - iv. Case study: 5%
 - v. Group Presentation: 5%

Course Contents:

UNIT I: INTRODUCTION TO EMOTIONAL INTELLIGENCE

(4 Hours)

- Meaning of Emotional Intelligence, Importance of Emotional intelligence, IQ and EQ
- Types and control of emotions, Impulse Control- Marshmallow Experiment
- Models of Emotional Intelligence: Ability based model, Trait model and Mixed model

UNIT II: UNDERSTANDING COMPETENCIES OF EMOTIONAL INTELLIGENCE (4 Hours)

- Self Awareness: Emotional Self Awareness, Accurate Self- Assessment and Self confidence
- Self Management: Six Skill attributes of Self Management
- Social Awareness: Empathy, Organizational Awareness and Service Orientation
- Social Skills

UNIT III MANAGING EMOTIONS (4 Hours)

- Managing your emotions
- Learning EI – Emotional Self Awareness , EI Assessment Tools - Emotional Intelligence and Psychological Adjustment - Issues in Anxiety, Stress, Depression, Anger, Self Esteem and Self Management Empathy

UNIT IV EI PRACTICE IN ORGANIZATIONS (4 Hours)

- Emotional Intelligence and Decision Making - EI and Personality- Work Frustrations- EI and Work Performance
- EI and Leadership - EI and Job Stress – EI and Information Processing - EI and Communication – Goal Conflict – EI and Conflict Resolution – EI and Work Place Diversity – Group EI – Star Performers

UNIT V EMOTIONAL COMPETENCE (4 Hours)

- Developing EI in Organization – Transformation and Change – Training, Transfer,
- Maintenance and Evaluating Change - Emotional Quality Management

Prescribed Books:

1. Daliph Singh (2001) Emotional Intelligence at Work: A Professional Guide. Response Books: New Delhi.
2. Daniel Goleman (1996) Emotional Intelligence: Why It can Matter More Than IQ. Bantam Books: New York.
3. MTD (2010) Emotional Intelligence (1st edition) e-book
4. Hendrie Weisinger, Emotional Intelligence at work: The Untapped Edge for Success. Jossey-Bass Publishers San Francisco

REFERENCES:

1. Ciarruchi, J., Forgas, J. and Mayer, John. (2001) Emotional Intelligence in Everyday Life: A Scientific Inquiry. Psychology Press: Philadelphia, PA.
2. Doty, G. (2001). Fostering Emotional Intelligence in K-8 Students. Corwin Press: Thousand Oaks, CA.
3. Oatley, K and Jenkins, J (2000) Understanding Emotions. Malden MA: Blackwell

Lecture Plan

Lectures	Topics	Prescribed Text Book
Lecture – 1	Meaning of Emotional Intelligence, Importance of Emotional intelligence, IQ and EQ	Book – 1 Book – 2
Lecture – 2	Types and control of emotions, Impulse Control- Marshmallow Experiment	Book –1 Book –2
Lecture – 3	Models of Emotional Intelligence: Ability based model, Trait model and Mixed model	Book-3
Lecture –4	Self Awareness: Emotional Self Awareness, Accurate Self-Assessment and Self confidence	Book 3 Book- 4
Lecture – 5	Self Management: Six Skill attributes of Self Management	Book- 3
Lecture – 6	Social Awareness: Empathy, Organizational Awareness and Service Orientation	Book- 3 Book – 2
Lecture – 7	Social Skills	Book – 3 Book – 2
Lecture – 8	Managing your emotions	Book – 4
Lecture – 9	Learning EI: Emotional Self Awareness	Book – 2

Lecture – 10	El Assessment Tools - Emotional Intelligence and Psychological Adjustment	Book – 1
Lecture – 11	Issues in Anxiety, Stress, Depression, Anger, Self Esteem and Self Management Empathy	Book -3
Lecture – 12	Emotional Intelligence and Decision Making	Book – 2
Lecture – 13	El and Personality, Work Frustrations- El and Work Performance	Book – 4
Lecture – 14	El and Leadership, El and Job Stress – El and Information Processing	Book-3
Lecture – 15	El and Communication, Goal Conflict – El and Conflict Resolution	Book-3
Lecture – 16	El and Work Place Diversity – Group El – Star Performers	Book-4
Lecture – 17	Developing El in Organization	Book-2
Lecture – 18	Transformation and Change – Training, Transfer	Book-2
Lecture – 19	Maintenance and Evaluating Change	Book-2
Lecture – 20	Emotional Quality Management	Book-2

Total Quality Management

Programme of Study	MBA
Course Code:	POM 505
Course Name:	Total Quality Management
Designed by Faculty	Dr Rita Devi
Year of Introduction/Revision of Course Contents	2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to

- Enable the students to understand basic concepts of Total Quality Management.
- To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers.
- Help the students to use the understanding of total quality management in current dynamic business environment.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - i. Library Work Assignment: 5%
 - ii. Media watch: 5%
 - iii. Quizzes/Games/Puzzles: 5%
 - iv. Case study: 5%
 - v. Group Presentation: 5%

Course Contents:

UNIT - I: TQM Movement – Thinkers, philosophies and contributions by thinkers (4 Hours)

- Definition of TQM, TQM framework
- Benefits of TQM, Obstacles in successful implementation of TQM
- Contribution of Japanese management and rise of quality as a business philosophy.

- Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.
- Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)

UNIT - II: Building and Sustaining Global Total Quality Organizations (4 Hours)

- Concept of 'zero defect', four absolutes of quality and six C's.
- Quality Function Deployment (QFD): Introduction, Benefits of QFD, Voice of the customer, House Of Quality (HOQ), Building HOQ
- Six Sigma: Concept, Phases in six sigma: DMAIC, application to manufacturing and service sector

UNIT - III: Quality Improvement Tools and techniques (4 Hours)

- Kaizen (Continuous Improvement), Cellular manufacturing
- Poka yoke, Benchmarking: Reason to benchmark, Benchmarking process
- Quality Circles, Quality Control and quality assurance

UNIT – IV: Tools of TQM(Measurement Tools) (4 Hours)

- Cause-and-effect diagram ("fishbone" or Ishikawa diagram)
- Pareto's Diagram, Check Sheets
- Meaning and Significance of Statistical Process Control: Construction of control charts for variables and attributed

UNIT – V: Quality Management Systems (4 Hours)

- Introduction, Benefits of ISO Registration
- ISO 9000 Series of standards: Requirements, Implementation, Documentation, Registration
- ISO 14000 Series Standards: Requirements and Benefits

Prescribed Text Books:

6. Besterfield, Dale H.; Carol Besterfield – Michna; Glen H. Besterfield, Mary Besterfield – Sacre; Hemant Urdhwareshe and Rashmi Urdhwareshe (2011). **Total Quality Management (Revised Third Edition)** [Seventh Impression]; Pearson, New Delhi.

Suggested Readings:

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (5th edition)**; Addison Wesley, New York.
5. Logothetis, N. (2002). **Managing for Total Quality: From Deming to Taguchi and SPC**; Prentice-Hall of India Private Limited, New Delhi.
6. Mauch, Peter D. (2010). **Quality Management: Theory and Application**. CRC Press, Boca Raton.
7. Oakland, John S. (2004). **Oakland on Quality Management**, Elsevier Butterworth-Heinemann, Burlington.
8. Richard Tanner Pascale and Anthony G. Athos (1981). **The Art of Japanese Management: Applications for American Executives**; Warner Books, New York.

Lecture Plan

Lectures	Topics	Chapter
1.	Definition of TQM, TQM framework	Chapter 1
2.	Benefits of TQM, Obstacles in successful implementation of TQM, Contribution of Japanese management and rise of quality as a business philosophy.	Chapter-1
3.	Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.	Chapter-4
4.	Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)	Chapter-4
5.	Concept of 'zero defect', four absolutes of quality and six C's.	Chapter-5
6.	Quality Function Deployment (QFD): Introduction, Benefits of QFD	Chapter-12
7.	Voice of the customer, House Of Quality (HOQ), Building HOQ	Chapter-12
8.	Six Sigma	Chapter-7
9.	Kaizen (Continuous Improvement)	Chapter-6

10.	Cellular manufacturing, Poka yoke,	Chapter-7
11.	Benchmarking	Chapter-8
12.	Quality Circles, Quality Control and quality assurance	Chapter-9
13.	Cause-and-effect diagram	Chapter-5
14.	Pareto's Diagram	Chapter-6
15.	Check Sheets	Chapter-6
16.	Statistical Process Control	Chapter-11
17.	Quality Management Systems	Chapter-14
18.	ISO 9000 Series of standards	Chapter-14
19.	ISO 14000 Series Standards	Chapter-14
20.	ISO 14000 Series Standards	Chapter-14

Legal Aspects of Business

Course Code: MSO 402

Course Name: Legal Aspects of Business

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- Understand the concepts of Agreement and Contract.
- Know the concepts of Sale of Goods Act 1930.
- Understand the basics of Company Law.
- Know about special contracts.
- Know about Partnership Act 1932.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Subjective Assignment: 10%
 - Quizzes/Games/Puzzles: 5%
 - Case studies: 10%

Course Contents:

UNIT – I: THE INDIAN CONTRACT ACT 1872

(7 Hours)

- Law its nature, Sources of Law
- Law of Contract : Valid Contract and its elements
- Nature and kinds of Contract

- Offer and acceptance
- Capacity of parties to contract
- Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake
- Lawful Consideration and elements of consideration
- Discharge of Contract

UNIT- II: SPECIAL CONTRACTS (4 Hours)

- Indemnity and Guarantee
- Bailment and Pledge

UNIT-III: THE SALE OF GOODS ACT 1930 (3 hours)

- Sales contract : Characteristics, Difference in Sale and Agreement to Sell
- Guarantees and Warranties in sales contract
- Doctrine of *Caveat Emptor*
- Delivery and Rules regarding Delivery

UNIT – IV: ELEMENTARY COMPANY LAW (3 hours)

- Major principles – Characteristics of a company and types of companies
- Lifting of the Corporate Veil

UNIT – V: PARTNERSHIP ACT, 1932 (3 hours)

- Nature of Partnership
- Rights and Duties of Partners
- Types of Partners

Prescribed Text Books:

1. Sulphery, Basheer (2011). Laws for Business. Eastern Economy Edition. PHI. New Delhi.
2. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.

Suggested Extra Readings:

1. Gogna P.P.S., (2008). Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
2. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata McGraw Hill.
3. Shukla M.C., (2007). Mercantile Law. First Edition. S. Chand & Company Ltd.
4. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
5. Ramachandra K., Chandrashekara B., Kanakatte Chandrakant, (2010). Legal Aspects of Business Text and Cases. 1st Edition. Himalaya Publishing House Pvt. Limited, India.
6. Ramtirthkar R.R. (2009). Legal Aspects of Business. 2009 Edition. Himalaya Publishing House Pvt. Limited, India.
7. Kuchhal M C, (2010). Mercantile Law. Seventh Edition. Vikas Publishing House. New Delhi.
8. Bulchandani K.R, (2010). Business Law for Management. 6th Edition. Himalaya Publishing House Pvt. Limited, India.

Business Statistics

Course Code: SAS 403

Course Name: Business Statistics

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- Learn to understand the main features of traditional and modern statistics.
- Learn to use various statistical techniques for Decision Making.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Subjective Assignment: 10%
 - Quizzes/Games/Puzzles: 5%
 - Case studies: 10%

Course Contents:

Course Contents:

UNIT I: Introduction to Statistics

(3 hours)

- Meaning, Nature and Need of Statistics
- Collection of data
- Primary and Secondary Data
- Classification and Tabulation of Data
- Presentation of Data

UNIT II: Measures of Central Tendency, Dispersion and Symmetry

(5 hours)

- Measures of Central Tendency, Arithmetic Mean
- Median

- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

UNIT III: Correlation and Regression

(4 hours)

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation
- Rank Coefficient of Correlation
- Regression lines
- Determination of Regression lines and Regression Coefficients

UNIT IV: Index Number

(4 hours)

- Use of Index Numbers
- Kinds of Index Numbers
- Price Index Number, Quantity Index Number
- Methods of Constructing Index Numbers

UNIT V: Theory of Probability and Theoretical Distribution

(4 hours)

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law
- Conditional Probability
- Bayes Theorem

Prescribed Text Books:

1. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
2. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.

Supplementary Reading:

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Arora, Managerial Statistics (2010). S.Chand Publications.
3. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
4. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
5. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.

Lecture Plan

Lectures	Topics	Chapter and Book
1.	Meaning, Nature and Need of Statistics	Chapter-1, Book 1
2.	Collection of data, Primary and Secondary Data	Chapter-2, Book 1
3.	Classification and Tabulation of Data	Chapter-2, Book 1
4.	Presentation of Data	Chapter-2, Book 1
5.	Measures of Central Tendency, Arithmetic Mean	Chapter-3, Book 2
6.	Median, Mode	Chapter-3, Book 2
7.	Quartiles, Percentiles	Chapter-3, Book 2
8.	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Chapter -3, Book 1
9.	Measurement of Correlation	Chapter-7, Book 1
10.	Karl Pearson's Coefficient of Correlation, Rank Coefficient of Correlation	Chapter-7, Book 1
11.	Regression lines, Determination of Regression lines	Chapter-7, Book 1
12.	Regression Coefficients	Chapter-7, Book 1
13.	Use of Index Numbers	Chapter-10, Book 2
14.	Kinds of Index Numbers	Chapter-10, Book 2
15.	Kinds of Index Numbers	Chapter-10, Book 2
16.	Methods of Constructing Index Numbers	Chapter-10, Book 2
17.	Basic concepts of probability	Chapter 11, Book 1
18.	Laws of Probability	Chapter 11, Book 1

19.	Laws of Probability	Chapter 11, Book 1
20.	Bayes Theorem	Chapter 11, Book 1

Strategic Human Resource Management

Course Code: HRM 511

Course Name: Strategic Human Resource Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- Familiarize students to explore the strategic role of human resources in organizational performance, human resource environment in organizations, human resource evaluation, measuring employee performance, mentoring and career management.
- The course will enable students to understand HR function's strategic partner role in contributing to business strategy development. They will be able to understand how HR metrics and practices influence the strategy of an organization. Students will also be able to demonstrate knowledge of developing of HR practices as strategic differentiators.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Subjective Assignment: 10%
 - Quizzes/Games/Puzzles: 5%
 - Case studies: 10%

Course Content:

UNIT I: Strategic Human Resource Management: An Introduction 4 Hours

- Strategic Management: Introduction, Process
- Definitions and Evolution of SHRM, Human resources as assets (the VRIO framework)
- Difference between SHRM and HRM
- Link between HR strategy and Business Strategy
- Strategic fit: A conceptual framework (Best fit approach, the HR bundles approach, the Best practice approach)

UNIT II: Strategic HR Planning 4 Hours

- Human Resource Planning- Meaning and concept
- Business Strategy and HRP- Relationship between business strategy of a firm and HRP
- Significance of HRP in a changing environment- Factors affecting HRP
- Perspectives of HRP: Macro HRP, Micro HRP, Objectives of HRP
- HRP Process

UNIT III: HR Strategies and Impact on Business Performance 4 Hours

- HR Strategies-Types and Formulation
- Criterion for making effective HR strategies
- Implementing HR Strategies and impact on Organizational Performance
- Barriers to the implementation of HR Strategies

UNIT IV: Global Dimensions 4 Hours

- HR Strategies in international context
- Global competitive advantage
- Strategic International Human Resource Management (SIHRM)

UNIT V: Strategies for improving Organizational Effectiveness 4 Hours

- Strategies for improving organizational effectiveness
- Strategy for Learning Organization
- Employee Engagement Strategy

Text Books:

1. Randall S. Schuler and Susan E. Jackson (2012), "Strategic Human Resource Management" Second Edition, Blackwell Publishing, Wiley- India.
2. Strategic Human Resource Management by Jeffery Mello, Thomson South Western
3. Strategic Human Resource Management by Tanuja Agarwala, Oxford University press, 2013.

Lecture Plan

Lectures	Topics	Chapter and Book
1.	Strategic Management: Introduction, Process	Chapter 1, Book 1
2.	Definitions and Evolution of SHRM, Human resources as assets (the VRIO framework)	Chapter 1, Book 1
3.	Difference between SHRM and HRM, Link between HR strategy and Business Strategy	Chapter 1, Book 1
4.	Link between HR strategy and Business Strategy, Strategic fit: A conceptual framework (Best fit approach, the HR bundles approach, the Best practice approach)	Chapter 1, Book 1
5.	Human Resource Planning- Meaning and concept	Chapter 2, Book 2
6.	Business Strategy and HRP- Relationship between business strategy of a firm and HRP	Chapter-2, Book 1
7.	Significance of HRP in a changing environment- Factors affecting HRP	Chapter-2, Book 1
8.	Perspectives of HRP: Macro HRP, Micro HRP, Objectives of HRP HRP Process	Chapter-2, Book 1
9.	HR Strategies-Types and Formulation	Chapter-3, Book 3
10.	Criterion for making effective HR strategies	Chapter-3, Book 3
11.	Implementing HR Strategies and impact on Organizational Performance	Chapter-3, Book 3
12.	Barriers to the implementation of HR Strategies	Chapter-3, Book 3
13.	HR Strategies in international context	Chapter, 6, Book 2
14.	Global competitive advantage	Chapter, 6, Book 2
15.	Strategic International Human Resource Management (SIHRM)	Chapter, 6, Book 2
16.	Strategic International Human Resource Management (SIHRM)	Chapter, 6, Book 2
17.	Strategies for improving organizational effectiveness	Chapter 10, Book 1
18.	Strategies for improving organizational effectiveness	Chapter 10, Book 1

19.	Strategy for Learning Organization	Chapter 9, Book1
20.	Employee Engagement Strategy	Chapter-10, Book 2

Organization Development & Transformation

Course Code: HRM 525

Course Name: Organization Development & Transformation

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- Familiarize students to the potency of behavioral science in managing the change and reenergizing the organizations
- Understand different interventions that can be used across various cultures with innovative techniques.
- Train students to apply OD interventions for bringing out organizational effectiveness.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Subjective Assignment: 10%
 - Quizzes/Games/Puzzles: 5%

- Case studies: 10%

Course Content

UNIT I: Organizational Change and its Management (4 hours)

- Nature of Planned Change
- Theories of Planned change: Lewin's Change Model, Action Research Model, The Positive Model
- General Model of Planned Change
- Leading and Managing Change

UNIT II Organization Development and Organization Transformation (4 hours)

- Organization Development – History, Concept
- Values, Assumptions and Beliefs of OD
- Organization Transformation
- Organization transformation vs. organization development

UNIT III OD Interventions –I (4 hours)

- Definition of Interventions and classification of Interventions
- Individual based interventions – Life and Career Planning
- Transaction Analysis
- Coaching and Counseling and T-Group (Sensitivity Training)

UNIT IV OD Interventions – II (4 hours)

- Process Consultations and Role Negotiations
- Fish Bowl and Role Analysis Techniques
- Organization Mirroring and Third Party Peace Making
- Employee Involvement

UNIT V OD Interventions –III (4 hours)

- MBO
- Grid OD
- Confrontation Meeting and Total Quality Management

Text Books:

1. Wendell L French and Cecil Bell, Jr.; Organization Development Science Interventions for Organization Development, Prentice Hall of India Private Limited, New Delhi, 2005
2. Cummings, Thomas G. and Worely, G. Christopher (2005), Organization Development & Change, Cengage Learning Private Limited, New Delhi
3. French, Wendell L ; Bell,CecilJr. and Zawacki ,Robert A. (2011) Organization Development and Transformation, Tata McGraw Hill, New Delhi

Additional Readings:

1. Ian Palmer, ReichardDunford and Gib Akin; Managing Organization Change – A Multiple Perspective Approach, Tata McGraw Hill Education Private Limited, New Delhi, 2011
2. V. Nilakant and S. Ramnarayan; Change Management, Response Books, New Delhi, 2009
3. Dianne Waddell, Thomas Cummings, Christopher Worley; Organization Development and Change, Cengage Publication, 2008

Lecture Plan

Lecture s	Topics	Chapter and Book
1.	Organizational Change	Chapter 2, Book 3
2.	Theories of Planned change	Chapter 2, Book 3
3.	Theories of Planned change	Chapter 2, Book 3
4.	Leading and Managing Change	Chapter-3 Book 3
5.	Organization Development – History, Concept	Chapter-1, Book 1
6.	Values, Assumptions and Beliefs of OD	Chapter-4, Book 3
7.	Organization Transformation	Chapter 1, Book 1
8.	Organization Transformation	Chapter 1, Book 1
9.	OD Interventions	Chapter 5, Book 3
10.	Individual based interventions	Chapter 5, Book 3

11.	Life and Career Planning , Transaction Analysis	Chapter-7, Book 2
12.	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
13.	Process Consultations and Role Negotiations	Chapter 8, Book 1
14.	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
15.	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
16.	Employee Involvement	Chapter 10, Book 3
17.	MBO	Chapter 9, Book 1
18.	Grid OD	Chapter 9, Book 1
19.	Confrontation Meeting	Chapter 12, Book 3
20.	Total Quality Management	Chapter 12, Book 3



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Financial Management

Course Code: AFA 403

Course Name: Financial Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of financial management.
- Help students appreciate the logic for making better financial decisions.
- It is also aimed at helping student to understand the application of financial management theories in practice.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Library Work Assignment: 5%
 - Subjective Assignment: 5%
 - Quizzes/Games/Puzzles: 5%
 - Personality Assessment: 5%
 - Live Projects: 5%

Course Contents:

UNIT - I: An overview of Financial Management (6 Hours)

- Introduction to Financial Management, Meaning of Financial Management, Evolution of Financial Management, Scope of Financial Management
- Objectives of Financial Management, Financial Goal: Profit Versus Wealth Maximization, Finance Functions, Financial Decisions
- Interrelationship between Financial Management and other functional areas of business, Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off, **Relevant Case Discussion**

UNIT - II: Time Value of Money (10 Hours)

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique
- Doubling Period, Effective Rate of Interest, Future Value of Series of Payments
- Future Value of an Annuity, Compound Value of an Annuity Due
- Discounting or Present Value Technique, Present Value of a Series of Payments, Present Value of an Annuity
- Practical Applications of Time Value Techniques, Valuation of Bonds and Stocks
- **Relevant Case Discussion**

UNIT – III: Investment Decisions (8 Hours)

- Nature of Fixed Assets, Meaning of Capital Budgeting, Importance of Capital Budgeting, Difficulties in Capital Budgeting, Investment Evaluation Criteria
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI, Compare and Contrast NPV with IRR
- Working Capital Management: Cash, Receivables and Inventory, **Relevant Case Discussion**

UNIT - IV: Cost of Capital, Leverages and Capital Structure (10 Hours)

- Sources of Finance, Classification of Sources of Finance, Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital
- Leverages, Types of Leverages, Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage
- Introduction to Capital Structure, Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure, Optimal Capital Structure
- Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, The Traditional Approach, Pecking order theory, Modigliani-Miller Approach , **Relevant Case Discussion**

UNIT - V: Dividend Policy and Firm Valuation (6 Hours)

- Meaning of Management of Earning, Dividend Policy, Types of Dividend Policy, Factors Influencing Dividend Policy, Bonus Shares and Rights Issue

- Dividend Policy and Firm Value
- Dividend Theories: Walter's Model, Gordon's Model, Modigliani-Miller Model , **Relevant Case Discussion**

Prescribed Text Books:

1. Pandey IM (2014) Financial Management, Tenth Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2014) Financial Management, Eighth Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
2. Sofat and Hiro (2011) Strategic Financial Management, First Edition, PHI Learning, New Delhi.
3. Kishore RM (2011) Strategic Financial Management, Second Edition, Taxmann's, New Delhi.
4. Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
5. Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
6. Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
7. Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
8. Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
9. Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.



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PO Box: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Options, Futures and other Derivatives

Course Code: AFA 524

Course Name: Options, Futures and other Derivatives

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Options, Futures and other Derivatives.
- Help students to acquaint with both theory and practices of various financial derivatives functioning.
- It is also aimed at helping student to understand the application of Derivatives theory in practice.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Library Work Assignment: 5%
 - Subjective Assignment: 5%
 - Quizzes/Games/Puzzles: 5%
 - Personality Assessment: 5%
 - Live Projects: 5%

Course Contents:

UNIT - I: Introduction to Derivatives Markets

(3 Hours)

- Derivatives- Meaning and Definition, Types of Derivatives, Uses of Derivatives
- Important concept in Financial and Derivatives Market, Needs of Derivatives, Features and types of Financial Derivatives
- Critiques of Derivatives, Myths about derivatives, Forward contracts, Options Contracts, **Discussion** on Basic hedging practices, Exchange traded markets, OTC Markets, Types of Traders, Overview of the Indian derivatives market, Trading and types of orders

UNIT - II: Futures Market and Contracting (4 Hours)

- Introduction, Financial Futures contracts, Types of Financial Futures contracts
- Types of orders and operators/traders in Futures market, Functions of Futures market, Growth of the Futures markets
- Future market trading mechanism, The specification of the futures contract- Exchanges, Standardization, The Clearing house, The operation of Margin, Closing a Futures position (Settlement)
- Hedging Strategies using Futures, Cross hedging, Stock Index futures, Rolling the hedge forward, Examples from the Indian stock market

UNIT – III: Forward and Options market (6 Hours)

- Forward contract, Features of Forward contract, Forward Markets as fore-runners of Futures market
- Distinction between Futures and Forward Contracts, Classification of Forward contracts, Forward trading mechanism, Forward prices Versus Future prices
- Types of Options, Option Positions, The Underlying Assets, Specification of Stock Options
- Newspaper Quotes, Trading in Options market, Commissions and Margins in Options market
- The Options clearing corporation, Regulation and Taxation in Options market, Warrants, Executive Stock Options and Convertibles, Over- the- counter markets
- Options pricing model- Black Scholes and Binomial

UNIT - IV: Interest Rate Futures and Swaps (4Hours)

- Day count conventions, Quotations for treasury bond and bills, Treasury bond futures
- Eurodollar Futures, Duration based hedging strategies
- Mechanics of Interest rate Swaps, Day count issues, Comparative-Advantage argument
- Nature of Swap rates, Valuation of interest rate swaps, Currency Swaps, Debt- equity Swap

UNIT - V: Advanced Financial Derivatives and Credit Derivatives (3 Hours)

- Interest rate Options, Interest rate Caps, Interest rate Floors, Interest rate Collars
- Swaptions, Compound Options, Chooser Options, Barrier and Binary Options
- Concept and features of Credit Derivatives, Credit Risk, Credit Risk Assessment, Credit Risk management, Credit Derivatives Instruments.

Prescribed Text Books:

1. John C. Hull (2014) Fundamentals of Futures and Options Market, Fifth Edition, Pearson, New Delhi.
2. Gupta SL (2011) Financial Derivatives, First Edition, PHI Learning, New Delhi.
3. Parasuraman N R (2009) Fundamentals of Financial Derivatives, Second Edition, Wiley India Pvt. Ltd., New Delhi.
4. Hull and Basu (2014) Options, Futures, and Other Derivatives, Eighth Edition, Pearson, New Delhi.

Suggested Extra Readings:

1. Jayanth Rama Varma (2011) Derivatives and Risk Management, First Edition, Tata Mcgraw, New Delhi.
2. Chugh & Maheshwari (2011) Financial Derivatives, First Edition, Pearson, New Delhi.
3. Janakiramanan (2011) Derivatives and Risk Management, First Edition, Pearson, New Delhi.
4. Chance & Brooks (2011) Derivatives and Risk Management Basics, First Edition, Cengage Learning New Delhi.
5. McDonald (2013) Derivatives Markets, Second Edition, Pearson, New Delhi.
6. Bansal and Bansal (2010) Derivatives and Financial Innovation, Tata Mcgraw, New Delhi.



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Bond Markets Analysis and Strategies

Course Code: AFA 526

Course Name: Bond Markets Analysis and Strategies

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Bond markets and also to know how to assess and invests in bonds.
- Prepares students to analyse bond market and manage bond portfolios.
- It is also aimed at helping student equip themselves with the various latest developments in structured products related to bond markets.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Library Work Assignment: 5 marks
 - Subjective Assignment: 5 marks
 - Quizzes/Games/Puzzles: 5 marks
 - Case study : 5 marks
 - Live Projects: 5 marks

Course Contents:

UNIT - I: Introduction to Fixed Income Securities (4 Hours)

- Overview of the Types and Features of Fixed Income Securities
- Risks Associated With Investing In Fixed Income Securities
- The Primary and Secondary Bond Markets
- Bond Market Indexes

UNIT - II: Bond Pricing, Yield Measures, and Total Return (5 Hours)

- Pricing of Bonds, Measuring yield, Bond price Volatility
- Conventional yield measures, Total Return Analysis
- Factors Affecting Bond Yields and the Term Structure of Interest Rates
- Calculating Investment returns
- Bond performance measurement and evaluation

UNIT - III: Bond Analysis: Returns (Systematic and Unsystematic Risk) (5 hours)

- The Strategic role of bonds, Markets for debt securities, Govt. and corporate bond market
- International fixed income investing, Specialized bonds
- Bond returns and prices, Preferred stock Valuation, Systematic Risk in holding fixed income securities
- Business and Financial Risk, Factors in bond rating process, Default risk and market yields, Non risk factors influencing yields
- Analysis of bonds with Embedded options, Analysis of Convertible bonds, Analysis of Mortgage-Backed securities

UNIT - IV: Bond Management Strategies (3 Hours)

- Passive or buy or hold strategy, Bond Ladder strategy, Semi active Management Strategy
- Maturity Matching, Active Bond portfolio Management Strategies
- Corporate bond credit analysis, Credit risk Modeling

UNIT – V: International Bond Market and Bond Portfolio Management (3 Hours)

- Inflation-Linked Bonds, Floating-Rate Securities, International Bond Markets and Instruments
- The Eurobond Market, Emerging Markets Debt, Credit Card Asset-Backed Securities
- Introduction to Bond Portfolio Management, Quantitative Management of Benchmarked Portfolios, Financing Positions in the Bond Market, International Bond Portfolio Management

Prescribed Text Books:

1. Frank J. Fabozzi (2014). Bond Markets, Analysis and Strategies, Pearson, New Delhi.

2. Donald E. Fischer and Ronald J. Jordan (2014). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
3. Frank J. Fabozzi and Steven V. Mann. The Handbook of fixed income securities, Seventh Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Bruce Tuckman and Angel Serrat (2012). Fixed income securities (Tools for today market), Third Edition, Wiley, New Delhi.
2. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.
3. Moorad Choudhary (2010). Fixed income securities and derivatives, Second Edition, Wiley, New Delhi.
4. Johnson Stafford (2010). Bond Evaluation, Selection, and Management, Second Edition, John Wiley & Sons, Hoboken,

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Business Research Methods

Course Code: MSO 413

Course Name: Business Research Methods

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. Continuous Internal Assessment : 25%
 - Class participation: 10%
 - Assignment: 15%

Course Contents

UNIT – I: Research Process, Problem, & Research Designs (4 Hours)

- Research : Definition and Types and Approaches
- Research Process
- Formulation of Research Problem
- Nature of Research Design, Formulation of Research Design
- Classification of Research Design

UNIT – II: Data Collection Methods (4 Hours)

- Sources of Secondary Data
- Secondary Data collection Methods

- Quantitative Methods of Data Collection
 - Questionnaire Designing
 - Attitude Measurement
- UNIT – III: Measurement Design, Respondents Selection (4 Hours)**
- Types of Scaling
 - Validity and Reliability in Measurement
 - Sampling Design
 - Testing of Hypothesis
 - Data Preparation
- UNIT – IV: Primary Data Analysis and Interpretation-I (4 Hours)**
- Univariate Analysis of Data
 - Bivariate Analysis of Data
 - Analysis of Variance Techniques
- UNIT – V: Primary Data Analysis and Interpretation-II (4 Hours)**
- Use of SPSS in ANOVA and MANOVA
 - Non Parametric Tests (with SPSS)
 - Writing a Business Research Report

Prescribed Text Books:

1. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
2. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

Suggested Additional Readings:

11. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
12. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
13. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
14. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
15. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

Accounting for Managerial Decisions

Course Code: AFA 407

Course Name: Accounting For Managerial Decisions

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Define financial accounting, Accounting Rules, Accounting Process, Financial Statements and techniques used in financial analysis.
- Apply the tools of to perform horizontal and vertical analysis.
- Calculate and interpret various financial ratios.
- Demonstrate knowledge of, and ability to prepare, a statement of cash flows.
- Define managerial accounting and understand the techniques used in cost accounting.
- Compute break-even and cost-revenue analysis and understand how to interpret the results.
- Prepare various types of budgets.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance 5%
 - Quiz 5%
 - Case study 5%
 - Presentation and problem solving 10%

Course Contents

UNIT - I Introduction to Accounting and Management Accounting (4 Hours)

- Accounting, Book-keeping and Accounting, Users of Accounting, Basic Concepts and Conventions, Limitations of Accounting, Introduction to Management Accounting

UNIT - II Financial Statements Analysis (4 hours)

- Financial Statements: Meaning and type of financial statements;
- Objectives and Methods of preparing Financial Statement Analysis;
- (Comparative and Common Size Statements, Trend Analysis)

UNIT - III Ratio Analysis (4 hours)

- Ratio analysis;
- Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios
- Advantages and Limitations of Ratio Analysis.

UNIT - IV Cost Volume Profit Analysis (6 hours)

- Marginal costing and Profit planning
- P/V ratio, Break Even point, Marginal cost equation, Margin of Safety,
- Calculation of Desired Profit and Desired Sales

UNIT - V Budgeting (2 hours)

- Budgeting for profit planning and control: Meaning of Budget and Budgetary control;
- Objectives; Merits and Limitations of Budgeting;
- Cash Budget
- Zero Base Budgeting,

Prescribed Text Books:

1. Bhattacharyya Debarshi, (2013). Management Accounting. Pearson Education.
2. Khan, Jain, (2013). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
3. Maheswari S.N. (2012). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

Suggested Extra Readings:

1. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007). Management Accounting: Principles and Applications. Sage South Asia Edition.
2. Horngren, (2009). Introduction to Management Accounting. Pearson India.
3. Singhvi and Bodhanwala, (2007). Management Accounting- Text and Cases. PHI.
4. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
5. Murthy and Gurusamy, (2009). Management Accounting. Tata McGraw Hill Education Pvt. Limited, India.

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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Business Statistics

Course Code: SAS 403

Course Name: Business Statistics

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objective:

After completing this course the students will:

- Learn to understand the main features of traditional and modern statistics.
- Learn to use various statistical techniques for Decision Making.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Subjective Assignment: 10%
 - Problem solving : 5%
 - Practical / Library Work: 10%

Course Contents:

UNIT I: Introduction to Statistics

(3 hours)

- Meaning, Nature and Need of Statistics
- Collection of data
- Primary and Secondary Data
- Classification and Tabulation of Data
- Presentation of Data

UNIT II: Measures of Central Tendency, Dispersion and Symmetry (5 hours)

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

UNIT III: Correlation and Regression (4 hours)

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation
- Rank Coefficient of Correlation
- Regression lines
- Determination of Regression lines and Regression Coefficients

UNIT IV: Index Number (4 hours)

- Use of Index Numbers
- Kinds of Index Numbers
- Price Index Number, Quantity Index Number
- Methods of Constructing Index Numbers

UNIT V: Theory of Probability and Theoretical Distribution (4 hours)

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law
- Conditional Probability
- Bayes Theorem

Prescribed Text Books:

1. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
2. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.

Supplementary Reading

6. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
7. Arora, Managerial Statistics (2010). S.Chand Publications.
8. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
9. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
10. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Merchant Banking and Financial Services

Course Code: AFA 405

Course Name: Merchant Banking and Financial Services

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of merchant banking and also to know about the various tools of financial services.
- Understand the various concepts of major financial services.
- It is also aimed at helping student equip themselves with the various techniques used in merchant banking services.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Library Work Assignment: 5 marks
 - Subjective Assignment: 5 marks
 - Quizzes/Games/Puzzles: 5 marks
 - Case study : 5 marks
 - Live Projects: 5 marks

Course Contents:

UNIT - I: Merchant Banking: Nature and Scope (4 Hours)

- Origin of merchant banking, Merchant banking in India
- Services rendered by merchant banks, organization of merchant banking units
- Investment Banking, investment banks and commercial banks, universal banking

UNIT - II: Regulation of merchant banking activity (5 Hours)

- Nature of Merchant Banking, objectives of the Merchant Bankers regulations
- Categories of Merchant Bankers, Responsibilities of Lead Manager, Insider Trading
- Project preparation and appraisal
- Feasibility Study, Appraisal of Project, Financial Appraisal, Technical Appraisal, Economic Appraisal, Social Cost-Benefit Analysis

UNIT - III: Issue Management (4 Hours)

- SEBI guidelines for Public issues
- Pre-issue management, Types of Issues and analysis of Prospectus
- Issue of prospectus, marketing and underwriting of issue
- Post-issue management, Allotment and Dispatch of shares/refunds and listing requirements

UNIT - IV: Portfolio Management Services and Credit Rating (4 Hours)

- Portfolio Management Services
- Credit Rating , Credit Rating Of Individuals, Companies And Countries
- Basis of Credit Rating , Credit Rating Companies in India, Types of Credit Rating
- Factoring and Forfaiting

UNIT – V: Venture Capital (3 Hours)

- Meaning of Venture Capital , Features of Venture Capital
- Objectives of Venture Capital, Risk of a Portfolio, Financing By Venture Capital Institutions, Stages/Process,
- Venture Capital in India
- Basics of Leasing and Hire Purchasing

Prescribed Text Books:

1. Khan M.Y. (2009) Financial Services, 5th Edition, Tata McGraw Hill, New Delhi.
2. Gurusamy (2009) Merchant Banking and Financial Services, 3rd Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Batra & Bhatia (2001) Management of Financial Services, Deep & Deep Publication, New Delhi.
2. Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.

3. Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
4. Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.
5. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
6. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.



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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Investment Analysis and Portfolio Management

Course Code: AFA 512

Course Name: Investment Analysis and Portfolio Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Portfolio Management and also to know about the various tools of Investment Analysis.
- Understand the various concepts of risk analysis and risk management.
- It is also aimed at helping student equip themselves with the various techniques used in Investment analysis and portfolio management.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%

5. End Term Examination: 50%
6. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Library Work Assignment: 5 marks
 - Subjective Assignment: 5 marks
 - Quizzes/Games/Puzzles: 5 marks
 - Case study : 5 marks
 - Live Projects: 5 marks

Course Contents:

UNIT - I: Introduction to Portfolio Management (3 Hours)

- What is portfolio Management
- Phases of Portfolio Management, Securities Market, Securities Analysis
- Portfolio Analysis, Portfolio Selection, Portfolio revision, Portfolio evaluation
- Meaning of Financial Derivatives

UNIT - II: Investment: Objectives and Risks (5 Hours)

- Meaning of Investment, Financial and economic meaning of Investment, Characteristics of investment
- Objectives of Investment, Investment Vs Speculation, Investment Vs Gambling, Types of Investors, Investment Avenues
- Stock market Indices, Depository System and Listing of securities
- Risks of Investments: Business and Financial Risk, Elements of Risk, Systematic Risk, Unsystematic Risk, Use of Beta, Measurement of risk

UNIT - III: Fundamental, Industry and Company Analysis (3 hours)

- Fundamental Analysis, EIC Framework, Economy Analysis
- Economic Forecasting and its techniques, Anticipatory surveys, Barometric or indicator Approach, Econometric Model Building, Opportunistic Model building
- Industry Analysis and Company Analysis

UNIT - IV: Technical Analysis and Bond Valuation (5 Hours)

- Share Valuation, Bond returns
- Bond prices, Bond pricing Theorems, Bond Risks, Default risk, Interest rate risk, Bond duration
- Technical analysis concept, Basic Principles of technical Analysis, Technical Vs. Fundamental analysis
- Dow theory, Price charts, Trend and trend reversals, Chart patterns
- Elliot Wave Theory, Market Indicators

UNIT – V: Efficient Market Theory, Portfolio Analysis, Portfolio Selection, Portfolio Revision and Portfolio Evaluation (4 Hours)

- Efficient Market theory Efficient Market Hypothesis Vs Fundamental and Technical Analyses
- Efficient Market Hypothesis Vs Fundamental and Technical Analyses, Competitive Market Hypothesis,
- Introduction to Markowitz Model, Portfolio Selection, Portfolio Revision, Portfolio Evaluation

Prescribed Text Books:

1. Donald E. Fischer and Ronald J. Jordan (2012). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
2. K Sasidharan and Alex k Mathews (2012). Security Analysis and Portfolio Management, First Edition, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. M.Ranganatham and R. Madhumati (2012). Security Analysis and Portfolio Management, First Edition, Pearson, New Delhi.
2. V.K. Bhalla (2011). Investment Management (Security Analysis and Portfolio Management), Seventeenth Edition, S. Chand, New Delhi.
3. V.A Avadhani (2011). Investment Analysis and Portfolio Management, First Edition, Himalaya Publishing House, New Delhi.
4. Suyash N Bhatt (2011). Security Analysis and Portfolio Management, First Edition, Wiley Publishing, New Delhi.
5. S. Kevin (2011). Security Analysis and Portfolio Management, First Edition, PHI Learning, New Delhi.



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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Finance and Investment Skills

Course Code: AFA 544

Course Name: Finance and Investment Skills

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand the basics of finance and Investment Skills.
- Enable students to manage their own portfolio and help other to design basic portfolio.
- Provide training and exposure to students about Investment skills and Investment markets.
- Provide experience to deal with savings, tax, risk, liquidity, returns and personal finance.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Term Examination: 50%
 3. Continuous Internal Assessment : 25%
- Practical/ Demo
 - Virtual Trading
 - Visit to Stock Brokers, Mutual Fund Houses
 - Guest Lectures from Experts
 - Live Projects/Case Study/ Case Work

Course Contents:

UNIT - I:Introduction to Financial System (3 hours)

- The Financial System, Nature, Evolution and Structure, The Functions of Financial Intermediaries , Financial Instruments
- The Role of Financial System in Economic Development , The Indian Financial System, Meaning of financial services, Importance of financial services, Types of financial services
- Financial services and economic environment, Players in financial services

UNIT - II:The Origin and Growth of Banking (4 hours)

- History, The Indian Banking system, Types of banks in India
- Challenges and Trends in Banking, RBI Structure, Role of RBI as a regulator
- Banker and customer, Bank`s obligation to customers, Types of accounts and customers
- Banks and technology, Various IT products and services, International banking services

UNIT-III: Insurance Sector (4 hours)

- Introduction, Definition, Need and importance, Life and non - life insurance
- Principles of Insurance, Kinds of Insurance, Life Insurance, General Insurance
- Rationale for opening up of the Insurance sector to Private Sector
- LIC, GIC, A brief introduction to IRDA Act. Insurance Act, 1938

UNIT - IV:Trading and settlement System inStock Exchanges (5 hours)

- Meaning and Functions of Stock exchanges
- Organization ofStock Exchanges in India: Traditional structure, Demutualization, Corporatization of Stock exchanges.
- Listing of Securities: Advantages of listing, listing Procedure
- Clearing and Settlement, Online Trading,Trading at NSE,Trading and Settlement System at BSE
- Over The Counter Exchange of India (OTCEI)

UNIT - V:Mutual funds and Money Market Instruments (4 hours)

- Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual funds
- Treasury bill , Commercial bill, Commercial paper, Certificate of deposit, REPO/Reverse REPO
- Call money, Notice money , Term money , Credit card , Factoring , Consumer finance

Prescribed Text Books:

1. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Khan M.Y. (2009), Financial Services, Fifth Edition, Tata McGraw Hill, New Delhi.

3. Siddaiah T. (2011), Financial Services. First Edition, Pearson, New Delhi.

Suggested Additional Readings:

1. Bhole L.M, (2011). Financial Institutions and Markets, Fifth Edition, Tata McGraw Hill, New Delhi.
2. Batra & Bhatia, (2001). Management of Financial Services. Deep & Deep Publication, New Delhi.
3. Ravichandran K. (2011). Merchant Banking and Financial Services. First Edition. Himalaya Publishing House, New Delhi.
4. Rose & Hudgins, (2010). Bank Management and Financial Services. Seventh Edition. Tata McGraw Hill, New Delhi.
5. Gupta, Aggrawal & Neeti, (2007). Financial Institutes & Markets. Kalyani Publication, New Delhi.
6. Khan M.Y. (2009) Indian Financial System, Sixth Edition, Tata McGraw Hill, New Delhi.
7. Pathak (2007) India Financial System, Second edition, Pearson, New Delhi.
8. Tripathy (2010). Financial Services. Fourth Edition, PHI Learning, New Delhi.
9. Gordon & Natarajan,(2010), Financial Markets and Services. Sixth Edition, Himalaya Publishing House, New Delhi.
10. Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi.



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Financial Management

Course Code: AFA 403

Course Name: Financial Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Strategic Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions.
- To ensure that students can apply financial management theories and techniques for strategic decision making, more specifically in long term investment decisions, financing decisions and reallocation of financial resources for maximizing internal benefit and are able to adapt to factors affecting those decisions.
- To identify and evaluate appropriate sources of finance, their risks and costs
- To understand the impact of the global business environment on national and multinational companies
- Utilize financial and cost accounting data to make more informed analyses.
- Manage basic corporate finance transactions.
- Invest more profitably: increase risk-adjusted investment returns, minimize investment losses, and operate more effectively financially overall

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

- Leverages, Types of Leverages, Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage
- Introduction to Capital Structure, Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure, Optimal Capital Structure
- Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, The Traditional Approach, Pecking order theory, Modigliani-Miller Approach

UNIT - V: Dividend Decisions

(6 Hours)

- Dividend Policy, Types of Dividend Policy, Factors Influencing Dividend Policy, Dividend Policy and Firm Value
- Dividend Theories: Walter's Model, Gordon's Model, Modigliani-Miller Model

Prescribed Text Books:

1. Pandey IM (2014) Financial Management, Tenth Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2014) Financial Management, Eighth Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
2. Sofat and Hiro (2011) Strategic Financial Management, First Edition, PHI Learning, New Delhi.
3. Kishore RM (2011) Strategic Financial Management, Second Edition, Taxmann's, New Delhi.
4. Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
5. Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
6. Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
7. Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
8. Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
9. Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.



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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Options, Futures and other Derivatives

Course Code: AFA 524

Course Name: Options, Futures and other Derivatives

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Options, Futures and other Derivatives.
- Help students to acquaint with both theory and practices of various financial derivatives functioning.
- It is also aimed at helping student to understand the application of Derivatives theory in practice.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Library Work Assignment: 5%
 - Subjective Assignment: 5%
 - Quizzes/Games/Puzzles: 5%
 - Personality Assessment: 5%
 - Live Projects: 5%

Course Contents:

UNIT - I: Introduction to Derivatives Markets

(3 Hours)

- Derivatives- Meaning and Definition, Types of Derivatives, Uses of Derivatives
- Important concept in Financial and Derivatives Market, Needs of Derivatives, Features and types of Financial Derivatives
- Critiques of Derivatives, Myths about derivatives, Forward contracts, Options Contracts, **Discussion** on Basic hedging practices ,Exchange traded markets, OTC Markets, Types of Traders, Overview of the Indian derivatives market, Trading and types of orders

UNIT - II: Futures Market and Contracting **(4 Hours)**

- Introduction, Financial Futures contracts, Types of Financial Futures contracts
- Types of orders and operators/traders in Futures market, Functions of Futures market, Growth of the Futures markets
- Future market trading mechanism, The specification of the futures contract- Exchanges, Standardization, The Clearing house, The operation of Margin, Closing a Futures position (Settlement)
- Hedging Strategies using Futures, Cross hedging, Stock Index futures, Rolling the hedge forward, Examples from the Indian stock market

UNIT – III: Forward and Options market **(6 Hours)**

- Forward contract, Features of Forward contract, Forward Markets as fore-runners of Futures market
- Distinction between Futures and Forward Contracts, Classification of Forward contracts, Forward trading mechanism, Forward prices Versus Future prices
- Types of Options, Option Positions, The Underlying Assets, Specification of Stock Options
- Newspaper Quotes, Trading in Options market, Commissions and Margins in Options market
- The Options clearing corporation, Regulation and Taxation in Options market, Warrants, Executive Stock Options and Convertibles, Over- the- counter markets
- Options pricing model- Black Scholes and Binomial

UNIT - IV: Interest Rate Futures and Swaps **(4Hours)**

- Day count conventions, Quotations for treasury bond and bills, Treasury bond futures
- Eurodollar Futures, Duration based hedging strategies
- Mechanics of Interest rate Swaps, Day count issues, Comparative-Advantage argument
- Nature of Swap rates, Valuation of interest rate swaps, Currency Swaps, Debt- equity Swap

UNIT - V: Advanced Financial Derivatives and Credit Derivatives **(3 Hours)**

- Interest rate Options, Interest rate Caps, Interest rate Floors, Interest rate Collars
- Swaptions, Compound Options, Chooser Options, Barrier and Binary Options

- Concept and features of Credit Derivatives, Credit Risk, Credit Risk Assessment, Credit Risk management, Credit Derivatives Instruments.

Prescribed Text Books:

1. John C. Hull (2014) Fundamentals of Futures and Options Market, Fifth Edition, Pearson, New Delhi.
2. Gupta SL (2011) Financial Derivatives, First Edition, PHI Learning, New Delhi.
3. Parasuraman N R (2009) Fundamentals of Financial Derivatives, Second Edition, Wiley India Pvt. Ltd., New Delhi.
4. Hull and Basu (2014) Options, Futures, and Other Derivatives, Eighth Edition, Pearson, New Delhi.

Suggested Extra Readings:

1. Jayanth Rama Varma (2011) Derivatives and Risk Management, First Edition, Tata Mcgraw, New Delhi.
2. Chugh & Maheshwari (2011) Financial Derivatives, First Edition, Pearson, New Delhi.
3. Janakiramanan (2011) Derivatives and Risk Management, First Edition, Pearson, New Delhi.
4. Chance & Brooks (2011) Derivatives and Risk Management Basics, First Edition, Cengage Learning New Delhi.
5. McDonald (2013) Derivatives Markets, Second Edition, Pearson, New Delhi.
6. Bansal and Bansal (2010) Derivatives and Financial Innovation, Tata Mcgraw, New Delhi.



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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Bond Markets Analysis and Strategies

Course Code: AFA 526

Course Name: Bond Markets Analysis and Strategies

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Bond markets and also to know how to assess and invests in bonds.
- Prepares students to analyse bond market and manage bond portfolios.
- It is also aimed at helping student equip themselves with the various latest developments in structured products related to bond markets.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Library Work Assignment: 5 marks
 - Subjective Assignment: 5 marks
 - Quizzes/Games/Puzzles: 5 marks
 - Case study : 5 marks
 - Live Projects: 5 marks

Course Contents:

UNIT - I: Introduction to Fixed Income Securities

(4 Hours)

- Overview of the Types and Features of Fixed Income Securities
- Risks Associated With Investing In Fixed Income Securities
- The Primary and Secondary Bond Markets
- Bond Market Indexes

UNIT - II: Bond Pricing, Yield Measures, and Total Return (5 Hours)

- Pricing of Bonds, Measuring yield, Bond price Volatility
- Conventional yield measures, Total Return Analysis
- Factors Affecting Bond Yields and the Term Structure of Interest Rates
- Calculating Investment returns
- Bond performance measurement and evaluation

UNIT - III: Bond Analysis: Returns (Systematic and Unsystematic Risk) (5 hours)

- The Strategic role of bonds, Markets for debt securities, Govt. and corporate bond market
- International fixed income investing, Specialized bonds
- Bond returns and prices, Preferred stock Valuation, Systematic Risk in holding fixed income securities
- Business and Financial Risk, Factors in bond rating process, Default risk and market yields, Non risk factors influencing yields
- Analysis of bonds with Embedded options, Analysis of Convertible bonds, Analysis of Mortgage-Backed securities

UNIT - IV: Bond Management Strategies (3 Hours)

- Passive or buy or hold strategy, Bond Ladder strategy, Semi active Management Strategy
- Maturity Matching, Active Bond portfolio Management Strategies
- Corporate bond credit analysis, Credit risk Modeling

UNIT – V: International Bond Market and Bond Portfolio Management (3 Hours)

- Inflation-Linked Bonds, Floating-Rate Securities, International Bond Markets and Instruments
- The Eurobond Market, Emerging Markets Debt, Credit Card Asset-Backed Securities
- Introduction to Bond Portfolio Management, Quantitative Management of Benchmarked Portfolios, Financing Positions in the Bond Market, International Bond Portfolio Management

Prescribed Text Books:

1. Frank J. Fabozzi (2014). Bond Markets, Analysis and Strategies, Pearson, New Delhi.
2. Donald E. Fischer and Ronald J. Jordan (2014). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
3. Frank J. Fabozzi and Steven V. Mann. The Handbook of fixed income securities, Seventh Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Bruce Tuckman and Angel Serrat(2012) . Fixed income securities (Tools for today market), Third Edition, Wiley, New Delhi.
2. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.
3. Moorad Choudhary (2010). Fixed income securities and derivatives, Second Edition, Wiley, New Delhi.
4. Johnson Stafford (2010). Bond Evaluation, Selection, and Management, SecondEdition, John Wiley & Sons, Hoboken, NJ

Accounting for Managerial Decisions

Course Code: AFA 407

Course Name: Accounting For Managerial Decisions

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Define financial accounting, Accounting Rules, Accounting Process, Financial Statements and techniques used in financial analysis.
- Apply the tools of to perform horizontal and vertical analysis.
- Calculate and interpret various financial ratios.
- Demonstrate knowledge of, and ability to prepare, a statement of cash flows.
- Define managerial accounting and understand the techniques used in cost accounting.
- Compute break-even and cost-revenue analysis and understand how to interpret the results.
- Prepare various types of budgets.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment: 25%
 - Attendance 5%
 - Quiz 5%
 - Case study 5%
 - Presentation and problem solving 10%

Course Contents

UNIT - I Introduction to Accounting and Management Accounting (4 Hours)

- Accounting, Book-keeping and Accounting, Users of Accounting, Basic Concepts and Conventions, Limitations of Accounting, Introduction to Management Accounting

UNIT - II Financial Statements Analysis (4 hours)

- Financial Statements: Meaning and type of financial statements;
- Objectives and Methods of preparing Financial Statement Analysis;
- (Comparative and Common Size Statements, Trend Analysis)

UNIT - III Ratio Analysis (4 hours)

- Ratio analysis;
- Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios
- Advantages and Limitations of Ratio Analysis.

UNIT - IV Cost Volume Profit Analysis (6 hours)

- Marginal costing and Profit planning
- P/V ratio, Break Even point, Marginal cost equation, Margin of Safety,
- Calculation of Desired Profit and Desired Sales

UNIT - V Budgeting (2 hours)

- Budgeting for profit planning and control: Meaning of Budget and Budgetary control;
- Objectives; Merits and Limitations of Budgeting;
- Cash Budget
- Zero Base Budgeting,

Prescribed Text Books:

1. Bhattacharyya Debarshi, (2013). Management Accounting. Pearson Education.

2. Khan, Jain, (2013). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
3. Maheswari S.N. (2012). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

Suggested Extra Readings:

1. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007). Management Accounting: Principles and Applications. Sage South Asia Edition.
2. Horngren, (2009). Introduction to Management Accounting. Pearson India.
3. Singhvi and Bodhanwala, (2007). Management Accounting- Text and Cases. PHI.
4. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
5. Murthy and Gurusamy, (2009). Management Accounting. Tata McGraw Hill Education Pvt. Limited, India.
6. Maheswari S.N. (2004). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.
7. Arora M.N. (2009). Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
8. Kuppapally, (2011). Accounting for Managers. Eastern Economy Edition. PHI India.
9. Jiambalvo, (2011). Managerial Accounting. Wiley India.
10. Jawaharlal, (2011). Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
11. Proctor Ray, (2010). Managerial Accounting For Business Decisions. Pearson India.
12. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.
13. Ghosh T P. (2007). Accounting and Finance for Managers. Taxmann.
14. Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.

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www.cuhimachal.ac.in

Business Statistics

Course Code: SAS 403

Course Name: Business Statistics

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objective:

After completing this course the students will:

- Learn to understand the main features of traditional and modern statistics.
- Learn to use various statistical techniques for Decision Making.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
 - Subjective Assignment: 10%
 - Problem solving : 5%
 - Practical / Library Work: 10%

Course Contents:

UNIT I: Introduction to Statistics

(3 hours)

- Meaning, Nature and Need of Statistics
- Collection of data
- Primary and Secondary Data
- Classification and Tabulation of Data
- Presentation of Data

UNIT II: Measures of Central Tendency, Dispersion and Symmetry (5 hours)

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

UNIT III: Correlation and Regression (4 hours)

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation
- Rank Coefficient of Correlation
- Regression lines
- Determination of Regression lines and Regression Coefficients

UNIT IV: Index Number (4 hours)

- Use of Index Numbers
- Kinds of Index Numbers
- Price Index Number, Quantity Index Number
- Methods of Constructing Index Numbers

UNIT V: Theory of Probability and Theoretical Distribution (4 hours)

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law
- Conditional Probability
- Bayes Theorem

Prescribed Text Books:

1. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
2. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.

Supplementary Reading

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Arora, Managerial Statistics (2010). S.Chand Publications.
3. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
4. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
5. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.



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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Merchant Banking and Financial Services

Course Code: AFA 405

Course Name: Merchant Banking and Financial Services

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of merchant banking and also to know about the various tools of financial services.
- Understand the various concepts of major financial services.
- It is also aimed at helping student equip themselves with the various techniques used in merchant banking services.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Library Work Assignment: 5 marks
 - Subjective Assignment: 5 marks
 - Quizzes/Games/Puzzles: 5 marks
 - Case study : 5 marks
 - Live Projects: 5 marks

Course Contents:

UNIT - I: Merchant Banking: Nature and Scope (4 Hours)

- Origin of merchant banking, Merchant banking in India
- Services rendered by merchant banks, organization of merchant banking units
- Investment Banking, investment banks and commercial banks, universal banking

UNIT - II: Regulation of merchant banking activity (5 Hours)

- Nature of Merchant Banking, objectives of the Merchant Bankers regulations
- Categories of Merchant Bankers, Responsibilities of Lead Manager, Insider Trading
- Project preparation and appraisal
- Feasibility Study, Appraisal of Project, Financial Appraisal, Technical Appraisal, Economic Appraisal, Social Cost-Benefit Analysis

UNIT - III: Issue Management (4 Hours)

- SEBI guidelines for Public issues
- Pre-issue management, Types of Issues and analysis of Prospectus
- Issue of prospectus, marketing and underwriting of issue
- Post-issue management, Allotment and Dispatch of shares/refunds and listing requirements

UNIT - IV: Portfolio Management Services and Credit Rating (4 Hours)

- Portfolio Management Services
- Credit Rating, Credit Rating Of Individuals, Companies And Countries
- Basis of Credit Rating, Credit Rating Companies in India, Types of Credit Rating
- Factoring and Forfaiting

UNIT - V: Venture Capital (3 Hours)

- Meaning of Venture Capital, Features of Venture Capital
- Objectives of Venture Capital, Risk of a Portfolio, Financing By Venture Capital Institutions, Stages/Process,
- Venture Capital in India
- Basics of Leasing and Hire Purchasing

Prescribed Text Books:

1. Khan M.Y. (2009) Financial Services, 5th Edition, Tata McGraw Hill, New Delhi.
2. Gurusamy (2009) Merchant Banking and Financial Services, 3rd Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Batra & Bhatia (2001) Management of Financial Services, Deep & Deep Publication, New Delhi.
2. Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.
3. Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
4. Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.
5. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
6. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.



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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Investment Analysis and Portfolio Management

Course Code: AFA 512

Course Name: Investment Analysis and Portfolio Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Portfolio Management and also to know about the various tools of Investment Analysis.
- Understand the various concepts of risk analysis and risk management.
- It is also aimed at helping student equip themselves with the various techniques used in Investment analysis and portfolio management.

UNIT - IV: Technical Analysis and Bond Valuation

(5 Hours)

- Share Valuation, Bond returns
- Bond prices, Bond pricing Theorems, Bond Risks, Default risk, Interest rate risk, Bond duration
- Technical analysis concept, Basic Principles of technical Analysis, Technical Vs. Fundamental analysis
- Dow theory, Price charts, Trend and trend reversals, Chart patterns
- Elliot Wave Theory, Market Indicators

UNIT – V: Efficient Market Theory, Portfolio Analysis, Portfolio Selection, Portfolio Revision and Portfolio Evaluation

(4 Hours)

- Efficient Market theory Efficient Market Hypothesis Vs Fundamental and Technical Analyses
- Efficient Market Hypothesis Vs Fundamental and Technical Analyses, Competitive Market Hypothesis,
- Introduction to Markowitz Model, Portfolio Selection, Portfolio Revision, Portfolio Evaluation

Prescribed Text Books:

1. Donald E. Fischer and Ronald J. Jordan (2012). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
2. K Sasidharan and Alex k Mathews (2012). Security Analysis and Portfolio Management, First Edition, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. M.Ranganatham and R. Madhumati (2012). Security Analysis and Portfolio Management, First Edition, Pearson, New Delhi.
2. V.K. Bhalla (2011). Investment Management (Security Analysis and Portfolio Management), Seventeenth Edition, S. Chand, New Delhi.
3. V.A Avadhani (2011). Investment Analysis and Portfolio Management, First Edition, Himalaya Publishing House, New Delhi.
4. Suyash N Bhatt (2011). Security Analysis and Portfolio Management, First Edition, Wiley Publishing, New Delhi.
5. S. Kevin (2011). Security Analysis and Portfolio Management, First Edition, PHI Learning, New Delhi.



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Organizational Behaviour

Course Code: HRM 401

Course Name: Organizational Behaviour

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to-

- Familiarize students to the field of Organizational Behaviour and provide a clear understanding of Concepts, processes and practices of Organizational Behaviour
- To show how concepts and theories can and have been put into practice in a variety of organizations
- Train students to apply the Knowledge of Organizational Behaviour for bringing out organisational effectiveness.

Course Outcome

The students would be able to manage and understand their own behaviour and behaviour of the people working in the organizations. They would be able to manage themselves and others by adopting a more humane approach

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

7. Mid Term Examination: 25
8. End Term Examination: 50
9. Continuous Internal Assessment: 25
 - Attendance: 10
 - Class Participation: 5
 - Presentation: 5
 - Quiz: 5

Course Contents

UNIT I Introduction to Organizational Behaviour

4

Hours

- Concept and Importance of OB, Multidisciplinary Nature of OB

- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

UNIT II Perception, Attitude and Job Satisfaction

4

hours

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction

UNIT III Leadership and Motivation

5 Hours

- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

UNIT IV Personality

3 Hours

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

UNIT V Group, Work Teams and Organizational Culture

4 Hours

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

Text Books

9. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14th Edition

Suggested Reading

1. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
2. Luthan, F.Organizational Behaviour.McGraw Hills.1995
3. Ashwathapa, K.. “Organizational Behaviour”Himalyan Publishing House.
4. Pareek, U.“Understanding Organizational Behaviour”. Orford University Press. Second Edition
5. Prasad, L.M. “Organizational Behaviour “Sultan Chand and Sons, New Delhi.

Employability Skills

Programme of Study	MBA
Course Code:	HRM 416
Course Name:	Employability Skills
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

Course Outcome:

- The course intends to make students job ready equipped with skill set required by the industry.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

10. Mid Term Examination: 25%
11. End Term Examination: 50%
12. Continuous Internal Assessment : 25%
 - I. Class Participation- 10%
 - II. Presentations - 10%
 - III. Assignment- 5%

Course Contents:

Course Contents

UNIT I	4 Hours
<ul style="list-style-type: none">• Employability skills• Components of employability• Models of employability	
UNIT II	4 Hours
<ul style="list-style-type: none">• Skills and Competencies• Assertiveness• Reading Skills	

UNIT III**4 Hours**

- Self Management
- Self Awareness
- Self Evaluation

UNIT IV**4 Hours**

- Creativity
- Methods of Enhancing Creativity
- Innovations and Innovative Process

UNIT V**4 Hours**

- Negotiation skills
- Power and Politics

Prescribed Text Books:

1. Gravells ,Ann (2010) Delivering Employability Skills in the Lifelong Learning Sector: [Further Education and Skills](#), Learning Matters Ltd., UK.
2. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14th Edition

Suggested Additional Readings:

1. Rao , M.S. (2010). Soft Skills: Enhancing Employability: Connecting Campus with Corporate, I. K. International Pvt Ltd, New Delhi
2. Ricketts C. and Ricketts J. (2010). Leadership: Personal Development and Career Success, Cengage Learning, USA
3. Vishnu, P (2012). A Handbook on Employability Skills: Soft Skills for Students and Job Aspirants, Lap Lambert Academic Publishing GmbH KG.
4. Hager P. and Holland, S. (2007) Graduate Attributes, Learning and Employability Volume 6 of Lifelong Learning Book Series, Springer, The Netherlands
5. Hind, D. W. G. and Moss,S. (2005). Employability Skills, Business Education Publishers Limited,

Management of Industrial Relations

Programme of Study	MBA
Course Code:	HRM 502
Course Name:	Management of Industrial Relations
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2016

Course Objectives: The course is designed to

1. To make students of HR understand the significance of industrial relations in an organization
2. To give an insight into the Industrial relations scene in India

Course Outcome

The students would be able to create peace and harmony between management and workers as HR Managers

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class Participation- 10%
 - Presentations - 10%
 - Assignment-- 05%

Course Contents:

UNIT I Industrial Relations: Concept and Evolution 4 Hours

- Evolution of Industrial Relations
- Scope and Aspects of Industrial Relations
- Factors Affecting Industrial Relations
- Approaches to Industrial Relations

UNIT II: Trade Unionism 4 Hours

- Origin of Trade Union Movement in India
- Theories of trade unionism
- Structure and Government of Trade Unions
- Problems of Trade Unions in India

UNIT III Labour Management Cooperation**4 Hours**

- Schemes of Workers' Participation
- Hurdles to Worker Participation in Management in India
- Grievance Handling Procedure
- Discipline and Disciplinary Actions

UNIT IV Industrial Dispute**4 Hours**

- Concept of Industrial Dispute
- Statutory methods of industrial dispute resolution
- Non –statutory methods of industrial dispute resolution
- Collective bargaining – Meaning, Importance

UNIT V Industrial Relations Modern and International Scenario**4 Hours**

- The International Labour Organization
- Industrial Relations in U.K, U.S.A

Text Books:

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.
2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

Additional Readings:

1. Monappa, Arun (2010). Industrial Relations. Tata McGraw Hill Education Pvt. Ltd., New Delhi.
2. Chamberlain, N.W. (1965). Collective Bargaining. McGraw Hill, New York.
3. Dunlop, J.T. (1958). Industrial Relations Systems. Henry Hold and Company, New York.
4. Venkatramana, P. (2007). Industrial Relations, A.P.H Publishing Corporation, New Delhi.
5. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida

Social Security and Labour Welfare

Programme of Study	MBA
Course Code:	HRM 504
Course Name:	Social Security and Labour Welfare
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:The course is designed to

- To make students of HR understand the growth of labour welfare movement.
- To give an insight into the various labour welfare and social security measures being provided to workers by the government.

Course Outcome:

- The students would be able to implement the various social security schemes of the government in their professional jobs of HR manager.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
 - IV. Class Participation- 10%
 - V. Presentations - 10%
 - VI. Assignment- 5%

Course Contents:

UNIT I Social Security	4 Hours
<ul style="list-style-type: none">• Evolution of Social Security• Approaches to Social Security• Characteristics of Social Security	
UNIT II	4 Hours
<ul style="list-style-type: none">• Social Assistance• Social Insurance• Mutual Benefits• ILO and Social Security	
UNIT III Development of Labour Welfare	4 Hours

- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare

UNIT IV Welfare Provisions

4 Hours

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare
- Welfare of Special Categories of Labour

UNIT V Welfare Measures

4 Hours

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

Text Books:

1. Sarma, A.M.(1981). Aspects of Labour Welfare and Social Security. Himalaya Publishing House, Mumbai.

Additional Readings:

1. Punekar, S.D., Deodhar, S.B. and Sankaran, S. (2011). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House, Mumbai.

2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

3. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

4. Mishra, B.N. (1993). International Social Security Systems. Anmol Publications, New Delhi.

5. Friedlander, W.A. (1967). An Introduction to Social Welfare. Prentice Hall of India Pvt. Ltd., New Delhi.

Human Resource Management

Programme of Study	MBA
Course Code:	HRM-402
Course Name:	Human Resource Management
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2016

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- To understand the essence of human resource management and what roles and functions a human resource manager performs in an organization.
- To comprehend that in contemporary business scenario human resource management has acquired a strategic role in the functioning of any business organization.

Course Outcome: The students would be able to treat human as a valuable resource for the benefit of organization and society.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination:50
2. End Term Examination: 100
3. Internal Assessment: 50
 - i. Attendance: 10
 - ii. Presentation: 10
 - iii. Assignment/Dissertation/Field Work: 10
 - iii. Case Presentation/ Role Play: 10
 - iv. Quiz/ Management Games or Activities: 10

Course Contents:

UNIT - I: Introduction to HRM

(8 Hours)

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

UNIT - II: Human Resource Planning

(8 Hours)

Importance and Process of Human Resource Planning; Demand and Supply forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Techniques, Replacement Chart; Job Analysis Process and Methods - Interview, Questionnaires, Observation, Participant diary/log; Job Description; Job Specification; Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment

UNIT – III: Recruitment, Selection and HR Development

(8 Hours)

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development-Importance of training, training methods; Management Development - methods and techniques of management development

UNIT – IV: Performance Management and Performance Appraisal

(8 Hours)

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360° appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

UNIT – V: Job Evaluation, Compensation and Industrial Relations

(8 Hours)

Methods of Job Evaluation- Ranking Method, Job Grading Method, Point Rating Method, Factor Comparison Method, Base Compensation and Supplementary Compensation, Factors affecting Employee Remuneration

Industrial Relations–Definition and Importance of Industrial Relations

Prescribed Text Books:

1. Dessler, G., 2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi
2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi
3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi

Suggested Extra Readings:

8. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi

9. Saiyadain, 2009, Human Resource Management, 4th Edition, Tata McGraw Hill Publishing Ltd., New Delhi
10. Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi
11. Rao, T.V., 1995, HumanResources Development: Experiences, Interventions, Strategies, Sage Publications Pvt.Ltd., New Delhi
12. Nair, M. and Rao, T.V. 2007, ExcellencethroughHRD, Tata McGraw Hill Publishing Ltd., New Delhi
13. Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi
14. Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi.

Business Research Methods

Programme of Study	MBA
Course Code:	MSO 601
Course Name:	Business Research Methods
Designed by Faculty	Dr Aditi Sharma

Year of Introduction/Revision of Course Contents 2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

Course Outcome

The students would become better analyst and good decision makers.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

Mid Term Examination: 25%
End Semester Examination: 50%
Continuous Internal Assessment : 25%

- Class participation: 10%
- Assignment: 15%

Course Contents

UNIT – I: Research Process, Problem, & Research Designs (4 Hours)

- Research : Definition and Types and Approaches
- Research Process
- Formulation of Research Problem
- Nature of Research Design, Formulation of Research Design
- Classification of Research Design

UNIT – II: Data Collection Methods (4 Hours)

- Sources of Secondary Data
- Secondary Data collection Methods
- Quantitative Methods of Data Collection

UNIT – III: Measurement Design, Respondents Selection (4 Hours)

- Types of Scaling
- Validity and Reliability in Measurement
- Questionnaire Designing

UNIT – IV: Sampling and Sampling Methods (4 Hours)

- sampling Design
- Sampling Process
- Random Sampling Methods
- Non random Sampling Methods
- Sampling and non-Sampling errors

UNIT – V: Data preparation and reporting (4 Hours)

- Data Processing-Coding, entering and entering the data in software
- Significance of Report Writing
- Type of Research Report
- Layout of Research Report

Prescribed Text Books:

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

Suggested Additional Readings:

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
2. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
3. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
4. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
5. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

Performance Management-System and Strategies

Programme of Study	MBA
Course Code:	HRM 509
Course Name:	Performance Management-System and Strategies
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2016

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Acquaint students with Performance Management System.
- Enable students to understand the significance of performance management System and appraisal mechanisms in the organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25
 - Class Participation- 10
 - Case Studies- 5
 - Presentation- 10

Course Contents:

UNIT I: Introduction to Performance Management (4 Hours)

- Concept and Components of Performance Management
- Advantages and Disadvantages of Performance Management system
- Characteristics of Ideal Performance Management system
- Difference between Performance Appraisal and Performance Management

UNIT II: Managing Performance (4 Hours)

- Performance Planning
- Performance Measurement and evaluation
- Performance Analysis

- Performance Management Documentation

UNIT - III: Performance Monitoring, Mentoring & Managee Development (4 Hours)

- Implementing Performance Management Systems
- Monitoring and its objectives
- Coaching
- Mentoring

UNIT - IV: Key Issues in Performance Management (4 Hours)

- E-Performance Management System
- Performance Management Practices in Indian Organizations

UNIT V: Performance Management and Strategic Planning (4 Hours)

- Linking Performance Management to Strategy
- International Performance Management

Prescribed Text Books:

1. Sarma A.M. (2010). Performance Management System. Second Revised Edition. Himalaya Publishing House Pvt. Limited, New Delhi.
2. Sharma Devender (2011). Performance Appraisal and Management. First Edition. Himalaya Publishing House Pvt. Limited, New Delhi.

Suggested Additional Readings:

1. Kornel Terplan (2000). Intranet Performance Management, First Edition, New India Publishing, New Delhi.
2. Smith Malcolm (2005). Performance Measurement Management, First Edition, SAGE Publication, New Delhi.
3. Rao T.V. (2004). Performance Management and Appraisal Systems - HR Tools for Global Competitiveness, First Edition, SAGE Publication, New Delhi.
4. Bacal Robert (1998), Performance Management, First Edition, Himalaya Publishing House Pvt. Limited, New Delhi.

Labour Laws

Programme of Study	MBA
Course Code:	HRM 513
Course Name:	Labour Laws
Designed by Faculty	Dr Aditi Sharma

Year of Introduction/Revision of Course Contents 2016

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

1. To make students of HR understand the significance of labor laws hold in an organization
2. To provide an insight into the various laws that govern workers and employees employment in an organization

Course Outcome: The students would be able to ensure compliance of various labour laws as HR managers.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Continuous Internal Assessment : 50
 - Class Participation- 20
 - Presentations - 10
 - Case Study-10
 - Assignment- 05
 - Quiz- 05

Course Contents:

UNIT I:

8 Hours

- Principles of Modern Labour Legislation
- Indian Constitution and Labour Laws
- Types of Labour Legislation

UNIT II**8 Hours**

- The Trade Unions Act, 1926
- The Industrial Disputes Act, 1947

UNIT III:**8Hours**

- The Industrial Employment (Standing Orders) Act, 1946
- Contract Labour (Regulation and Abolition) Act,1970

UNIT IV:**8 Hours**

- The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979.
- Equal Remuneration Act, 1976

UNIT V:**8 Hours**

- Factories Act, 1948
- The Mines Act, 1952.
- Child Labour (Prohibition and Regulation) Act, 1986

Text Books:

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

Additional Readings:

1. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.
2. Kubendran, V. and Kodeeswari, K. (2011).Industrial Relations and Labour Law. Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida
4. Sarma ,[A.M \(2013\).](#) Industrial Relations and Labour Laws. Himalaya Publishing House Pvt. Ltd., Mumbai.
5. [H.L. Kumar](#) (2013). Labour Laws - Everybody Should Know. [Universal Law Publishing Co Pvt Ltd.](#), Delhi.



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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Consumer Behavior

Course Code: MSC 506

Course Name: Consumer Behavior

Faculty Name: Dr Sarvesh Kumar, Assistant Professor, Department of Marketing &SCM, SoBMS.

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Introduce and familiarize students with important aspects of consumer behavior
- Prepare students for critically analyzing the impact of Individual determinants and external factors that influences consumer behavior and observe how marketers are incorporating these in real life marketing operations.
- Develop the capability to analyze the role consumer behavior plays in the marketing process.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation : 5%
 - Assignments : 8%
 - Presentations : 4%
 - Viva: : 4%
 - Case Study : 4%

Course Contents:

UNIT – I: Introduction and role of CB in Marketing

(3 Hours)

- Consumer Behavior and Marketing Concept
- Customer value, Satisfaction, Trust and Retention
- Impact of new technologies on Marketing Strategies
- Consumer Research Process

UNIT – II: Consumer as Individual Part 1

(4 Hours)

- Customer Motivation
- Types and System of Needs
- Consumer Personality
- Brand Personality

UNIT – III: Consumer as Individual Part 2

(5 Hours)

- Consumer Perception
- Dynamics and Elements of Perception
- Learning
- Behavioral and Cognitive Learning

UNIT – IV: Consumer as Individual Part 3

(4 Hours)

- Consumer Attitude
- Attitude formulation and Change
- Self

UNIT – V: Consumer in Cultural and Social Setting

(4 Hours)

- Reference Groups
- Social Class
- Culture
- Consumer Decision Making Process

Prescribed Text Books:

1. Schiffman, Leon G; Leslie Lazar Kanuk & S. Ramesh Kumar (2013). **Consumer Behavior, 10/e**, Pearson Education, New Delhi.
2. Solomon Michael R. (2011). **Consumer Behavior: Buying, Having, and Being, 9/e**, Learning Pvt. Ltd.: New Delhi.
3. Robert East; Malcolm Wright and Marc Vanhuele (2009). **Consumer Behavior: Application in Marketing**, Sage Publications, New Delhi.

Suggested Additional Readings:

1. Barbara Harriss-White (2005). **India's Market Society**, Three Essays Collective: Gurgaon.
2. Baron, Robert A.; Nyla R. Branscombe, Donn Byrne and Gopa Bhardwaj (2012). **Fundamentals of Social Psychology**, Pearson: New Delhi.

3. Baron, Robert A (2012). **Psychology, 5/e**, Pearson: New Delhi.
 4. Comer, Ronald and Elizabeth Gould (2012). **Psychology Around Us**, Wiley India: New Delhi.
 5. Husain, Akbar (2012). **Social Psychology**, Pearson: New Delhi.
 6. Kumar, S. Ramesh (2011). **Consumer Behavior and Branding - Concepts, Readings and Cases: The Indian Context**, Pearson: New Delhi.
 7. Kumar, S. Ramesh (edited) (2013). **Case Studies in Consumer Behavior**, Pearson: New Delhi.
 8. Hawkins, Del; David Mothersenbaugh and Amit Mookerjee. (2010). **Consumer Behavior: Building Marketing Strategy, 11/e**, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi
 9. Majumdar, Ramanuj (2011). **Consumer Behavior: Insights from Indian Market**, PHI Learning Pvt. Ltd.: New Delhi.
 10. Nair, Suja R. (2010). **Consumer Behaviour in Indian Perspective: Text and Cases**, Himalaya Publishing House: New Delhi.
 11. Pasricha, Seema (2007). **Consumer Psychology**, Deep and Deep Publications Pvt. Ltd.: New Delhi.
- Lecture Plan:**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Consumer Behavior and Marketing Concept	Book – 1	Chapter - 1
Lecture – 2	Customer value, Satisfaction, Trust and Retention & Impact of new technologies on Marketing Strategies	Book – 1	Chapter - 1
Lecture – 3	Consumer Research Process	Book – 1	Chapter - 2
Lecture – 4	Customer Motivation	Book – 1 Book - 2	Chapter – 4 Chapter -- 4
Lecture – 5	Types and System of Needs	Book – 1 Book – 2	Chapter – 4 Chapter - 4
Lecture – 6	Consumer Personality	Book – 1 Book – 2	Chapter - 5 Chapter – 6
Lecture – 7	Brand Personality	Book – 1 Book – 2	Chapter – 5 Chapter – 6
Lecture – 8	Consumer Perception	Book – 1 Book – 2	Chapter – 6 Chapter – 2
Lecture – 9	Dynamics of Perception	Book – 1 Book – 2	Chapter – 6 Chapter – 2
Lecture – 10	Elements of Perception	Book – 1	Chapter – 2

		Book – 2	Chapter – 2
Lecture – 11	Consumer Learning	Book – 1 Book – 2	Chapter – 7 Chapter – 3
Lecture – 12	Behavioral and Cognitive Learning	Book – 1 Book – 2	Chapter – 7 Chapter – 3
Lecture – 13	Consumer Attitude	Book – 1 Book – 2	Chapter - 8 Chapter - 7
Lecture – 14	Attitude Formulation and Change	Book – 1 Book – 2	Chapter – 8 Chapter – 7
Lecture – 15	Self	Book – 1 Book – 2	Chapter – 5 Chapter - 5
Lecture – 16	Selfcontinued	Book – 1 Book – 2	Chapter - 5 Chapter - 5
Lecture – 17	Reference Group	Book – 2	Chapter – 10
Lecture – 18	Social Class	Book – 1 Book – 2	Chapter – 10 Chapter – 12
Lecture – 19	Culture	Book – 1 Book – 2	Chapter – 11 & 12 Chapter- 15 & 16
Lecture – 20	Consumer Decision Making Process	Book - 1	Chapter- 14

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Integrated Marketing Communication (IMC)

Course Code: MSC 405, January – June 2016

Course Name: Integrated Marketing Communication (IMC)

Faculty Name: Dr. Sarvesh Kumar, Assistant Professor, M&SCM, SBMS

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to apply marketing theory and concepts to what marketers do in "the real world".
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Assignments: 5%
 - Presentations: 5%
 - Case studies /Field Surveys/Quiz/Activity, etc.: 10%

COURSE CONTENTS:

UNIT – I: Introduction to IMC and Theories of IMC (4 HOURS)

- Overview of Communication, Business Communication, Marketing Communication and Integrated Marketing Communications
- Communication Model, Communications Channels and Process, Need of Integrated Marketing Communication
- Genesis and Framework of IMC theories, Four Theories of How IMC works by Sandra Moriarty and Don Schultz
- Defining IMC by the thinkers and scholars, Role of Integrated Marketing Communication

UNIT – II: Components of IMC (4 HOURS)

- Traditional Advertising
- Traditional Promotion
- New Media & Other IMC option
- Direct Marketing, Channel Marketing & Marketing Public Relation

UNIT – III: Communication Process & Advertising Messages (4 HOURS)

- Development of Advertising, Creativity and Ad Theory, IMC Message Processing, Creative Execution, The Role of Emotion in Processing Advertising, Theories of Emotion and Affect in Marketing Communications
- Designing and Managing Integrated Marketing Communications
- IMC, Advertising Research, and the Advertising Discipline
- Total Marketing Communication Budget

UNIT – IV: IMC Plan & Integrated Marketing Communications Strategy (4 HOURS)

- IMC Planning Process, Sponsorship and product planning, Finalizing and Implementing IMC
- Integrated campaign development: advertisement
- Promotions: Integrated Marketing Communications Strategy
- Corporate Communication , International Marketing Communication

UNIT – V: Issues and Challenges in IMC (4 HOURS)

- Future of IMC: Changing paradigm
- Online Advertising, eCommerce/mCommerce, E-Communication
- Electronic, new and social media and their implication on IMC
- Ethical Issues and current Challenge

Prescribed Text Books:

5. Belch, George E. and Belch, Micheal A. (2012), **Advertising and Promotion: An Integrated Marketing Communications Perspective, 7/e**, McGraw Hill: Irwin.
6. Eagle, L; Stephan Dahl, B. Czarnecka and Jenny Lloyd (2015). **Marketing Communication**, Routledge: New York.

7. Pickton, David and Broderick, Amanda (2005), **Integrated Marketing Communication, 2/e**, Pearson Education Limited: England.
8. Rodgers, Shelly and Esther Thorson (2012). **Advertising Theory** (edited), Routledge: New York.

Handouts:

1. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). [**Chapter 16: Designing and Managing Integrated Marketing Communication, pg: 374 to 401**], **Marketing Management: A South Asian Perspective, 14 edn**; Pearson Education, New Delhi.
2. Moriarty, Sandra and Don Schultz (2012). **“Four Theories of How IMC works”**, pg: 491-505, in the edited book by Rodgers, Shelly and Esther Thorson (2012), **Advertising Theory**, Routledge: New York.
3. Rose, Patricia B. (2012). **“IMC, Advertising Research, and the Advertising Discipline”**, pg: 563 -566, in the edited book by Rodgers, Shelly and Esther Thorson; edited (2012). **Advertising Theory**, Routledge: New York.

Suggested Additional Readings:

6. Clow, Kenneth E. and Donald Baack (2014). **Integrated Advertising, Promotion, & Marketing Communication, 6thed**; Pearson Education: New Delhi.
7. Jegenheimer (2010), **Advertising and Public Relations Research**, 1st Ed. PHI Learning.
8. Monippally, Mattukutty M. (2001). **Business Communication Strategies**, Tata McGraw Hill: New Delhi.
9. Malaval, Philippe, Marie-Hélène Abbo, Muneesh Kumar and Jean-Marc Décaudin (2015), **Integrated Marketing Communication: Pentacom, 4/e**, Pearson Education: New Delhi.
10. Ogilvy, David (1985). **Ogilvy on Advertising**, Vintage Books: New York
11. Rodgers, Shelly and Esther Thorson; edited (2012). **Advertising Theory**, Routledge: New York.
12. Sirgy, M. Joseph and Don R. Rahtz (2001). **Integrated Marketing Communication: A Strategic Approach, 1sted**; Cengage Learning: New Delhi.
13. Shimp, A. Terence and J. Craig Andrews (2013). **Advertising, Promotion, and other aspects of Integrated Marketing Communication, 9th edn**, Cengage Learning: New Delhi.
14. Smith, P R and Ze Zook (2011). **Marketing Communication: Integrating offline and online with social mMedia, 5/e**, Kogan Page: New York.
15. Wells, William D.; John Burnett and Sandra Moriarty (2012). **Advertising: Principles and Practice, 7th edn**; Pearson Education: New Delhi.

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Overview of Communication, Business Communication, Marketing Communication and Integrated Marketing Communications	Book 2 Book 3	1,2 1, 2
Lecture – 2	Communication Model, Communications Channels and Process, Need of Integrated Marketing Communication	Book 2	4

Lecture – 3	Genesis and Framework of IMC theories, Four Theories of How IMC works by Sandra Moriarty and Don Schultz	Book 4	1, 32
Lecture – 4	Defining IMC by the thinkers and scholars, Role of Integrated Marketing Communication	Book 4	17
Lecture – 5	Traditional Advertising	Book 1	4
Lecture – 6	Traditional Promotion	Book 1	5
Lecture – 7	New Media & Other IMC option	Book 1	6
Lecture – 8	Direct Marketing & Channel Marketing	Book 1	7
Lecture – 9	Development of Advertising, Creativity and Ad Theory, IMC Message Processing, Creative Execution, The Role of Emotion in Processing Advertising, Theories of Emotion and Affect in Marketing Communications	Book 1 Book 2 Book 3 Book 4	8, 9 5 8 5, 6, 13,
Lecture – 10	Designing and Managing Integrated Marketing Communications	Book	
Lecture – 11	IMC, Advertising Research, and the Advertising Discipline	Book 3 Book 4	16 38
Lecture – 12	Total Marketing Communication Budget	Book 3	18
Lecture – 13	IMC Planning Process, Sponsorship and product planning, Finalizing and Implementing IMC	Book 1 Book 3	11,12, 13 13
Lecture – 14	Integrated campaign development: advertisement	Book 2	11
Lecture – 15	Promotions: Integrated Marketing Communications Strategy	Book 2	12
Lecture – 16	Corporate Communication , International Marketing Communication	Book 3 Book 4	14, 15 10
Lecture – 17	Future of IMC: Changing paradigm	Book 4	34 to 37
Lecture – 18	Online Advertising	Book 2 Book 4	9 19
Lecture – 19	eCommerce/mCommerce, E-Communication	Book 2	9

	Electronic, new and social media		
Lecture – 20	Ethical Issues and current Challenge	Book 2	16
		Book 3	10

Book 1: Belch, George E. and Belch, Micheal A. (2012), Advertising and Promotion: An Integrated Marketing Communications Perspective, 7th E global edition, McGraw Hill: Irwin.

Book 2: Eagle, L; Stephan Dahl, B. Czarnecka and Jenny Lloyd (2015). Marketing Communication, Routledge: New York.

Book 3: Pickton, David and Broderick, Amanda (2005), Integrated Marketing Communication, 2nd edn. Pearson Education Limited: England.

Book 4: Rodgers, Shelly and Esther Thorson (2012). **Advertising Theory** (edited), Routledge: New York



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Operations Management

Course Code: POM 401

Course Name: Operations Management

Faculty Name: Dr. Sarvesh Kumar, Assistant Professor, Deptt. of M&SCM, SBMS.

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. **A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.**

Evaluation Criteria:

- 7. Mid Term Examination : 25%**
- 8. End Semester Examination : 50%**
- 9. Continuous Internal Assessment : 25%**
 - Class participation : 5%
 - Presentations/Seminar : 5%
 - Viva : 5%
 - Assignments/ Case Studies : 6%
 - Activity/Process Observation (production & Service): 4%

Course Contents:

UNIT – I:Introduction to Operations Management (3 Hours)

- Nature and Scope of Production and Operations Management
- Role of Operations Management&Operations in Global Environment
- Influence of Japanese Management on OM
- **Continuous Internal Assessment** : Process Observation & Case Study: *Indian Metals Corporation*

UNIT – II:Designing Operations and TQM Integration (5 Hours)

- Product Design and Analysis
- Productivity
- Managing Quality
- TQM: Kaizen, Kanban, Six Sigma
- Toyota Production System (TPS)
- **Continuous Internal Assessment** : Case Study

UNIT – III:Location and Layout (4 Hours)

- Layout Strategies
- Location Strategies
- **Continuous Internal Assessment** : Field Observation &Seminar

UNIT – IV:Forecasting and Requirement Planning(4 Hours)

- Material Requirement Planning
- JIT
- New Research in understanding Demand
- Demand Forecasting
- **Continuous Internal Assessment** :Seminar & Presentation

UNIT – V:Managing Inventory and Work**(4 Hours)**

- Human Resource Strategy
- Work Study and Measurement
- Inventory Management
- Productivity and Efficiency
- **Continuous Internal Assessment** :Presentation & Viva

Prescribed Text Books:

1. Heizer, Jay; Barry Render and Jagadeesh Rajashekhar (2011). **Operations Management,9/e**, Pearson: New Delhi.
2. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**,Pearson: New Delhi.
3. Young, Scott T. (2009). **Essentials of Operations Management**, Sage South Asia: Delhi.

Suggested Readings

1. Bhat, K. Shridhara (2014). **International Operations Management, 1/e**, Himalaya Publishing House: New Delhi.
2. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
3. Klassen, Robert D and Larry J. Menor (2008).**Cases in Operations Management**, Sage Publication: New Delhi.
4. Mahadevan, B.(2010). **Operations Management**, (2nd edition), Pearson: New Delhi

Lecture Plan

S. No.	Lect ures	Topics	Prescribed Text Book	Chapters
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 3	Chapter – 1 Chapter – 1
2.	1	Role of Operations Management& Operations in Global Environment	Book – 1	Chapter – 1
3.	1	Influence of Japanese Management on OM	Book – 1	Chapter – 2
4.	1	Product Design and Analysis	Book – 1	Chapter – 4
5.	1	House of Quality, Issues in Product Design	Book – 1 Book – 2	Chapter – 4 Chapter – 5
6.	1	Quality, Cost of Quality, International Quality Standards	Book – 1	Chapter – 5

			Book – 2	Chapter – 5
7.	1	TPS: Kaizen, Kanban (Japanese Management)	Book – 1 Book – 2	Chapter – 5 Chapter – 8
8.	1	Total Quality Management, Six Sigma	Book – 1 Book – 2	Chapter – 5 Chapter – 5
9	1	Strategic Importance of Layout Strategies	Book – 1 Book – 3	Chapter – 8 Chapter – 11
10	1	Types of Layouts	Book – 1	Chapter – 8
11	1	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 1 Book – 2	Chapter – 9 Chapter – 11
12	1	Methods of Evaluating Location Alternatives	Book – 1 Book – 2	Chapter – 11 Chapter – 11
13	1	Material Requirement Planning Structure	Book – 1 Book – 2	Chapter – 14 Chapter – 15
14	1	JIT	Book – 1	Chapter – 15
15	1	Forecasting – Strategic Importance	Book – 1	Chapter – 3
16	1	Forecasting Methods	Book – 1	Chapter – 3
17	1	Human Resource and Job Design	Book – 1	Chapter – 9
18	1	Work Study and Measurement	Book – 1	Chapter – 9
19	1	Inventory Management	Book – 1 Book – 2	Chapter – 12 Chapter – 12
20	1	Productivity and Efficiency	Book – 1	Chapter – 1
Total	20			



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PO Box: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Green Marketing

Course Code: MSC 509

Course Name: Green Marketing

Faculty Name: Dr. Sarvesh Kumar

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.).

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Green Marketing; a new perspective on the relationship between the natural environment and commerce.
- To impart philosophies of Green Marketing with business studies keeping in view the Green Technology and contextual issue of environmental management perspective.
- Help the students to use the understanding of Green Marketing in current dynamic business environment.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation : 5%
 - Presentations/ viva : 10%
 - Case Studies : 5%
 - Assignments/Live Projects: 5%

Course Contents:

UNIT - I: Introduction to Green Marketing (7 Hours)

- Introduction to Green Marketing
- Need to study Green Marketing
- Green behaviour
- Green Business Opportunity
- The new green marketing paradigm

UNIT - II: The Consumption - Environment Interface (5 Hours)

- Our Common Future: Issues of Sustainability
- The Environment and Consumption
- The Environmental Effects on Consumption
- A roadmap for Natural Capitalism

UNIT - III: Strategic Green Planning (5 Hours)

- Green Marketing Planning
- Segmenting by green interest
- Green consumer motives and buying strategies
- Greening the IMC

UNIT – IV: Providing value via sustainable green marketing strategies (7 Hours)

- Environmental standards: ISO 14000
- Designing green products: a life cycle approach
- Delivering value via sustainable supply cycle strategies: Greening the supply chain
- Proclaiming value via sustainable pricing strategies
- Producing value via Innovation & Green Technology
- Green Labelling

UNIT – V:Contemporary Issues in Green Marketing (6 Hours)

- Energy consumption and its implication on goods and services
- Energy consumption in Transport and industrial sector
- Green Marketing & Sustainability Reporting
- Case Studies

Prescribed Text Books:

1. Dahlstrom, Robert(2010). **Green Marketing: Theory, Practice, and Strategies**, Cengage Learning-India edition, New Delhi.
2. Ottman, Jacquelyn A. (2011). **The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding**; Berrett-Koehler Publishers, California.

Suggested Readings:

1. Dahlstrom, Robert(2011). **Green Marketing Management**, South Western Cengage Learning, Mason, USA.
2. Esty, C. Daniel and Winston, Andrew S. C. (2006). **Green to Gold: How smart companies use environmental strategy to innovate, create value and building competitive Advantage**, Yale University Press, New Haven.
3. Jamison, Andrew (2004).**The Making of Green Knowledge: Environmental politics and cultural transformation**, Cambridge University Press, Cambridge.
4. Keohane, Nathaniel O. and Sheila M.Olmstead (2007). **Markets and The Environment**, Island Press, Washington.
5. Meadows, Donella H.; Dennis L. Meadows. Jorgen Randers and William W. Behrens III (1974). **The Limits to Growth – A Report for the Club of Rome’s Project on the Predicament of Mankind**; PAN Books Ltd., London.
6. Patricia Shanley, Alan R Pierce, Sarah A Laird and Abraham Guillén (Edited) (2002). **Tapping the Green Market: Certification and Management of Non-Timber Forest Products**; Earthscan Publications Ltd [on behalf of People and Plants - a joint initiative of WWF,the United Nations Educational, Scientific and Cultural Organization (UNESCO)and the Royal Botanic Gardens, Kew],London.
7. Prakash,Aseem (2004).**Greening the Firm: The Politics of Corporate Environmentalism**,Cambridge University Press, Cambridge.
8. Ottman, Jacquelyn A. (1998). **Green Marketing: Opportunity for Innovation (2nd edition)**; NTS Business Books, Illinois.
9. Rao, P.H. (2012).**Greening the Supply Chain: A Guide for Asian Managers**, Sage Publication, New Delhi
10. Yudelson, Jerry (2008). **Marketing Green Building: strategies for success**, Architectural Press(Elsevier Ltd.), Oxford.

Suggested Reading from Allied Body of Knowledge:

1. Foster, John (edited) (1997).**VALUING NATURE?Ethics, economics and the environment**, Routledge, London
2. Hussen, Ahmed M. (2004, 2nded.). **Principles of Environmental Economics**, Routledge, London.
3. Spash, Clive L. (2002). **Greenhouse Economics: Value and ethics**, Routledge, London

4. Uzawa, Hirofumi (2003). **Economic Theory and Global Warming**, Cambridge University Press, Cambridge,
5. Woerdman, Edwin (2004). **The Institutional Economics of Market-Based Climate Policy**, Elsevier B.V., Amsterdam.

Other Reference from Journal, Article and other sources:

1. Linda C. Angell (May 1999). Environmental and Operations Management Face the Future, Decision Line; pg:9-11

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Introduction to Green Marketing	Book – 1	Chapter – 1
Lecture – 2	Need to study Green Marketing	Book – 1	Chapter – 1
Lecture – 3	Green behavior and Green Business Opportunity	Book – 2	Chapter – 1
Lecture – 4	The new green marketing paradigm	Book – 2	Chapter – 3
Lecture – 5	Our Common Future: Issues of Sustainability	Handout	Handout
Lecture – 6	The Environment and Consumption	Book – 1	Chapter – 4
Lecture – 7	The Environmental Effects on Consumption	Book – 1	Chapter – 4
Lecture – 8	A roadmap for Natural Capitalism	Handout	Handout
Lecture – 9	Green Marketing Planning	Book – 1	Chapter – 2
Lecture – 10	Segmenting by green interest	Book – 1	Chapter – 5
Lecture – 11	Green consumer motives and buying strategies	Book – 2	Chapter – 2
Lecture – 12	Greening the IMC	Book – 1	Chapter – 6
Lecture –13	Environmental standards: ISO 14000&Designing green products: a life cycle approach	Book – 1 Book - 2	Chapter – 8 Chapter – 4
Lecture – 14	Delivering value via sustainable supply cycle strategies: Greening the supply chain	Book – 1	Chapter – 8

Lecture – 15	Proclaiming value via sustainable pricing strategies	Book – 1	Chapter – 10
Lecture – 16	Producing value via Innovation & Green Technology: Innovate for sustainability	Book – 2	Chapter – 5
Lecture – 17	Green Labelling	Handout	Handout
Lecture – 18	Energy consumption and its implication on goods and services	Book – 1	Chapter – 11&12
Lecture – 19	Energy consumption in Transport and industrial sector	Book – 1	Chapter – 13&14
Lecture – 20	Green Marketing & Sustainability Reporting	Book – 1	Chapter – 15



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PO Box: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Marketing Management

Course Code : MSC 401

Course Name : Marketing Management

Faculty Name : Dr. Sarvesh Kumar, Assistant Professor, Marketing & SCM, SBMS, CUHP.

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Offer learners an alternative approach to understand marketing by providing students with historical, critical, and analytical skills and improve familiarity of the students with current issues and emerging trends in marketing.
- Enable the students to understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- Provides practical and innovative demonstration of abstract concepts through classroom exercises and group activity which enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% (*Students are expected to undertake independent research and to study in a new way, questioning, investigation from academically rigorous sources*)
 - f. Class participation :5%(Less than 75% attendances will be awarded 0%)
 - g. Case Study/Assignments / Field Survey :10%
 - h. Presentations/Viva/Quiz : 10%

Course Contents:

UNIT - I: Fundamentals of Marketing (16 Hours)

- Importance of Marketing: Meaning, Nature, Scope, and Importance of Marketing
- Core Marketing Concepts and Philosophies
- A history of schools of marketing thought
- Macromarketing as a Pillar of Marketing Thought
- An effective marketer and Customer-oriented Company
- Marketing Management Process: An overview
- Growing Marketing Opportunities in India

UNIT - II: Environmental Scanning and Analyzing Consumer Behaviour (10 Hours)

- Analyzing the Marketing Environment
- Impact of Environmental factors on marketing Decision
- The Buying Decision Process and Factors Influencing the Consumer Behavior
- Components of Modern Marketing Information System
- The changing face of consumer markets and role of marketing
- **Environmental Analysis (Case Studies): ITC in Rural India**

UNIT - III: STP & Marketing Mix-I (Product Decisions) (14 Hours)

- The Family and Consumer Decision Making: A Cultural View
- Market Segmentation, Market Targeting and Market Positioning
- Product Life Cycle: Innovation and R&D, New Product Development Process
- Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Creating Brand Equity & Crafting the Brand Positioning

UNIT - IV: Marketing Mix-II (10 Hours)

- Pricing Decisions

- Distribution Decisions
- Promotion Decisions
- **Pricing (Case Study): Arvind Mills: Re-evaluating Profitability**
- **Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop –**

Targeting the Young

UNIT - V: Implication of new technology and emerging trends in marketing (10 Hours)

- Technology implication on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, Internet Based Marketing, e-commerce, etc.) and Biotechnology implication (Gene revolution related issue) on Marketing
- Green Marketing (Environmental aspects)
- Social Marketing and Services Marketing
- Ethical issues in Marketing
- **Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?**

Prescribed Text Books:

1. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). **Marketing Management: A South Asian Perspective, 14e.**; Pearson Education, New Delhi.
4. Research Articles:
 - a. Wilkie, William L. and Elizabeth S Moore (2006). **Macromarketing as a Pillar of Marketing Thought**, Journal of Macromarketing, Vol.26 No.2, December 2006, pg: 224-232.
 - b. Wilson Brown, D. B. A (1979). **The Family and Consumer Decision Making: A Cultural View**, Academy of Marketing Science, Vol.7 No.4, Fall 1976, pg: 335 - 345.
 - c. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.

Suggested Additional Readings:

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, New Delhi.
2. Kumar, Arun and N. Meenakshi (2011). **Marketing Management, 2e.**; Vikas Publishing House Pvt. Ltd., New Delhi
3. Karunakaran, K. (2012). **Marketing Management: Text and Cases in Indian Context**; Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
5. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
6. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.

7. Sherlekar, S. A. (2010). **Marketing Management, 14e.** ;Himalaya Publishing House Pvt. Ltd., Mumbai.

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture: 1-4	Importance of Marketing	MTB	Chapter – 1
Lecture: 5-6	Core Marketing Concepts and Philosophies	MTB	Chapter – 2, 3 & 4
Lecture: 7-10	<i>A history of schools of marketing thought</i>	<i>Marketing Theory</i>	<i>Vol.5 No.3, pg: 239 - 281</i>
Lecture: 11-16	An effective marketer and Customer-oriented Company	MTB	Chapter – 5 & 6
Lecture: 17-18	Analyzing the Marketing Environment	MMK	Chapter – 3
Lecture: 19-20	<i>Macromarketing as a Pillar of Marketing Thought</i>	<i>Journal of Macromarketing</i>	<i>Vol.26 No.2, December 2006, pg: 224-232</i>
Lecture:21-22	Impact of Environmental factors on marketing Decision	MMK	Chapter – 3
Lecture:23-24	The Buying Decision Process and Factors Influencing the Consumer Behavior	MTB	Chapter – 7, 8 & 9
Lecture:25	The changing face of consumer markets and role of marketing	MMK	Chapter – 2,3 & 21
Lecture: 26	Environmental Analysis (Case Studies): ITC in Rural India	KSR	KSR
Lecture: 27-28	<i>The Family and Consumer Decision Making: A Cultural View</i>	<i>Academy of Mkt. Sci.</i>	<i>Vol.7 No.4, Fall 1976, pg: 335 – 345</i>
Lecture : 29-30	Market Segmentation	MMK	Chapter – 7
Lecture: 31-32	Market Targeting	MMK	Chapter – 7
Lecture: 33-34	Market Positioning	MMK	Chapter – 7
Lecture:35-36	Product Classification, Product Levels, Product Line and Product-Mix Decisions	MMK	Chapter –11
Lecture: 37-38	Product Differentiation and Creating Brand Equity & Crafting the Brand Positioning	MMK	Chapter –11
Lecture : 39-41	Product Life Cycle: Innovation and R&D, New Product Development Process	MMK	Chapter – 11
Lecture: 42-43	Pricing Decisions	MMK	Chapter – 13
Lecture :44-45	Distribution Decisions	MMK	Chapter – 14,15

Lecture :46-47	Promotion Decisions	MMK	Chapter – 16, 17& 18
Lecture :48-49	Pricing (Case Study): Arvind Mills: Re-evaluating Profitability	MCS	MCS
Lecture:50	Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young	MCS	MCS
Lecture:51-52	Technology implication on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, Internet Based Marketing, e-commerce, etc.) and Biotechnology implication (Gene revolution related issue) on Marketing	MTB	Chapter – 6 + Handout
Lecture: 53-54	Green Marketing (Environmental aspects)	Handout	Handout
Lecture: 55-56	Social Marketing and Services Marketing	MMK	Chapter –11+ Handout
Lecture: 57-58	Ethical issues in Marketing	MTB	Chapter – 11
Lecture: 59-60	Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?	MCS	MCS

MCS = Clow, Kenneth E. and Donald Baack (2012). Case Studies in Marketing Management

MTB= NickEllis,*et al.* (2012). MARKETING: A Critical Textbook

MMK = PhilipKotler, et al. (2013). Marketing Management: A South Asian Perspective, 14 e

KSR = Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.

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Service Marketing

Course Code: MSC 402

Course Name: Service Marketing

Faculty Name : Dr. Sarvesh Kumar, Assistant Professor, Marketing & SCM, SBMS

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Understand the importance of Services.
- Understand the challenges towards Managing Services.
- Review and understand the past and ongoing trends in service industry.
- Understand the overall dynamics of services.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5% (Student securing less than 75% of attendance will be given zero marks)
 - Presentations/Viva: 10%
 - Assignment (Role Play, Cases, Panel Discussion, Project, Surprise Quiz etc): 10%

Course Contents:

UNIT – I:Introduction to Services (4 Hours)

- Emergence of Service Economy
- Introduction to Services: Definition, Concepts & Nature of Services
- Service Environment
- Prominent Industries: Tourism, Healthcare, Education, etc.

UNIT – II:Designing Services (4 Hours)

- Service Marketing Mix
- Physical Evidence and Servicescape
- Designing and Managing Services Processes
- Service Standards

UNIT – III:Pricing & Distribution of Services (4 Hours)

- Demand Capacity Management
- Pricing the Services
- Distribution of Services

UNIT – IV:Service Promotion (3 Hours)

- Positioning of Services
- Customer Expectation of Services
- Customer Perception of Services

UNIT – V:Managing Service Failure (5 Hours)

- Service Quality Model
- Employees and Service Delivery
- Customers and Service Delivery
- Service Failure and Recovery

Prescribed Text Books:

1. Gilmore, Audrey (2010). **Services Marketing and Management**; Response Book, New Delhi.
2. Lovelock, Christopher; Jochen Wirtz, and Jayanta Chatterjee (2011). **Service Marketing – People, Technology, Strategy, 7 e.**; Pearson, New Delhi.
3. Zeithaml, Valarie A.; Mary Jo Bitner, Dwayne D.Gremler and Ajay Pandit (2014). **Service Marketing: Integrating Customer Focus across firm, 6e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.

Suggested Reading:

1. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Jha, S.M. (2010). **Services Marketing**; Himalaya Publishing House, New Delhi.
3. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
4. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
5. Lalromawia, K. (2014). **Marketing Of Services - A Study Of Tourism Marketing In Northeast India**, Doctoral thesis submitted to University of Hyderabad (An unpublished Report).
6. Sundararaman, S. (2014). **Challenges In Marketing Tourism Destination Affected By Terrorism**; International Journal of Research in Management & Social Science; Volume 2 , Issue 1(II) : January - March 2014, pg27 – 35.

Lecture Plan

Lectures	Topics	Suggested Reading*
Lecture – 1	Emergence of Service Economy	1L, 10G
Lecture – 2	Introduction to Services: Definition, Concepts & Nature of Services	1G
Lecture – 3	Service Environment	10L, 9G
Lecture – 4,5	Service Marketing Mix	1L
Lecture – 6	Physical Evidence and Servicescape	11Z
Lecture – 7	Designing and Managing Services Processes	8L
Lecture – 8, 9	Service Standards	10Z
Lecture – 10	Demand Capacity Management	9L
Lecture – 11	Pricing the Services	5L
Lecture – 12	Distribution of Services	4L
Lecture – 13	Positioning of Services	7L
Lecture – 14,15	Customer Expectation of Services	7G
Lecture – 16	Customer Perception of Services	8G
Lecture – 17	Service Quality Model	14L
Lecture – 18	Employees and Service Delivery	11L
Lecture – 19	Customers and Service Delivery	14L
Lecture – 20	Service Failure and Recovery	14L

*The suggested readings can be read using the following connotations

- First character refers to the number of chapter of book.

- Second character refers to the name of author (Text Book)
 - G: Gilmore & L: Lovelock
- 10L would mean 10th Chapter of Lovelock's book (The details of book is given in Prescribed Text Book Section)



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Green Marketing

Course Code: MSC 509

Course Name: Green Marketing

Faculty Name: Dr. Sarvesh Kumar

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.).

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Green Marketing; a new perspective on the relationship between the natural environment and commerce.
- To impart philosophies of Green Marketing with business studies keeping in view the Green Technology and contextual issue of environmental management perspective.
- Help the students to use the understanding of Green Marketing in current dynamic business environment.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation : 5%
 - Presentations/ viva : 10%
 - Case Studies : 5%
 - Assignments/Live Projects: 5%

Course Contents:

UNIT - I: Introduction to Green Marketing (7 Hours)

- Introduction to Green Marketing
- Need to study Green Marketing
- Green behaviour
- Green Business Opportunity
- The new green marketing paradigm

UNIT - II: The Consumption - Environment Interface (5 Hours)

- Our Common Future: Issues of Sustainability
- The Environment and Consumption
- The Environmental Effects on Consumption
- A roadmap for Natural Capitalism

UNIT - III: Strategic Green Planning (5 Hours)

- Green Marketing Planning
- Segmenting by green interest
- Green consumer motives and buying strategies
- Greening the IMC

UNIT – IV: Providing value via sustainable green marketing strategies (7 Hours)

- Environmental standards: ISO 14000
- Designing green products: a life cycle approach
- Delivering value via sustainable supply cycle strategies: Greening the supply chain
- Proclaiming value via sustainable pricing strategies
- Producing value via Innovation & Green Technology
- Green Labelling

UNIT – V:Contemporary Issues in Green Marketing (6 Hours)

- Energy consumption and its implication on goods and services
- Energy consumption in Transport and industrial sector
- Green Marketing & Sustainability Reporting
- Case Studies

Prescribed Text Books:

1. Dahlstrom, Robert(2010). **Green Marketing: Theory, Practice, and Strategies**, Cengage Learning-India edition, New Delhi.
2. Ottman, Jacquelyn A. (2011). **The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding**; Berrett-Koehler Publishers, California.

Suggested Readings:

1. Dahlstrom, Robert(2011). **Green Marketing Management**, South Western Cengage Learning, Mason, USA.
2. Esty, C. Daniel and Winston, Andrew S. C. (2006). **Green to Gold: How smart companies use environmental strategy to innovate, create value and building competitive Advantage**, Yale University Press, New Haven.
3. Jamison, Andrew (2004).**The Making of Green Knowledge: Environmental politics and cultural transformation**, Cambridge University Press, Cambridge.
4. Keohane, Nathaniel O. and Sheila M.Olmstead (2007). **Markets and The Environment**, Island Press, Washington.
5. Meadows, Donella H.; Dennis L. Meadows. Jorgen Randers and William W. Behrens III (1974). **The Limits to Growth – A Report for the Club of Rome’s Project on the Predicament of Mankind**; PAN Books Ltd., London.
6. Patricia Shanley, Alan R Pierce, Sarah A Laird and Abraham Guillén (Edited) (2002). **Tapping the Green Market: Certification and Management of Non-Timber Forest Products**; Earthscan Publications Ltd [on behalf of People and Plants - a joint initiative of WWF,the United Nations Educational, Scientific and Cultural Organization (UNESCO)and the Royal Botanic Gardens, Kew],London.
7. Prakash,Aseem (2004).**Greening the Firm: The Politics of Corporate Environmentalism**,Cambridge University Press, Cambridge.
8. Ottman, Jacquelyn A. (1998). **Green Marketing: Opportunity for Innovation (2nd edition)**; NTS Business Books, Illinois.
9. Rao, P.H. (2012).**Greening the Supply Chain: A Guide for Asian Managers**, Sage Publication, New Delhi
10. Yudelson, Jerry (2008). **Marketing Green Building: strategies for success**, Architectural Press(Elsevier Ltd.), Oxford.

Suggested Reading from Allied Body of Knowledge:

1. Foster, John (edited) (1997). **VALUING NATURE? Ethics, economics and the environment**, Routledge, London
2. Hussen, Ahmed M. (2004, 2nded.). **Principles of Environmental Economics**, Routledge, London.
3. Spash, Clive L. (2002). **Greenhouse Economics: Value and ethics**, Routledge, London
4. Uzawa, Hirofumi (2003). **Economic Theory and Global Warming**, Cambridge University Press, Cambridge,
5. Woerdman, Edwin (2004). **The Institutional Economics of Market-Based Climate Policy**, Elsevier B.V., Amsterdam.

Other Reference from Journal, Article and other sources:

2. Linda C. Angell (May 1999). Environmental and Operations Management Face the Future, Decision Line; pg:9-11

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Introduction to Green Marketing	Book – 1	Chapter – 1
Lecture – 2	Need to study Green Marketing	Book – 1	Chapter – 1
Lecture – 3	Green behavior and Green Business Opportunity	Book – 2	Chapter – 1
Lecture – 4	The new green marketing paradigm	Book – 2	Chapter – 3

Lecture – 5	Our Common Future: Issues of Sustainability	Handout	Handout
Lecture – 6	The Environment and Consumption	Book – 1	Chapter – 4
Lecture – 7	The Environmental Effects on Consumption	Book – 1	Chapter – 4
Lecture – 8	A roadmap for Natural Capitalism	Handout	Handout
Lecture – 9	Green Marketing Planning	Book – 1	Chapter – 2
Lecture – 10	Segmenting by green interest	Book – 1	Chapter – 5
Lecture – 11	Green consumer motives and buying strategies	Book – 2	Chapter – 2
Lecture – 12	Greening the IMC	Book – 1	Chapter – 6
Lecture –13	Environmental standards: ISO 14000&Designing green products: a life cycle approach	Book – 1 Book - 2	Chapter – 8 Chapter – 4
Lecture – 14	Delivering value via sustainable supply cycle strategies: Greening the supply chain	Book – 1	Chapter – 8
Lecture – 15	Proclaiming value via sustainable pricing strategies	Book – 1	Chapter – 10
Lecture – 16	Producing value via Innovation & Green Technology: Innovate for sustainability	Book – 2	Chapter – 5
Lecture – 17	Green Labelling	Handout	Handout
Lecture – 18	Energy consumption and its implication on goods and services	Book – 1	Chapter – 11&12
Lecture – 19	Energy consumption in Transport and industrial sector	Book – 1	Chapter – 13&14
Lecture – 20	Green Marketing & Sustainability Reporting	Book – 1	Chapter – 15



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PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

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Strategic Management

Course Code: MSO 506 – August to December 2016

Course Name: Strategic Management

Faculty Name: Dr. Sarvesh Kumar, Assistant Professor, M&SCM, SBMS

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to apply strategic management theory and concepts to what managers do in "the real world".
- Enable the students to design effective strategic planning by selecting appropriate strategies.
- Improve familiarity of the students with current issues and emerging trends in strategic management in dynamic business environment.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%*(Students are expected to undertake independent research and to study in a new way, questioning, investigation from academically rigorous sources)*
 - Class participation : 5%*(Less than 75% attendances will be awarded 0%)*
 - Presentations/viva : 10%
 - Case studies/Activities/Assignments/etc: 10%

COURSE CONTENTS:

UNIT – I: Introduction to Strategic Management (8 HOURS)

- Strategic Planning and strategic Management
- The Strategic Management Process
- Strategic Intent: Vision, Mission and Objectives
- Case Studies

UNIT – II: Environmental and Resources Analysis (7 HOURS)

- Environmental Analysis
- Industry Analysis
- Competitive Analysis
- Internal Analysis
- Case Studies

UNIT – III: Strategy Formulation and Choice (7 HOURS)

- Corporate Level Strategy
- Acquisition, Restructuring and Cooperative Strategies
- Global Strategy
- Business Level Strategy
- Strategic Analysis and Choice
- Case Studies

UNIT – IV: Strategy Implementation and Functional Strategies (8 HOURS)

- Strategy Implementation : Structural Issues
- Behavioural Issues in Strategy Implementation
- Operational Strategy
- HR Strategy
- Financial Strategy
- Marketing Strategy
- Case Studies

UNIT – V: Strategic Leadership and Control (10 HOURS)

- Strategic Leadership
- Strategy Evaluation and Control
- Strategy and Technology Management
- Designing a Technology Strategy
- Technology Forecasting and R&D Strategies
- Strategy for Acquisition and Absorption of Technology
- Globalization and Strategic Management

Prescribed Text Books:

1. David, Fred R. (2014). **Strategic Management: A Competitive Advantage Approach, 14e**; Eastern Economy Edition; PHI Learning Private Limited, Delhi.
2. Pitt, Martyn R. and Dimitrios Koufopoulos (2012). **Essentials of Strategic Management** Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Wheelen, Thomas L. and J. DavidHunger (2011). **Concepts in strategic management and business policy, 12e**; Pearson Education India, New Delhi.

Suggested AdditionalReadings:

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). **Strategic: Theory & Practice**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). **Strategic Management: The challenge of creating value, 2nd ed.**, Routledge: Oxon specialIndian Edition.
3. Hamel, Gary and C. K Prahalad (1996). **Competing for the Future**; Harvard Business School Press, Boston.
4. Kazmi, Azhar (2012). **Strategic Management: A Competitive Advantage Approach**; Tata McGraw Hill Private Limited, New Delhi.
5. Subba Rao, P. (2011). **Business Policy and Strategic Management: Text and Cases, 2e.**; Himalaya Publishing House Pvt. Ltd., New Delhi.

Lecture Plan:

Lectures	Topics	Prescribed Text Book	Chapter No.
1&2	Strategic Planning and strategic Management	1,2,3	FD1,MP1,TW1
3&4	The Strategic Management Process	2	MP1
5,6&7	Strategic Intent: Vision, Mission and Objectives	1	FD2
8	Case Studies	Handout	Handout
9&10	Environmental Analysis	1,2,3	FD6, MP2, TW4
11&12	Industry Analysis	2	MP2
13	Competitive Analysis	2	MP2
14	Internal Analysis	1,3	FD4, TW5
15	Case Studies	Handout	Handout
16	Corporate Level Strategy	2,3	MP3, TW7
17	Acquisition, Restructuring and Cooperative Strategies	2	MP11
18&19	Global Strategy	2	MP12
20	Business Level Strategy	2,3	MP7, TW6&7
21	Strategic Analysis and Choice	3	TW8
22	Case Studies	Handout	Handout
23	Strategy Implementation : Structural Issues	1,2	FD7, MP13
24	Behavioural Issues in Strategy Implementation	1,2	FD7,MP13
25	Operational Strategy	1	FD7
26	Financial Strategy	1	FD8
27	Marketing Strategy	1	FD8
28,29&30	Case Studies	Handout	Handout
31	Strategic Leadership	Class-note	Class-note
32	Strategy Evaluation and Control	1,3	FD9, TW11
33&34	Strategy and Technology Management	1,2	FD8, MP9
35	Designing a Technology Strategy	1,2	FD8, MP9
36	Technology Forecasting and R&D Strategies	1,2	FD8, MP9

37	Strategy for Acquisition and Absorption of Technology	1,2	FD10, MP9
38	Globalization and Strategic Management	1,2	FD11, MP12
39&40	Case Studies	Handout	Handout

- FD(Chapter no.) = **David, Fred R. (2014). *Strategic Management: A Competitive Advantage Approach, 14e***
- MP(Chapter no) = **Pitt, Martyn R. and Dimitrios Koufopoulos (2012). *Essentials of Strategic Management Sage South Asia ed.***
- TW(Chapter no) = **Wheelen, Thomas L. and J. DavidHunger (2011). *Concepts in strategic management and business policy, 12e.***