

Course Contents SBMS

2017

**CENTRAL UNIVERSITY OF HIMACHAL
PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT
2009]
DHAULADHAR PARISAR-II, DISTRICT KANGRA - 176215
(HP)
www.cuhimachal.ac.in

Internet Based Marketing (IBM)

Course Code:

MSC 520

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 7Ps 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 (4 Hours)

- 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/marketing on internet
- The Internet micro-environment
- The Internet macro-environment
 - Category Based Case Studies

UNIT – III: Development of Web portals (8 Hours)

- 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 Web Marketing (6 Hours)

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

UNIT V: Internet Strategy Development (6 Hours)

- 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. Dave Chaffey ,Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), **Internet Marketing: Strategy, Implementation and Practice**, 3rd Edition, Pearson Education
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

Suggested Additional Readings:

1. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
3. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
4. Bose Biplab S. (2010), Marketing Management, 3rd Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.

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DHAULADHAR CAMPUS - II, DHARAMSHALA, DISTRICT KANGRA -
176215 (HP)

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[n](#)

Strategic Management

Course Code: MSO 506
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 / 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 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 (8 Hours)

- 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 (8 Hours)

- Environmental appraisal: The external assessment, Six Sigma, Mckinsey 7s frame work Model, Porters 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 evaluation
- Strategic Business Units (SBUs) strategy: Evaluating and choosing business strategies: BCG matrix, JoHarri Window, GE 9 cell model etc.

Unit- III: Strategy Implementation (8 Hours)

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

Unit – IV: Corporate Level Strategy (8 Hours)

- 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

(8 Hours)

- Strategic review, evaluation and control: SWOT, TOWS, Value Chain Analysis etc,
- Challenges in strategic management
- Structural & behavioral 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. Campbell (2011). Crafting and Executing Strategy. 18th Edition. Tata Mac Graw 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 Mc Graw 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.

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TAB SHAHPUR, DISTRICT KANGRA - 176206 (HP)

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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 & Fransis.
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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(HP)

[www.cuhimac
hal.ac.in](http://www.cuhimac
hal.ac.in)

Web Based Advertising (WBA)

Course Code:

MSC 522

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/ 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. 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

(5 Hours)

- 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)

(5 Hours)

- 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
4. Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi.
5. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of
6. 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>

Digital Marketing

Course Code: MSC 430 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/ field work; 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:

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 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

(5 Hours)

- 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

(4 Hours)

- 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

(3 Hours)

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

Prescribed Text Books:

1. Dave Chaffey ,Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 3rd Edition, Pearson Education
2. Bhagwan Singh, (2017), Web Based Advertising: A Tool of Digital and Internet Based Marketing, 1st Edition, Anamika Publisher
3. 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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hal.ac.in](http://www.cuhimac
hal.ac.in)

Advance Topics in Strategic Marketing & Management

Course

Code: MSC
607

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/ 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. 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 (8 Hours)

- 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 (8 Hours)

- 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:

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

Stock Market Operations

Course Code: AFA 415

Course Name: Stock Market Operations

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 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	<p>Financial System and Financial Markets</p> <p>Meaning & Functions of Financial System, Composition of Indian Financial System. Financial Instruments- features & Type, Basics of Financial Markets, types of Financial Market and their Functions.</p>	3
II	<p>Basics of Primary Capital Market</p> <p>Meaning, Function, instruments and importance of Capital Markets. Dematerialisation and role of Depository System.</p> <p>New Issue Market: Functions, Eligibility Conditions for issue, offer documents and different method New Issue, Allotment process,</p> <p>Listing of securities, Advantages and Procedure.</p>	5
III	<p>Basics of Stock Markets-I</p> <p>Stock market, functions, Organisation of Stock Exchanges in India, Reforms in Indian Stock Markets, Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs, , Role of brokers and, merchant bankers.</p> <p>Indian Stock Market- BSE and NSE</p>	5
IV	<p>Stock Market Trading Mechanics</p> <p>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 Technical Analysis basics: Stock charts & Chart types, Trends and trend lines, Support & Resistance and Volume</p>	5
V	<p>Mutual Fund Basics</p> <p>Meaning, structure, types, benefits, regulation and performance evaluation criteria of Mutual Funds</p>	2

Prescribed Text Books:

1. Fabozzi and Modigliani (2010), *Capital Markets Institutions and Instruments*, Fourth Edition, PHI Learning, New Delhi.
2. Mishkin Frederic S. (2013), *Financial Markets and Institutions Tenth Edition*, PHI Learning, New Delhi.
3. Gordan and Natrajan (2011), *Financial Market Operation*, First Edition, Himalaya Publishing House, 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.vtstems.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	Prescribed Text Book	Chapter No.
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 India		
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, FIIs		
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, Trend lines, Support & Resistance and Volume		

19.	Mutual Fund Basics: Meaning, structure, types, benefits		
20.	regulation and performance evaluation criteria of Mutual Fu		

Statistics for Finance

Course Code: AFA 554

Course Name: Statistics for Finance

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:

- To inculcate into the students necessary skills to analyze and interpret data
- To equip the students with various statistical tools and techniques for Financial decision

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%

Unit	Contents	Hours
I	Descriptive Statistics <ul style="list-style-type: none"> ○ Measures of Central Tendency ○ Measures of Variability ○ Measures of Shape: Skewness, Kurtosis 	4
II	Probability and Probability Distributions <ul style="list-style-type: none"> ○ Probability: Meaning, Definition and theory of Probability. ○ Discrete probability distributions: Binomial distribution, poison distribution 	4

	○ Normal distribution (Features and application only)	
III	Inferential Statistics <ul style="list-style-type: none"> ○ Sampling & Sampling Distribution ○ Central limit theorem, Point estimates, Interval estimates and Confidence Interval ○ Testing of Hypothesis, Type I and Type II errors, level of significance, power of a test 	3
IV	Hypothesis Testing-I <ul style="list-style-type: none"> ○ Large Sample tests ○ Small sample tests ○ F-test and analysis of Variance 	5
V	Hypothesis Testing-II <ul style="list-style-type: none"> ○ Non- parametric test (Chi-Square, sign test, Wilcoxin tests, Wald-Wolfowitz test, Kruskal Wallis H-test) 	4

Prescribed Text Books:

1. Black Ken. (2009). Business Statistics for Contemporary Decision Making. Wiley India, New Delhi
2. Jain T.R. & Aggarwal S.C.(2015), VK Global Publication Pvt. Ltd, New delhi
3. Gupta S.C. (2016). Fundamental of Statistics, Himalayan Publishing House, New Delhi
4. Levin, Rastogi, Siddiqui & Rubin. (2012). Statistics for Management. Pearson Education, Noida
5. Gupta SP(2012), Statistical Methods, S Chand and Sons, New Delhi

Suggested Extra Readings:

1. Andrew F. Siegel (2010) Practical Business Statistics, Sixth Edition, Elsevier Academic Press
2. Miller & Miller. (203). John E. Freund's Mathematical Statistics with Applications. Pearson Education, Noida
3. Spiegel M., Schiller J., Shrinivisan A. and Goswami D. (2010). Probability and Statistics (Schaum's Outline Series). Tata McGraw Hill, New Delhi
4. Levine, Berenson, Krehbiel & Viswanathan. (2012). Business Statistics: A First Course. Pearson Education, Noida
5. Vohra N D. (2012). Business Statistics. Tata McGraw Hill, New Delhi
6. Beri G. (2009). Business Statistics. Tata McGraw Hill, New Delhi

Managerial Economics

Course Code: MSO- 413

Course Name: Managerial Economics

Course Coordinator: Prof. 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	Basics of Managerial Economics <ul style="list-style-type: none"> • Meaning, Nature and Scope of managerial economics-relationship to other branches of learning-usefulness of managerial economics, • Basic Principles of Managerial Economics • Business Objective and Theory of firms 	5
II	Demand Analysis <ul style="list-style-type: none"> • 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
III	Production and Cost Analysis <ul style="list-style-type: none"> • Production Analysis: Production function, single variable, law of variable proportion, two variable, Law of returns to scale • Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use • Cost Volume & Profit Analysis/ Break even Analysis 	10
IV	Market Analysis Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under	10

	<p>monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.</p> <p>Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.</p>	
V	<p>Macroeconomic and Business Decisions</p> <ul style="list-style-type: none"> • Stabilisation Policies: Monetary and Fiscal Policy • Business Cycles & Theories of Business Cycles • Inflation and Deflation 	5

Prescribed Text Books:

1. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
2. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
3. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill
4. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
5. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
6. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
7. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

Suggested Extra Readings:

1. Jain TR, Khanna OP (2016), V K Publication, New Delhi
2. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2012
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
5. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

Lecture Plan			
Lectures No	Topics	Prescribed Text Book	Chapter No.
1.	Meaning of Managerial Economics-its Nature & Scope	1, 2 & 5	1
2.	Relationship of Managerial economics with other branches & disciplines	1, 2 & 5	1-2
3.	Usefulness of Managerial Economics	1, 2 & 5	2
4.	Basic Principles of Managerial Economics	3 & 5	3

5.	Theory of Firms & business objective of Firm	2 & 6	4
6.	Meaning & Definition of Demand	4, 6 & 7	5
7.	Determinants of Demand	4, 6 & 7	5
8.	Demand Function & Law of Demand & Exceptions to the Law of Demand	6 & 7	5-6
9.	Elasticity of Demand- Meaning & Degrees of Elasticity of Demand	4, 5 & 6	6
10.	Price, Factors determining Price Elasticity & Income Elasticity of Demand	3, 4 & 7	7
11.	Cross and Advertising Elasticity of Demand	2, 3 & 7	7
12.	Measurement Methods of Elasticity of Demand	5 & 7	8
13.	Usefulness of Elasticity of demand for Managerial Decision Making	2, 4 & 5	8
14.	Demand Forecasting-Meaning & Significance	2, 3 & 5	9
15.	Methods of Demand Forecasting	1, 5 & 6	9
16.	Production Function- Meaning & understanding, Single & Two Variables	2 & 3, 4	10
17.	Factors of Production, Fixed & Variable Factors of Production	1, 4 & 7	11
18.	Law of Variable Proportions & Law of Returns to Scale, Difference	1, 5 & 7	12
19.	Marginal Rate of Technical Substitution & Factor Elasticity of Substitution	2 & 3	12-13
20.	Producer's Equilibrium, Economies & Diseconomies of Scale	4 & 6	13-14
21.	Cost analysis-concept of Cost & Types of Costs	3, 6 & 7	15
22.	Short & Long Run Cost Curves	3, 6 & 7	15
23.	Break-even-Analysis- Introduction & its Assumptions	2 & 5	16
24.	BEP in terms of sales volume, Contribution & Margin of Safety	2 & 5	16-17
25.	Managerial Uses of Cost Analysis	1 & 5	17

26.	Market Structure-Meaning & Types of Market Structure	2, 3 & 6	19
27.	Perfect Competition-Meaning & Features	4, 5 & 7	20
28.	Price Determination under Perfect Competition	1, 2 & 3	20-21
29.	Monopoly-Meaning & Features	2, 3 & 4	22
30.	Price Discrimination & Pricing under Monopoly	1, 7 & 6	23
31.	Monopolistic Competition-Meaning & Features	2, 6 & 7	24
32.	Product Differentiation & Pricing under Monopolistic Competition	5, 6 & 7	24
33.	Oligopoly-Meaning & Features	3 & 7	25
34.	Kinked Demand Curve, Cartels & Price Leadership, Pricing Strategies	1, 4 & 6	25-26
35.	Price Determination, Full cost & product line Pricing, Price Skimming & Penetration Pricing	3, 5 & 7	26
36.	Monetary Policy-Introduction, Objectives, Role & Instruments of Monetary Policy, Limitations	6 & 5	28
37.	Fiscal Policy-Introduction, Objectives, Role & Instruments of Fiscal Policy, Limitations	2, 4 & 6	28
38.	Business Cycle- Meaning & Phases of Business Cycle	4 & 7	27
39.	Theories of Business Cycle	3, 5 & 7	27
40.	Inflation & Deflation- meaning, Causes of Inflation & Deflation, its Types & Effects & their Difference	4 & 6	29

Stock Market Operations

Course Code: AFA 415

Course Name: Stock Market Operations

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 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:

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%

Unit	Contents	Hours
I	Basics of Financial Markets Meaning & Functions of Financial System, Financial Assets- features & Type, Financial Markets, role and classifications. Overview of Market participants, Fundamentals of Financial Institutions, Financial Market and their Functions.	3
II	Basics of Primary Capital Market Meaning, Function, instruments and importance of Capital Markets. Dematerialisation and role of Depository System. New Issue Market: Functions, Eligibility Conditions for issue, offer documents and different method New Issue, Allotment process, Listing of securities, Advantages and Procedure.	5
III	Basics of Stock Markets Stock market, functions, Organisation of Stock Exchanges in India, Reforms in Indian Stock Markets, Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs, Role of brokers, merchant bankers. Indian Stock Market- BSE and NSE.	5
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 Technical Analysis basics: Introduction to Stock charts & Chart types, Trends and trend lines, Support & Resistance	5

	and Volume.	
V	Mutual Fund Basics Meaning, structure, types, benefits, regulation and performance evaluation criteria of Mutual Funds.	2

Prescribed Text Books:

6. Pathak V. Bharati (2018), Indian Financial System, Pearson
1. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
2. Mishkin frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
3. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2nd ed.). New Delhi: Sage Publications.
4. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
5. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
6. 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 E dition, 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
6. Edwards, R.D., & Magee, J., (2001) "Technical Analysis of Stock Trends", AMACOM, 8th edition, ISBN 0814406807
7. Bauer, R.J., & Dahlquist, J. R., (1998) "Technical Market Indicators: Analysis & Performance", Wiley, ISBN 0471197211
8. 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	Prescribed Text Book	Chapter No.
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 India		
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, FIIs		
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, Trend lines, Support & Resistance and Volume		

19.	Mutual Fund Basics: Meaning, structure, types, benefits		
20.	regulation and performance evaluation criteria of Mutual Fu		

<https://www.princeton.edu/~otorres/Excel/excelstata.htm>

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.

Evaluation Criteria:

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

- 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.

Lectures No	Topics	Prescribed Text Book
1,2	Introduction to Financial Management Nature and Scope of Finance, Financial Management, Objective of the firm	1&2
3,4	Finance Functions, Sources of Finance, Forms of business Organisation and their financial decisions	1&2
5,6	Valuation- Compounding, present value and Discounting	1&2
7,8	Valuation Time value of Money: Interest rate, simple and compounded	1&2
9,10	The valuation of long term security, Bond and Equity shares	1&2

	Risk and return	
11,12	Corporate Investment Decisions Introduction, Capital budgeting process, Cash Flow Projection, Capital budgeting Technique	1&2
13,14	Capital Rationing, Adjusted Net Present Value	1&2
15,16	Replacement decisions and Impact of inflation	1&2
17,18	exchange rate on capital budgeting decisions	1&2
19,20	Financing and Dividend Decisions Calculating Cost of Capital, Calculating Cost of Specific Funds	1&2
21,22	Calculating Weighted Average Cost of Capital	1&2
23,24	Capital Structure Decision, Modigliani-Millar propositions I and II, Capital structure theories	1&2
25,26	Dividend policy and issue of bonus shares	1&2
27,28	Working Capital Management , Working Capital Planning	1&2
29,30	Monitoring and Control of Working Capital	1&2
31,32	Working Capital Financing, Managing the Components of Working Capital	1&2
33,34	Cash Management, Receivable Management, Inventory Management	1&2
35,36	Operating and Financial Leverage Foreign Direct Investment, Foreign Institutional Investment	1&2
37,38	Raising of capital abroad - American Depository Receipts, Global Depository Receipts	1&2
39,40	External Commercial Borrowings and Foreign Currency Convertible B International Capital Budgeting	1&2

Tax Management

Course Code: AFA 427

Course Name: Tax 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:

This course aims at making student conversant with the concept of various taxation laws applicable to a business running in India with special reference to Direct Taxes Act, Custom Act, Service Act, VAT and GST Act. On completion of this module, students will be able to understand basic concepts and provisions of various direct and indirect taxes in India.

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: 10%
 - Assignment: 10%

Course Content		
Unit	Contents	Duration (Hours)
I	Indian Taxation System Income Tax Basics Basis for Taxation, Types of Taxes, Constitutional Validity, Administration and Relevant Procedures	02
II	Income Tax-I (AY-2017-18) Basic concepts of income tax, basis of charge, exempted income and Salary Income.	05
III	Income Tax-II Income from House property, Business Income (Basics only) capital gain and income from other sources.	05
IV	Income Tax-III Set-off and Carried Forward, Clubbing of Income, Deductions, Taxable Income, Computation of tax liability (theoretical only)	02
V	Goods and Service Tax Meaning, Taxes to be merged and Won't be Subsumed in GST, Features, GST Model, GST Rates, Meaning, Scope and forms of Supply. Levy of, and exemption from tax, Composition Scheme, Taxable Person, Time and Value of	6

Supply and Input Tax Credit (Basics only)

Prescribed Text Books:

1. Gaur and Narang (2017), Income Tax law and practice, Kalyani Publishers
2. Singhania V.K., and Singhania K. (2016-17), *Indirect Taxes : Law and Practice*, Taxmann Publications (P.) Ltd., New Delhi (India)
3. Mehrotra S.C. and Goyal S.P. (2016-17), *Corporate Tax Planning and Management*, Sahitya Bhavan Publications, Agra (India).
- 4.

Suggested Additional Readings:

1. V.S. Datey – (Taxmann) : Indirect Taxes Law and Practice.
2. M.S. Mathuria : Maharashtra Value Added Tax
3. S.S. Gupta (Taxmann) : Service Tax How to Meet your Obligations
4. Sarangi's Service Tax Manual

E-resources

<https://www.bankbazaar.com/tax/gst.htm>

Foreign Exchange Risk Management

Course Code: AFA 432

Course Name: Foreign Exchange Risk Management

Faculty Name: Dr. Mohinder Singh, Department of Accounting and Finance

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 5 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 about International Trade, International Monetary System and issues in International Business.
- To provide comprehensive knowledge on foreign exchange markets and exchange rate mechanism
- To give in depth inputs on foreign exchange risks subsequently, the various methods and instruments to hedge foreign exchange risks, to optimize rupee earnings on exports and to raise low cost finance through foreign currency loans and credits.

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: 10%
 - Assignment: 10%
 - **Course Contents**

Unit	Topic	Duration
I	International Trade and Monetary System <ul style="list-style-type: none">• International trade and its financial issues• International Monetary System• Exchange rate: Fixed and Flexible• Balance of Payment	(4 Hours)
II	Foreign Exchange Market & Exchange Rate <ul style="list-style-type: none">• Introduction, Nature and Players of Forex market• Various foreign exchange (forex) Quotes & Cross Rates• TT Buying /Selling Rates, TC Buying/Selling Rates, and Bill Buying/Selling Rates• Currency appreciation and depreciation• Determinants of Exchange Rates• International Parities: PPP & IRP• Indian Foreign Exchange Market	(5 Hours)
III	Exchange Rate Arithmetic <ul style="list-style-type: none">• Forex exchange quotation standards.• Pip and its relevance in forex quotations.• Bid-ask spread with two different types of forward quotations• Forward point quotation and rule of “High-Low” & “Low-High	(4 Hours)
IV	Foreign Exchange Exposure & Risks <ul style="list-style-type: none">• Transaction Exposure & Risks• Economic Exposure & Risks• Translation Exposure & Risks	(5 Hours)
V.	Management of Transaction Risk <ul style="list-style-type: none">• Non-Hedging like Netting, offsetting and switching, Risk-sharing agreements• Hedging techniques: Forward (Fixed maturity, Partially optional, Fully optional contract & Non-delivery forward contracts• Futures, swaps and options	(4 Hours)

Books recommended

1. Siddaih T., (2014), International Financial Management, Pearson, New Delhi
2. Eun and Resnick,(2012), International Financial Management, 6th Edition, McGraw Hill-Irwin, 2009,

3. **Eiteman, Moffett, Stonehill and Pandey**, *Multinational Business Finance*, , 10th Edition, Pearson Education, ISBN, 81-7758-449-9.
4. Raghu Palat, (2010), *How to risk-proof your business against exchange rate fluctuations*,
5. Verma Anuj, (2011), *International Financial Management*, Kogent Learning Solution Inc., New Delhi.
6. Maurice D. Levi, *International Finance*, McGraw Hill

Suggested Readings

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- <http://www.iem.com>
- <http://nibmindia.org>
- <http://export.gov/tradefinanceguide>

Lecture Plan

Course Code: AFA 432

Course Name: Foreign Exchange Risk Management

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1, 2 and 3	Financial System Financial Markets and Institutions International Financial system	Book – 1 Book – 2	Chapter – 3 Chapter – 1
Lecture –4 & 5	International trade Balance of Payment	Book – 1 Book –2	Chapter – 6 Chapter – 3
Lecture – 6 & 7	International Monetary System International Economic Relations Among Countries	Book – 1 Book – 2	Chapter – 7 Chapter – 4,5,6
Lecture – 8&9	Organization of the foreign exchange (forex) market	Book – 1 Book –2	Chapter – 12,13 Chapter – 8,9
Lecture –	Participants and size of the foreign exchange market	Book – 1 Book – 2	Chapter – 14 Chapter – 5,6
Lecture – 9 & 10	The Impact of Exchange Rates on the Firm	Book – 1 Book – 2	Chapter - 14 Chapter – 10
Lecture – 11 & 12	Corporate Exposures to Exchange Rates	Book – 1 Book – 2	Chapter – 15 Chapter – 11
Lecture – 13 to 16	Currency forward market	Book – 1 Book –2	Chapter – 18 Chapter – 12
Lecture – 17 to 20	Currency futures	Book – 1 Book – 2	Chapter – 18 Chapter – 15
Lecture – 21, 22 & 23	Identification and Measurement Managing Exposure to Exchange Rates	Book – 1 Book – 2	Chapter – 20 Chapter – 19
Lecture – 24,to 30	Forecasting Foreign Exchange Risk	Book – 3	Chapter-

Corporate Governance & Social Responsibility

Course Code: CSR 403

Course Name: Corporate Governance & Social Responsibility

Faculty Name: Dr. Mohinder Singh, Department of Accounting and Finance

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 5 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: to inform and stimulate discussion on issues of ethics and social responsibility encountered in the business setting. The material covered is intended to allow students to recognise and manage ethical and social responsibility issues as they arise and to help them formulate their own standards of integrity and professionalism.

The course is designed:

- To enable the students to understand the concept, issues and challenges of Corporate Governance in India as well as in MNCs.
- To increase the awareness on the ethical dimension of business, professional standards and the responsibilities of a business student in future.
- To develop analytical skills for identifying and resolving corporate governance and social responsibility issues in business

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: 5%
 - Presentations: 10%
 - Assignment: 10%

Course Contents

Unit	Topic	Duration
I	Ethics and Business	(4 Hours)
	<ul style="list-style-type: none"> • Nature of business, importance of ethics in business • Morality of profits, theories of Ethic • Ethics in compliance, finance, HR, Marketing and Production • Ethical practices in Business: Program, code of conduct, Credo, Ethics Training And Communication, Ethics Committee, Integrity Pact, Whistle Blower Policy and Vigil Mechanism, Social and Ethical Accounting, Ethics Audit, Ethical Dilemma 	
II	Conceptual Framework of Corporate Governance	(5 Hours)
	<ul style="list-style-type: none"> • Introduction, Need and Scope • Elements of Good Corporate Governance • Evolution of Corporate Governance • Developments in India • Legislative Framework of Corporate Governance in India 	
III	Board Effectiveness-Issues and Challenges	(4 Hours)
	<ul style="list-style-type: none"> • Role of Directors, type of Board of Directors, Board Composition • Responsibilities of Board • Board committee 	
IV	Corporate Governance and Stakeholders	(4 Hours)
	<ul style="list-style-type: none"> • Rights of Shareholders, Protection of Rights of Minority Shareholders • Investor Protection in India and Shareholder Activism • Definition and Evolution of Stakeholders Theory & Types of Stakeholders 	
V	Corporate Social Responsibility	(3
	<ul style="list-style-type: none"> • Meaning, Definitions, Need, Factors, Triple Bottom Line Approach • Principles of CSR, CSR in India, CSR under the Companies Act, 2013 • CSR Audit • Performance evaluation and Reporting in CSR 	Hours)

Books recommended

7. Business Ethics- Concepts and Cases – Manuel G. Velasquez
8. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education
9. Corporate Governance – IICA, Taxmann
10. Mandal, S.K. (2012): Ethics in Business and Corporate Governance, Tata McGraw---Hill Education, Private Limited
11. Benn, S. and Bolton, D.(2011): Corporate Social Responsibility, SAGE Publications, Inc
12. The Art of Corporate Governance – Dr. Joffy George
13. Journals- (a) ICSI – Chartered Secretary (b) ICSI – Student Company Secretary – E-bulletin

14. Companies Act 2013 and Rules
15. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Suggested Readings

A. Online Journals

- ProQuest: Journal of Business Ethics, Dordrecht.
- ProQuest: Corporate Governance, Bradford
- ProQuest: Corporate Social responsibility and environment Management; Chichester

B. Articles

- Alder, G. S. & Gilbert, J. (2006). Achieving ethics and fairness in hiring: going beyond the law. *Journal of Business Ethics* 68: 449---464.
- Cazurra, A. (2006). Who cares about corruptions? *Journal of international Business Studies*, 37: 807---822

Lectures No	Topics	Prescribed Text Book	Chapter No.
21.	Business ethics & its importance, Morality of Profits	1, 2 & 5	2
22.	Theories of Ethics	3,5, 8 & 9	2-3
23.	Ethical practices in Business: Program, code of conduct, Credo, Ethics Training And Communication, Ethics Committee, Integrity Pact,	4,7,8 & 9	3-4
24.	Whistle Blower Policy & Vigil Mechanism, Social and Ethical Accounting, Ethics Audit, Ethical Dilemma	1,5,7 & 8	3-5 & 11
25.	Corporate Governance- Meaning, Need & its Scope	2,4 & 5	7
26.	Elements of Good Corporate Governance	1,2 & 4	7
27.	Evolution of Corporate Governance	1,3 & 6	10
28.	Development of Corporate Governance in India	3,6 & 7	6
29.	Legislative Framework of Corporate Governance in India	4, 6 & 9	5
30.	Board of Directors- Introduction & Types of BODs	2,5 & 6	8
31.	Board Composition	4, 7 & 9	8-9
32.	Board Committee	1, 2 & 3	9
33.	Responsibilities of Board in Corporate Governance	6, 7 & 8	11
34.	Rights of Shareholders & Protection of Rights of Minority Shareholders	2, 5 & 6	12
35.	Investor Protection in India & Shareholder Activism	3,4 & 5	12-13
36.	Stakeholders-Introduction & Types of Shareholders	7, 8 & 9	13
37.	Evolution of Stakeholders' theory	8 & 9	14
38.	Corporate Social Responsibility-Meaning, Needs & Factors	5, 7 & 8	15
39.	Principles of CSR, CSR in India (under Companies Act, 2013)	4, 8 & 9	15, 16
40.	CSR Audit , Performance Evaluation & CSR Reporting	2, 3,7 & 8	9



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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.

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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
 - 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

1. 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



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Leadership Development

Course Code: CSR 408

Course Name: Leadership Development

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:

1. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.

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
 - Attendance- 10
 - Class Participation- 5
 - Quiz-5
 - Presentation: 5

Course Contents:

UNIT I: INTRODUCTION TO LEADERSHIP

(4 Hours)

- Introduction to Leadership
- Leadership Myths
- The Interactional Framework for Leadership
- Leadership Styles and Followership Styles
- Multiple Intelligences of a Leader

UNIT II: LEADERSHIP APPROACHES**(4 Hours)**

- Trait Approach
- Behavioral Approach
- Contingency Approach
- Contemporary Approach

UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER**(4 Hours)**

- A-O-R Model of Leader Development
- Learning from Experience
- Building Technical Competence
- Building Effective Relationship with Superiors and Peers
- Development Planning
- Building Credibility and Influencing Others

UNIT IV: SKILLS FOR DEVELOPING OTHERS**(4 Hours)**

- Setting Goals
- Providing Constructive Feedback
- Building High Performance Teams
- Delegating and Coaching

UNIT V: SKILLS TO DEAL WITH SITUATIONS**(4 Hours)**

- Leadership and Change
- Skills for Optimizing Leadership as Situations Change
- Managing Conflict and Negotiation
- Leadership Ethics and Values

Prescribed Text Books:

1. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience. 7e, Indian Edition. McGraw Hill, New Delhi.

Suggested Additional Readings:

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360⁰ Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.

8. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.



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Entrepreneurship Development

Course Code: EDM 413

Course Name: Entrepreneurship Development

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

- 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 and Entrepreneurship
- 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: Components and Preparation

UNIT – IV: Entrepreneurship Management (6 Hours)

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

UNIT – V: Support Institutions and Policies (6 Hours)

- Entrepreneurial Policies in India
- Support Institutions
- 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., Jeffrey, 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



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Diversity & Cross Cultural Management

Course Code: HRM 411

Course Name: Diversity & Cross Cultural 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:

- Understand the importance of cross-cultural management in work and employment
- Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

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
- Presentation: 5
- Class Participation: 5
- Quiz: 5

Course Contents

UNIT I Introduction to Diversity and Cross-Cultural Management 4 Hours

- Meaning of Culture and Cross-cultural Management of Culture
- Determinants/ dimensions of Culture
- Edward Hall Model of Culture, Florence Kluckhohn and Fred Strodbeck Model
- Geert Hofstede Model, Trompenaars Dimensions of Culture

UNIT II Communicating across Cultures 4 Hours

- Introduction to Intercultural Communication, Barriers to Intercultural Communication
- Non-verbal Communication and Culture
- Enhancing Intercultural Communication
- Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)

Unit III Negotiating across Cultures 4 hours

- Principles and Types of Negotiation
- Intercultural Communication and the Negotiation Process
- Negotiation Framework and Cultural Variables
- Five Dimensions of Organizational Culture Influencing Negotiations, Negotiating Styles in Different Countries

UNIT IV Managing Global Teams 4 Hours

- Meaning and Purpose of Global Business Teams, Difference between Traditional Teams and Global Teams, Different Compositions of Global Teams, Challenges created by Cultural Differences
- Process of Group Development and Cultural Determinants, The Fit between Teamwork and National Culture
- Team Strategies and the Influence of Culture: Task Strategies and Process Strategies
- Challenges faced by Global Teams

Unit V International Assignments and Expatriate Management 4 Hours

- Meaning of Expatriates, Reasons for using Expatriates
- Challenges faced by Expatriates-Reasons for Declining an International Assignment
- Expatriate Failure: Reasons of and Consequences for Expatriate Failure
- Factors Influencing the Success of a Foreign Assignment
- Repatriation Issues, Improving the Repatriation Process

Text Book

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.

2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd.

Suggested Reading

3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI
4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications.
5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
9. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell
10. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
11. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
12. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
13. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.



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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:

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Continuous Internal Assessment: 25
 - Attendance: 10
 - Class Participation: 5
 - Presentation: 5
 - Quiz: 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

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

Suggested Reading

1. Armstrong, Michael, and Murlis, Helen, "Reward Management: A Handbook of Remuneration Strategy and Practice", 5th Edition, 2005, Hay Group, London.
2. Deb, Tapomoy, "Compensation Management", 2009, Excel Books, New Delhi.
3. Henderson, Richard I., "Compensation Management in a Knowledge-Based World", 2006, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
4. Goel, Dewakar, "Performance Appraisal and Compensation Management: A Modern Approach", 2008, PHI Learning Private Limited, New Delhi.
5. Milkovich, George T, and Jerry M. Newman, "Compensation", 2005, McGraw Hill/Irwin, New York.

6. Belchor, David W, "Compensation Administration", 1973, Prentice Hall, Englewood Cliffs NT.
7. Memoria, C.B., "Personnel Management", 2012, Himalaya Publishing House,
8. New Delhi.



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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 / 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.

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; Grievance Handling - Characteristics and Causes of Grievance, Model Grievance Procedure

Prescribed Text Books:

9. Dessler, G., 2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi
10. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi
11. 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.



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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 / 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

- 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 Introduction to Business Communication

4 Hours

- Business Communication and its importance, Communication Network in an Organization
- Process of Communication, Communication Barriers
- Communication Theories and their Application

- Strategies for Improving Communication

UNIT II Effective Listening and Reading Skills 4 Hours

- Meaning of Listening, Process of Listening
- Types of Listening
- Barriers to Effective Listening
- Reading Skills

Unit III Non-verbal Communication Skills 4 Hours

- Introduction to Non-verbal Communication
- Significance of Non-verbal Communication in Organizations
- Types of Non-verbal Communication
- Kinesics, Oculistics, Haptics, Proxemics, Appearance, and artifacts, Paralinguistic/vocalic, Chronemics

Unit IV Verbal Communication Skills for Business 4 Hours

- General Preparation for an Interview
- Group Discussions
- Skills for Business Presentations
- Public Speaking Skills

Unit V Written Communication Skills for Business 4 Hours

- Resume Writing
- Business Writing Skills
- Writing Effective E-mails
- Report Writing

Text Book

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

Suggested Reading

1. Sengupta, Sailesh. (2011) Business and Managerial Communication. PHI Learning Pvt. Ltd.
2. Koneru, Aruna. (2008) Professional Communication. Mcgraw Hill Education. 1st Edition.
3. Davis Kenneth W. (2008) Business Writing and Communication. The Mcgraw Hill Education. 1st Edition.
4. Bover, Courtland L. John V. Thill. Abha Chatterjee. Business Communication Today. Pearson India. Tenth Edition.
5. Guffey, Mary Ellen. Richard Almonte. (2013). Essentials of Business Communication, Nelson, Sixth Canadian.
6. Raina, Roshan Lal. Iftikhar Alam. Faizia Siddiqui. (2010). Communication for Management. Word Press, New Delhi



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Leadership Development

Course Code: CSR 408

Course Name: Leadership Development

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:

1. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.

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
 - Attendance- 10
 - Class Participation- 5
 - Quiz-5
 - Presentation: 5

Course Contents:

UNIT I: INTRODUCTION TO LEADERSHIP

(4 Hours)

- Introduction to Leadership, Leadership Myths
- The Interactional Framework for Leadership
- Leadership Styles and Followership Styles

- Multiple Intelligences of a Leader

UNIT II: LEADERSHIP APPROACHES

(4 Hours)

- Trait Approach
- Behavioral Approach
- Contingency Approach
- Contemporary Approach

UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER

(5 Hours)

- A-O-R Model of Leader Development
- Building Technical Competence
- Building Effective Relationship with Superiors and Peers
- Development Planning
- Building Credibility and Influencing Others

UNIT IV: SKILLS FOR DEVELOPING OTHERS

(4 Hours)

- Setting Goals
- Providing Constructive Feedback
- Building High Performance Teams
- Delegating and Coaching

UNIT V: SKILLS TO DEAL WITH SITUATIONS

(3 Hours)

- Leadership and Change
- Skills for Optimizing Leadership as Situations Change
- Managing Conflict and Negotiation

Prescribed Text Books:

1. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience. 7e, Indian Edition. McGraw Hill, New Delhi.

Suggested Additional Readings:

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360⁰ Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.

8. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.

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:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Presentation - 10%
 - Assignment/Project work/Field Work: 10%
 - Quiz/Role Play-5%

Course Contents:

UNIT I: Introduction to Industrial Psychology (4 Hours)

- Industrial Psychology- History and Development of the Field of Industrial Psychology
- Characteristics and Objectives of Industrial Psychology; Is Industrial Psychology a Science?
- Methods of Industrial Psychology; Major fields of Industrial Psychology
- Industrial Psychological Tests-Validity, Reliability, Objectivity and Standardisation; Steps in Psychological Test Development

UNIT II: Personnel Selection Tests and Techniques (4 Hours)

- General Intelligence Tests, Tests of Achievement, Aptitude Tests, Tests of Personality and Interest
- Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests
- The Selection Interviews

- Assessment Centres

UNIT III: Individual Psychology at Workplace (4 Hours)

- Emotional and Spiritual Intelligence for Employee Performance
- Learning and Reinforcement in Organizations
- Employee Aggression and Personnel Counselling
- Occupational Health Psychology, Stressors in the Work Environment, Effects of Stress, Responding to Stress, Stress Management Programs

UNIT IV: Social Psychology at Workplace (4 Hours)

- Transactional Analysis- A Model for Effective Communication
- Johari Window Model for Relationship Management
- Power and Political Behaviour in Organizations
- Workplace Sensitivity Training for Employees

UNIT V: Organizational Psychology (4 Hours)

- Industrial Accidents and their Prevention
- Industrial Fatigue and its Effects on Human Performance
- Boredom and/or Monotony- Effects and Countering the Effects
- Human Performance: Time and Motion Study, Engineering Psychology and Ergonomics

Prescribed Text Books:

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- 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
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. 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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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. Tata McGraw 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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2017

PERSONAL FINANCE

Course Code: AFA 404

Course Name: Personal Finance

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 the students with the concept of Personal finance, its overall management, the various constituents of managing funds , Investments and Planning through Insurance and other products available in market.

Course Contents:

<u>UNIT - I:</u>	Personal finance Basics and Time Value of Money	(3 Hours)
	<ul style="list-style-type: none">• Overview of financial planning process• Components of a financial plan• Tools of financial planning• Opportunity cost and time	
<u>UNIT - II:</u>	Risk Management and Insurance Products	(5 Hours)
	<ul style="list-style-type: none">• Risk management by Insurance• General insurance• Commercial insurance• Life insurance	
<u>UNIT – III:</u>	Fundamental Investment concepts	(4 Hours)
	<ul style="list-style-type: none">• Risk reward trade off• Rational choices, Investment styles• Speculation, Gambling, Trading• Hedging, Diversification• Arbitrage, leveraging	
<u>UNIT - IV:</u>	Investment Products	(4 Hours)
	<ul style="list-style-type: none">• Equity shares, preference shares, debentures, Fixed deposits• Saving Bonds• Managed funds• Mutual Funds• Derivatives- Forwad, Futures, options Swaps	
<u>UNIT - V</u>	Loans and Collaterals	(4 Hours)
	<ul style="list-style-type: none">• Home loans, Personal loans, Consumer loans, Car loans• Types of collaterals and their characteristics	

Prescribed Text Books:

1. Indian Institute of Banking and Finance. Introduction to financial planning. Taxmann's publishing House, New Delhi.
2. Kapoor et al. Personal Finance. Eighth Edition. McGraw Hill Education (India) Pvt Ltd.
3. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann's publishing House, New Delhi.

Suggested Additional Readings:

1. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi.
2. Khan and Jain, Financial Management: Text and Problems. Third Edition Tata McGraw-Hill Publishing House, New Delhi.
3. Chandra. Prasanna, (2009). Financial Management: Theory and Practice. Sixth Edition. Tata McGraw- Hill Publishing House, New Delhi.
4. Pandey. I M, (2009). Essential of Financial Management. Third Edition. Vikas Publishing House, New Delhi.

Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	Overview of financial planning process	Books1
Lecture2	Components of a financial plan	Books1
Lecture3	Tools of financial planning	Books1
Lecture4	Opportunity cost and time	Books1
Lecture5	Risk management by Insurance	Books1
Lecture6	General insurance	Book2&3
Lecture7	Commercial insurance	Book3
Lecture8	Life insurance	Book3
Lecture9	Risk reward trade off	Book2&3
Lecture10	Rational choices, Investment styles	Book4
Lecture11	Speculation, Gambling, Trading	Book4
Lecture12	Hedging, Diversification	Book 3&4
Lecture13	Arbitrage, leveraging	Book 3 &4
Lecture14	Equity shares, preference shares, debentures, Fixed deposits	Book 3&4
Lecture15	Saving Bonds	Book 3&4
Lecture16	Managed funds, Mutual Funds	Book 3&4
Lecture17	Derivatives- Forward, Futures, options Swaps	Book4
Lecture18	Home loans, Personal loans	Book4
Lecture19	Consumer loans, Car loans	Book4
Lecture20	Types of collaterals, their characteristics	Book4



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2017

Management of Financial Institutions

Course Code: AFA 411

Course Name: Management of Financial Institutions

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 historic overview as well as recent trends in merger waves.
- Enable students to understand a framework for examining the rationale for different types of mergers and acquisitions driven by different corporate strategies.
- Enable the students to know about strategies as well as valuation techniques followed by corporate houses in Mergers and Acquisitions.

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%
- i. Group Activity :10%
 - ii. Individual Presentation : 10%
 - iii. Quiz: 5%

Course Contents:

UNIT – I: Introduction to Financial System (4 Hours)

- The Indian Financial System
- Components of formal financial system
- Functions of a financial system
- Financial Markets : The Money market, Capital Market

UNIT - II: Instruments of Money market and Capital Market (3 Hours)

- Treasury Bills
- Call / Notice money
- Commercial papers
- Certificate of Deposits
- Commercial bills

UNIT - III: Regulatory and Promotional Institutions (5 Hours)

- The Reserve Bank of India
- Roles of RBI
- Techniques of monetary Control (CRR, SLR, Bank rate, OMO, SCC)
- The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions

UNIT - IV: Development and other Financial Institutions (3 Hours)

- Developments Financial Institutions – Development Banks, SIDBI, IDFC,
- EXIM BANK, NABARD

UNIT - V: Banking Institutions and Emerging concepts in banking (5 Hours)

- Banking Institutions, Functions of a Bank, Scheduled Commercial Banks
- Cooperative Banking
- Financial Inclusion
- Retail Banking,
- Micro finance,
- Bancassurance,
- Merchant banking

Prescribed Text Books:

1. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
2. Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian

Supplementary Reading

1. Khan M Y (2010). Indian Financial System. Tata McGraw Hill, New Delhi.
2. Gordon, Natarajan (2010). Financial Markets and Services. Himalaya Publishing House, New Delhi.
3. Kohn Meir (1999).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.
4. Gomez, Clifford (2010).Financial Markets, Institutions and Financial Services. Eastern Economy Edition. PHI Learning, New Delhi.
5. Mithani D.M. (2012).Money, Banking, International Trade and Public Finance. 16th Edition. Himalaya Publishing House, New Delhi.
6. Sundharam , Dutt. (2011). Indian Economy. 62nd Edition. S.Chand. New Delhi.
7. Burton,Brown. (2009). The Financial System and The Economy, Principles of Money and Banking. Eastern Economy Edition (5th). PHI Learning, New Delhi.
8. Bhole L M, Mahakhud Jitendra (2012).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	The Indian Financial System	Books1
Lecture2	Components of formal financial system	Books1
Lecture3	Functions of a financial system	Books1
Lecture4	Financial Markets : The Money market, Capital Market	Books1
Lecture5	Treasury Bills	Books1
Lecture6	Call / Notice money	Book2&3
Lecture7	Commercial papers	Book3
Lecture8	Certificate of Deposits	Book3
Lecture9	Commercial bills	Book2&3
Lecture10	The Reserve Bank of India	Book4
Lecture11	Roles of RBI	Book4
Lecture12	Techniques of monetary Control (CRR, SLR, Bank rate, OMO, SCC)	Book 3&4
Lecture13	The Securities and Exchange Board of India – Genesis, Organization, Objectives and Functions	Book 3 &4
Lecture14	Developments Financial Institutions	Book 3&4
Lecture15	Development Banks, SIDBI, IDFC	Book 3&4
Lecture16	EXIM BANK, NABARD	Book 3&4
Lecture17	Banking Institutions, Functions of a Bank, Scheduled Commercial Banks	Book4
Lecture18	Cooperative Banking	Book4
Lecture19	Financial Inclusion	Book4
Lecture20	Retail Banking,	Book4
Lecture21	Micro finance	Book4
Lecture22	Bancassurance, Merchant banking	Book4



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2017

International Business Environment

Course Code: MIB 411

Course Name: International Business Environment

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 global trade environment and the factors influencing international trade. It also emphasizes on the role of GATT, WTO and other International organizations influencing international trade majorly.

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%

Course Contents

UNIT I Overview of International Business

(5 Hours)

- Factors effecting environment- Micro and Macro
- The Growing relevance of globalization, International/Global Marketing, Why go International?

- International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization
- Internationalization Business Decisions
- Types of International Business
- Case Study(Mc Donald's Sells Hamburgers in India)

UNIT II International Business Environment and Trading Strategies (6 Hours)

- Determinants of Entry Mode, the trade mode,
- Economic Environment, Economic Structures, The Balance of payments, Socio/Cultural Environment, Religion, Language, Culture and OB, Demographic, Political, Regulatory, Natural, Technological Environment
- Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non Tariff barriers Forms of Integration
- Case study

UNIT III International Trading Environment (4 Hours)

- Dropping Barriers to World Trade: GATT to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, SAARC, SAPTA, Indo – Lanka Free Trade Agreement,
- FTA's
- WTO, TRIMS, TRIPS, Anti Dumping Measures
- Evaluation of Uruguay Round and WTO,

UNIT IV International Institutions (4 Hours)

- IMF and World Bank
- UNESCO
- United Nations
- UNCTAD

UNIT V International orientations of India and Recent trends (2Hours)

- Look East Policy of India (Assignment)
- Ethical Dimensions of International trade(Assignment)

Case Study:

1. South East Asian Economic Crises
2. Whose Basmati it is?
3. Mc Donald's Sells Hamburgers in India
4. Resolution of Trade Conflicts under the WTO'S Dispute Settlement Understanding

Text Books:

1. Cherunilam Francis (2010). International Business. Prentice Hall of India Private Limited. New Delhi.
2. Cullen. (2010). International Business. Routledge.
3. Paul Justin (2010). Business Environment-Text and Cases. Tata McGraw Hill, New Delhi.
4. Bennett Roger (2011). International Business. Pearson Education, New Delhi.

Additional Readings:

1. Levi Maurice D. (2009). International Finance. Routledge.
2. Conklin David W. (2011). The Global Environment of Business. Sage Publications.
3. Mithani D M. (2009). Economics of Global Trade and Finance. Himalaya Publishing House New Delhi.
4. Cherunilam Francis (2011). International Business Environment. Himalaya Publishing House, New Delhi.
5. Saleem Shaikh (2010). Business Environment. Pearson Education, New Delhi.
6. Sundharam K.P.M. and Datt Ruddar (2010). Indian Economy, S. Chand & Sons, New Delhi.
7. Sharan Vytakesh (2003). International Business: Concept, Environment and Strategy. Pearson Education, New Delhi

Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	Factors effecting environment- Micro and Macro	Book 1
Lecture2	The Growing relevance of globalization, International/Global Marketing, Why go International?	Book 1
Lecture3	International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization	Book 1
Lecture4	Internationalization Business Decisions	Book 1
Lecture5	Types of International Business	Book 1
Lecture6	Case Study(Mc Donald's Sells Hamburgers in India)	Book 1
Lecture7	Determinants of Entry Mode, the trade mode	Book 1
Lecture8	Economic Environment, Economic Structures	Book 1
Lecture9	The Balance of payments, Socio/Cultural Environment,	Book 2
Lecture10	Religion, Language, Culture and OB, Demographic, Political	Book 2
Lecture11	Regulatory, Natural, Technological Environment	Book 2
Lecture12	Trade strategies, Free Trade	Book 3
Lecture13	Methods of Protection, Dumping, Tariffs	Book 3
Lecture14	Quantitative Restrictions	Book 3
Lecture15	other non Tariff barriers Forms of Integration	Book 1
Lecture16	Case study	Book 1
Lecture17	Dropping Barriers to World Trade: GATT to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, SAARC, SAPTA, Indo – Lanka Free Trade Agreement, FTA's	Book 1
Lecture18	WTO, TRIMS, TRIPS, Anti Dumping Measures	Book 1
Lecture19	Evaluation of Uruguay Round and WTO,	Book 1
Lecture 20	IMF and World Bank	Book 1
Lecture 21	UNESCO, United Nations, UNCTAD	Book 1
Lecture 22	Look East Policy of India (Assignment)	Book 1
Lecture 23	Ethical Dimensions of International trade(Assignment)	Book 1



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2017

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.

Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	Introduction to Financial Management, Meaning of Financial Management	Book1
Lecture2	Scope of Financial Management	Book1
Lecture3	Objectives of Financial Management, Financial Goal	Book1
Lecture4	Profit Versus Wealth Maximization, Finance Functions,	Book1

	Financial Decisions	
Lecture5	Interrelationship between Financial Management	Book1
Lecture6	ther functional areas of business, Functions /Role of Finance Manager in the Changing Scenario	Book1
Lecture7	Risk-Return Trade-off	Book1
Lecture8	Concept of Time Value of Money	Book1
Lecture9	Technique of Time Value of Money	Book1
Lecture10	Compounding Technique	Book1
Lecture11	Doubling Period	Book1&2
Lecture12	Effective Rate of Interest	Book1&2
Lecture13	Future Value of Series of Payments	Book1&2
Lecture14	Future Value of an Annuity	Book1&2
Lecture15	Compound Value of an Annuity Due	Book1&2
Lecture16	Discounting or Present Value Technique	Book1&2
Lecture17	Present Value of a Series of Payments	Book1&2
Lecture18	Present Value of an Annuity	Book2&3
Lecture19	Elementary valuation of Bonds and Stocks	Book2&3
Lecture20	Meaning of Capital Budgeting	Book2&3
Lecture21	Importance of Capital Budgeting	Book2&3
Lecture22	Methods of capital budgeting	Book2&3
Lecture23	Investment Evaluation Criteria	Book2&3
Lecture24	Traditional Techniques, Pay Back Period	Book2&3
Lecture25	ARR, Modern Techniques	Book2&3
Lecture26	NPV, IRR and PI, Compare and Contrast NPV with IRR	Book2&3
Lecture 27	Sources of Finance, Classification of Sources of Finance	Book2&3
Lecture28	Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital, Classification of Cost	Book2&3
Lecture29	Computation of Cost of Capital, cost of debt	Book2&3
Lecture 30	cost of equity, cost of preference shares, cost of retained earnings	Book2&3
Lecture31	Weighted Average Cost of Capital	Book2&3
Lecture32	Marginal Cost of Capital	Book2&3
Lecture33	Leverages, Types of Leverages	Book2&3
Lecture34	Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage	Book2&3
Lecture35	Introduction to Capital Structure, Capitalization	Book2&3
Lecture36	Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure	Book2&3
Lecture37	Optimal Capital Structure ,Theories of Capital Structure	Book2&3
Lecture38	Net Income Approach, Net Operating Income Approach	Book3
Lecture39	The Traditional Approach, Pecking order theory, Modigliani-Mi Approach	Book3
Lecture40	Dividend Policy	Book3
Lecture41	Types of Dividend Policy	Book3
Lecture42	Factors Influencing Dividend Policy Dividend Policy and Firm Value	Book3
Lecture 43	Dividend Theories, Walter's Model, Gordon's Model	Book3



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2017

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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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:

7. Mid Term Examination: 25%

8. End Term Examination: 50%

9. 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:

4. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann's publishing House, New Delhi.
5. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi.
6. 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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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:

10. Mid Term Examination: 25%
11. End Term Examination: 50%
12. 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., Chandrashekara B., Kanakattee Chandrakant, (2010).Legal Aspects of Business Text and Cases.1st Edition. Himalya 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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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



CENTRAL UNIVERSITY OF HIMACHAL PRADESH
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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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2017

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%
 1. Class participation : 5%
 2. Presentations/viva : 10%
 3. 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: 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:

- 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.
3. Kumar Arun & Meenakshi N (2011), Marketing Management, 2nd Edition, Vikas Publishing House Pvt. Ltd., New 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. Saxena Rajan (2009), Marketing Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
3. Bose Biplab S. (2010), Marketing Management, 3rd Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Sherlekar S.A. (2010), Marketing Management, 14th Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
5. Prof. Anand Vijay Prakash (2012), Marketing Management: An Indian Perspective, 1st Edition, Biztantra Publications, Delhi.
6. Govindarajan M. (2009), Marketing Management: Concepts; Cases; Challenges and Trends, 2nd Edition, Prentice Hall of India.
7. 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: 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:

- 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 Kharminder (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.

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: 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:

- 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	Chapter 4 Chapter 3

		Book 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

Entrepreneurship Development

Course Code: EDM 413

Course Name: Entrepreneurship Development

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

- 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

Entrepreneurship Development

Course Code: EDM 413

Course Name: Entrepreneurship Development

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2018

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

- 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

(7 Hours)

- Concept of Entrepreneur and Entrepreneurship
- Entrepreneur Versus Manager
- Why Entrepreneurship?
- Theories of Entrepreneurship
- Classification of Entrepreneurs/Entrepreneurship

UNIT – II: Entrepreneurial Development (6 Hours)

- Factors Influencing Entrepreneurial Development & Models of Entrepreneurship
- Entrepreneurship Development Programme
- Entrepreneurial Competencies
- Entrepreneurship: Emerging Areas

UNIT – III: Entrepreneurial Support (6 Hours)

- Entrepreneurial Policies in India
- Institutional Support to Entrepreneurs
- Clustering

UNIT – IV: Creating and Starting the Venture (6 Hours)

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

UNIT – V: Entrepreneurship Management (5 Hours)

- Selection of types of ownership
- Strategies for Growth
- Entrepreneurial Sickness
- Case Study

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

Personal Selling and Salesmanship

Course Code: MSC 412

Course Name: Personal Selling and Salesmanship

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2018

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. Havaldar 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		

Customer Relationship Management

Course Code: MSC 508

Course Name: Customer Relationship Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2018

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 2018

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. Havaladar 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 Book 2	Chapter 3 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
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Research Advances in Supply Chain and Retail Management

Course Code : MSC 604

Course Name : Research Advances in Supply Chain and Retail Management

Course Instructors : **Dr. Chaman Lal and Dr. Sarvesh Kumar**

Year of Introduction/Revision of Course Contents 2018

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:

- Acquaint students with the advance issues in Supply Chain and Retail Management.
- Enable students to apply the concepts in marketing research.
- Acquire the skills for marketing data analysis.

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. Assignments/Presentations= 10%
 - c. Case studies = 10%

Course Contents:

UNIT - I: Logistics, Supply Chain Management and retailing (6 Hours)

- Introduction to SCM, Understanding Supply Chain
- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM , Retail Logistics, New Directions in Logistics
- The anatomy of retail buying, Logistics Integration of SCM and retailing

UNIT - II: Strategic Approach in SCM decision (8 Hours)

- Theoretical Debates on Strategic supply Management
- Theory of Complexity: Guideline for Strategic Management and Supply Management
- Time Compression in Supply Chain, Postponement strategy, SCOR
- Formulating Logistics Strategy, Logistics as competitive strategy: Logistics Strategy Vs Strategic Logistics; Green Logistics
- Role of IT in Logistics, 3PL, 4PL
- Retail and Supply Chain Integration Strategies; Hub & Spoke model, Warehouse
- "IT Integration with Retail SCM: DBMS, MIS, CRM, ERP", RFID
- The emergence of supply chain management as a critical success factor for retail organisation

UNIT - III: Retail Management Strategies and Role of CRM (8 Hours)

- Retail Scenario: Global Vs Indian; Liberalization and its impact on Retail Industries
- Determinants of Retail Store Choice, Retail Location and Merchandise Management Strategies
- Retail Communication Mix, Retail Atmospherics, Store Layout, Design & Visual Merchandising
- CVM, technology in retailing, e-tailing and rural retailing
- Managing retail dynamics through relationship marketing
- Components of CRM and managerial issues

UNIT - IV: Understanding Rural Market and Management Approaches (8 Hours)

- Untapped and unexplored nature of rural market, Rural Marketing myths, Approaches and 4As of Rural Marketing
- Rural segments and models of effective segmentation
- Rural shopping habits, product, price, distribution and communication strategies

- Application of rural marketing concepts, small town marketing and future of rural marketing

UNIT - V: SCOPE OF RETAILING AND SCM RESERCH IN CONTEMPRORY INDIAN CONTEXT

(6 Hours)

- Sustainable Supply Chain Management: A Literature Review and Future Research Directions.
- The scope of e-commerce in retail strategy
- Food and Life Science Supply Chain and retailing:
 - Food Grain Supply Chain: FCI and Food Security as case study for Food Supply Chain,
 - Cold Chain Networking:, Milk transportation, Vegetable supply chain (Case study: Changing role of middleman), Modern necessity for Biotechnology and Life Science related industry.
- Future research exploration in the field of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Supply Chain Management reconfiguring organized retailing

UNIT – VI: Application of Marketing Research and Retail Supply Chain Analytics (4 Hours)

- Application of IT in Retail and Supply Chain Research
- Introduction to Supply Chain Analytics
- Introduction to Data mining for Retail and Supply Chain Research

Prescribed Text Books:

1. Biswas, Supriya (2011). **Relationship Marketing: Concepts, Theories and Cases**, PHI Learning, Delhi.
2. Bruce, Margret, Christopher Moore and Crete Birtwistle; eds (2006). **International Retail Marketing: A Case Study Approach**, Butterworth-Heinemann: An imprint of Elsevier (Elsevier Ltd, Indian reprint edition), New Delhi.
3. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
4. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e**, Pearson: New Delhi.
5. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
6. Harland, Christine, Guido Nasimbeni and Eugene Schneller; eds(2013). **The SAGE Handbook on Strategic Supply Management**, Sage Publication Ltd: London.
7. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston

8. Havaldar Krishna and Cavale Vasant (2011). **Sales and Distribution Management**, Tata McGraw Hill Education.
9. Kashyap, Pradeep (2012). **Rural Marketing, 2/e**, Pearson Education, India.
10. Levy M., Weitz B.A and Pandit A. (2008). **Retailing Management, 6/e**, Tata McGraw Hill, New Delhi.
11. Rai, Alok Kumar (2013). **Customer Relationship Management: Concepts and Cases, 2/e**, PHI Learning Pvt. Ltd., Delhi.
12. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.

Suggested Additional Readings:

1. Baron, Conway and Warnaby (2010). **Relationship Marketing: A consumer Experience Approach**, SAGE Publications Ltd.
2. Buttle Francis (2009). **Customer Relationship Management: Concepts and Technologies, 2/e**, Elsevier and Taylor & Francis Group.
3. 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
4. Berman B., Evans J. R. and Mathur, Mini (2011). **Retail Management, 11/e**, Pearson Education, New Delhi.
5. 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.
6. Gosney John W and Thomas P Boehm (). **Customer Relationship Management Essentials**, Prentice Hall, New Delhi.
7. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
8. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
9. Kotler, Keller, Koshy and Jha (2009). **Marketing Management: A South Asian Perspective, 13/e**, Pearson Education, India.
10. 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.
11. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011). **Rural Marketing: Text and Cases, 2/e**, Pearson Education, India.
12. Lawson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
13. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
14. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
15. Seth Jagdish N et. al,(,). **Customer Relationship Management**, Tata McGraw Hill Publishing Co., New Delhi.
16. 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.

17. Tadajewski, Mark and D. G. Brian Jones; ed. (2016). *Historical Research in marketing Management*; Routledge and Westburn Publishers Ltd., New York.

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	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

- 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)
	<ul style="list-style-type: none">• 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
2. Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6th Edition, Pearson Education, New Delhi

Suggested Additional Readings:

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

7. 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

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	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

- 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:

1. 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

Research Issues in Cross cultural Management

Course Code: HRM 601

Course Name: Research Issues in Cross cultural Management

Course Designed By: Dr. Rita

Year of Introduction/Revision of Course Contents 2018

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 Objective:

- Increased understanding and insights to culture and cultural frameworks that will improve cross cultural competencies.
- Understanding about research issues in cross cultural and diversity in the workplace.
- Capitalizing on the creativity and richness that cross cultural management research offers.

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 (8 Hours)

- Cross Cultural Management: The concept of Culture, Comparison of Cross Cultural Behavior
- Dimensions of National culture, National culture V/s Organizational culture, Coping with Cultural Differences
- Frameworks in Cross Cultural Management: Edward T. Hall's Cultural elements, Rokeach Value Survey (RVS), Kluckhohn and Strodtbeck's Framework, Triandis's Cultural Syndrome, Hofstede's Cultural Dimensions, Trompenaars's Cultural Dimensions, GLOBE's Study and Applicability
- International and Cross- Cultural Research: Types and Critiques.

UNIT II Methods and Measurements in Cross Cultural Management Research (8 Hours)

- Methodological and Theoretical issues and advancements in Cross Cultural Management Research: cross cultural equivalence, Functional equivalence, conceptual equivalence, Instrumentation, Scalar equivalence, Methodological equivalence: response equivalence, timing of data collection, Sampling, Data analysis
- Non methodological Issues

UNIT III Cultural Diversity at Work (8 Hours)

- Diversity: Causes of diversity, the paradox of diversity
- Workplace Diversity and Cultural Diversity
- Diversity and Organizational Performance
- Multiculturalism
- Managing Cultural Diversity in the workplace, Cultural diversity as a Resource

UNIT IV Cross Cultural Leadership Paradigms (8 Hours)

- Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles
- Transformational Leadership in Different cultures
- Global Leadership: Behaviour and Operationalization
- Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

UNIT V Literature Review (8 Hours)

- Methodological issues in cross-cultural management research: Problems, solutions, and proposals by LORONG LIM' AND PETER FIRKOLA*
- Cross-Cultural Management: Issues to Be Faced by Nancy J. Adler

Suggested Readings:

1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.
2. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press, 1996.

3. Mary O’Hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture and Time, Jossey Bass Publishers, San Francisco, USA, 1994.

4. Adler, N J. International Dimensions of Organisational Behaviour. Boston, Kent, 1991.

Lecture Plan

Lectures	Topics
Lecture – 1	Cross Cultural Management: The concept of Culture, Comparison of Cross Cultural Behavior
Lecture – 2	Dimensions of National culture,
Lecture – 3	National culture V/s Organizational culture, Coping with Cultural Differences
Lecture –4	Frameworks in Cross Cultural Management: Edward T. Hall’s Cultural elements, Rokeach Value Survey (RVS), Kluckhohn and Strodtbeck’s Framework, ,
Lecture – 5	Triandi’s Cultural Syndrome, Hofstede’s Cultural Dimensions, Trompenaar’s Cultural Dimensions
Lecture – 6	GLOBE’s Study and Applicability
Lecture – 7	International and Cross- Cultural Research
Lecture – 8	Cultural Research: Types and Critiques
Lecture – 9	Methodological and Theoretical issues and advancements in Cross Cultural Management Research cross cultural equivalence
Lecture – 10	Functional equivalence
Lecture – 11	conceptual equivalence, Instrumentation, Scalar equivalence
Lecture – 12	Methodological equivalence: response equivalence
Lecture – 13	timing of data collection
Lecture – 14	Sampling
Lecture – 15	Data analysis
Lecture – 16	Non methodological Issues
Lecture – 17	Diversity: Causes of diversity,
Lecture – 18	the paradox of diversity
Lecture – 19	Workplace Diversity

Lecture – 20	Cultural Diversity
Lecture-21	Diversity and Organizational Performance
Lecture-22	Multiculturalism
Lecture-23	Managing Cultural Diversity in the workplace
Lecture-24	Cultural diversity as a Resource
Lecture-25	Cross Cultural Communication
Lecture-26	Negotiation Process
Lecture-27	International Negotiation hurdles
Lecture-28	Transformational Leadership in Different cultures
Lecture-29	Global Leadership: Behavior and Operationalization
Lecture-30	Human Resource Management in Global Organizations
Lecture-31	Ethics in International Business
Lecture-32	Western and Eastern Management Thoughts in the Indian Context.
Lecture-33	Methodological issues
Lecture-34	Methodological issues in cross-cultural management research
Lecture-35	Methodological issues in cross-cultural management research: Problems
Lecture-36	Methodological issues in cross-cultural management research: Problems, solutions
Lecture-37	Methodological issues in cross-cultural management research: Problems, solutions
Lecture-38	proposals by LRONG LIM' AND PETER FIRKOLA
Lecture-39	Cross-Cultural Management

Lecture-40	Cross-Cultural Management: Issues to Be Faced by Nancy J. Adler
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Organizational Theory, Design and Effectiveness

Programme of Study MBA
Course Code: HRM 408
Course Name: Organizational Theory, Design and Effectiveness
Designed by Faculty Dr. Rita Devi

Year of Introduction/Revision of Course Contents 2018

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:

- Provide students with the most up-to-date and contemporary treatment of the way managers attempt to increase organizational effectiveness.
- To make the connection between concepts and real world implications of organizational design; recent development in organizational structure; origins of organizational culture; relationship between international strategy and global organizational design.

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 and Class Participation: 10%
 Presentation: 10%
 Quiz: 5%

Course Content:

UNIT I: Organizations and the Emergent Paradigm 4 Hours

- Organization, Types of organization, Organizational Environment
- Classical Theories: Scientific Management Theory, Administrative Management Theory, Theory of Bureaucracy
- Classical Theories: Assumptions and Limitations

UNIT II: Organization Theories: An Overview 4 Hours

- Behavioral Science Theories: Human Relations Approach
- Management Science Theory
- System Theory: General System Theory, Open and Closed system, Organization and its sub systems
- Contingency Approach

UNIT III: Organization Design: Principles and Dimensions 4 Hours

- Organization Design, Components of Organization Design
- Organization Structure, Eight Dimensions of Structure
- Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit, Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization

UNIT IV: Organization Design: Process and Culture 3 Hours

- Organizational Conflict, Conflict and Organization Design
- Power and Authority
- Organizational Culture: Dimensions and Types

UNIT V: Organization Effectiveness 5 Hours

- Introduction, Organizational Efficiency and Effectiveness
- Approaches to Effectiveness
- Perspectives of Organizational Effectiveness
- Monitoring Organizational Effectiveness
- Criteria for Organizational Effectiveness

Prescribed Text Books:

- Organizational Theory, Design and Change: Global Edition, Gareth R Jones, Pearson Education Limited
- Organizational Effectiveness: A Behavioral view, Richard M. Steers, Goodyear Publication
- Organization Design & Development: Concepts and Applications, Bhupen Srivastava, Biztantra Publication

Lecture Plan

S. No.	Lecture	Topics	Prescribed text Book	Chapters
1.	1.	Organization, Types of organization, Organizational Environment	Book -1 Book-2	Chapter-1 Chapter-1
2.	2.	Classical Theories: Scientific Management Theory	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3.	3.	Administrative Management Theory, Theory of Bureaucracy	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4.	4.	Classical Theories: Assumptions and Limitations	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
5.	5.	Behavioral Science Theories: Human Relations Approach,	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
6.	6.	Management Science Theory	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
7.	7.	System Theory: General System Theory, Open and Closed system, Organization and its sub systems	Book -1 Book-2	Chapter-3,4 Chapter-3
8.	8.	Contingency Approach	Book -1 Book-2	Chapter-4 Chapter-4 Chapter-

			Book-3	3,5
9.	9.	Organization Design, Components of Organization Design	Book -1 Book-2	Chapter-6 Chapter-5
10.	10.	Organization Structure, Eight Dimensions of Structure	Book -1 Book-2	Chapter-6 Chapter-6
11.	11.	Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit	Book -1 Book-2	Chapter-6 Chapter-6
12.	12.	Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization	Book -1 Book-2 Book-3	Chapter-7 Chapter-9 Chapter-7
13.	13.	Organizational Conflict, Conflict and Organization Design	Book -1 Book-3	Chapter-8 Chapter-8
14.	14.	Power and Authority	Book -1	Chapter-9
15.	15.	Organizational Culture: Dimensions and Types	Book -1	Chapter-9
16.	16.	Introduction, Organizational Efficiency and Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
17.	17.	Approaches to Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
18.	18.	Perspectives of Organizational Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
19.	19.	Monitoring Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10

20.	20.	Criteria for Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
Total	20			

Business Statistics

Programme of Study MBA

Course Code: SAS 403

Course Name: Business Statistics

Designed by Faculty Dr. Rita Devi

Year of Introduction/Revision of Course Contents 2018

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

Legal Aspects of Business

Course Code: MSO 402

Course Name: Legal Aspects of Business

Year of Introduction/Revision of Course Contents 2018

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 (4 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 (2 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.

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Law its nature, Sources of Law	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Law of Contract : Valid Contract and its elements	Book –1 Book –2	Chapter – 1
Lecture – 3	Nature and kinds of Contract	Book – 1 Book – 2	Chapter – 1
Lecture – 4	Offer and acceptance	Book- 1 Book – 2	Chapter – 2
Lecture – 5	Capacity of parties to contract	Book- 1 Book – 2	Chapter – 3 Chapter – 4
Lecture – 6	Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake	Book- 1 Book – 2	Chapter- 4 Chapter – 5
Lecture – 7	Lawful Consideration and elements of consideration, Discharge of Contract	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 8	Indemnity	Book – 1 Book – 2	Chapter – 5 Chapter – 5
Lecture – 9	Guarantee	Book – 1 Book – 2	Chapter – 6 Chapter – 5
Lecture – 10	Bailment	Book – 1	Chapter – 7
Lecture – 11	Pledge	Book – 1	Chapter – 7
Lecture – 12	Sales contract : Characteristics, Difference in Sale and Agreement to Sell	Book – 2	Chapter – 9

Lecture – 13	Guarantees and Warranties in sales contract	Book – 1	Chapter – 7
Lecture – 14	Doctrine of <i>Caveat Emptor</i>	Book – 1	Chapter – 7
Lecture – 15	Delivery and Rules regarding Delivery	Book – 1	Chapter – 9
Lecture – 16	Major principles – Characteristics of a company and types of companies	Book – 1	Chapter – 9
Lecture – 17	Lifting of the Corporate Veil	Book – 1	Chapter – 18
Lecture – 18	Nature of Partnership	Book – 1	Chapter – 18
Lecture – 19	Rights and Duties of Partners	Book – 2	Chapter – 18
Lecture – 20	Types of Partners	Book – 2	Chapter – 18

Self-Management and Development

Course Code: CSR 405

Course Name: Self-Management and Development

Faculty Name: Dr. Rita, SBMS

Year of Introduction/Revision of Course Contents 2018

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:

- Familiarize students to the importance of self-management and development.
- To understand various approaches of self-management and development.
- This course gives students an understanding of the concepts and tools needed for understanding and working on the “Self”. It is useful for harnessing the immense powers hidden “with in” the self and these are the secret tools for self-change. The powers again emerge in the self as it withdraws from body consciousness activity and attitudes.

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%
 - Attendance: 5%
 - Class Participation: 5%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activity

Course Content**UNIT I: Understanding Self-Management (5 hours)**

- Self-Management and Self Evaluation
- Self-Discipline
- Self-Awareness, Identifying one's strengths and weaknesses
- Planning & Goal setting
- Managing self – emotions, ego, pride.

UNIT II: Developing Soft Skills (4 hours)

- Developing Positive Attitude
- Team building and Teamwork
- Time Management
- Stress Management

UNIT III: Understanding Self Development (2 hours)

- Concept of Self Development, Personal Development
- Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory

UNIT IV: Art of Communication (4 hours)

- Definition and Process
- Formal and Informal communication
- Barriers to communication
- Art of listening, reading and writing

UNIT V: Career Management Process and Development (5 hours)

- Process of career management
- Career Path and Development
- Career development interventions
- Contemporary issues in career management: work- family conflict, career management and quality of life

Text Books:

1. Onkar, R.M., 2008, Personality Development and Career Management, Third Revised Edition 2011, S.Chand, New Delhi
2. Dr. Alex, K., 2009, SoftSkills, Second Revised Edition 2011, S. Chand, New Delhi
3. Greenhaus, J.; Callanan, G.; Godshalk, V. "Career Management" Sage Publication, Fourth Edition

Additional Readings:

1. Pande, S.; Basak, S. "Human Resource Management" Text and Cases. Pearson's Publication.
2. Mankin, D.2009"Human Resource Development" Oxford University Press.
3. Covey R. Stephen, 2004, The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press

Lecture Plan

Lectures	Topics	Chapter and Book
1.	Self-Management and Self-Evaluation	Chapter 2, Book 3
2.	Self-Discipline	Chapter 2, Book 3
3.	Self-Awareness, Identifying one's strengths and weaknesses	Chapter 2, Book 2
4.	Planning & Goal setting	Chapter-3 Book 3
5.	Managing self – emotions, ego, pride.	Chapter-1, Book 1
6.	Developing Positive Attitude	Chapter-4, Book 2
7.	Team building and Teamwork	Chapter 1, Book 3
8.	Time Management	Chapter 1, Book 1
9.	Stress Management	Chapter 5, Book 3

10.	Concept of Self Development, Personal Development	Chapter 5, Book 3
11.	Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory	Chapter-7, Book 2
12.	Definition and Process	Chapter 6, Book 1
13.	Formal and Informal communication	Chapter 8, Book 2
14.	Barriers to communication	Chapter 7, Book 1
15.	Art of listening, reading and writing	Chapter 9, Book 2
16.	Process of career management	Chapter 10, Book 2
17.	Career Path and Development	Chapter 9, Book 1
18.	Career development interventions	Chapter 9, Book 1
19.	Contemporary issues in career management: work- family conflict	Chapter 12, Book 3
20.	career management and quality of life	Chapter 12, Book 3

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.)

Year of Introduction/Revision of Course Contents 2018

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, Reichard Dunford 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

Lectures	Topics	Chapter and Book
2.	Organizational Change	Chapter 2, Book 3
3.	Theories of Planned change	Chapter 2, Book 3
4.	Theories of Planned change	Chapter 2, Book 3
5.	Leading and Managing Change	Chapter-3 Book 3
6.	Organization Development – History, Concept	Chapter-1, Book 1
7.	Values, Assumptions and Beliefs of OD	Chapter-4, Book 3
8.	Organization Transformation	Chapter 1, Book 1
9.	Organization Transformation	Chapter 1, Book 1
10.	OD Interventions	Chapter 5, Book 3
11.	Individual based interventions	Chapter 5, Book 3
12.	Life and Career Planning , Transaction Analysis	Chapter-7, Book 2
13.	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
14.	Process Consultations and Role Negotiations	Chapter 8, Book 1
15.	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
16.	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
17.	Employee Involvement	Chapter 10, Book 3
18.	MBO	Chapter 9, Book 1
19.	Grid OD	Chapter 9, Book 1



20.	Confrontation Meeting	Chapter 12, Book 3
20.	Total Quality Management	Chapter 12, Book 3

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Supply Chain Management

Course Code: MSC 408

Course Name: Supply Chain Management (Semester: January 2017 to June 2017)

Faculty Name: Dr. Sarvesh Kumar, 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 the students to understand basic concepts of Supply Chain Management.
- Conceptualize supply chain designs, which are aligned with business models for manufacturing and service companies.
- Help the students to use the understanding of supply chain for effective implementation of supply chain relationships in 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%
 - Assignments/Presentations/Case Studies: 10%
 - Quiz /Activities/Live Projects: 10%

Course Contents:

UNIT - I: SUPPLY CHAIN BASICS (4 Hours)

- Understanding Supply Chain
- Logistics, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM , Logistics Strategy & Strategic Logistics, Green Logistics
- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain

UNIT - II: SUPPLY CHAIN SUB-SYSTEMS (3 Hours)

- Supply Chain Planning and Procurement Methods
- E-Procurement and Strategic Sourcing
- Inventory Management and Lean Manufacturing

UNIT - III: TACTICAL AND OPERATIONAL DECISIONS (5 hours)

- Distribution Decisions, Network Designing, Hub & Spoke model
- Logistics as flow of information
- Logistics as competitive strategy: Logistics Strategy Vs Strategic Logistics
- Role of IT in Logistics, 3PL, 4PL
- Information System and IT Enablement, ITES

UNIT - IV: STRATEGIC APPROACH in SCM decision (4 Hours)

- Supply Chain Integration Strategies; “DBMS, MIS, CRM, ERP: IT Integration with SCM”
- Alliances and Outsourcing, Agile, Global and Reverse Supply Chain
- Time Compression in Supply Chain, Postponement strategy, SCOR
- Global Supply Chain

UNIT – V: CONTEMPORARY ISSUES OF SCM IN INDIAN CONTEXT: OPPORTUNITIES AND

CHALLENGES (4 Hours)

- Food Supply Chain, Food Grain Supply Chain, Transportation and Freight Management: FCI as case study for Food Supply Chain, Cold Chain Networking: Milk transportation, Vegetable supply chain. (Case study: Changing role of middleman),
- Organised retailing: RFID, redefining replenishments SCM perspective,

- Supply Chain Challenges: Building Relationship, Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges.
- Future of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Food Supply Chain, Greening the Logistics and Green Transportation

Prescribed Text Books:

4. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.
5. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
6. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
7. Sople, (2012). **Supply Chain Management: Text and Cases**, Pearson Education, New Delhi.

Suggested Readings:

1. Altekar, V.Rahul (2010). **Supply Chain Management: Concepts and Cases**, PHI Learning Pvt. Ltd. New Delhi.
2. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service (2nd ed.)**, Pearson: New Delhi.
3. Cohen, Shoshanah and Roussel, Joseph (2005). **Strategic Supply Chain Management: The 5 Disciplines for top performance**, McGraw-Hill: New York.
4. Coyle, John J.; C. John Langley, Brian J. Gibson, Robert A. Novack and Edward J. Bardi (2009). **A Logistics Approach to Supply Chain Management**; Cengage Learning India Pvt. Ltd.: Delhi.
5. Mentzer, John T (2012). **Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage**, Sage Publication: New Delhi
6. Robert Monczka, Robert Trent & Robert Handfield (2005). **Purchasing: An Integrated Supply Chain Approach**, Cengage learning India Private Limited, New Delhi.
7. Sanders, Nada R. (2012). **Supply Chain Management: A Global Perspective**, Wiley India Edition: New Delhi.

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Understanding Supply Chain	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Role of Logistics in Supply Chain	Book – 1 Book – 2	Chapter – 2 Chapter – 4 to7
Lecture – 3	Supply Chain vs. Demand Chain	Book – 1	Chapter – 3
Lecture – 4	Value Creation Through Supply Chain	Book – 1	Chapter – 4
Lecture – 5	Supply Chain Planning and Procurement Methods	Book – 1 Book – 2	Chapter – 5, 6 Chapter – 13
Lecture – 6	E-Procurement and Strategic Sourcing	Book – 1 Book – 2	Chapter – 7, 8 Chapter – 16
Lecture – 7	Lean Manufacturing	Book – 1	Chapter – 9
Lecture – 8	Distribution Decisions	Book – 1	Chapter - 10
Lecture – 9	Transportation and Freight Management	Book – 1	Chapter - 11
Lecture – 10	Inventory Management	Book – 1	Chapter – 12
Lecture – 11	Network Designing	Book – 1	Chapter – 13
Lecture – 12	Information System and IT Enablement	Book – 1	Chapter – 14
Lecture –13	Alliances and Outsourcing	Book – 1	Chapter – 15
Lecture – 14	Agile, Global and Reverse Supply Chain	Book – 1	Chapter – 16, 17, 18
Lecture – 15	Re-engineering SC to Differential Strategies	Book – 1	Chapter – 20
Lecture – 16	Supply Chain Integration Strategies	Book – 1 Book – 2	Chapter – 21 Chapter – 8
Lecture – 17	Supply Chain Risk Management	Book – 1	Chapter – 24

Lecture – 18	Pricing, Costing and Financial Decisions	Book – 1	Chapter – 25
Lecture – 19	Performance Measurement and Controls	Book – 1 Book – 2	Chapter – 26 Chapter – 18
Lecture – 20	Supply Chain Challenges for the Future	Book – 2	Chapter – 21
	Supply Chain Challenges: Building Relationship, Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges	Book – 3	Pg 171 to Pg 214



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Consumer Behavior

Course Code: MSC 506

Course Name: Consumer Behavior (Semester: January 2017 to June 2017)

Faculty Name: Dr Sarvesh Kumar, Assistant Professor, Department of 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:

- 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/ Attendance : 5%
 - Assignments/Live Project : 10%
 - Presentations/ Viva/Quiz : 5%
 - Case Study : 5%

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. Nair, Suja R. (2010). **Consumer Behaviour in Indian Perspective: Text and Cases**, Himalaya Publishing House: New Delhi.
2. Schiffman, Leon G; Leslie Lazar Kanuk & S. Ramesh Kumar (2013). **Consumer Behavior, 10/e**, Pearson Education, New Delhi.

Suggested Additional Readings:

8. Comer, Ronald and Elizabeth Gould (2012). **Psychology Around Us**, Wiley India: New Delhi.
1. Husain, Akbar(2012). **Social Psychology**, Pearson: New Delhi.
2. Kumar, S. Ramesh (2011). **Consumer Behavior and Branding - Concepts, Readings and Cases: The Indian Context**, Pearson: New Delhi.
3. Kumar, S. Ramesh (edited) (2013). **Case Studies in Consumer Behavior**, Pearson: New Delhi.
4. Hawkins, Del; David Mothersenbaugh and Amit Mookerjee. (2010). **Consumer Behavior: Building Marketing Strategy, 11/e**, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi
5. Majumdar, Ramanuj (2011). **Consumer Behavior: Insights from Indian Market**, PHI Learning Pvt. Ltd.: New Delhi.
6. Robert East; Malcolm Wright and Marc Vanhuele (2009). **Consumer Behavior: Application in Marketing**, Sage Publications, 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 Book – 2	Chapter – 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	Chapter – 8

		Book – 2	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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Marketing Research

Course Code: MSC 502

Course Name: Marketing Research (Semester: January 2017 to June 2017)

Faculty Name: Dr Sarvesh Kumar, Assistant Professor, Department of 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:

- Introduce and familiarize students with important aspects of marketing research.

- Examine the characteristics of marketing management from the standpoints of the components of decisions and generic types of decision that have to be made in dynamic business environment.
- Prepare students for critically analyzing the nature of marketing research and its relation to 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 the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Marketing Research Design : 5%
 - Marketing Research Action oriented Assignments (Ongoing for the semester): 10 %
 - Presentations on Marketing Research Action oriented Assignments : 5%

Course Contents:

UNIT – I: Marketing Research Information and Technology (4 Hours)

- The Role of Marketing Research in Strategic Planning
- The Marketing Research Process
- Defining the Marketing Research Problem
- Developing a Marketing Research Approach

UNIT – II: Marketing Research Design Formulation (5 Hours)

- Marketing Research design
- Exploratory Research Design in Marketing Research: Secondary data
- Exploratory Research Design in Marketing Research: Qualitative Research
- Descriptive Research Design in Marketing Research: Survey and Observation
- Causal Research Design in Marketing Research: Experimentation

UNIT – III: Data Collection, Sampling, Analysis & Reporting in Marketing Research (5 Hours)

- Research methodology (Measurement, Scaling and Questionnaire and Form Design, Sampling in Marketing Research, Data Collection, Analysis) in Marketing Research
- Case Study in Marketing Research
- Reporting in Marketing Research

UNIT – IV: Marketing Research in Action (4 Hours)

- Marketing Research in Action : Case study(Brand Switching) Marketing Research in Action: case study

UNIT – V: Application of IT in Marketing Research

(2 Hours)

- Application of IT in Marketing Research

Prescribed Text Books:

1. Hair, Joseph F.; Robert P Bush and David J. Ortinau (2002). **Marketing Research: Within a changing Information Environment 2/e**, Tata McGraw Hill: New Delhi.
2. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.

Suggested Additional Readings:

7. Aakar, David A; V. Kumar, George S. Day and Robert P. Leone (2011). **Marketing Research, 10/e**, Wiley India: New Delhi.
8. Beri, G. C. (2011). **Marketing Research, 4/e**, Tata McGraw Hill Education Pvt. Ltd.: New Delhi.
9. Bradley, Nigel (2010). **Marketing Research Tools and Techniques, 2e**, Indian edition, Oxford: New Delhi.
10. Churchill, Gilbert A. Jr. and Dawn Iacobucci (2005). **Marketing Research: Methodological Foundations,9e**, South – Western Cengage Learning, New Delhi
11. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
12. Hamel, Jacques; Atephane Dufour and Dominic Fortin (1993). **Case Study Methods**, Sage Publications: New Delhi
13. McDaniel, Carl (Jr.) and Roger Gates (2011). **Marketing Research, 8/e**, Wiley India: New Delhi.
14. Sontakki, C. N. (2013). **Marketing Research**, Himalaya Publishing House, Mumbai
15. Stake, Robert E. (1995). **The Art of Case Study Research**, Sage Publications: New Delhi
16. Travers, Max (2001). **Qualitative Research through Case Studies**, Sage Publications: New Delhi.
17. Tull, Donald S. and Del I. Hawkins (2011). **Marketing Research: Measurement and Method, 6/e**, PHI: New Delhi.
18. Yin, Robert K. (1984).**Case Study Research: Design and Methods**, Sage Publications: New Delhi

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	The Role of Marketing Research in Strategic Planning	Book – 1	Chapter – 1
Lecture – 2	The Marketing Research Process	Book – 1	Chapter – 1
Lecture – 3	Defining the Marketing Research Problem	Book – 1 Book – 2	Chapter – 3 Chapter – 2
Lecture – 4	Developing a Marketing Research Approach	Book – 2	Chapter – 2
Lecture – 5	Marketing Research design	Book – 2	Chapter – 3
Lecture – 6	Exploratory Research Design in Marketing Research: Secondary data	Book – 2	Chapter – 4
Lecture – 7	Exploratory Research Design in Marketing Research: Qualitative Research	Book – 2	Chapter – 5
Lecture – 8	Descriptive Research Design in Marketing Research: Survey and Observation	Book – 2	Chapter – 6
Lecture – 9	Causal Research Design in Marketing Research: Experimentation	Book – 2	Chapter – 7
Lecture – 10	Measurement, Scaling and Questionnaire and Form Design in Marketing Research	Book – 1 Book – 2	Chapter – 12 Chapter – 8
Lecture – 11	Sampling in Marketing Research	Book – 1 Book – 2	Chapter – 11 Chapter – 11
Lecture – 12	Data Collection in Marketing Research	Book – 1 Book – 2	Chapter – 11 Chapter – 13
Lecture – 13	Analysis in Marketing Research	Book – 1 Book – 2	Chapter – 17 Chapter – 16,18
Lecture – 14	Case Study in Marketing Research	Handout	Handout
Lecture – 15	Reporting in Marketing Research	Book – 1 Book – 2	Chapter – 19 Chapter – 23
Lecture – 16	Marketing Research in Action (Brand Switching): Markov Analysis	Handout	Handout

Lecture – 17	Marketing Research in Action: Conjoint Analysis (Marketing)	Book – 2	Chapter – 21
Lecture – 18	Application of IT in Marketing Research - Lecture I	Computer Lab	Computer Lab
Lecture – 19	Application of IT in Marketing Research - Lecture II	Computer Lab	Computer Lab
Lecture – 20	Application of IT in Marketing Research - Lecture III	Computer Lab	Computer Lab

Organizational Behaviour

Programme of Study

MBA

Course Code:

HRM 401

Course Name:

Organizational Behaviour

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-

- 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:

1. Mid Term Examination: 25
2. End Term Examination: 50
3. 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

1. 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:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%
 - Class Participation- 10%
 - Presentations - 10%
 - 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 	

<ul style="list-style-type: none"> • Assertiveness • Reading Skills • Listening Skills 	4 Hours
UNIT III	
<ul style="list-style-type: none"> • Communication Skills • Verbal Communication • Non Verbal Communication 	4 Hours
UNIT IV	
<ul style="list-style-type: none"> • Creativity • Methods of Enhancing Creativity • Innovations and Innovative Process 	4 Hours
UNIT V	
<ul style="list-style-type: none"> • Negotiation skills • Power and Politics 	4 Hours

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:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - IV. Class Participation- 10%
 - V. Presentations - 10%
 - VI. Assignment- 5%

Course Contents:

UNIT I Social Security

4 Hours

- Evolution of Social Security
- Approaches to Social Security
- Characteristics of Social Security

UNIT II

4 Hours

- 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:

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.

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 C R (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

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