

**Central University of Himachal Pradesh  
School of Commerce and Management Studies**

**IQAC-Report**

**Criteria-I  
Documentary Evidence**

**For the year (2016-17)**

**Of**

**HPKV Business School  
School of Commerce and Management Studies (SCMS)**



**School of Commerce and Management Studies (SCMS)**

**Central University of Himachal Pradesh**

**Dhauladhar Parisar-II, Dharamshala, Kangra (Himachal Pradesh), 176215**

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**Minutes of 5<sup>th</sup> Meeting of Board of Studies of**

**Department of Marketing and Supply Chain Management held on 19<sup>th</sup> Sept., 2016**

The meeting of the Fifth Board of Studies (BoS) of Marketing and Supply Chain Management department was held on 19<sup>th</sup> September 2016 at 10.30 A.M. The meeting was chaired by Dr. Bhagwan Singh, Head, Department of Marketing and Supply Chain Management. The meeting formally started with a Welcome address by the to all the members present.

**The following members were present:**

1. Dr. Bhagwan Singh, **Chairman & Convenor.**
2. Prof. Arvind Chaturvedi, **Subject Expert-** Professor, International Management Institute (IMI), New Delhi.
3. Prof. P. K. Sharma, **Subject Expert-** Professor in Management & Officiating Incharge, Director Regional Services, Vardhaman Mahaveer Open Kota University, Rajasthan.
4. Prof. Y. S. Verma, **Dean**, School of Business and Management Studies, CUHP.
5. Prof. A. K. Mahajan, **Member from Allied Discipline & VC Nominee from CUHP**, Director, Centre for Computational Biology, CUHP.
6. Dr. OSKS Sastri, **Member from Allied Discipline & VC Nominee from CUHP**, Dean, Physical and Material Sciences, CUHP.
7. Mr. Chaman Lal, **Member**, Assistant Professor, Department of Marketing and Supply Chain Management, CUHP.
8. Dr. Sarvesh Kumar, **Special Invitee-** Assistant Professor, Department of Marketing and Supply Chain Management, CUHP.

**The members of Board of Studies (BoS) deliberated upon each agenda item and following decisions were taken in the BoS as per the agenda items:**

**Agenda Item No. – MSC-BoS-5/16-1**

**Formal Confirmation of Minutes of Meeting of the Fourth Board of Studies (BoS)**

The minutes of the meeting of the 4<sup>th</sup> BoS (held on 30<sup>th</sup> November, 2015) have been finalized and sent to all the members of BoS. Duly signed minutes of the Fourth BoS Meeting are placed before BoS for formal confirmation.

**Decision:** The minutes of the meeting of the Fourth Board of Studies (BoS) held on 30<sup>th</sup> November, 2015 were reviewed and confirmed by the BoS.

**Agenda Item No. – MSC-BoS-5/16-2**

**To recommend the Course Catalogue as per Newly amended CBCS (Choice Based Credit System) to the School Board**

Through the conduct of Curriculum Development Committee and Board of Studies, a comprehensive catalogue of courses was developed and was being implemented during 2010 and 2015. Certain additions, modifications and deletions were carried out at different times. These changes have been incorporated in the catalogue up to May 2016. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses need to be added, others may be renamed and a few may be made of 4 credits. An amended list of the courses is placed before the Board for studies for its consideration, approval and recommendation to School Board.

**Decision:** After deliberation on the course catalogue presented before BoS, all the members of the BoS have agreed and recommended the course catalogue for further processes and approvals.

**Agenda Item No. – MSC-BoS-5/16 -3**

**To review and approve the courses as per the courses offered to MBA students of 2015-17 & 2016-18 batches**

CBCS based on the guidelines of UGC was implemented with effect from August 2015. A basket of courses for CBCS 2015-17 was approved by different bodies of the University. In order to remove confusion and present the courses at one place, the revised basket of courses for MBA 2015-17 & 2016-18 batch is presented before the Board of Studies for its information and approval.

**Decision:** The members of the BoS reviewed all the courses offered to MBA students of 2015-17 and 2016-18 batches under the Choice Base Credit System (CBCS) and approved the course catalogue of MBA 2015-17 batch as it is. The BoS suggested one change in the course catalogue of MBA 2016-18 batch i.e. Consumer Behaviour (MSC 506) to be offered in third semester instead of fourth semester of MBA degree.

**Agenda Item No. – MSC-BoS-5/16-4**

**To review and approve the Courses offered / to be offered by Department of Marketing & Supply Chain Management (M&SCM)**

The Revision of required Course Codes, Credits, and Nomenclature as per requirements of the courses offered by the Department of Marketing & Supply Chain Management (M&SCM) in accordance with amended CBCS and detailed course contents of the courses offered during the academic session 2015-2016 is placed before BoS for its suggestion, comments and recommendations .

**Decision:** The external subject expert and VC nominees of BoS appreciated the functioning of the Department of Marketing and Supply Chain Management (M&SCM) and were satisfied by the courses offered by the department. The members were happy to see that course curriculums

offered by the department are very much updated as per the changing demand of the markets. The members also reviewed and approved the course contents prepared by the faculty members.

**Agenda Item No. – MSC-BoS-5/16-5**

**To recommend the report of Supervisor(s) for guiding Ph.D Research Scholar(s) allotted by the Department of Marketing & Supply Chain Management (M&SCM) to the School Board**

As per the Ordinances of the University, the Ph.D. students admitted in Ph.D programme shall be considered to be registered from the date s/he submits admission fee. In order to guide and monitor the performance of Ph.D. students, it becomes essential to allot their supervisors from the very beginning. In view of this fact, Dean in consultation with HoD and faculty members allots the supervisors to the Ph.D. students of the department admitted in 2015-16. Hence, the report of the allotted supervisor(s) is placed before BoS to recommend to the School Board.

**Decision:** The 5<sup>th</sup> BoS deliberated upon the process of allotment of supervisors to Ph.D students and recommended the report of the supervisors to the School Board as per details given below:

Sl. No.	Roll No.	Name of the Research Scholar	Name of the Research Supervisor
1.	CUHP14RDMGMT03	Mr. Vikas Kumar Tyagi	Dr. Sarvesh Kumar, Assistant Professor, Department of M&SCM, CUHP, TAB, Shahpur
2.	CUHP15RDMGMT03	Mr. Kamlesh Kumar	Dr. Bhagwan Singh, Head, Department of M&SCM, CUHP, TAB, Shahpur

**Agenda Item No. – MSC-BoS-5/16-6**

**To approve the Synopsis of Ph. D. Research Scholar(s) admitted in the Department of M&SCM and recommend the confirmation of registration of Ph.D research scholar (s) to the School Board**

The synopses submitted by the Research Scholars enrolled in Ph.D programme in the Department of Marketing and Supply Chain Management has been presented by the Research Scholars before the Research Progress Monitoring Committee (RPMC) which has recommended these to be placed before BoS. Synopses of the Research Scholars in Research Degree (RD) programme in the Department of Marketing and Supply Chain Management are placed before BoS for approval and to recommend the confirmation of registration of Ph.D students to School Board.

**Decision:** The members of the 5<sup>th</sup> BoS appreciated the screening process of synopses. Both the candidates were called to present the synopses before BoS as the topics were not so promising. After the presentation and thorough deliberation, BoS suggested changes in the title of the proposed research work and approved these synopses as per detail given below:

Sr. No.	Roll No.	Name of the student	Name of the Supervisor	Remarks (If any)
1.	CUHP14RDMGMT03	Mr. Vikas Kumar Tyagi	<b>Supervisor: Dr. Sarvesh Kumar</b> , Assistant Professor, Department of Marketing & Supply Chain Management (M&SCM)	
<b>Topic: A Study of Consumer's Attitude, Expectations and Motivation towards Online Retail Services</b>				
2.	CUHP15RDMGMT03	Mr. Kamlesh Kumar	<b>Supervisor: Dr. Bhagwan Singh</b> , Head, Department of Marketing & Supply Chain Management (M&SCM)	
<b>Topic: Marketing Strategies for Online Education in Bihar</b>				

#### **Agenda Item No. – MSC-BoS-5/16-7**

#### **To approve the panel of paper setters / evaluators for each course for the End-Semester Examinations**

As per Ordinance of Central University of Himachal Pradesh, the question papers for End-Semester examination of a course shall be set and evaluated by the external examiner. For selecting the paper setters/ evaluators for the end-semester examinations, the Department shall submit the duly approved panel of paper setters/ evaluators for each course.

Thus, the list of paper setters/ evaluators prepared by the Department of Marketing and Supply Chain Management in consultation with all the faculty members of the Department is placed before the Board of Studies for approval

**Decision:** The members of the 5<sup>th</sup> BoS deliberated upon each name included in the panel of paper setters/ evaluators and approve the same panel.

#### **Agenda Item No. MSC-BoS-5/16-8**

#### **To take feedback from the Hon'ble members on the question papers set by the Department of Marketing and Supply Chain Management (M&SCM) for End-Semester examination during the academic session 2015-16**

In order to ensure quality of question papers, the teachers are given prescribed guidelines within which they set the question papers and these question papers are further reviewed by the BoS. The question Papers Academic Session 2015-16 are placed before the BoS for its suggestions.

**Decision:** The members of the 5<sup>th</sup> BoS reviewed all the question papers set by the Department of M&SCM and appreciated its contents, types of questions and cases included in the question papers, especially the application part of the question paper.

**Agenda Item No. MSC-BoS-5/16-9**

**Suggestions for the improvement of the standard of Teaching and Research**

The members of the BoS suggested developing niche in the area of management education, Environment Management etc; Department of Marketing and Supply Chain Management and School of Business and Management Studies may offer courses like as this area is getting importance day by day. The board further suggested that School must focus on local problems and issues for future research work.

The meeting ended with a vote of thanks.

**Signatures of members of 5<sup>th</sup> BoS.**

Prof. Arvind Chaturvedi

Prof. P. K. Sharma

Prof. Y. S. Verma

Prof. A. K. Mahajan

Dr. OSKS Sastri

Mr. Chaman Lal

Dr. Sarvesh Kumar

**Dr. Bhagwan Singh  
Chairman & Convenor,  
5<sup>th</sup> BoS, M&SCM**

**Copy to:**

- 1. Dean, School of Business and Management Studies**
- 2. All the members of the 5<sup>th</sup> Board of Studies**
- 3. Concerned File**

**Minutes of 3<sup>rd</sup> Meeting of School Board  
of  
School of Business and Management Studies held on 13<sup>th</sup> October, 2016**

The Third meeting of School Board of Business and Management Studies was held at 11.30 A.M. on 13<sup>th</sup> October 2015. The meeting was chaired by Professor Yoginder Singh Verma, Dean of the School. The following were present in the meeting:

<b>S. No</b>	<b>Name of the Member</b>	<b>Designation</b>
1.	Professor Yoginder Singh Verma Pro Vice-Chancellor	Dean, School of Business and Management Studies, Chairman
2.	Dr. Naren Ramji Registrar, Sathya Sai University, Puttaparthi, AP	External Expert
3.	Professor I.V. Malhan Dean, School of Mathematics, Computer, and Information Sciences, CUHP Central University of Himachal Pradesh	Vice Chancellor's Nominee
4.	Professor H.R. Sharma Dean, School of Social Sciences Central University of Himachal Pradesh.	Vice Chancellor's Nominee
5.	Dr. Sanjeev Gupta, Associate Professor	Head, Department of Accounting and Finance, CUHP
6.	Dr. Bhagwan Singh, Associate Professor	Head, Department of Marketing & Supply Chain Management, CUHP
7.	Sh. Chaman Lal, Assistant Professor	Assistant Professor, Department of Marketing & Supply Chain Management, CUHP
8.	Dr. Ashish Nag, Assistant Professor	Assistant Professor, Department of Accounting & Finance

Dr. Gitanjali Upadhyya, Assistant Professor, Department of HRM & OB, Dr. Manpreet Arora, Assistant Professor, Department of Accounting and Finance, and Dr. Mohinder Singh, Assistant Professor, Department of Accounting and Finance were present as Special Invitees.

The following members could not attend the meeting due to prior engagements. These members were granted leave of absence.

- 1 Prof. J.P. Sharma (Retd. Professor) , External Expert
- 2 Dr. N.K. Kakkar, Former Director General, Maharaja Agrasen Institute of Management Studies, Delhi, External Expert.
- 3 Dr. Bhawana Bhardwaj, Asstt. Professor, Dept. of HRM &OB

The members of School Board deliberated upon each agenda item and following decisions were taken in the meeting of School Board as per the agenda items:

**Agenda Item No. – SBMS-SB-3/16-1**

**Formal Confirmation of Minutes of the Second Meeting of the School Board:**

The minutes of the second meeting of the School Board (held on 11<sup>th</sup> June, 2015) were placed before School Board for formal confirmation.

**Decision:** The School Board confirmed the minutes of 2<sup>nd</sup> meeting of School Board held on 11.6.2015.

**Agenda Item No. – SBMS-SB-3/16-2**

**To place before the School Board the minutes of the meeting of fifth (5th) Board of Studies (BoS) of the Department of Marketing & Supply Chain Management:**

The minutes of the meeting of fifth (5th) Board of Studies (BoS) of the Department of Marketing & Supply Chain Management held on 19th September, 2016 are placed before the School Board for its consideration and approval (Annexure – I, page- 6).

**Decision:** The School Board considered the minutes of 5<sup>th</sup> meeting of Board of Studies of Marketing & Supply Chain Management and approved the same.

**Agenda Item No. – SBMS-SB-3/16-3**

**To place before the School Board the minutes of fourth (4th) Board of Studies (BoS) of the Department of HRM&OB for approval:**

The minutes of the meeting of fourth Board of Studies (BoS) of the Department of Human Resource Management & OB held on 30<sup>th</sup> September, 2016 are placed before the School Board for its consideration and approval (Annexure-II, page- 11).

**Decision:** The School Board discussed the minutes of 4<sup>th</sup> meeting of Board of Studies of HRM&OB and approved the same.

**Agenda Item No. – SBMS-SB-3/16-4**

**To place before the School Board a List of PhD Scholars and Supervisor(s) allotted to guide them for ratification and approval:**

The list of the research scholars and their supervisor(s) (Annexure-III, page- 14) are placed before the School Board for approval.

**Decision:** School Board considered the list of RD students recommended by the Boards Studies of School of Business and Management Studies. The School Board approved the same.

**Agenda Item No. – SBMS-SB-3/16-5**

**To place before the School Board the synopses of Ph.D Scholars which have the approval of BoS of the department of Marketing & Supply Chain Management for confirmation of registration and approval:**

The synopses of two Ph.D Scholars were approved by the Board of Studies of the department of Marketing & Supply Chain Management and the same are presented before the School Board for confirmation of registration and approval (Annexure-IV, page-15).

**Decision:** The School Board reviewed the synopses approved by the Board of Studies of the department of Marketing and Supply Chain Management and approved the same.

**Agenda Item No. – SBMS-SB-3/16-6**

**To place before the School Board for the Award of Ph. D degree of the Research Degree (RD) scholars who have completed all Credits required for Ph. D in all respects**

As per norms of Ordinance No. 22(3 i) the School Board recommends the award of Ph.D Degree to Academic Council (AC) in favour of the Research Degree (RD) Scholars.

Hence, the Research Degree Scholars those who have completed all the Ph.D Credits required for award of Ph.D degree in all respects and are to be awarded Ph.D degree, the list of RD Scholars given below is placed before the School Board for the recommendation to AC for the award of degree.

Sr. No.	Roll No.	Name of the student	Title of the Thesis
1.	CUHP11RDMGMT02	Mr. Avinash Rana	Micro and Small Enterprises in Himachal Pradesh: Understanding Factors Underlying Success and Failure
2.	CUHP11RDMGMT03	Mr. Gaurav Katoch	Micro Enterprises in Rural Non-Farm Sector in Himachal Pradesh: An Empirical Study in Production, Technology and Marketing

Decision: The School Board recommended the award of PhD degree to Mr. Avinash Rana and Mr. Gaurav Katoch in the School of Business and Management Studies for the approval of the Academic Council.

**Agenda Item No.SBMS-SB-3/16-7**

**To place before the School Board the amended course catalogue for management programme for approval**

Through the conduct of Curriculum Development Committee and Board of Studies, a comprehensive catalogue of courses was developed and was being implemented during 2010 and 2015. Certain additions, modifications and deletions were carried out at different times. These changes have been incorporated in the catalogue up to July 2016. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses need to be added, others may be renamed and a few may be made of 4 credits. An amended catalogue of the courses is placed before the School Board (Annexure-V, page- 16) for the consideration and for its approval for implementation with effect from 1<sup>st</sup> August 2016.

Decision: The School Board considered the amended course catalogue and after deliberation upon each course approved the same.

**Agenda Item No.SBMS-SB-3/16-8**

**To place before the School Board the list of courses under amended CBCS for MBA batch 2015-17 for approval**

CBCS based on the guidelines of UGC was implemented with effect from August 2015. A basket of courses for CBCS 2015-17 was approved by different bodies of the University. In order to remove confusion and present the courses at one place, the revised basket of courses under CBCS for 2015-17 batch of MBA is presented before the School Board for approval (Annexure-VI, page- 32).

Decision: The School Board approved the same.

**Agenda Item No.SBMS-SB-3/16-9**

**To place before the School Board the list of courses under CBCS for MBA batch 2016-18 for approval**

CBCS has been implemented since inception of the Central University of Himachal Pradesh (CUHP) i.e. 2010 under which 30% of the courses were selected by the students at University level, 40% courses were selected at School level and 30% at the Departmental level. In 2015, UGC issued certain guidelines for CBCS. Central University of Himachal Pradesh (CUHP) has revised its CBCS based on new guidelines of UGC and the emerging needs of the University. Further, based on the feedback from the students and alumni, and available expertise with the School of Business and Management Studies, a list of courses under CBCS has been prepared for MBA Programmes of Studies 2016-18 batch. The same is placed before the School Board for its consideration and approval (Annexure-VII, page- 43).

**Decision:** The School Board discussed the course list for MBA batch 2016-18 and approved the same.

**Agenda Item No.SBMS-SB-3/16-10**

**To take feedback from the Hon'ble members on the Question Papers of End Term Examination for Spring Semester 2016**

In order to ensure quality of question papers, the teachers are given prescribed guidelines within which they set the question papers and these question papers are further reviewed by the BoS and School Board. The question Papers for Spring Semester 2016 are placed before the School Board for its suggestions.

**Decision:** The members of the 3<sup>rd</sup> School Board reviewed all the question papers set by the faculty of School of Business and Management Studies and appreciated its contents, types of questions and cases included in the question papers.

**Agenda Item No.SBMS-SB-3/16-11**

**To review and approve the course contents being offered by the School of Business and Management Studies to MBA students**

In accordance with the ordinances of the Central University of Himachal Pradesh (CUHP) the course contents are designed by respective faculty members within the prescribed broader guidelines laid down by the University. The course contents of the courses offered by the School of Business and Management Studies during Monsoon Semester 2016 are placed before the School Board for its review and approval.

**Decision:** The members examined the course contents. They appreciated the faculty for carefully designing the contents. The Board approved the contents.

**Agenda Item No. SBMS-SB-3/16-12**

**Any other matter with the permission of the Chair**

For improving the quality of the MBA programme the following suggestions were made by Prof. Naren Ramji, external expert.

1. In order to make MBA programme responsive to the needs and expectations of the community, the faculty may take initiative of integrating live projects /case studies with respective courses.
2. Practice of giving exposure to students about the contemporary developments in the field of management may be further strengthened.

3. Cases/problems-solving may be made compulsory part of question papers in all courses

Meeting ended with vote of thanks to the chair

**Prof Yoginder Verma**  
Dean, School of Business & Management Studies (SBMS)



**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]  
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**Minutes of 5<sup>th</sup> Meeting of Board of Studies of**

**Department of Marketing and Supply Chain Management held on 19<sup>th</sup> Sept., 2016**

The meeting of the Fifth Board of Studies (BoS) of Marketing and Supply Chain Management department was held on 19<sup>th</sup> September 2016 at 10.30 A.M. The meeting was chaired by Dr. Bhagwan Singh, Head, Department of Marketing and Supply Chain Management. The meeting formally started with a Welcome address by the to all the members present.

**The following members were present:**

1. Dr. Bhagwan Singh, **Chairman & Convenor.**
2. Prof. Arvind Chaturvedi, **Subject Expert-** Professor, International Management Institute (IMI), New Delhi.
3. Prof. P.K. Sharma, **Subject Expert-** Professor in Management & Officiating Incharge, Director Regional Services, Vardhaman Mahaveer Open Kota University, Rajasthan.
4. Prof. Y.S. Verma, **Dean,** School of Business and Management Studies, CUHP.
5. Prof. A.K. Mahajan, **Member from Allied Discipline & VC Nominee from CUHP,** Director, Centre for Computational Biology, CUHP.
6. Dr. OSKS Sastri, **Member from Allied Discipline & VC Nominee from CUHP,** Dean, Physical and Material Sciences, CUHP.
7. Mr. Chaman Lal, **Member,** Assistant Professor, Department of Marketing and Supply Chain Management, CUHP.
8. Dr. Sarvesh Kumar, **Special Invitee-** Assistant Professor, Department of Marketing and Supply Chain Management, CUHP.

**The members of Board of Studies (BoS) deliberated upon each agenda item and following decisions were taken in the BoS as per the agenda items:**

**Agenda Item No. – MSC-BoS-5/16-1**

**Formal Confirmation of Minutes of Meeting of the Fourth Board of Studies (BoS)**

The minutes of the meeting of the 4<sup>th</sup> BoS (held on 30<sup>th</sup> November, 2015) have been finalized and sent to all the members of BoS. Duly signed minutes of the Fourth BoS Meeting are placed before BoS for formal confirmation.

**Decision:** The minutes of the meeting of the Fourth Board of Studies (BoS) held on 30<sup>th</sup> November, 2015 were reviewed and confirmed by the BoS.

**Agenda Item No. – MSC-BoS-5/16-2**

**To recommend the Course Catalogue as per Newly amended CBCS (Choice Based Credit System) to the School Board**

Through the conduct of Curriculum Development Committee and Board of Studies, a comprehensive catalogue of courses was developed and was being implemented during 2010 and 2015. Certain additions, modifications and deletions were carried out at different times. These changes have been incorporated in the catalogue up to May 2016. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses need to be added, others may be

renamed and a few may be made of 4 credits. An amended list of the courses is placed before the Board for studies for its consideration, approval and recommendation to School Board.

**Decision:** After deliberation on the course catalogue presented before BoS, all the members of the BoS have agreed and recommended the course catalogue for further processes and approvals.

**Agenda Item No. – MSC-BoS-5/16 -3**

**To review and approve the courses as per the courses offered to MBA students of 2015-17 & 2016-18 batches**

CBCS based on the guidelines of UGC was implemented with effect from August 2015. A basket of courses for CBCS 2015-17 was approved by different bodies of the University. In order to remove confusion and present the courses at one place, the revised basket of courses for MBA 2015-17 & 2016-18 batch is presented before the Board of Studies for its information and approval.

**Decision:** The members of the BoS reviewed all the courses offered to MBA students of 2015-17 and 2016-18 batches under the Choice Base Credit System (CBCS) and approved the course catalogue of MBA 2015-17 batch as it is. The BoS suggested one change in the course catalogue of MBA 2016-18 batch i.e. Consumer Behaviour (MSC 506) to be offered in third semester instead of fourth semester of MBA degree.

**Agenda Item No. – MSC-BoS-5/16-4**

**To review and approve the Courses offered / to be offered by Department of Marketing & Supply Chain Management (M&SCM)**

The Revision of required Course Codes, Credits, and Nomenclature as per requirements of the courses offered by the Department of Marketing & Supply Chain Management (M&SCM) in accordance with amended CBCS and detailed course contents of the courses offered during the academic session 2015-2016 is placed before BoS for its suggestion, comments and recommendations .

**Decision:** The external subject expert and VC nominees of BoS appreciated the functioning of the Department of Marketing and Supply Chain Management (M&SCM) and were satisfied by the courses offered by the department. The members were happy to see that course curriculums offered by the department are very much updated as per the changing demand of the markets. The members also reviewed and approved the course contents prepared by the faculty members.

**Agenda Item No. – MSC-BoS-5/16-5**

**To recommend the report of Supervisor(s) for guiding Ph.D Research Scholar(s) allotted by the Department of Marketing & Supply Chain Management (M&SCM) to the School Board**

As per the Ordinances of the University, the Ph.D. students admitted in Ph.D programme shall be considered to be registered from the date s/he submits admission fee. In order to guide and monitor the performance of Ph.D. students, it becomes essential to allot their supervisors from the very beginning. In view of this fact, Dean in consultation with HoD and faculty members allots the supervisors to the Ph.D. students of the department admitted in 2015-16. Hence, the report of the allotted supervisor(s) is placed before BoS to recommend to the School Board.

**Decision:** The 5<sup>th</sup> BoS deliberated upon the process of allotment of supervisors to Ph.D students and recommended the report of the supervisors to the School Board as per details given below:

Sl. No.	Roll No.	Name of the Research Scholar	Name of the Research Supervisor
1.	CUHP14RDMGMT03	Mr. Vikas Kumar Tyagi	Dr. Sarvesh Kumar, Assistant Professor, Department of M&SCM, CUHP, TAB, Shahpur

2.	CUHP15RDMGMT03	Mr. Kamlesh Kumar	Dr. Bhagwan Singh, Head, Department of M&SCM, CUHP, TAB, Shahpur
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**Agenda Item No. – MSC-BoS-5/16-6**

**To approve the Synopsis of Ph. D. Research Scholar(s) admitted in the Department of M&SCM and recommend the confirmation of registration of Ph.D research scholar (s) to the School Board**

The synopses submitted by the Research Scholars enrolled in Ph.D programme in the Department of Marketing and Supply Chain Management has been presented by the Research Scholars before the Research Progress Monitoring Committee (RPMC) which has recommended these to be placed before BoS. Synopses of the Research Scholars in Research Degree (RD) programme in the Department of Marketing and Supply Chain Management are placed before BoS for approval and to recommend the confirmation of registration of Ph.D students to School Board.

**Decision:** The members of the 5<sup>th</sup> BoS appreciated the screening process of synopses. Both the candidates were called to present the synopses before BoS as the topics were not so promising. After the presentation and thorough deliberation, BoS suggested changes in the title of the proposed research work and approved these synopses as per detail given below:

Sr. No.	Roll No.	Name of the student	Name of the Supervisor	Remarks (If any)
1.	CUHP14RDMGMT03	Mr. Vikas Kumar Tyagi	<b>Supervisor: Dr. Sarvesh Kumar,</b> Assistant Professor, Department of Marketing & Supply Chain Management (M&SCM)	
<b>Topic: A Study of Consumers' Attitude, Expectations and Motivation towards Online Retail Services</b>				
2.	CUHP15RDMGMT03	Mr. Kamlesh Kumar	<b>Supervisor: Dr. Bhagwan Singh,</b> Head, Department of Marketing & Supply Chain Management (M&SCM)	
<b>Topic: Marketing Strategy for online Education in Bihar</b>				

**Agenda Item No. – MSC-BoS-5/16-7**

**To approve the panel of paper setters / evaluators for each course for the End-Semester Examinations**

As per Ordinance of Central University of Himachal Pradesh, the question papers for End-Semester examination of a course shall be set and evaluated by the external examiner. For selecting the paper setters/ evaluators for the end-semester examinations, the Department shall submit the duly approved panel of paper setters/ evaluators for each course.

Thus, the list of paper setters/ evaluators prepared by the Department of Marketing and Supply Chain Management in consultation with all the faculty members of the Department is placed before the Board of Studies for approval

**Decision:** The members of the 5<sup>th</sup> BoS deliberated upon each name included in the panel of paper setters/ evaluators and approve the same panel.

**Agenda Item No. MSC-BoS-5/16-8**

**To take feedback from the Hon'ble members on the question papers set by the Department of Marketing and Supply Chain Management (M&SCM) for End-Semester examination during the academic session 2015-16**

In order to ensure quality of question papers, the teachers are given prescribed guidelines within which they set the question papers and these question papers are further reviewed by the BoS. The question Papers Academic Session 2015-16 are placed before the BoS for its suggestions.

**Decision:** The members of the 5<sup>th</sup> BoS reviewed all the question papers set by the Department of M&SCM and appreciated its contents, types of questions and cases included in the question papers, especially the application part of the question paper.

**Agenda Item No. MSC-BoS-5/16-9**

**Suggestions for the improvement of the standard of Teaching and Research**

The members of the BoS suggested developing niche in the area of management education, Environment Management etc; Department of Marketing and Supply Chain Management and School of Business and Management Studies may offer courses like as this area is getting importance day by day. The board further suggested that School must focus on local problems and issues for future research work.

The meeting ended with a vote of thanks.

**Signatures of members of 5<sup>th</sup> BoS.**

Prof. Arvind Chaturvedi Prof. P. K. Sharma Prof. Y. S. Verma Prof. A. K. Mahajan

Dr. OSKS Sastri Mr. Chaman Lal Dr. Sarvesh Kumar

**Dr. Bhagwan Singh  
Chairman &  
Convenor,  
5<sup>th</sup> BoS, M&SCM**

**Copy to:**

1. **Dean, School of Business and Management Studies**
2. **All the members of the 5<sup>th</sup> Board of Studies**
3. **Concerned File**



**हिमाचल प्रदेश केंद्रीय विश्वविद्यालय**  
Central University of Himachal Pradesh  
(Established Under Central Universities Act 2009)

Dated: 30.09.2016  
Time: 03:00 pm  
Venue: Seminar Hall

**Department of Human Resource Management & Organizational Behaviour**

**Minutes of the Fourth BOS Meeting Held on 30<sup>th</sup> Sept, 2016**

The meeting of the Fourth Board of Studies (BOS) for the Department of HRM & OB was held on 30<sup>th</sup> Sept 2016 at 03.00 p.m. The meeting formally started with a Welcome Note by the Chairman & Convener of Board of Studies, Prof. Yoginder Verma to all the Hon'ble members present.

The following members were present:

1. Prof. Yoginder S. Verma, Head, Dept of HRM & OB and Dean, School of SBMS, CUHP, Chairman & Convener.
2. Prof. Vinay Chauhan, The Business School, University of Jammu, Subject Expert
3. Prof. H.R. Sharma, Dean, School of Social sciences, CUHP, VC Nominee.
4. Prof I V Malhan, Dean, School of Mathematics, Computer and Information, CUHP, VC Nominee.
5. Dr. Sanjeev Gupta, , Head, Department of Accounting and Finance, Special Invitee.
6. Dr. Bhagwan Singh, Head, Department of Marketing and Supply Chain Management, Special Invitee.
7. Dr. Gitanjali Upadhaya, Assistant Professor, Department of HRM & OB, Member
8. Dr. Bhawana Bhardwaj, Assistant Professor, Department of HRM & OB, Special Invitee.
9. Dr. Aditi Sharma, Assistant Professor, Department of HRM & OB, Special Invitee.

Prof O.P Verma, Commerce Department, HPU, Shimla, Subject Expert could not attend the meeting. He was granted leave of absence. Prof Yoginder Verma welcomed all members to the fourth meeting of Board of Studies and briefed the members about the recent developments in the MBA Programme.

The members of Board of Studies deliberated upon each agenda item and took the following decisions:

**Agenda Item No. – HRM-BoS-4/16-1**

**Formal Confirmation of Minutes of Meeting of the Third Board of Studies (BoS).**

**Decision :** The minutes of the meeting of the third BoS were finalised and sent to all members of BoS. Since no comments were received from the members, the minutes were taken as approved. These minutes were further approved by School Board (held on 11<sup>th</sup> June 2015), AC and EC (held on 15<sup>th</sup> June 2015) Annexure-I.

**Agenda Item No. – HRM-BoS-4/16-2**

**To deliberate upon the Course Catalogue of Management**

CBCS has been implemented since inception of the Central University of Himachal Pradesh (CUHP) i.e. 2010. In this 30% of the courses were selected by the student at University level, 40% courses were selected at School level and 30% at the Departmental level. Recently, in 2015 UGC issued certain guidelines for CBCS. Central University of Himachal Pradesh (CUHP) has revised its CBCS based on the UGC new guidelines and the emerging needs of the University. Through the conduct of Curriculum Development Committee and Board of

Studies, a comprehensive catalogue of courses was developed. Certain additions, modifications and deletions were carried out at different times. These changes have been incorporated in the catalogue up to July 2016. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses needed to be added, others may be renamed and a few may be made of 4 credits. The catalogue of courses has been updated and is here placed before the Board for studies for its consideration, approval and recommendation to School Board. The amended CBCS is subject to the recommendation and approval of statutory bodies like BoS, School Board (SB), Academic Council (AC) and Executive Council – II).

**Decision :** After detailed discussion on various aspects of the Catalogue of courses, the Board of Studies decided that course catalogue upto July 2016 be separated and will be operative only upto academic batch 2015- 2017. An amended catalogue was prepared and approved. New catalogue will be effective from academic batch commencing from 1<sup>st</sup> August 2016. It recommended the same to School Board for further ratification and approval.

**Agenda Item No. – HRM-BoS-4/16 -3**

**To Approve the Revised CBCS for the MBA Batch 2015-17**

CBCS based on the guidelines of UGC was implemented with effect from August 2015. A basket of courses for CBCS 2015-17 was approved by different bodies of the University. In order to remove confusion and present the courses at one place, the revised courses for MBA batch 2015-17 was presented before the Board of Studies for its information and approval (Annexure – III).

**Decision:** The Courses for the MBA Batch 2015-17 were approved under revised CBCS.

**Agenda Item No. – HRM-BoS-4/16-4**

**To approve and recommend to School Board the basket of courses for MBA under CBCS for the batch 2016-18**

Based on the feedback from the students and alumni, and available expertise with the School of Business and Management Studies, a list of courses under CBCS has been prepared for MBA Programme of Studies 2016-18. The same was placed before the Board of Studies for its consideration and approval (Annexure – IV).

**Decision:** The Courses for the MBA 2016-18 under CBCS were approved by the members of BoS.

**Agenda Item No. – HRM-BoS-4/16-5**

**To review and approve the course contents being offered by the Department of HRM&OB to MBA students of 2015-17 and 2016-18:**

In accordance with the ordinances of the Central University of Himachal Pradesh (CUHP) the course contents are designed by respective faculty members within the prescribed broader guidelines laid down by the University. The course contents of the courses offered by the Department of HRM & OB during Spring Semester and Monsoon Semester 2016 are placed before BoS for its review and approval (Annexure – V).

**Decision:** The members examined the course contents. They appreciated the faculty for carefully designing the contents. The Board approved the contents.

**Agenda Item No. – HRM-BoS-4/16-6**

**To take feedback from the Hon'ble members on the Question Papers of End Term Examination for Spring Semester 2016.**

In order to ensure quality of question papers, the teachers are given prescribed guidelines within which they set the question papers and these question papers are further reviewed by the BoS. . The question Papers for Spring Semester 2016 were placed before the BoS for its suggestions (Annexure – VI).

**Decision:** The members of BoS critically reviewed all the question papers of courses offered by the faculty of the department. It was suggested that the question paper should include more case studies and application based questions.

**Agenda Item No. – HRM-BoS-4/16-7**

**To approve the panel of paper setters / evaluators for each course for the End-Semester Examinations**

As per the requirements of the Ordinance 31 dealing with examinations, a list of minimum five examiners is to be approved by the BoS for setting and evaluating the end-term question papers. A list of examiners is being presented for the approval of the Board of Studies (Annexure – VII).

**Decision:** The list was reviewed and some more names were added to the list of examiners by the members of BoS. Further the BoS authorised the Head to add more names if so required.

**Agenda Item No. HRM-BoS-4/16-8**

**To report to the Board of Studies the allotment of supervisors to the students admitted for PhD programme in the Department of Human Resource Management & Organizational Behaviour in January 2016**

In accordance with the provision of the Ordinance 42, supervisors of the students admitted in the PhD Programme of Study are to be allotted within one month of their registration. The list of research scholars along with their supervisors is presented for confirmation of registration by the Board of Studies.

**Decision:** The following list of research scholars with their respective supervisors was approved by the BoS.

S.No.	Name of Research Scholar	Registration No.	Name of Supervisor
1.	Ms. Shagun	CUHP15RDMGMT07	Prof. Yoginder Verma Pro – Vice Chancellor & Dean, SBMS, CUHP
2.	Mr. Ravi Kumar	CUHP15RDMGMT06	Dr. Bhawana Bhardwaj Assistant Professor Department of HRM & OB. SBMS, CUHP
3.	Ms. Mehak Sharma	CUHP15RDMGMT04	Dr. Aditi Sharma Assistant Professor Department of HRM & OB. SBMS, CUHP

**Agenda Item No. HRM-BoS-4/16-9**

**Suggestions for the improvement of the standard of Teaching and Research:**

**Decision:** The BoS members raised few points which need attention for good quality of research work in the department. These points were noted for compliance.

The meeting ended with a vote of thanks to the chair

Prof Yoginder Verma  
Chairman & Convenor  
Department of HRM & OB

## ANNEXURE-III

### List of PhD Scholars and Supervisor(s) allotted to supervise them

The list of the allotted supervisor(s) is placed before the School Board for approval.

Sl. No.	Roll No.	Name of the Research Scholar	Name of the Research Supervisor	Name of the Department
1.	CUHP14RDMGMT03	Mr.Vikas Kumar Tyagi	Dr. Sarvesh Kumar, Assistant Professor, Department of M&SCM, CUHP	Department of Marketing and Supply Chain Management
2.	CUHP15RDMGMT03	Mr.Kamlesh Kumar	Dr. Bhagwan Singh, Head, Department of M&SCM, CUHP	Department of Marketing and Supply Chain Management
3.	CUHP15RDMGMT04	Ms.Mehak Sharma	Dr. Aditi Sharma Assistant Professor Department of HRM &OB. SBMS, CUHP	Department of Human Resource Management & Organisational Behaviour
4.	CUHP15RDMGMT06	Mr. Ravi Kumar	Dr. Bhawana Bhardwaj Assistant Professor Department of HRM &OB. SBMS, CUHP	Department of Human Resource Management & Organisational Behaviour
5.	CUHP15RDMGMT07	Ms. Shagun	Prof. Yoginder Verma Pro – Vice Chancellor & Dean, SBMS, CUHP	Department of Human Resource Management & Organisational Behaviour
6.	CUHP15RDMGMT05	PRADEEP KUMAR	Dr.Sanjeev Gupta, Head, Department of Accounting and Finance, CUHP	Department of Accounting and Finance

## ANNEXURE-IV

### Synopses for Approval and Confirmation of Registration

Following Synopses of the Research Scholars pursuing PhD programme were placed before BoS of the Department of Marketing and Supply Chain Management for its approval. The BoS considered the synopses and advanced certain suggestions. The synopses were approved. Now, the items are placed before the School Board to approve and confirm the registration of the students.

Sr. No.	Roll No.	Name of the student	Name of the Supervisor	Remarks (If any)
1.	CUHP14RDMGMT03	Mr. Vikas Kumar Tyagi	<b>Supervisor:</b> Dr. Sarvesh Kumar, Assistant Professor, Department of Marketing & Supply Chain Management (M&SCM)	
<b>Topic:</b> A Demographic and Psychological Comparison of Indian E-Retailing Consumers Based in Buying Motivations, Expectations, and Perceptions Towards Service Quality				
2.	CUHP15RDMGMT03	Mr. Kamlesh Kumar	<b>Supervisor:</b> Dr. Bhagwan Singh, Head, Department of Marketing & Supply Chain Management (M&SCM)	
<b>Topic:</b> A study of Internet Based Education in Central Bihar				

<b>List of students Batch 2016-18</b>				
<b>Sr.</b>	<b>Roll No.</b>	<b>Name of</b>	<b>Email id</b>	<b>Mobile no.</b>
1.	CUHP16MBA0	ABHISHEK	aabhisharma94@gmail.co	945983782
2.	CUHP16MBA0	ABHISHISH	abhishishkumar520@gmail.	862886516
3.	CUHP16MBA0	ADITI	aditisharma19947@gmail.c	099582696
4.	CUHP16MBA0	ADITYA	adityakapil96@gmail.com	891414614
5.	CUHP16MBA0	AJAY	ajaybhatia638@gmail.com	981638222
6.	CUHP16MBA0	AJAY	juntaajay666@gmail.com	945958456
7.	CUHP16MBA0	AKSHAY	Akshaykaundal24dec@gma	945920882
8.	CUHP16MBA0	AMIT	amitsambyal94@gmail.com	783197765
9.	CUHP16MBA0	ANKIT	gora.ankit18@gmail.com	862681299
10.	CUHP16MBA1	ANKUSH	saphiya9@gmail.com	973676733
11.	CUHP16MBA1	ANKUSH	Ankushsharma0795@gmail	945955826
12.	CUHP16MBA1	ANURADHA	mailtoanu9@gmail.com	889486280
13.	CUHP16MBA1	ARPIT	arpitsood96@gmail.com	985704996
14.	CUHP16MBA1	ASHWANI	ashwanikmr265@gmail.co	973681113
15.	CUHP16MBA1	ATUL	atulpathania51@gmail.com	945979697
16.	CUHP16MBA1	DEEKSHA	dkchambiyal@GMAIL.COM	973695530
17.	CUHP16MBA1	DIGVIJAY	digvijaysolan@gmail.com	945942416
18.	CUHP16MBA1	DINESH	dinesh24852@gmail.com	945902485
19.	CUHP16MBA1	DINESH	uodinesh1993@gmail.com	898800812
20.	CUHP16MBA2	DINESH	riku1769@gmail.com	889467533
21.	CUHP16MBA2	DIPANSHU	diprathore786@gmail.com	941834606
22.	CUHP16MBA2	EKTA	epatial0@gmail.com	783304807
23.	CUHP16MBA2	GAURAV	gauravsharma00832@gmai	980570083
24.	CUHP16MBA2	GAURAV	gaurav3104049@gmail.co	945919105
25.	CUHP16MBA2	HARISH	harishkumarrohaila@gmail.	985729130
26.	CUHP16MBA2	HARSH	rajputh864@gmail.com	898803907
27.	CUHP16MBA2	HIMANSHU	hshimanshu381@gmail.co	945955395
28.	CUHP16MBA2	ISHA NAG	ishanag14@gmail.com	973681276
29.	CUHP16MBA2	JAGMAL	jagmal.bhoran@gmail.com	898816762
30.	CUHP16MBA3	KIRAN RAJ	kiranrj2527@gmail.com	964628737
31.	CUHP16MBA3	KUNAL	kunalbhatnagar123@gmail.	978076156
32.	CUHP16MBA3	MADHU	er.madhu91@gmail.com	898823252
33.	CUHP16MBA3	MANOJ	manudhiman1695@gmail.c	980518156
34.	CUHP16MBA3	MONIKA	resplp99@gmail.com	889407862
35.	CUHP16MBA3	MUNISH	munishbajjnath30@gmail.c	973670374
36.	CUHP16MBA3	MUNISH	munishthakur475@gmail.c	985768446
37.	CUHP16MBA3	NANCY	nancyanand0602@hotmail.	783382670
38.	CUHP16MBA3	NETALI	nitali30@yahoo.com	889441841
39.	CUHP16MBA3	NISHANT	nishantpathania013@gmail	991596371
40.	CUHP16MBA4	NITESH	tanish.nitesh786@gmail.co	995848626
41.	CUHP16MBA4	PANKAJ	pkashav7@gmail.com	945908397
42.	CUHP16MBA4	PANKAJ	thakurpankaj535@gmail.co	867971947
43.	CUHP16MBA4	PARVEEN	parveencuhp43@gmail.co	826282169
44.	CUHP16MBA4	PAWAN	pawan.kummar16@gmail.c	889466552
45.	CUHP16MBA4	PIYUSH	piyush130sharma@gmail.c	867996967
46.	CUHP16MBA4	PRAVEEN	praveenkumar2891995@g	981634910
47.	CUHP16MBA4	PRIYANKA	priyanka1995@gmail.com	973653307

48.	CUHP16MBA4	PURNIMA	purnima.pathania33@gmai	988293116
49.	CUHP16MBA5	RAHUL	rahuljaryal94@gmail.com	862885417
50.	CUHP16MBA5	RAHUL	rahulbhadwal7@gmail.com	898802477
51.	CUHP16MBA5	REETIKA	sharma.reetika777@gmail.	980546446
52.	CUHP16MBA5	RICHA	RICHELNU@GMAIL.COM	981754280
53.	CUHP16MBA5	SACHIT	sachitsood09@gmail.com	988258040
54.	CUHP16MBA5	SAHIBA	deepaktcm17@gmail.com	964668701
55.	CUHP16MBA5	SAHIL	bhattсахил08@gmail.com	985779737
56.	CUHP16MBA5	SAHIL	dograsahil95@gmail.com	889418808
57.	CUHP16MBA5	SANCHIT	snchtsharma.53@gmail.co	980581800
58.	CUHP16MBA6	SAVITA	ksavita997@gmail.com	780728015
59.	CUHP16MBA6	SHAHID	shahidsaifi955@gmail.com	901385913
60.	CUHP16MBA6	SHALLU	shalurana174@gmail.com	985712195
61.	CUHP16MBA6	SHAVETA	shaveta.dhiman96@gmail.c	988259920
62.	CUHP16MBA6	SHIV	skxyz439@gmail.com	985707369
63.	CUHP16MBA6	SHIWANI	shiwani537@gmail.com	867913295
64.	CUHP16MBA6	SHRUTI	shrutisweet111@gmail.co	980533399
65.	CUHP16MBA6	SHUBHAM	shubhamjamwal786@hotmail	980587087
66.	CUHP16MBA6	SHUBHAM	shubu.rajput001@gmail.co	862900064
67.	CUHP16MBA7	SUDHANSH	sharmasudhanshu119@gm	889498034
68.	CUHP16MBA7	SUNNY	ksunny178@gmail.com	862808806
69.	CUHP16MBA7	SUNNY	ssunny659@gmail.com	810948515
70.	CUHP16MBA7	SURAJ	kumarsuraj.kumar90@gmai	945962092
71.	CUHP16MBA7	SUSHIL	sk.chikoo@gmail.com	988260760
72.	CUHP16MBA7	SUSHMA	sushmamohamad@gmail.c	988266206
73.	CUHP16MBA7	TANVEER	singhtanu11@gmail.com	809128104
74.	CUHP16MBA7	TARESH	tareshtandon@hotmail.co	945916604
75.	CUHP16MBA7	TASHI	tashidelek0913@gmail.com	981642357
76.	CUHP16MBA7	VIKAS	vikasrana93@gmail.com	783296546
77.	CUHP16MBA8	VIKRAM	vkram01021995@gmail.co	849289336
78.	CUHP16MBA8	VIKRAMJIT	vikuguleria234@yahoo.com	750863747
79.	CUHP16MBA8	VISHAL	vishalbhardwaj250@gmail.	889498759
80.	CUHP16MBA8	VISHAL	VC1391993@GMAIL.COM	981671843
81.	CUHP16MBA8	VISHAL	vishalrilach84@gmail.com	985750594
82.	CUHP16MBA8	VIVEK	vivekchoudhary072@gmail.	945975210
83.	CUHP16MBA8	VIVEK	vivekktch@gmail.com	980566436
84.	CUHP16MBA8	YOGITA	yogitadevi901@gmail.com	988285998
85.	CUHP16MBA8	SHILAKHA	shilakha.sharma29@gmail.	783285100
86.	CUHP16MBA8	NANCY	nancythakur234@yahoo.in	981654622
87.	CUHP16MBA9	ABHISHEK	aabhishekssharma95@gma	889468754



The Central University of Himachal Pradesh (CUHP) has modified its Choice Based Credit System (CBCS) in accordance with the guidelines of UGC. Hence, School of Business & Management Studies (SBMS) has also brought necessary changes in its Courses in view of amended relevant Ordinances. The modified Choice Based Credit System (CBCS) had been made functional the academic session 2015 – 16.

Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2016-18. The students will exercise choice within the framework of CUHP- CBCS.

### Credit Requirement for MBA Program of Study (4 Semesters)

Course Category		Percentage	Credits
<b>1. Core Courses</b>		<b>65%</b>	
	Compulsory Courses	50%	40
	Open Courses	15%	12
<b>2. Elective Courses</b>		<b>25%</b>	
	Specialization Courses	20%	16
	Inter Disciplinary (University Wide) Courses	5%	4
<b>3. Foundation Courses</b>		<b>10%</b>	
	Skill Development Courses	5%	4
	Human Making Courses	5%	4
<b>Total</b>		<b>100%</b>	<b>80</b>

### Semester wise Credit Distribution

Courses->	Core		Elective		Foundation		Total
	Compulsory	Open	Specialization	Open	Skill Development	Human Making	
Semester							

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I	16	-	-	-	2	2	20
II	12	4		-	2	2	20
III	4	4	8	4	-	-	20
IV	8	4	8	-	-	-	20
<b>Total</b>	<b>40</b>	<b>12</b>	<b>16</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>80</b>

## 1. Core Courses

### a) Compulsory Courses: Required Credits 40

All MBA students shall study compulsory core courses in each semester as given below:

#### First Semester

Sl. No.	Course Code	Course Name	Credits
1	AFA 407	Accounting for Managerial Decisions	2
2	SAS 403	Business Statistics	2
3	MSO 402	Legal Aspects of Business	2
4	MSO 413	Managerial Economics	4
5	MSC 401	Marketing Management	4
6	HRM 401	Organizational Behaviour	2
<b>Total Credits</b>			<b>16</b>

#### Second Semester

Sl. No.	Course Code	Course Name	Credits
1	AFA 403	Financial Management	4
2	HRM 402	Human Resource Management	4
3	POM 401	Operations Management	2
4	MSO 601	Business Research Methods	2
<b>Total Credits</b>			<b>12</b>

#### Third Semester

Sl. No.	Course Code	Course Name	Credits
---------	-------------	-------------	---------

1	MSC 506	Consumer Behaviour	2
2	MSO 507	On-the-job Training and Training Report	2
<b>Total Credits</b>			<b>4</b>

**Fourth Semester**

Sl. No.	Course Code	Course Name	Credits
1	AFA 450	Seminar Paper on Emerging issues in Accounting and Finance	2
	HRM 414	Seminar Paper on Emerging issues in HRM and OB	
	MSC 415	Seminar Paper on Emerging issues in Marketing and Supply Chain Management	
2	MSO 499	Project Work	2
3	MSO 498	Comprehensive Viva Voce	2
4	POM 504	Operations Research	2
<b>Total Credits</b>			<b>8</b>

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## Core Courses

### b )Open Core: Required Credits:12

A student shall have the choice to take courses with total 12 credits out of the following courses as offered by the School. The School will notify the courses to be offered in each semester.

Sl. No.	Course Code	Course Name	Credits
1.	MSO 401	Management Principles & Functions	2
2.	MSO 403	Indian System of Business	2
3.	MSO 409	Community Lab: Management in Action	4
4.	MSO 410	Business Communication	2
5.	MSO 414	Management Information System	2
6.	CSR 403	Corporate Governance & Social Responsibility	2
7.	AFA 409	Banking Operations and Procedures	2
8.	AFA 405	Merchant Banking and Financial Services	2
9.	AFA 411	Management of Financial Institutions	2
10.	AFA 502	Project Management	2
11.	AFA 503	Project Financing	2
12.	AFA 529	Quantitative Finance	4
13.	AFA 512	Investment Analysis and Portfolio Management	2
14.	AFA 543	Management of Financial Services	2
15.	HRM 408	Organizational Theory, Design and Effectiveness	2
16.	HRM 409	Leadership- Concept and Theories	2
17.	HRM 411	Diversity and Cross Cultural Management	2
18.	HRM 507	Conflict Management and Negotiation Skills	2
19.	MSC 405	Integrated Marketing Communication	2
20.	MSC 440	Retail Management	2
21.	MSC 508	Customer Relationship Management	2
22.	MSC 520	Internet Based Marketing	2
23.	MIB 404	International Organisations, Regional Blocks & WTO	2
24.	MIB 411	International Business Environment	2
25.	COD 404	Organizational Development	2
26.	POM 505	Total Quality Management	2
27.	EDM 406	Managing Creativity, Innovation & Incubation	2
28.	EDM 413	Entrepreneurship Development	2

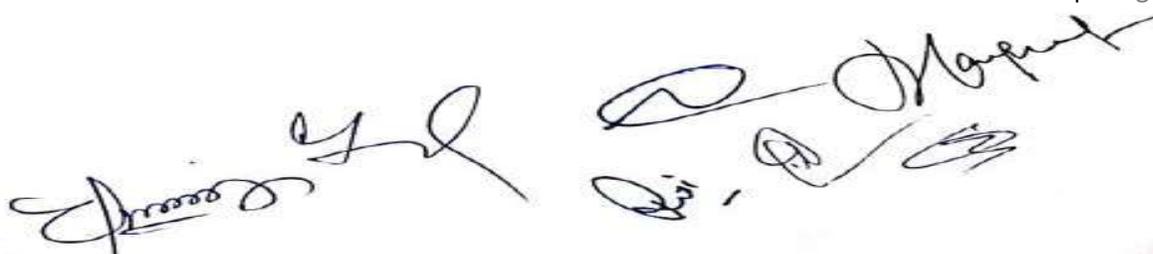

## 2. Elective Courses

### a) Specialisation: Required Credits 16

The students shall have the choice to select one of the four baskets of courses out of the following groups. Further the students shall have choice of selecting 16 credits from chosen basket or specialisation area.

#### Group I: Accounting & Finance

Sl. No.	Course Code	Course Name	Credits
1.	AFA 404	Personal Finance	2
2.	AFA 405	Merchant Banking and Financial Services	2
3.	AFA 408	Insurance Management	2
4.	AFA 409	Banking Operations and Procedures	2
5.	AFA 411	Management of Financial Institutions	2
6.	AFA 413	Behavioural Finance	2
7.	AFA 415	Stock Market Operations	2
8.	AFA 427	Tax Management	2
9.	AFA 428	Legal Framework for Business and management	2
10.	AFA 429	Financial Economics	2
11.	AFA 432	Banking Practices and Emerging Issues	2
12.	AFA 433	Contemporary Auditing	2
13.	AFA 436	Corporate Governance and Ethics	2
14.	AFA 437	Corporate Finance	2
15.	AFA 438	Micro Finance and Indigenous Banking	2
16.	AFA 448	Statistical and mathematical tools for Finance	2
17.	AFA 450	Seminar Paper on Emerging issues in Accounting and Finance	2
18.	AFA 504	Financial Derivatives	2
19.	AFA 505	Financial Management in Banks	2
20.	AFA 506	Enterprise Risk Management	2
21.	AFA 507	Working Capital Management	2
22.	AFA 508	Mergers and Acquisitions	2
23.	AFA 509	Management of Mutual Funds	2
24.	AFA 511	Financial Engineering	2



25.	AFA 512	Investment Analysis and Portfolio Management	2
26.	AFA 519	Strategic Financial Management	4
27.	AFA 522	Income Tax	2
28.	AFA 524	Options, Futures and other Derivatives	2
29.	AFA 525	Fundamentals of Investments	2
30.	AFA 526	Bond Markets Analysis and Strategies	2
31.	AFA 528	Research Methods for Finance	2
32.	AFA 529	Quantitative Finance	4
33.	AFA 530	Financial Econometrics	4
34.	AFA 532	Foreign Exchange Risk Management	2
35.	<b>AFA 536</b>	<b>International Financial Management</b>	<b>2</b>
36.	AFA 543	Management of Financial Services	2
37.	AFA 554	Statistics for Finance	2

## 2. Elective Courses

### a) Specialisation: Required Credits 16

#### Group II : Marketing

Sl. No.	Course Code	Course Name	Credits
1	MSC 402	Service Marketing	2
2	MSC 404	Industrial Marketing	2
3	MSC 405	Integrated Marketing Communication	2
4	MSC 408	Supply Chain Management	2
5	MSC 501	Social Marketing	2
6	MSC 502	Marketing Research	2
7	MSC 520	Internet Based Marketing	2
8	MSC 505	Product and Brand Management	2
9	MSC 507	Rural Marketing	2
10	MSC 508	Customer Relationship Management	2
11	MSC 509	Green Marketing	2

12	MSC 514	Sales and Distribution Management	2
13	MSC 422	Global SCM and International Logistics	2
14	MSC 432	Service Quality Management	2
15	MSC 439	Mobile Based Marketing	2
16	MSC 440	Retail Management	2
17	MSC 442	Advertising Management	2
18	MSC 522	Web Based Advertising	2
19	MSC 528	Agri-business and Marketing	2
20	MSC 510	Advertising Research	2
21	MSC 513	Enterprise Resource Planning (ERP)	2
22	MSC 516	Current Issues and Emerging Challenges in Marketing	2

## 2. Elective Courses

### a) Specialisation: Required Credits 16

#### Group III Human Resource Management

Sl. No.	Course Code	Course Name	Credits
1	HRM 405	Career and Succession Planning	2
2	HRM 406	HR Balanced Score Card	2
3	HRM 407	Emotional Intelligence	2
4	HRM 408	Organizational Theory, Design and Effectiveness	2
5	HRM 409	Leadership- Concept and Theories	2
6	HRM 410	Personality Development and Career Management	2
7	HRM 411	Diversity and Cross Cultural Management	2
8	HRM 501	Individual and Group Processes	2
9	HRM 502	Management of Industrial Relations	2
10	HRM 503	Human Resource Development	2

11	HRM 504	Social Security and Labour Welfare	2
12	HRM 505	Counselling Skills	2
13	HRM 507	Conflict Management and Negotiation Skills	2
14	HRM 506	Power and Politics in Organizations	2
15	HRM 508	Compensation Management	2
16	HRM 509	Performance Management- Systems & Strategies	2
17	HRM 511	Strategic HRM	2
18	HRM 512	Industrial Psychology	2
19	HRM 513	Labour Laws	2
20	HRM 515	International HRM	2
21	HRM 517	HRD Audit	2
22	HRM 518	Competency Mapping	2
23	HRM520	Leadership in Asian Philosophy	2
24	HRM 525	Organization Transformation and Development	2

## 2. Elective Courses

### a) Specialisation: Required Credits 16

#### Group IV : Entrepreneurship : Required Credits 16

Sl. No.	Course Code	Course Name	Credits
1.	EDM 402	New Venture Creation	2
2.	EDM 404	Entrepreneurial Support System	2
3.	EDM 405	Management of MSME	2
4.	EDM 406	Managing Creativity, Innovation & Incubation	2
5.	EDM 407	Entrepreneurship Training -Tools and Techniques	2
6.	EDM 408	Entrepreneurship Development - Recent Trends	2
7.	EDM 409	Entrepreneurial Competency & Motivation	2

8.	EDM 410	Entrepreneurial Succession Planning	2
9.	EDM 411	Managing Small & Family Business	2
10.	EDM 412	Agri-Business Management	2
11.	EDM 413	Entrepreneurship Development	2
12.	EDM 415	Small Business Management	2
13.	EDM 416	Real Estate Management	2
14.	EDM 417	Micro Finance	2
15.	EDM 418	Entrepreneurial Finance	2
16.	EDM 501	Social Entrepreneurship	2
17.	EDM 502	Selection and Management of Handicrafts enterprise	2
18.	EDM 503	Enterprise Establishment and Management	2
19.	EDM 504	Business Plan and Project Implementation	2
20.	EDM 505	Financing New Ventures	2
21.	EDM 506	Venture Capital & Private Equity	2
22.	EDM 507	Managing Corporate Turnarounds	2

## 2. Elective Courses

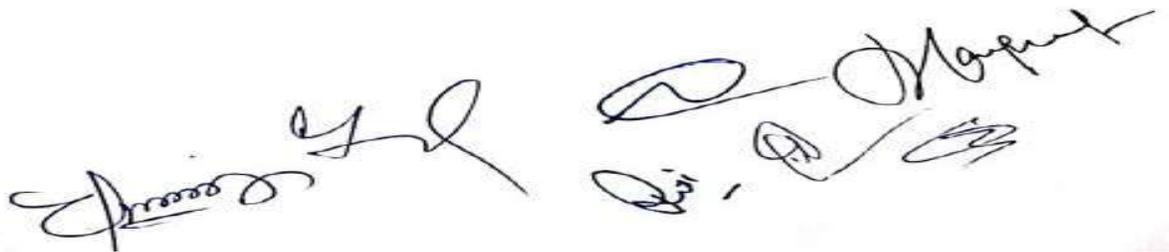
### b): Interdisciplinary Courses – Required Credits 4 ( Four)

The students of MBA shall take 4 credit courses from the courses offered by other Schools. The List of such courses shall be provided to the students in the beginning of the semester.

**Note: School of Business and Management Studies shall offer the following courses at University Wide to be taken by the students of other Schools.**

Sl. No.	Course Code	Course Name	Credits
1.	MSO 401	Management Principles and Function	2
2.	AFA 404	Personal Finance	2
3.	AFA 411	Management of Financial Institutions	2

4.	MSC 440	Retail Management	2
5.	HRM 507	Conflict Management and Negotiation Skills	2
6.	MSC 509	Green Marketing	2
7.	MSC 520	Internet Based Marketing	2
8.	HRM 410	Personality Development and Career Management	2
9.	HRM 401	Organisational Behaviour	2
10.	MIB 411	International Business Environment	2
11.	MSO 506	Strategic Management	4



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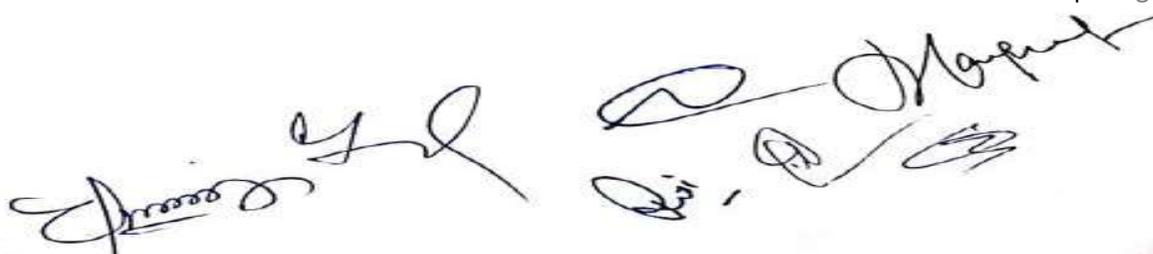
### 3. Foundation Courses

All the students of the University shall be required to take 4 credits from (a) Skill Development courses and 4 credits from (b) Human Making courses offered by the university departments. The University will notify the courses being offered in a semester in the beginning of each semester. Students will be given wider choice and will be selected on the basis of their score in admission score.

Note : The School of Business and Management Studies shall offer the following courses for all the students of the University.

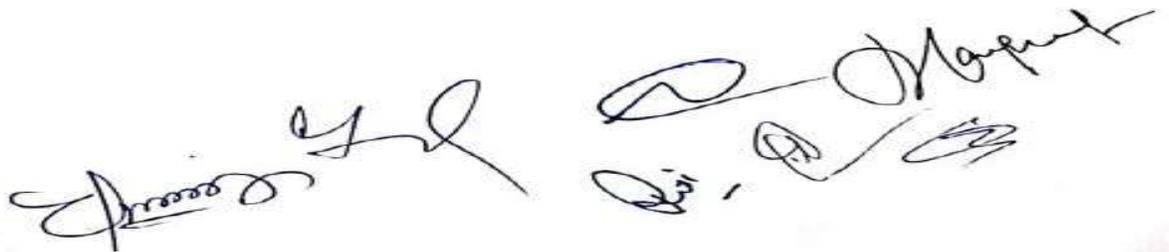
#### a) Skill Development: Required Credits 4(Four)

S.No	Course Code	Course Name	Credits
1.	AFA 404	Personal Finance	2
2.	AFA 415	Stock Market Operations	2
3.	AFA 543	Management of Financial Services	2
4.	AFA 544	Finance and Investment Skills	2
5.	EDM 403	Success Stories of Entrepreneurs and Managers	2
6.	EDM 406	Managing Creativity, Innovation & Incubation	2
7.	EDM 503	Enterprise Establishment and Management	2
8.	HRM 416	Employability Skills	2
9.	MSC 412	Personal Selling & Salesmanship	2
10.	MSC 430	Digital Marketing	2
11.	MSC 520	Internet Based Marketing	2
12.	AFA 411	Management of Financial Institutions	2



**b) Human Making: Required Credits 4 (Four)**

S.No	Course Code	Course Name	Credits
1	CSR 401	Human Values and Ethics	2
2	CSR 405	Self-Management and Development	2
3	CSR 406	Life & Career Planning	2
4	CSR 407	Inter Personal Effectiveness	2
5	CSR 408	Leadership Development	2

Handwritten signatures and initials in black ink, including a large signature on the left and several smaller initials and signatures on the right.

HUMAN MAKING COURSES				SKILL DEVELOPMENT COURSES			
COURSE-ID	Course Code	Course Title	Room No. /Faculty Name	COURSE-ID	Course Code	Course Title	Room No. /Faculty Name
F-HM-1	CSR 401	Human Values and Ethics	CR-2/ Dr. Gitanjali	F-SD-1	AFA 544	Finance and Investment Skills	CR-2/ Dr. Ashish Nag
F-HM-2	CSR 407	Interpersonal Effectiveness	CR-3/ Prof. Y.S. Verma	F-SD-2	MSC 412	Personal Selling and Salesmanship	CR-3/ Dr. Bhagwan Singh
F-HM-3	TTR 458	Mental Health: Issues and Concerns	CR-111/Mrs.RenuBhandari	F-SD-3	HRM 525	Employability Skills	CR-111/Dr. Aditi
F-HM-4	JCW-408	Media and Gender	CR-6/Dr. Archana Katoch	F-SD-4	TTR 459	Life Skills	CR-5/ Dr. Anu G S
F-HM-5	MC E 416	e-Education and Learning	CR-7/ Dr. R. P. Rai	F-SD-5	JCW-548	Blogging	CR-6/ Mr. Hari Krishnan.B
F-HM-6	-	Biosafety issues	CR-CBB Lab/Dr. Shailender K. Verma	F-SD-6	MC E 437	Basics of Videography	CR-7/ Mr. Kuldeep Singh
F-HM-7	-	Life: Its Emergence, Evolution and Extent	CR-IT Lab/ Dr. Vikram Singh	F-SD-7	-	Skills in Agricultural Technology	CR-CBB Lab/Dr. Shailender K. Verma
F-HM-8	LIS 429	Knowledge based life Coaching and Development	CR-5 / Prof.I.V.Malhan	F-SD-8	LIS 426	Basics of computers	CR- IT Lab / Mr. Nimmalakarunakar
F-HM-9	PAS 417 A	History & Philosophy of Sciences	CR- 11/ Dr. B.C. Chauhan	F-SD-9	PAS 427 A	Scientific Writing & Presentations	CR- 11/ Dr. O.S.K.S. Sastri
F-HM-10	ECN 457	Economics of Values and Ethics	CR-4/ Mr. Amit Kumar, Mr. Indervir Singh	F-SD-10	ECN 456	Basic Statistical and Econometric Techniques	CR-4/ Mr. Kamal Singh
F-HM-11	TTM 512	Eco tourism Planning and practices	CR-9/ DrSuman Sharma	F-SD-11	SWR 498	Project Formulation & Report Writing	CR- 1/Dr.AsutoshPradhan
F-HM-12	EEL-443	Literature, Empathy and Human-Making	CR-8/ Ms. Shaweta Nanda	F-SD-12	TTM 429	Security, Rescue and Disaster management	CR-9/ Dr S. Sundararaman
F-HM-13	HIL 458	SahityaAurManveeyMoolya	CR-12/ Hindi Department (For Teacher)	F-SD-13	EEL-414	Advanced Oral Communicative Skills in English	CR-8/ Dr. Hem Raj Bansal
F-HM-14	-	Earthquake Awareness	CR-10/ Prof. AmbrishMahajan	F-SD-14	HIL 445	Patkathalekhan (KathatmakevamGair-Kathatmak)	CR-12/ Mr. Chandrkant Singh
F-HM-15	SWR 434	Social Work and Human Rights	CR-1/ Ms. AmbreenJamali	F-SD-15	ENV 412	Waste Management	CR-10/ Dr. Deepak Pant





# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. Name of the Program of Study: Master of Business Administration (MBA)

2. Semester: First (I)

3. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

Compulsory Core Courses( No of Credits = 16)					
Sl. No.	Course Code	Course Name	Credits	Yes	Course Coordinator
1	AFA 407	Accounting for Managerial Decisions	2	Yes	MA/ AN
2	SAS 403	Business Statistics	2	Yes	AN/ RD
3	MSO 402	Legal Aspects of Business	2	Yes	MA
4	MSO 413	Managerial Economics	4	Yes	SG/ MS
5	MSC 401	Marketing Management	4	Yes	CL/ SK
6	HRM 401	Organizational Behaviour	2	Yes	YSV/ AS/ GI
		<b>Total Credits</b>	<b>16</b>		

Skill Development Courses (No. Of Credit=2)*					
7					
Human making Courses (No. Of Credit=2)*					
8					

\*Please give your course preference in the sheet attached

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature of the Dean

Signature of Fee Clerk with seal of payment



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

Name of the Program of Study: Master of Business Administration (MBA)

2. Semester: Second (III)

3. Department: Department of Accounting and Finance

4. Name of the School: School of Business & Management

Studies

Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

Compulsory Core Courses( No of Credits = 04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1	POM 504	Operation Research	2		
2	MSO 507	On-the-job Training and Training Report	2		
		<b>Total Credits</b>	<b>04</b>		

Core Open Courses( No of Credits = 04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.	MSO 410	Business Communication	2		
2.	MSC 520	Internet Based Marketing	2		
3.	AFA 502	Project Management	2		
4.	HRM 411	Diversity & Cross Cultural Management	2		
		<b>Total Credits</b>	<b>4</b>		

Elective Specialization ( No of Credits = 08)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.	AFA 529	Quantitative Finance	4		
2.	AFA 512	Investment Analysis and Portfolio Management	2		
3.	AFA 509	Management of Mutual Funds	2		
4.	AFA 507	Working Capital Management	2		
5.	AFA 415	Stock Market Operations	2		
		<b>Total Credits</b>	<b>8</b>		

Elective Interdisciplinary ( No of Credits =04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.					
2.					
3.					
		<b>Total Credits</b>			

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

**Signature of Dean**



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

Name of the Program of Study: Master of Business Administration (MBA)

2. Semester: Second (III)

3. Department: Department of HRM&OB

4. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

Compulsory Core Courses( No of Credits = 04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1	POM 504	Operation Research	2		
2	MSO 507	On-the-job Training and Training Report	2		
		<b>Total Credits</b>	<b>04</b>		

Core Open Courses( No of Credits = 04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.	MSO 410	Business Communication	2		
2.	MSC 520	Internet Based Marketing	2		
3.	AFA 502	Project Management	2		
4.	HRM 411	Diversity & Cross Cultural Management	2		
		<b>Total Credits</b>	<b>4</b>		

Elective Specialization ( No of Credits = 08)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.	HRM 525	Organizational Transformation and Development	2		
2.	HRM 513	Labour Laws	2		
3.	HRM 508	Compensation Management	2		
4.	HRM 507	Conflict Management and Negotiation Skills	2		
5.	HRM 502	Management of Industrial Relations	2		
		<b>Total Credits</b>	<b>8</b>		

Elective Interdisciplinary ( No of Credits =04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.					
2.					
3.					
		<b>Total Credits</b>			

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature of Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

Name of the Program of Study: Master of Business Administration (MBA) 2. Semester: Second (III)

3. Department: Department of Marketing and Supply Chain Mgt. 4. Name of the School: School of Business & Management Studies

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

Compulsory Core Courses( No of Credits = 04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1	POM 504	Operation Research	2		
2	MSO 507	On-the-job Training and Training Report	2		
		<b>Total Credits</b>	<b>04</b>		

Core Open Courses( No of Credits = 04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.	MSO 410	Business Communication	2		
2.	MSC 520	Internet Based Marketing	2		
3.	AFA 502	Project Management	2		
4.	HRM 411	Diversity & Cross Cultural Management	2		
		<b>Total Credits</b>	<b>4</b>		

Elective Specialization ( No of Credits = 08)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.	MSC 516	Current Issues and Emerging Challenges in Marketing	2		
2.	MSC 509	Green Marketing	2		
3.	MSC 507	Rural Marketing	2		
4.	MSC 442	Advertising Management	2		
5.	MSC 404	Industrial Marketing	2		
6.	MSC 402	Service Marketing	2		
		<b>Total Credits</b>	<b>8</b>		

Elective Interdisciplinary ( No of Credits =04)					
Sl. No.	Course Code	Course Name	Credits	Yes	No
1.					
2.					
3.					
		<b>Total Credits</b>			

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature of Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. Name of the Program of Study: Master of Business Administration (MBA)

2. Semester: II

3. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

### **Compulsory Core Courses (No. of Credits=12)**

Sl. No.	Course Code	Course Name	Credits	Teacher
1	AFA 403	Financial Management	4	AN/MS/MA
2	HRM 402	Human Resource Management	4	YSV/AS/GI
3	POM 401	Operations Management	2	RS/SK
4	MSO 601	Business Research Methods	2	MS/AN/AS
		<b>Total Credits</b>	<b>12</b>	

### **Open Core Courses (No. of Credits=04)**

Sl. No.	Course Code	Course Name	Credits	Teacher
1	EDM 413	Entrepreneurship Development	2	CL
2	MSO 401	Management Principles & Functions	2	RS
3	MSO 410	Business Communication	2	GI
		<b>Total Credits</b>	<b>4</b>	

### **Foundation Courses (No. of Credits=04)**

<b>Skill Development Courses (No. Of Credit=2)*</b>				
<b>Human making Courses (No. Of Credit=2)*</b>				

\*To be allotted as per the preference provided by the student

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### **For Office Use Only**

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature of Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. Name of the Program of Study: Master of Business Administration (MBA)

2. Semester: (IV)

3. Department: Accounting and Finance 4. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- Total Number of Courses opted shall not exceed 20 credits in a Semester.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

S. No.	Course Code	Course Title	Credits	Teacher
<b>Compulsory Core Courses( No of Credits = 8)</b>				
1.	AFA 450 HRM 414 MSC 415	Seminar Paper on Emerging issues in Accounting and Finance Seminar Paper on Emerging issues in HRM and OB Seminar Paper on Emerging issues in Marketing and Supply Chain Management	2	All Teachers of Concerned Department
2.	MSC 506	Consumer Behaviour	2	BS, SK
3.	MSO 598	Comprehensive Viva Voce	2	
4.	MSO 499	Project Work	2	Concerned Mentor
<b>Core Open Courses( No of Credits = 4)</b>				
5.	EDM 413	Entrepreneurship Development	2	CL
6.	MIB 411	International Business Environment	2	MA
7.	CSR 403	Corporate Governance & Social Responsibility	2	MS
8.	POM 505	Total Quality Management	2	RS
<b>Elective Specialization(No of Credits = 8)</b>				
9.	AFA 524	Options, Futures and other Derivatives	2	AN
10.	AFA 404	Personal Finance	2	MA
11.	AFA 526	Bond Markets Analysis and Strategies	2	AN
12.	AFA 427	Tax Management	2	MS
13.	AFA 508	Mergers and Acquisitions	2	MA
14.	AFA 530	Financial Econometrics	4	SG
15.	AFA 532	Foreign Exchange Risk Management	2	MS

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature of the Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. Name of the Program of Study: Master of Business Administration (MBA) 2. Semester: (IV)

3. Department: HRM&OB 4. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- Total Number of Courses opted shall not exceed 20 credits in a Semester.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

S. No.	Course Code	Course Title	Credits	
<b>Compulsory Core Courses( No of Credits = 8)</b>				
1.	AFA 450 HRM 414 MSC 415	Seminar Paper on Emerging issues in Accounting and Finance Seminar Paper on Emerging issues in HRM and OB Seminar Paper on Emerging issues in Marketing and Supply Chain Management	2	All Teachers of Concerned Department
2.	MSC 506	Consumer Behaviour	2	BS, SK
3.	MSO 598	Comprehensive Viva Voce	2	
4.	MSO 499	Project Work	2	Concerned Mentor
<b>Core Open Courses( No of Credits = 4)</b>				
5.	EDM 413	Entrepreneurship Development	2	CL
6.	MIB 411	International Business Environment	2	MA
7.	CSR 403	Corporate Governance & Social Responsibility	2	MS
8.	POM 505	Total Quality Management	2	RS
<b>Elective Specialization(No of Credits = 8)</b>				
9.	HRM503	Human Resource Development	2	BB
10.	HRM 512	Industrial Psychology	2	GI
11.	HRM 515	International HRM	2	BB
12.	HRM 407	Emotional Intelligence	2	RS
13.	HRM 509	Performance Management- Systems & Strategies	2	AS
14.	HRM 504	Social Security and Labour Welfare	2	AS

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature of the Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

**Signature of Fee Clerk with seal of payment**



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. Name of the Program of Study: Master of Business Administration (MBA)

2. Semester: (IV)

3. Department

4. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- Total Number of Courses opted shall not exceed 20 credits in a Semester.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

S. No.	Course Code	Course Title	Credits	Teacher
<b>Compulsory Core Courses( No of Credits = 8)</b>				
1.	AFA 450 HRM 414 MSC 415	Seminar Paper on Emerging issues in Accounting and Finance Seminar Paper on Emerging issues in HRM and OB Seminar Paper on Emerging issues in Marketing and Supply Chain Management	2	All Teachers of Concerned Department
2.	MSC 506	Consumer Behaviour	2	BS, SK
3.	MSO 598	Comprehensive Viva Voce	2	
4.	MSO 499	Project Work	2	Concerned Mentor
<b>Core Open Courses( No of Credits = 4)</b>				
5.	EDM 413	Entrepreneurship Development	2	CL
6.	MIB 411	International Business Environment	2	MA
7.	CSR 403	Corporate Governance & Social Responsibility	2	MS
8.	POM 505	Total Quality Management	2	RS
<b>Elective Specialization(No of Credits = 8)</b>				
9.	MSC 522	Web Based Advertising	2	BS
10.	MSC 514	Sales and Distribution Management	2	CL
11.	MSC 508	Customer Relationship Management	2	CL
12.	MSC 408	Supply Chain Management	2	SK
13.	MSC 502	Marketing Research	2	SK

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): \_\_\_\_\_ Roll No. \_\_\_\_\_

Signature of the Student

### For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature of the Dean



**Central University of Himachal Pradesh**  
(Established under Central Universities Act 2009)

PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA – 176215, HIMACHAL PRADESH

School of Business and Management Studies

Tentative Time Table Monsoon Semester with effect from 01.08.2016 (Semester-III)

DAY	SEMESTER	11.30-12.30	12.30-1.30	1.30-2.30	2.30-3.30	3.30-4.30	4.30-5.30	TEACHER NAME & CODE	
MON	III	AFA 529,SG	AFA 509, AT	*MENTORING AND TUTORIALS (All Mentors & Mentees)	MSC 509, SK	HRM 411, GI	POM 504, GROUP A, AT	Dr. Sanjeev Gupta (SG)- CR-3*	
	ROOM	CR-5	CR-2		CR-6	CR-2	CR-2	Dr. Bhagwan Singh (BS)- CR-3*	
	III	AFA 507,MA	MSC 404, CL		HRM 513, AS		POM 504, GROUP B, SG	Dr. Gitanjali Upadhyay (GU)- CR-111*	
	ROOM	CR-6	CR-3		CR-10		CR-3	Dr. Bhawna Bhardwaj (BB)-CR-10*	
	III	MSC 507,CL	HRM 508, GI					Dr. Mangreet Arora (MA)-CR-8*	
	ROOM	CR-2	CR-111					Dr. Aditi Sharma (AS)- CR-5*	
TUE	III	HRM 525,BB		AFA 529, SG CR				Dr. Ashish Nag (AN)- CR-12*	
	ROOM	CR-3						Dr. Mohinder Singh (MS)- CR-106*	
	III	AFA 507, MA	AFA 512, AN		MSO 506, SEC A, SK	AFA 502, MA	AFA 502, MA		Dr. Sarvesh Kumar (SK)-CR-1*
	ROOM	CR-2	CR-111		CR-2	CR-2	CR-2		Mr. Mohd. Atif (AT)-CR-7*
	III	MSC 404, CL	MSC 402, SK		MSO 506, SEC B, AS/BB				Mr. Chaman Lal (CL)-CR-9*
	ROOM	CR-3	CR-3		CR-3				
WED	III	HRM 508, GI	HRM 507, BB	AFA 529, SG CR	MSO 506, SEC C, MA				
	ROOM	CR-111	CR-2		CR-111				
	III	MSC 442, BS	AFA 512, AN		AFA 415, MS	MSO 506, SEC A, SK	MSC 520, BS		
	ROOM	CR-2	CR-2		CR-2	CR-2	CR-2		
	III	HRM 502, AS	MSC 402, SK		MSC 509, SK	MSO 506, SEC B, AS/BB			
	ROOM	CR-3	CR-3		CR-3	CR-3			
THU	III	HRM 507, BB	HRM 507, BB	MSO 507 Respective Supervisor	HRM 513, AS	MSO 506, SEC C, MA			
	ROOM	CR-111	CR-111		CR-111	CR-111			
	III	MSO 410, GI	MSO 506, SEC A, SK		MSC 442, BS	MSC 520, BS	HRM 411, GI		
	ROOM	CR-2	CR-111		CR-2	CR-2	CR-2		
	III		MSO 506, SEC B, AS/BB		HRM 502, AS				
	ROOM		CR-3		CR-3				
FRI	III		MSO 506, SEC C, MA	MSO 507 Respective Supervisor	AFA 415, MS				
	ROOM		CR-2		CR-111				
	III	AFA 509, AT	MSO 506, SEC A, SK		MSO 410, GI	POM 504, GROUP A, AT	AFA 529, SG		
	ROOM	CR-111	CR-3		CR-2	CR-2	CR-2		
	III	MSC 507, CL	MSO 506, SEC B, AS/BB			POM 504, GROUP B, SG			
	ROOM	CR-2	CR-111						
FRI	III	HRM 525, BB	MSO 506, SEC C, MA						
	ROOM	CR-3	CR-2						

Group A ( Roll no. 1-45)

Group B (46 Onwards)

Note: \* Classrooms for Mentoring Sessions

CC:

1. Notice Board
2. All Heads/Directors, School of Business & Management Studies
3. All Concerned Teachers
4. Dr. Ashutosh Pradhan, Deptt. Of Social Work- Convener, Time Table Committee
5. Guard File

विभागाध्यक्ष/Head of Department  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
 धर्मशाला, जिला कांगड़ा (हि.प्र.)  
 Business School  
 वाणिज्य एवं प्रबंधन अध्ययन विद्यापीठ  
 School of Commerce & Management Studies  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
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Central University of Himachal Pradesh  
(Established under Central Universities Act 2009)

PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA – 176215, HIMACHAL PRADESH

School of Business and Management Studies

Tentative Time Table (Monsoon Semester) with effect from 01.08.2016 (Semester-I)

DAY	SEMESTER	9.30-9.30	9.30-10.30	10.30-11.30	11.30-12.30	12.30-1.30	1.30-2.30	2.30-3.30	TEACHER NAME & CODE
MON	I	MSC 401, SEC A, SK	SAS 403, SEC A, AT	AFA 407, SEC A, AN	LUNCH BREAK	MSO 413, Group A, MS	*MENTORING AND TUTORIALS (All Mentors & Mentees)		Dr. Sanjeev Gupta (SG)- CR-2*
	ROOM	CR-2	CR-2	CR-2		CR-2		Dr. Bhagwan Singh (BS)- CR-3*	
	I	MSC 401, SEC B, CL	SAS 403, SEC B, MS	AFA 407, SEC B, MA		MSO 402, Group B, AN		Dr. Gitanjali Upadhyay (GU)- CR-111*	
	ROOM	CR-3	CR-3	CR-3		CR-3		Dr. Bhawna Bhardwaj (BB)-CR -10*	
	I	MSC 401, SEC C, BS	SAS 403, SEC C, AN	AFA 407, SEC C, MS				Dr. Mangreet Arora (MA)-CR-8*	
ROOM	CR-111	CR-111	CR-111		Dr. Aditi Sharma (AS)- CR -5*				
TUE	I	HRM 401, SEC A, AS	MSO 413, Group A, MS	MSC 401, SEC A, SK	LUNCH BREAK		FC-HM		Dr. Ashish Nag (AN)-CR-12*
	ROOM	CR-3	CR-3	CR-3				Dr. Mohinder Singh (MS)- CR-106*	
	I	HRM 401, SEC B, GI	MSO 413, Group B, SG	MSC 401, SEC B, CL				Dr. Sarvesh Kumar (SK)-CR-1*	
	ROOM	CR-111	CR-2	CR-111				Mr. Mohd. Atif (AT)-CR--7*	
	I	HRM 401, SEC C, BB		MSC 401, SEC C, BS				Mr. Chaman Lal (CL)-CR-9*	
ROOM	CR-2		CR-2						
WED	I	SAS 403, SEC A, AT	HRM 401, SEC A, AS	MSO 413, Group A, MS	LUNCH BREAK		FC-HM		
	ROOM	CR-111	CR-111	CR-2					
	I	SAS 403, SEC B, MS	HRM 401, SEC B, GI	MSO 413, Group B, SG					
	ROOM	CR-2		CR-3					
	I	SAS 403, SEC C, AN	HRM 401, SEC C, BB						
ROOM	CR-3	CR-3							
THU	I	MSO 402, Group A, MA	MSC 401, SEC A, SK	MSO 413, Group A, MS	LUNCH BREAK		FC-SD		
	ROOM	CR-2	CR-2	CR-2					
	I	MSO 413, Group B, SG	MSC 401, SEC B, CL	MSO 402, Group B, AN					
	ROOM	CR-3		CR-3					
	I		MSC 401, SEC C, BS						
ROOM		CR-111							
FRI	I	AFA 407, SEC A, AN	MSO 402, Group A, MA	MSC 401, SEC A, SK	LUNCH BREAK		FC-SD		
	ROOM	CR-3	CR-3	CR-3					
	I	AFA 407, SEC B, MA	MSO 413, Group B, SG	MSC 401, SEC B, CL					
	ROOM	CR-2	CR-2	CR-2					
	I	AFA 407, SEC C, MS		MSC 401, SEC C, BS					
ROOM	CR-111		CR-111						

SECTION A (Roll no. 1-30)

SECTION B (Roll no. 31-60)

SECTION C (Roll no. 61-90)

Note: \* Classrooms for Mentoring Sessions

CC:

1. Notice Board
2. All Heads/Directors, School of Business & Management Studies
3. All Concerned Teachers
4. Dr. Ashutosh Pradhan, HOD, Deptt. Of Social Work- Convener, Time Table Committee
5. Guard File.

Group A ( Roll no. 1-45)

Group B (46 Onwards)

विभागाध्यक्ष/Head of Department  
हिमाचल प्रदेश केंद्रीय विश्वविद्यालय बिजनेस स्कूल  
Himachal Pradesh Kendriya Vishwavidyalaya  
Dean, School of Business and Management Studies  
शांतिज्य एन प्रबंधन अध्ययन विद्यापीठ  
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धर्मशाला, जिला कांगड़ा (हि.प्र.) - 176215  
Dharamshala, Distt. Kangra (H.P.)-176215

## List of Project Reports Batch 2015-17

Sr. No	Registration Number	Name of the Students	Title of the Project	Name of Project Guide	RD mentor if any
1	CUHP15MBA01	Abhishek Sharma	Perceptions of Individual Assesses Towards E-Filing	Prof. Sanjeev Gupta	
2	CUHP15MBA05	ABHISHEK NANDA	EMPLOYEE SATISFACTION IN KANGRA VEHICLEADES	Dr Manpreet Arora	
3	CUHP15MBA07	Ajay Chauhan	Consumer preference towards online retail market with reference to flipkart and amazon india	Dr. Ashish nag	
4	CUHP15MBA08	Mr. Ajay Kumar	Analysis of Investment Pattern Of Rural And Semi Urban Investors	Dr. Mohinder Singh	Mr. Vikas
5	CUHP15MBA16	AMRIT PAL	INVESTMENT PATTERN OF PEOPLE RESIDING IN INDIA	Dr Manpreet Arora	
6	CUHP15MBA17	ANIL KUMAR	EFFECTIVENESS OF PERFORMANCE MANAGEMENT SYSTEM AT GLENMARK PHARMACEUTICAL LIMITED	Dr. Aditi Sharma	
7	CUHP15MBA18	Anjali	“A comparative study on investment pattern of investor towards banking and share market ”	Dr. Ashish nag	
8	CUHP15MBA19	Mr. Ankit Dhiman	Impact of Demonetisation on consumer perception towards mobile payment application	Dr. Mohinder Singh	Mr. Bhushan Singh
9	CUHP15MBA19	Rahul Kumar	Analysis of Mergers and Acquisition in India and Their Impact on Performance of Companies	Prof. Sanjeev Gupta	
10	CUHP15MBA22	Anukaran Rehalia	Labour Laws [United Consultancy Service (I) Pvt. Ltd.]	Dr. Sarvesh	
11	CUHP15MBA22	Anukaran Rehalia	Consumer perception towards cigarettes in the state of Himachal Pradesh	Dr Sarvesh Kumar	
12	CUHP15MBA27	BALKRISHAN	A Study of EMPLOYEE ENGAGEMENT of CUHP FACULTY	Dr Manpreet Arora	
13	CUHP15MBA28	Deepak Kaundal	Consumer Behaviour towards Men's Cosmetics	Dr. Aditi Sharma	

14	CUHP15MBA29	Dhruv Mehra	Impact of demonetisation on indian stock market	Dr. Ashish nag	
15	CUHP15MBA30	Ms. Diksha Ahrhol	Consumer Satisfaction after Maggie Controversy	Dr. Mohinder Singh	Mr. Vikas
16	CUHP15MBA30	Sandeep Singh	Study on the Effectiveness of Green HRM Practices in Educational Institutes	Prof. Sanjeev Gupta	
17	CUHP15MBA31	Dinesh	A study on factors affecting adoption of internet banking in Kangra District	Dr Manpreet Arora	
18	CUHP15MBA33	Dipashi Bhadwal	Social Media Marketing of Pmavatar [OHG Tech Solutions]	Dr. Sarvesh	
19	CUHP15MBA33	Dipashi Bhadwal	Consumer Behaviour towards Cosmetic Products - targeted to female segment	Dr Sarvesh Kumar	
20	CUHP15MBA38	Karishma Kumari	CONSUMER BUYING BEHAVIOUR TOWARDS SMART PHONES IN KANGRA REGION"	Dr Manpreet Arora	
21	CUHP15MBA39	KAVITA	Impact of Demonetization on Indian Stock Market: A case study of NIFTY	Dr. Aditi Sharma	
22	CUHP15MBA40	Kritika Kapil	A study on hr outsourcing with special refrence to indian private companies	Dr. Ashish nag	
23	CUHP15MBA41	Ms. Kritika Sharma	Labourer Perception Towards Various Labour Welfare Measure	Dr. Mohinder Singh	Mr. Bhushan Singh
24	CUHP15MBA41	Kritika Thakur	An Assessment of Attributes Affecting Students Towards Selection of Course Under Choice Based Credit System	Prof. Sanjeev Gupta	
25	CUHP15MBA42	Manisha	A study on impact of demonetization on stress experienced by the bank employees	Dr. Aditi Sharma	
26	CUHP15MBA49	NIKHIL DOGRA	A STUDY OF GREEN BANKING PRACTICES IN PUNJAB AND HIMACHAL PRADESH	Dr Manpreet Arora	
27	CUHP15MBA51	Parikshit Thakur	Study of customer satisfaction level after buying maruti cars in kangra district	Dr. Ashish nag	
28	CUHP15MBA52	Ms.Parul Samkaria	People's Perception towards Pradhan Mantri Jan Dhan Yojana (PMJDY)	Dr. Mohinder Singh	Mr. Vikas

29	CUHP15MBA52	Anish chandel	Customer buying behavior towards ayurvedic products	Prof. Sanjeev Gupta	
30	CUHP15MBA53	Pooja Sharma	Study of investors perception towards mutual funds	Dr. Ashish nag	
31	CUHP15MBA55	Prashant Mukamia	A study of "Customer Satisfaction of Kangra Tea" [The Palampur Tea Co-operative Factory Limited]	Dr. Sarvesh	
32	CUHP15MBA55	Prashant Mukamia	Rural Consumer Behaviour towards Durable Goods	Dr Sarvesh Kumar	
33	CUHP15MBA60	RAJAT	CUSTOMER AWARENESS, PREFERENCE AND SATISFACTION TOWARDS "PATANJALI"PRODUCTS IN SHAHPUR(DISTT.KANGRA)	Dr Manpreet Arora	
34	CUHP15MBA60	RAJAT	CUSTOMER AWARENESS, PREFERENCE AND SATISFACTION TOWARDS "PATANJALI"PRODUCTS IN SHAHPUR(DISTT.KANGRA)	Dr Manpreet Arora	
35	CUHP15MBA61	RAKESH SHARMA	IMPACT OF DEMONETIZATION ON MIGRANT LABOUR IN MANALI	Dr. Aditi Sharma	
36	CUHP15MBA62	Raman Kumar	Factors affecting consumer purchase intention towards consumer durables (a comparative study of lg & videocon)	Dr. Ashish nag	
37	CUHP15MBA63	Ms. Ranjana	Students perception towards E-Banking	Dr. Mohinder Singh	Mr. Bhushan Singh
38	CUHP15MBA63	kamini	Customer buying behavior towards smart phone	Prof. Sanjeev Gupta	
39	CUHP15MBA64	Ms. Ricky	Impact of MNREGA Program on Women Empowerment in Himachal Pradesh	Dr. Mohinder Singh	Mr. Vikas
40	CUHP15MBA64	Shail	Empirical Analysis of Employee Engagement	Prof. Sanjeev Gupta	
41	CUHP15MBA66	Sachin Dhiman	Summer Training at COMPAREX India Pvt. Limited]	Dr. Sarvesh	
42	CUHP15MBA66	Sachin Dhiman	Analyzing the consumer Behaviour towars	Dr Sarvesh Kumar	

			telecommunication industries		
43	CUHP15MBA71	Sakshi	A STUDY OF EMOTIONAL INTELLIGENCE AMONG CUHP FACULTY	Dr Manpreet Arora	
44	CUHP15MBA72	SATYAM GOUR	SURVEY OF PEOPLE OPINION ON CASHLESS ECONOMY	Dr.Aditi Sharma	
45	CUHP15MBA73	Shikha Kumari	University students' perception on ethics	Dr. Ashish nag	
46	CUHP15MBA74	Ms. Shivalika	Customer Behaviour Towards Cashless Payments	Dr. Mohinder Singh	Mr. Bhushan Singh
47	CUHP15MBA74	Naveen Kumar	An Exploratory Study of Consumer Awareness Regarding Net banking	Prof. Sanjeev Gupta	
48	CUHP15MBA77	Shubham Goyal	Importance of Inventory Management in Wholesale	Dr. Sarvesh	
49	CUHP15MBA77	Shubham Goyal	Consumer Behaviour towards Delivery and helping Services	Dr Sarvesh Kumar	
50	CUHP15MBA82	Sushil Kumar CUHP15MBA82	Predicting trend of NIFTY using Derivative Indicators	Dr Manpreet Arora	
51	CUHP15MBA84	Urvashi Modgil	Tax planning	Dr. Ashish nag	
52	CUHP15MBA85	Ms. Vaishali	Working Capital Analysis of Bharti Airtel Limited	Dr. Mohinder Singh	Mr. Vikas
53	CUHP15MBA85	Anish Mahajan	Awareness and Acceptability of E- Banking Services : A Study of Palampur District	Prof. Sanjeev Gupta	
54	CUHP15MBA86	Vimal Syal	Customers Awareness about Loan Schemes [KCC Bank]	Dr. Sarvesh	
55	CUHP15MBA86	Vimal Syal	A Comparative Study of Financial Performance of PNB and HDFC Bank	Dr Sarvesh Kumar	
56	CUHP15MBA88	Vishakha Gupta	Participative Management [SJVN]	Dr. Sarvesh	
57	CUHP15MBA88	Vishakha Gupta	Worklife Balance of the Employees	Dr Sarvesh Kumar	
58	CUHP15MBA90	Yash Chauhan	Analysis of Working Capital Management [TCS]	Dr. Sarvesh	
59	CUHP15MBA90	Yash Chouhan	Impact of Behavioural Biases on Investment Decisions of Individual Investors	Dr Sarvesh Kumar	
60	CUHP15MBA90	Shubham Gupta	Mobile Marketing: A study of University Students	Prof. Sanjeev Gupta	

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विभागाध्यक्ष/Head of Department  
हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
Business School  
Business School  
वणिज्य एवं प्रबंधन अध्ययन विद्यापीठ  
School of Commerce & Management Studies  
हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
Central University of Himachal Pradesh  
धौलाधार पारसर - II/Dhauladhar Parisar-II  
धर्मशाला, जिला कांगडा (हि.प्र.) - 176215

## Human Values and Other Value Added Courses- 2016

**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:

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	<b>Ethics and Business</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"><li>• Nature of business, importance of ethics in business</li><li>• Morality of profits, theories of Ethic</li></ul>	

- 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)**
- 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)**
- Role of Directors, type of Board of Directors, Board Composition
  - Responsibilities of Board
  - Board committee
- IV Corporate Governance and Stakeholders (4 Hours)**
- 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 Hours)**
- 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

**Books recommended**

1. Business Ethics- Concepts and Cases – Manuel G. Velasquez
2. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education
3. Corporate Governance – IICA, Taxmann
4. Mandal, S.K. (2012):Ethics in Business and Corporate Governance, Tata McGraw--Hill Education, Private Limited
5. Benn, S. and Bolton, D.(2011): Corporate Social Responsibility, SAGE Publications, Inc
6. The Art of Corporate Governance – Dr. Joffy George
7. Journals- (a) ICSI – Chartered Secretary (b) ICSI – Student Company Secretary – E-bulletin
8. Companies Act 2013 and Rules
9. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

**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 21<sup>st</sup> 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

**Course Code:** CSR 401

**Course Name:** Human Values and Ethics

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

**Course Objectives:** The course is designed to:

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

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

**Evaluation Criteria:**

Mid Term Examination: 25%

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

**Course Contents:**

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

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

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

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Chakraborty S. K. and Chakraborty Debangshu (2013), Human Values and Ethics: In search of Organisational Integrity, Himalaya Publishing House, Mumbai.
2. Murthy, C.S.V. (2012), Business Ethics: Text and Cases, Himalaya Publishing House, Mumbai.
3. Fernando, A.C. (2010), Business Ethics: An Indian Perspective, Pearson Education, New Delhi.
4. Verma Yoginder (2007), Education in Human Values for Human Excellence, First Edition, Kanishka Publishers, New Delhi.
5. Ghosh, B. N. (2012), Business Ethics and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
6. Balachandran S., Raja K.C.R., and Nair B.K. (2003), Ethics, Indian Ethos and Management, Second Edition, Shroff Publishers, Distributors Pvt. Ltd., Mumbai.

7. Mandal, S. K. (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
8. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
9. Bhatia S.K. (2001), Business Ethics and Managerial Values, First Edition, Deep and Deep Publications, New Delhi.
10. Sekhar R.C. (2002), Ethical Choices in Business, Second Edition, Response Books, New Delhi.
11. Chakraborty S.K. (2009), The Management and Ethics Omnibus, Eighth Edition, Oxford University Press, New Delhi.
12. MisraRajan (2009), Human Values, University Science Press, First Edition, Darya Ganj, New Delhi.

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

Lecture – 13	Swami Vivekananda and his Philosophy	Class Notes	Class Notes
Lecture – 14	Philosophy of Mahatma Gandhi	Class Notes	Class Notes
Lecture – 15	The Philosophy of Aurobindo	Class Notes	Class Notes
Lecture – 16	Philosophy of Rabindranath Tagore	Book- Additional Reading 3	Chapter 7-10
Lecture – 17	Personal Growth and Human Values	Class Notes	Class Notes
Lecture – 18	Human Values and Self Management	Class Notes	Class Notes
Lecture – 19	Developing the Emotional and Spiritual Intelligence	Book – Additional Reading-3	Chapter – 29,30,32,35
Lecture - 20	Harmony with Self, Family, Society, Nature and Existence	Class Notes	Class Notes

**Course Code: MSO 410**

**Course Name: Business Communication**

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

Course Objectives: The course is designed to

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

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

Evaluation Criteria:

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

Course Contents

UNIT I Nature and Scope of Communication 4 Hours

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

UNIT II Listening Skills 3 Hours

- Effective Listening, Process, Advantages, Types of Listening
- Barriers to Effective Listening, Strategies for Effective Listening
- Leadership and Role of Listening

- Case Study: The Farewell Speech

Unit III Non-verbal Communication Skills

3 Hours

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

UNIT IV Business Writing Skills

5 Hours

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

Unit V Developing Oral Communication Skills for Business

5 Hours

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

Text Book

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

Suggested Reading

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

### Lecture Plan

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Meaning, Features, Characteristics, Importance of Business Communication	Book 1	1
Lecture – 2	Benefits and Functions of Business Communication, The Mehrabian Model	Book 1	1
Lecture – 3	Communication Basics, Communication Networks, Tips for Effective Internal Communication	Book 1	1
Lecture – 4	Interpersonal Communication, Communication Barriers Effective Managerial Communication and Strategies for Improving Organizational Communication	Book 1	1
Lecture – 5	Effective Listening, Process, Advantages, Types of Listening	Book 1	2
Lecture – 6	Barriers to Effective Listening, Strategies for Effective Listening	Book 1	2
Lecture – 7	Leadership and Role of Listening; Case Study: The Farewell Speech	Book 1	2
Lecture – 8	Introduction, Significance, Forms of Non-verbal Communication	Book 1	4
Lecture – 9	Types of Non-verbal Communication	Book 1	4
Lecture-10	Interpreting Non-verbal Messages; Case Study: Charisma Corporation	Book 1	4
Lecture – 11	Business Writing, Types of Business, Five Stages of Writing Business Messages	Book 1	5
Lecture – 12	Business Correspondence, Business Letter Writing, Kinds of Business Letters	Book 1	5
Lecture – 13	Reports, Kinds of Reports, Elements of Effective Business Reports, Steps in Writing Routine Business Reports	Book 1	6
Lecture – 14	Business Proposals, Types of Business Proposals, Components of a Proposal, Proposal Layout, and Design	Book 1	7
Lecture – 15	Careers and Resumes	Book 1	8
Lecture – 16	Interviews, General Preparation for an Interview	Book 1	9
Lecture – 17	Business Presentations and Public Speaking	Book 1	10
Lecture – 18	Meetings and Conferences	Book 1	11
Lecture – 19	Group Discussions and Team Presentations	Book 1	12
Lecture – 20	Ethics in Business Communication	Book 1	13

**Course Code: CSR 401**

**Course Name: Human Values and Ethics**

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

**Course Objectives:** The course is designed to:

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

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

**Evaluation Criteria:**

Mid Term Examination: 25%

1. End Term Examination: 50%

2. Continuous Internal Assessment :

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

**Course Contents:**

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

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

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

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

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

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

- Ethics and Sikhism, Ethics and Christianity, Islam and Ethics

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

13. Chakraborty S. K. and Chakraborty Debangshu (2013), Human Values and Ethics: In search of Organisational Integrity, Himalaya Publishing House, Mumbai.
14. Murthy, C.S.V. (2012), Business Ethics: Text and Cases, Himalaya Publishing House, Mumbai.
15. Fernando, A.C. (2010), Business Ethics: An Indian Perspective, Pearson Education, New Delhi.
16. Verma Yoginder (2007), Education in Human Values for Human Excellence, First Edition, Kanishka Publishers, New Delhi.
17. Ghosh, B. N. (2012), Business Ethics and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
18. Balachandran S., Raja K.C.R., and Nair B.K. (2003), Ethics, Indian Ethos and Management, Second Edition, Shroff Publishers, Distributors Pvt. Ltd., Mumbai.
19. Mandal, S. K. (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
20. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
21. Bhatia S.K. (2001), Business Ethics and Managerial Values, First Edition, Deep and Deep Publications, New Delhi.
22. Sekhar R.C. (2002), Ethical Choices in Business, Second Edition, Response Books, New Delhi.
23. Chakraborty S.K. (2009), The Management and Ethics Omnibus, Eighth Edition, Oxford University Press, New Delhi.

24. MisraRajan (2009), Human Values, University Science Press, First Edition, Darya Ganj, New Delhi.

### **LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Meaning of Values, Formation of Self and Integration of Personality: Different Theories	Book – 1	Chapter 1-12
Lecture – 2	Culture and Values, Sources of Values, Types of Values	Book – 3	Chapter 1-2
Lecture – 3	Ethics, Types of Ethics, Objectives and Nature of Ethics	Book – 3	Chapter 5 and class notes
Lecture – 4	Value Crisis in Contemporary Society, Education and Human Values	Book – 3	Chapter 4,7,8, 11-13 and class notes
Lecture – 5	Business Ethics: Meaning, Origin, Determinants of Business Ethics	Book – 1	Chapter – 5 &6
Lecture – 6	Principles and Importance of Business Ethics	Book –1	Chapter – 9, 10 &11
Lecture – 7	Value-Based Management, Values System in India	Book –3	Chapter – 18
Lecture – 8	Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples	Book – 2	Chapter – 8
Lecture – 9	Bases of Indian Ethos, Modern Approach towards Indian Ethos	Class Notes	Class Notes
Lecture – 10	Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context	Book – 2	Chapter – 1 &3
Lecture – 11	Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism	Book –2	Chapter – 16 &18
Lecture – 12	Ethics and Sikhism, Ethics and Christianity, Islam and Ethics	Book – 2	Chapter – 17
Lecture – 13	Swami Vivekananda and his Philosophy	Class Notes	Class Notes
Lecture – 14	Philosophy of Mahatma Gandhi	Class Notes	Class Notes
Lecture – 15	The Philosophy of Aurobindo	Class Notes	Class Notes
Lecture – 16	Philosophy of Rabindranath Tagore	Book- Additional Reading 3	Chapter 7-10
Lecture – 17	Personal Growth and Human Values	Class Notes	Class Notes
Lecture – 18	Human Values and Self Management	Class Notes	Class Notes
Lecture – 19	Developing the Emotional and Spiritual Intelligence	Book – Additional Reading-3	Chapter – 29,30,32,35
Lecture - 20	Harmony with Self, Family, Society, Nature and Existence	Class Notes	Class Notes

## Skill Development Courses offered during the Academic Year – 2016-17

### Employability Skills

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 416
<b>Course Name:</b>	Employability Skills
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	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:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - I. Class Participation- 10%
  - II. Presentations - 10%
  - III. Assignment- 5%

#### Course Contents:

#### Course Contents

#### UNIT I

**4 Hours**

- Employability skills
- Components of employability
- Models of employability

**UNIT II** **4 Hours**

- Skills and Competencies
- Assertiveness
- Reading Skills

**UNIT III** **4 Hours**

- Self Management
- Self Awareness
- Self Evaluation

**UNIT IV** **4**

**Hours**

- Creativity
- Methods of Enhancing Creativity
- Innovations and Innovative Process

**UNIT V** **4**

**Hours**

- Negotiation skills
- Power and Politics

**Prescribed Text Books:**

1. Gravells ,Ann (2010) Delivering Employability Skills in the Lifelong Learning Sector: [Further Education and Skills](#), Learning Matters Ltd., UK.
2. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> 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,

**Course Code:** MSC 412  
**Course Name:** Personal Selling and Salesmanship  
**Faculty Coordinator:** Mr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2016

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

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

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

**Course Contents:**

**UNIT - I: Understanding Marketing**

**(06 Hours)**

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

**UNIT - II: Personal Selling and Salesmanship**

**(06 Hours)**

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

**UNIT - III: Selling Goods**

**(06 Hours)**

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

- Practical/Demonstration: Selling Durable goods
- Field Selling

#### **UNIT - IV: Selling Services**

**(06 Hours)**

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

#### **UNIT - V: Managing Relations with Customers**

**(06 Hours)**

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

#### **Prescribed Text Books:**

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

#### **Suggested Additional Readings:**

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of Marketing: A South Asian Perspective, 2<sup>nd</sup> 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.

**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-	Project Monitoring and Control – Setting a Baseline, Project Management	Book 1

16	Information System	
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

**Course Code:** AFA 405

**Course Name:** Merchant Banking and Financial Services

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

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

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

**UNIT - II: Regulation of merchant banking activity**

**(5 Hours)**

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

**UNIT - III: Issue Management**

**(4 Hours)**

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

**UNIT - IV: Portfolio Management Services and Credit Rating**

**(4**

**Hours)**

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

**UNIT – V: Venture Capital**

**(3 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

1. Batra & Bhatia (2001) Management of Financial Services, Deep & Deep Publication, New Delhi.
2. Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.
3. Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
4. Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.
5. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
6. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.

# **Course Contents SBMS** **2016**

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

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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## Internet Based Marketing (IBM)

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**Course Code:** MSC520

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

**Course Name:** Internet Based Marketing (IBM)

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

**Course Objectives:** The course is designed to:

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

### Attendance Requirement:

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

### Evaluation Criteria:

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

### Course Contents:

#### UNIT – I: Overview about Internet & Marketing

(4Hours)

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

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

**UNIT–II: Internet Marketing Fundamentals**

**(6Hours)**

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

**UNIT–III: Development of Web portals**

**(8Hours)**

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

**UNIT–IV: Emerging Trends in WebMarketing**

**(6Hours)**

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

**UNITV: Internet Strategy Development**

**(6Hours)**

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

**Prescribed Text Books:**

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

**SuggestedAdditionalReadings:**

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

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Strategic Management

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

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements: 75% AS PER NORMS OF CUHP**

**Evaluation Criteria:**

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

**Course Contents:**

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

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

**Unit–II: Strategic Formulation (8Hours)**

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

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

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

**Unit-IV: Corporate Level Strategy(8Hours)**

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

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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

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## Integrated Marketing Communication (IMC)

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**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*, 1<sup>st</sup> 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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### Web Based Advertising (WBA)

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**Course Code:** MSC522

**Course Name:** Web Based Advertising (WBA)

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

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%

2. End Semester Examination: 50%

3. Continuous Internal Assessment: 25%

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

**Course Contents:**

#### UNIT – I: Starting with Foundation

**(3Hours)**

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

- Need of Website for Business

#### **UNIT–II: Understanding Web Environment (5Hours)**

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

#### **UNIT – III: Web Based Advertising (4 Hours)**

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

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

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

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

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

#### **Prescribed Text Books:**

5. Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 3<sup>rd</sup> Edition, Pearson Education
6. Bhagwan Singh, (2017), Web Based Advertising: A Tool of Digital and Internet Based Marketing, 1<sup>st</sup> 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, 7<sup>th</sup> Edition, Maximum Press
2. Catherine Juon, Dunrie Greiling & Catherine Buerkle (2012), Internet Marketing Start To Finish, Que Publishing House
3. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian Context, 4<sup>th</sup> Edition, Macmillan Publishers India Ltd., New Delhi.
5. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 2<sup>nd</sup> Edition, Pearson Education, New Delhi.
7. Bose Biplab S. (2010), Marketing Management, 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
8. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management:

A South Asian Perspective, 13<sup>th</sup> Edition, Pearson Education, New Delhi.

**Suggested web links:**

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

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## Digital Marketing

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**Course Code:** MSC430 SD-4

**Course Name:** Digital Marketing

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

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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****(5Hours)**

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Text Books:**

1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 7<sup>th</sup> 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](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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### Advance Topics in Strategic Marketing & Management

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**Course Code:** MSC607

**Course Name:** Advance Topics in Strategic Marketing & Management

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

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

#### UNIT – I: Strategy and Marketing

(8 Hours)

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



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

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Course Code:** SAS 403

**Course Name:** Business Statistics

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

**Course Objective:**

After completing this course the students will :

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT I: Introduction to Statistics** (3 hours)

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

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

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

**UNIT III: Correlation and Regression** (4 hours)

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

- Regression lines
- Determination of Regression lines and Regression Coefficients

**UNIT IV: Index Number**

**(4 hours)**

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

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

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

**Prescribed Text Books:**

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

**Supplementary Reading**

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

## Accounting For Managerial Decisions

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**Course Code:** AFA 407

**Course Name:** Accounting For Managerial Decisions

**Course Coordinator:** Dr. Mohinder Singh

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

**Course Objectives:** The course is designed to

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

**Course Outcome**

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

## Course Contents

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

### Prescribed Text Books:

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

### Suggested Extra Readings:

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

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

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

## Stock Market Operations

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**Course Code:** AFA415

**Course Name:** Stock Market Operations

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

- Live Projects: 5%

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

**Prescribed Text Books:**

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

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

**Suggested Extra Readings:**

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

**WEBSITES**

• [www.investopedia.com](http://www.investopedia.com)

• [www.chartschool.com](http://www.chartschool.com)

• [www.stockcharts.com](http://www.stockcharts.com)

• [http://www.vtsystems.com/resources/helps/0000/HTML\\_VTtrader\\_Help\\_Manual/index.html?technicalindicators.html](http://www.vtsystems.com/resources/helps/0000/HTML_VTtrader_Help_Manual/index.html?technicalindicators.html)

• [www.stocks-n-options.com](http://www.stocks-n-options.com)

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

<http://www.capitalmarket.com>

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

Lectures No	Topics
1.	<b>Financial System and Financial Markets:</b> 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.	<b>Basics of Primary Capital Market</b> 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.	<b>Basics of Stock Markets-I :</b> Stock market, functions, Organisation of Stock Exchanges in In
9.	Reforms in Indian Stock Markets
10.	Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FII
11.	Role of brokers and, merchant bankers
12.	Indian Stock Market- BSE and NSE
13.	<b>Stock Market Trading Mechanics :</b> Trading system, market segments, market functioning
14.	type of trading, trading orders, Short selling
15.	transaction cycle, Clearing and Settlement
16.	,Online Trading, Speculative Transactions
17.	Margin Trading, Stock Indices and Risk management in Stock Markets
18.	Technical Analysis basics: Stock charts & Chart types, Trends and trend lines, Support & Resistance and Volume
19.	<b>Mutual Fund Basics:</b> Meaning, structure, types, benefits
20.	regulation and performance evaluation criteria of Mutual Funds

## Management of Mutual Funds

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**Course Code:** AFA-509

**Course Name:** Management of Mutual Funds

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

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

**Course Objectives:** The course is designed to enable students:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I:Introduction to Investment**

**(4 Hour)**

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

**UNIT – II:Basics of Mutual Funds**

**(4 Hour)**

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

**UNIT – III:Evaluation of Mutual Fund**

**(4 Hours)**

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

**UNIT – IV:Mutual Fund Performance Evaluation**

**(4 Hours)**

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

**UNIT – V:Comparative Study of Indian Mutual Fund**

**(4 Hour)**

- Various Mutual fund In India

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

**Prescribed Text Book(s):**

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

**Suggested Readings**

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

## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

### Managerial Economics

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**Course Code:** MSO- 413

**Course Name:** Managerial Economics

**Faculty Name :** Dr. Mohinder Singh

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

#### Course Objectives:

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

#### Course Outcome

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

#### Evaluation Criteria:

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

#### Course Contents

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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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



## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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[www.cuhimachal.ac.in](http://www.cuhimachal.ac.in)

### Organizational Behavior

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**Course Code: HRM 401**

**Course Name: Organizational Behaviour**

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

## Course Contents

### UNIT I Introduction to Organizational Behaviour 4 Hours

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

### UNIT II Individual Processes and Behaviour 4 hours

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

### Unit III Motivation, Job Satisfaction and Stress Management 4 Hours

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

### UNIT IV Interpersonal Processes and Behaviour 4 Hours

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

### Unit V Organizational Processes 4 Hours

- Organizational Culture
- Managing Change

## Text Books

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

## Suggested Reading

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

### Lesson Plan

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

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

### Presentations

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

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## Human Values and Ethics

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**Course Code:** CSR 401

**Course Name:** Human Values and Ethics

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

**Course Objectives:** The course is designed to:

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

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

**Evaluation Criteria:**

Mid Term Examination: 25%

1. End Term Examination: 50%

2. Continuous Internal Assessment :

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

## Course Contents:

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

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

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

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

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

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

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

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

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

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

## Prescribed Text Books:

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

**Suggested Additional Readings:**

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

**LECTURE PLAN**

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

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



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## Business Communication

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Course Code: MSO 410

Course Name: Business Communication

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

Course Objectives: The course is designed to

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

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

Evaluation Criteria:

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

Course Contents

UNIT I Nature and Scope of Communication

4 Hours

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

## **UNIT II Listening Skills**

3 Hours

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

## **Unit III Non-verbal Communication Skills**

3 Hours

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

## **UNIT IV Business Writing Skills**

5 Hours

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

## **Unit V Developing Oral Communication Skills for Business**

5 Hours

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

Text Book

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

Suggested Reading

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

## Lecture Plan

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

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

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## Human Values and Ethics

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**Course Code:** CSR 401

**Course Name:** Human Values and Ethics

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

**Course Objectives:** The course is designed to:

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

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

**Evaluation Criteria:**

Mid Term Examination: 25%

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

**Course Contents:**

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

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

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

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

### LECTURE PLAN

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

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



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### Compensation Management

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**Course Code: HRM 508**

**Course Name: Compensation Management**

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents**

**UNIT I Introduction to Compensation Management**

**3 Hours**

- Meaning of Compensation

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

#### **UNIT II Wage and Salary Administration in India**

**4 Hours**

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

#### **UNIT III Legal Framework of Compensation in India**

**5 Hours**

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

#### **UNIT IV Managing Employee Incentives and Benefits**

**4 Hours**

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

#### **Unit V Compensation of Special Groups and International Compensation**

**4 Hours**

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

#### **Text Books**

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

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

### Suggested Reading

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

### Lesson Plan

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

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



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### Human Resource Management

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**Course Code:** HRM 402

**Course Name:** Human Resource Management

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

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

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

#### **Attendance Requirements:**

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

#### **Evaluation Criteria:**

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

## **Course Contents:**

### **UNIT - I: Introduction to HRM**

**(8 Hours)**

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

### **UNIT - II: Human Resource Planning**

**(8 Hours)**

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

### **UNIT – III: Recruitment, Selection and HR Development**

**(8 Hours)**

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

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

### **UNIT – IV: Performance Management and Performance Appraisal**

**(8 Hours)**

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

### **UNIT – V: Job Evaluation, Compensation and Industrial Relations**

**(8 Hours)**

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

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

### **Prescribed Text Books:**

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

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

**Suggested Extra Readings:**

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

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

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

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## Industrial Psychology

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**Course Code:** HRM- 512

**Course Name:** Industrial Psychology

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

**Course Objectives:** The course is designed to:

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

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT I: Introduction to Industrial Psychology (4 Hours)**

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

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

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

**UNIT III: Intelligence and Aptitude Tests**

**(4 Hours)**

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

**UNIT IV: Personality and Interest Tests**

**(4 Hours)**

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

**UNIT V: Organizational and Social Context of Human Work**

**(5 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

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## Industrial Psychology

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**Course Code:** CSR 401

**Course Name:** Human Values and Ethics

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

**Course Objectives:** The course is designed to:

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

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

**Evaluation Criteria:**

Mid Term Examination: 25%

3. End Term Examination: 50%

4. Continuous Internal Assessment :

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

## Course Contents:

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

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

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

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

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

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

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

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

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

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

## Prescribed Text Books:

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

## Suggested Additional Readings:

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

### LECTURE PLAN

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

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



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## Business Communication

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Course Code: MSO 410

Course Name: Business Communication

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

Course Objectives: The course is designed to

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

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

Evaluation Criteria:

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

## Course Contents

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

## Text Book

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

### Suggested Reading

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

### Lecture Plan

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

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



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## International HRM

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**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.2<sup>nd</sup> Edition.TataMcGraw Hill, New Delhi.

**Additional Readings:**

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

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




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2016

### Accounting for Managerial Decisions

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**Course Code:** AFA 407

**Course Name:** Accounting For Managerial Decisions

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

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

### **Course Contents**

#### **UNIT - I Introduction to Accounting and Management Accounting**

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

#### **UNIT - II Financial Statements Analysis**

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

#### **UNIT - III Ratio Analysis**

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

#### **UNIT - IV Cost Volume Profit Analysis**

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

#### **UNIT - V Budgeting**

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

#### **Prescribed Text Books:**

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

#### **Suggested Extra Readings:**

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

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

#### Lecture plan

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

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



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2016

## Working Capital Management

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**Course Code:** AFA 507

**Course Name:** Working Capital Management

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

### **UNIT - I: Working Capital Planning**

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

### **UNIT - II: Liquidity, Cash and Marketable Securities**

- Liquidity and Its role

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

**UNIT - III:      Cash Management and Relevant Case Study**

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

**UNIT - IV:      Cash Budgeting and Cash Flow Statement**

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

**UNIT - V          Inventory and Accounts Receivable**

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

**Prescribed Text Books:**

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

### Suggested Additional Readings:

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

### Lecture plan

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

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

#### **Course Contents**

##### **UNIT I THE INDIAN CONTRACT ACT 1872**

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

##### **UNIT II SPECIAL CONTRACTS**

- Indemnity and Guarantee
- Bailment and Pledge
- Agency

##### **UNIT III THE SALE OF GOODS ACT 1930**

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

##### **UNIT IV COMPANY LAW**

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

##### **UNIT V PARTNERSHIP ACT, 1932**

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

**Lecture plan**

<b>Lecture</b>	<b>Topic</b>	<b>Prescribed Text Book.</b>
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

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**Course Code:** AFA 502

**Course Name:** Project Management

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

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

**Attendance Requirements:**

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

## **Evaluation Criteria:**

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

## **Course Contents**

### **UNIT I Project Initiation**

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

### **UNIT II Project Planning**

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

### **UNIT III Project Execution – Monitoring and Control**

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

### **UNIT IV Project Financing**

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

### **UNIT V Project Audit – Closure and Review**

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

**Text Books:**

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

**Additional Readings:**

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

**Lecture Plan**

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

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



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## Strategic Management

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**Course Name: Strategic Management**

**Course code: MSO 506**

**Faculty Name: Dr. Manpreet Arora**

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

**Course Objectives:** The course is designed to:

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

### Attendance Requirement:

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

### Evaluation Criteria:

Mid Term Examination: 25%

End Semester Examination: 50%

Continuous Internal Assessment : 25%

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

### COURSE CONTENTS:

#### UNIT – I: Introduction to Strategic Management

**(8 HOURS)**

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

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

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

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

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

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

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

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

- Strategic Leadership
- Strategy Evaluation and Control

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). Strategic: Theory & Practice, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). Strategic Management: The challenge of creating value, 2<sup>nd</sup> 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

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
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

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**Course Code:** MSC 401

**Course Name:** Marketing Management

**Faculty Coordinator:** Mr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2016

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

**Course Objectives:** The course is designed to:

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

### **Course Contents:**

**UNIT - I: Fundamentals of Marketing**

(6

Hours)

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

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

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

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

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

**UNIT - IV: Marketing Mix-I**

(7 Hours)

**Product Decisions: -**

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

**Pricing Decisions: -**

- Pricing Methods or Strategies

**UNIT - IV: Marketing Mix-II**

(6 Hours)

**Distribution Decisions: -**

- Distribution Channel System, Retailing and Wholesaling

**Promotion Decisions: -**

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

**Prescribed Text Books:**

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

3. Kumar Arun & Meenakshi N (2011), Marketing Management, 2<sup>nd</sup> Edition, Vikas Publishing House Pvt. Ltd., New Delhi

**Suggested Additional Readings:**

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

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
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

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**Course Code:** MSC 507

**Course Name:** Rural Marketing

**Faculty Coordinator:** Mr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2016

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

### **UNIT - I:Rural Marketing**

**(6 Hours)**

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

### **UNIT - II:Rural Market Environment and Segmenting and Attracting Rural Markets**

**(5 Hours)**

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

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

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

**(7 Hours)**

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

**UNIT - IV: Rural Marketing Mix-II**

**(6 Hours)**

**Distribution Decisions: -**

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

**Promotion Decisions: -**

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

**UNIT – V: Applications**

**(6**

**Hours)**

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
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

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**Course Code:** MSC 404

**Course Name:** Industrial Marketing

**Faculty Coordinator:** Mr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2016

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

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

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

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

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

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

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

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

**UNIT - IV: Managing Marketing Processes (7 Hours)**

**Industrial Product Decisions: -**

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

**Pricing Policies: -**

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

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

**Channel Strategy: -**

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

**Industrial Communication: -**

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Vitale, Business to Business Marketing, Thomson Learning Mumbai.
2. Corey, E, Industrial Marketing: Cases and Concepts, 3<sup>rd</sup> 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**

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

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

## Personal Selling and Salesmanship

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**Course Code:** MSC 412

**Course Name:** Personal Selling and Salesmanship

**Faculty Coordinator:** Mr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2016

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

**Course Objectives:**The course is designed to:

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

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

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

### **Course Contents:**

#### **UNIT - I:Understanding Marketing**

**(06 Hours)**

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

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

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

**UNIT - III: Selling Goods (06 Hours)**

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

**UNIT - IV: Selling Services (06 Hours)**

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

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

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 2<sup>nd</sup> 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**

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

## Entrepreneurial Development

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**Course Code:** EDM 413

**Course Name:** Entrepreneurship Development

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2017

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

<b>UNIT – I:</b>	<b>Fundamentals of Entrepreneurship</b>	<b>(6 Hours)</b>
	<ul style="list-style-type: none"><li>• Concept of Entrepreneur</li><li>• The Nature and Importance of Entrepreneurship</li><li>• Theories of Entrepreneurship</li><li>• Classification of Entrepreneurs/Entrepreneurship</li><li>• Successful Entrepreneurs</li></ul>	
<b>UNIT – II:</b>	<b>Entrepreneurial Development</b>	<b>(5 Hours)</b>



### LECTURE PLAN

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

## Retail Management

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**Course Code:** MSC 440

**Course Name:** Retail Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2017

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

**Course Objectives:**The course is designed to

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Retail Scenario (6 Hours)**

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

**UNIT – II: Retailing Strategy (6 Hours)**

- Retail Market Strategy

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

**LECTURE PLAN**

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

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

## Customer Relationship Management

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**Course Code:** MSC 508

**Course Name:** Customer Relationship Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2017

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

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

**Course Contents:**

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

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

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

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
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

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**Course Code:** MSC 514

**Course Name:** Sales & Distribution Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2017

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I:Introduction to Sales Management**

**(7 Hours)**

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

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

**(6 Hours)**

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

**UNIT - III:Sales Force Management**

**(6 Hours)**

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

**UNIT - IV:Distribution Management-I**

**(5 Hours)**

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

**UNIT -V:Distribution Management-II**

**(6 Hours)**

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

- International Sales and Distribution Management

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

**LECTURE PLAN**

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

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

## Operations Management

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

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

**Course Objectives:**The course is designed to

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

### **Course Contents:**

#### **UNIT – I:Introduction to Operations Management**

**(5 Hours)**

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

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

- Product Design and Analysis
- Make or Buy Decision

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

- Layout Strategies
- Location Strategies

**UNIT – IV: Forecasting****(4 Hours)**

- JIT
- Demand Forecasting

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

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

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

**Prescribed Text Books:**

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

**Suggested Readings**

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

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

### Lecture Plan

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

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

## Management Principles & Practices

**Programme of Study**

MBA

**Course Code:**

MSO 401

**Course Name:**

Management Principles & Practices

**Designed by Faculty**

Dr Rita Devi

**Year of Introduction/Revision of Course Contents**

2016

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

**Course Objectives:**The course is designed to

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

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

**Course Contents:**

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

**Prescribed Text Books:**

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

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

**Suggested Additional Readings:**

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

**LECTURE PLAN**

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

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

## Emotional Intelligence

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

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

**Course Objectives:**The course is designed to

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT I: INTRODUCTION TO EMOTIONAL INTELLIGENCE**

**(4 Hours)**

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

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

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

**UNIT III MANAGING EMOTIONS (4 Hours)**

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

**UNIT IV EI PRACTICE IN ORGANIZATIONS (4 Hours)**

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

**UNIT V EMOTIONAL COMPETENCE (4 Hours)**

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

**Prescribed Books:**

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

**REFERENCES:**

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

**Lecture Plan**

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

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

## Total Quality Management

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

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

**Course Objectives:**The course is designed to

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

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

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

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

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

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

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

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

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

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

**UNIT – V: Quality Management Systems (4 Hours)**

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

**Prescribed Text Books:**

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

### Suggested Readings:

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

### Lecture Plan

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

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

## Legal Aspects of Business

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**Course Code:** MSO 402

**Course Name:** Legal Aspects of Business

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

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

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

### **Attendance Requirements:**

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

### **Evaluation Criteria:**

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

### **Course Contents:**

**UNIT – I: THE INDIAN CONTRACT ACT 1872 (7 Hours)**

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

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

**UNIT- II: SPECIAL CONTRACTS (4 Hours)**

- Indemnity and Guarantee
- Bailment and Pledge

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

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

**UNIT – IV: ELEMENTARY COMPANY LAW (3 hours)**

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

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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

1. Gogna P.P.S., (2008). Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
2. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata McGraw Hill.
3. Shukla M.C., (2007). Mercantile Law. First Edition. S. Chand & Company Ltd.
4. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
5. Ramachandra K., Chandrashekara B., Kanakatte Chandrakant, (2010). Legal Aspects of Business Text and Cases. 1<sup>st</sup> 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. 6<sup>th</sup> Edition. Himalaya Publishing House Pvt. Limited, India.

## Business Statistics

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**Course Code:** SAS 403

**Course Name:** Business Statistics

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

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

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

### Course Contents:

#### Course Contents:

#### UNIT I: Introduction to Statistics (3 hours)

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

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

- Measures of Central Tendency, Arithmetic Mean
- Median

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

**UNIT III: Correlation and Regression**

**(4 hours)**

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

**UNIT IV: Index Number**

**(4 hours)**

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

**UNIT V: Theory of Probability and Theoretical Distribution**

**(4 hours)**

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

**Prescribed Text Books:**

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

**Supplementary Reading:**

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

## Lecture Plan

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

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

## Strategic Human Resource Management

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**Course Code:** HRM 511

**Course Name:** Strategic Human Resource Management

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

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

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

## **Course Content:**

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

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

### **UNIT II: Strategic HR Planning      4 Hours**

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

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

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

### **UNIT IV: Global Dimensions      4 Hours**

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

### **UNIT V: Strategies for improving Organizational Effectiveness      4 Hours**

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

## **Text Books:**

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

## Lecture Plan

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

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

## Organization Development & Transformation

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**Course Code:** HRM 525

**Course Name:** Organization Development & Transformation

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

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

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

- Case studies: 10%

## **Course Content**

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

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

### **UNIT II Organization Development and Organization Transformation (4 hours)**

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

### **UNIT III OD Interventions –I (4 hours)**

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

### **UNIT IV OD Interventions – II (4 hours)**

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

### **UNIT V OD Interventions –III (4 hours)**

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

**Text Books:**

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

**Additional Readings:**

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

**Lecture Plan**

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

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



## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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### Financial Management

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**Course Code:** AFA 403

**Course Name:** Financial Management

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

**Course Objectives:** The course is designed to

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

#### Attendance Requirements:

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

#### Evaluation Criteria:

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

#### Course Contents:



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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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



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### Options, Futures and other Derivatives

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**Course Code:** AFA 524

**Course Name:** Options, Futures and other Derivatives

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Introduction to Derivatives Markets**

**(3 Hours)**

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

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

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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



# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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## Bond Markets Analysis and Strategies

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**Course Code:** AFA 526

**Course Name:** Bond Markets Analysis and Strategies

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

**Course Objectives:** The course is designed to

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

## Course Contents:

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

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

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

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

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

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

### **UNIT - IV: Bond Management Strategies (3 Hours)**

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

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

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

### **Prescribed Text Books:**

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

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

**Suggested Extra Readings:**

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

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## Business Research Methods

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**Course Code:** MSO 413

**Course Name:** Business Research Methods

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

**Course Objectives:** The course is designed to:

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

### Attendance Requirement:

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

### Evaluation Criteria:

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

### Course Contents

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

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

#### UNIT – II: Data Collection Methods (4 Hours)

- Sources of Secondary Data
- Secondary Data collection Methods

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

## Accounting for Managerial Decisions

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**Course Code:** AFA 407

**Course Name:** Accounting For Managerial Decisions

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

**Course Objectives:** The course is designed to

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

### **Attendance Requirements:**

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

### **Evaluation Criteria:**

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

### **Course Contents**

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

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

**UNIT - II      Financial Statements Analysis      (4 hours)**

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

**UNIT - III      Ratio Analysis      (4 hours)**

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

**UNIT - IV      Cost Volume Profit Analysis      (6 hours)**

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

**UNIT - V Budgeting      (2 hours)**

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

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## Business Statistics

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**Course Code:** SAS 403

**Course Name:** Business Statistics

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

### **Course Objective:**

After completing this course the students will:

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

### **Course Contents:**

#### **UNIT I: Introduction to Statistics**

**(3 hours)**

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

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

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

**UNIT III: Correlation and Regression (4 hours)**

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

**UNIT IV: Index Number (4 hours)**

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

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

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

**Prescribed Text Books:**

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

**Supplementary Reading**

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



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## Merchant Banking and Financial Services

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**Course Code:** AFA 405

**Course Name:** Merchant Banking and Financial Services

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

**Course Objectives:** The course is designed to

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

## Course Contents:

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

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

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

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

### **UNIT - III: Issue Management (4 Hours)**

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

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

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

### **UNIT – V: Venture Capital (3 Hours)**

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

#### **Prescribed Text Books:**

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

#### **Suggested Extra Readings:**

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

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



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### Investment Analysis and Portfolio Management

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**Course Code:** AFA 512

**Course Name:** Investment Analysis and Portfolio Management

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

**Course Objectives:** The course is designed to

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

4. Mid Term Examination: 25%



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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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



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### Finance and Investment Skills

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**Course Code:** AFA 544

**Course Name:** Finance and Investment Skills

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

**Course Objectives:** The course is designed to:

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

## Course Contents:

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

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

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

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

### **UNIT-III: Insurance Sector (4 hours)**

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

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

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

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

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

## **Prescribed Text Books:**

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

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

**Suggested Additional Readings:**

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



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## Financial Management

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**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, 13<sup>th</sup> 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.



# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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## Options, Futures and other Derivatives

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**Course Code:** AFA 524

**Course Name:** Options, Futures and other Derivatives

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

**Course Objectives:** The course is designed to

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

### Course Contents:

**UNIT - I: Introduction to Derivatives Markets**

**(3 Hours)**



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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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



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## Bond Markets Analysis and Strategies

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**Course Code:** AFA 526

**Course Name:** Bond Markets Analysis and Strategies

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

**Course Objectives:** The course is designed to

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

### Course Contents:

**UNIT - I: Introduction to Fixed Income Securities**

**(4 Hours)**

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

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

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

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

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

**UNIT - IV: Bond Management Strategies (3 Hours)**

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

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

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

**Prescribed Text Books:**

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

### **Suggested Extra Readings:**

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

## **Accounting for Managerial Decisions**

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**Course Code:** AFA 407

**Course Name:** Accounting For Managerial Decisions

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

**Course Objectives:** The course is designed to

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

### **Attendance Requirements:**

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

### **Evaluation Criteria:**

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

### **Course Contents**

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

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

#### **UNIT - II Financial Statements Analysis (4 hours)**

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

#### **UNIT - III Ratio Analysis (4 hours)**

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

#### **UNIT - IV Cost Volume Profit Analysis (6 hours)**

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

#### **UNIT - V Budgeting (2 hours)**

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

#### **Prescribed Text Books:**

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

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

**Suggested Extra Readings:**

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

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## Business Statistics

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**Course Code:** SAS 403

**Course Name:** Business Statistics

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

### Course Objective:

After completing this course the students will:

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

### Attendance Requirement:

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

### Evaluation Criteria:

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

### Course Contents:

#### UNIT I: Introduction to Statistics

(3 hours)

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

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

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

**UNIT III: Correlation and Regression (4 hours)**

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

**UNIT IV: Index Number (4 hours)**

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

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

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

**Prescribed Text Books:**

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

**Supplementary Reading**

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



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### Merchant Banking and Financial Services

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**Course Code:** AFA 405

**Course Name:** Merchant Banking and Financial Services

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

**Course Objectives:** The course is designed to

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

#### **Attendance Requirements:**

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

#### **Evaluation Criteria:**

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

**Course Contents:**

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

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

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

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

**UNIT - III: Issue Management (4 Hours)**

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

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

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

**UNIT - V: Venture Capital (3 Hours)**

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

### Prescribed Text Books:

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

### Suggested Extra Readings:

1. Batra & Bhatia (2001) Management of Financial Services, Deep & Deep Publication, New Delhi.
2. Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.
3. Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
4. Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.
5. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
6. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.



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### Investment Analysis and Portfolio Management

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**Course Code:** AFA 512

**Course Name:** Investment Analysis and Portfolio Management

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

**Course Objectives:** The course is designed to

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



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

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

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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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



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## Organizational Behaviour

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**Course Code: HRM 401**

**Course Name: Organizational Behaviour**

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

**Course Objectives:** The course is designed to-

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

**Course Outcome**

The students would be able to manage and understand their own behaviour and behaviour of the people working in the organizations. They would be able to manage themselves and others by adopting a more humane approach

**Attendance Requirements:**

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

**Evaluation Criteria:**

7. Mid Term Examination: 25
8. End Term Examination: 50
9. Continuous Internal Assessment: 25
  - Attendance: 10
  - Class Participation: 5
  - Presentation: 5
  - Quiz: 5

**Course Contents**

**UNIT I Introduction to Organizational Behaviour**

**4**

**Hours**

- Concept and Importance of OB, Multidisciplinary Nature of OB

- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

**UNIT II Perception, Attitude and Job Satisfaction**

**4**

**hours**

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction

**UNIT III Leadership and Motivation**

**5 Hours**

- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

**UNIT IV Personality**

**3 Hours**

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

**UNIT V Group, Work Teams and Organizational Culture**

**4 Hours**

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

**Text Books**

9. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> 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

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 416
<b>Course Name:</b>	Employability Skills
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2016

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

**Course Objectives:** The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

### Course Outcome:

- The course intends to make students job ready equipped with skill set required by the industry.

### Attendance Requirement:

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

### Evaluation Criteria:

10. Mid Term Examination: 25%
11. End Term Examination: 50%
12. Continuous Internal Assessment : 25%
  - I. Class Participation- 10%
  - II. Presentations - 10%
  - III. Assignment- 5%

### Course Contents:

#### Course Contents

<b>UNIT I</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Employability skills</li><li>• Components of employability</li><li>• Models of employability</li></ul>	
<b>UNIT II</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Skills and Competencies</li><li>• Assertiveness</li><li>• Reading Skills</li></ul>	

**UNIT III****4 Hours**

- Self Management
- Self Awareness
- Self Evaluation

**UNIT IV****4 Hours**

- Creativity
- Methods of Enhancing Creativity
- Innovations and Innovative Process

**UNIT V****4 Hours**

- Negotiation skills
- Power and Politics

**Prescribed Text Books:**

1. Gravells ,Ann (2010) Delivering Employability Skills in the Lifelong Learning Sector: [Further Education and Skills](#), Learning Matters Ltd., UK.
2. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> 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

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 502
<b>Course Name:</b>	Management of Industrial Relations
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	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

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 504
<b>Course Name:</b>	Social Security and Labour Welfare
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2016

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

**Course Objectives:**The course is designed to

- To make students of HR understand the growth of labour welfare movement.
- To give an insight into the various labour welfare and social security measures being provided to workers by the government.

**Course Outcome:**

- The students would be able to implement the various social security schemes of the government in their professional jobs of HR manager.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

<b>UNIT I Social Security</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Evolution of Social Security</li><li>• Approaches to Social Security</li><li>• Characteristics of Social Security</li></ul>	
<b>UNIT II</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Social Assistance</li><li>• Social Insurance</li><li>• Mutual Benefits</li><li>• ILO and Social Security</li></ul>	
<b>UNIT III Development of Labour Welfare</b>	<b>4 Hours</b>

- 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

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM-402
<b>Course Name:</b>	Human Resource Management
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	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, 10<sup>th</sup> Edition, Pearson Education, Inc, Delhi
2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10<sup>th</sup> Edition, John Wiley & Sons Inc., New Delhi
3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3<sup>rd</sup> Revised Edition, Himalaya Publishing House, New Delhi

**Suggested Extra Readings:**

8. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5<sup>th</sup> Edition, Tata McGraw-Hill Publishing Ltd., New Delhi

9. Saiyadain, 2009, Human Resource Management, 4<sup>th</sup> Edition, Tata McGraw Hill Publishing Ltd., New Delhi
10. Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi
11. Rao, T.V., 1995, HumanResources Development: Experiences, Interventions, Strategies, Sage Publications Pvt.Ltd., New Delhi
12. Nair, M. and Rao, T.V. 2007, ExcellencethroughHRD, Tata McGraw Hill Publishing Ltd., New Delhi
13. Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi
14. Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi.

## Business Research Methods

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MSO 601
<b>Course Name:</b>	Business Research Methods
<b>Designed by Faculty</b>	Dr Aditi Sharma

### **Year of Introduction/Revision of Course Contents** 2016

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

**Course Objectives:** The course is designed to:

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

### **Course Outcome**

The students would become better analyst and good decision makers.

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

Mid Term Examination: 25%  
End Semester Examination: 50%  
Continuous Internal Assessment : 25%

- Class participation: 10%
- Assignment: 15%

### **Course Contents**

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

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

#### **UNIT – II: Data Collection Methods (4 Hours)**

- Sources of Secondary Data
- Secondary Data collection Methods
- Quantitative Methods of Data Collection

**UNIT – III: Measurement Design, Respondents Selection (4 Hours)**

- Types of Scaling
- Validity and Reliability in Measurement
- Questionnaire Designing

**UNIT – IV: Sampling and Sampling Methods (4 Hours)**

- sampling Design
- Sampling Process
- Random Sampling Methods
- Non random Sampling Methods
- Sampling and non-Sampling errors

**UNIT – V: Data preparation and reporting (4 Hours)**

- Data Processing-Coding, entering and entering the data in software
- Significance of Report Writing
- Type of Research Report
- Layout of Research Report

**Prescribed Text Books:**

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> 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

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 509
<b>Course Name:</b>	Performance Management-System and Strategies
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	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

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 513
<b>Course Name:</b>	Labour Laws
<b>Designed by Faculty</b>	Dr Aditi Sharma

**Year of Introduction/Revision of Course Contents** 2016

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

**Course Objectives:** The course is designed to

1. To make students of HR understand the significance of labor laws hold in an organization
2. To provide an insight into the various laws that govern workers and employees employment in an organization

**Course Outcome:** The students would be able to ensure compliance of various labour laws as HR managers.

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Continuous Internal Assessment : 50
  - Class Participation- 20
  - Presentations - 10
  - Case Study-10
  - Assignment- 05
  - Quiz- 05

**Course Contents:**

**UNIT I:**

**8 Hours**

- Principles of Modern Labour Legislation
- Indian Constitution and Labour Laws
- Types of Labour Legislation

**UNIT II****8 Hours**

- The Trade Unions Act, 1926
- The Industrial Disputes Act, 1947

**UNIT III:****8Hours**

- The Industrial Employment (Standing Orders) Act, 1946
- Contract Labour (Regulation and Abolition) Act,1970

**UNIT IV:****8 Hours**

- The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979.
- Equal Remuneration Act, 1976

**UNIT V:****8 Hours**

- Factories Act, 1948
- The Mines Act, 1952.
- Child Labour (Prohibition and Regulation) Act, 1986

**Text Books:**

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

**Additional Readings:**

1. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.
2. Kubendran, V. and Kodeeswari, K. (2011).Industrial Relations and Labour Law. Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida
4. Sarma ,[A.M \(2013\).](#) Industrial Relations and Labour Laws. Himalaya Publishing House Pvt. Ltd., Mumbai.
5. [H.L. Kumar](#) (2013). Labour Laws - Everybody Should Know. [Universal Law Publishing Co Pvt Ltd.](#), Delhi.



# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

[www.cuhimachal.ac.in](http://www.cuhimachal.ac.in)

## Consumer Behavior

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**Course Code:** MSC 506

**Course Name:** Consumer Behavior

**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, Department of Marketing &SCM, SoBMS.

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

**Course Objectives:** The course is designed to:

- Introduce and familiarize students with important aspects of consumer behavior
- Prepare students for critically analyzing the impact of Individual determinants and external factors that influences consumer behavior and observe how marketers are incorporating these in real life marketing operations.
- Develop the capability to analyze the role consumer behavior plays in the marketing process.

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation : 5%
  - Assignments : 8%
  - Presentations : 4%
  - Viva: : 4%
  - Case Study : 4%

### **Course Contents:**

**UNIT – I: Introduction and role of CB in Marketing**

**(3 Hours)**

- Consumer Behavior and Marketing Concept
- Customer value, Satisfaction, Trust and Retention
- Impact of new technologies on Marketing Strategies
- Consumer Research Process

**UNIT – II: Consumer as Individual Part 1**

**(4 Hours)**

- Customer Motivation
- Types and System of Needs
- Consumer Personality
- Brand Personality

**UNIT – III: Consumer as Individual Part 2**

**(5 Hours)**

- Consumer Perception
- Dynamics and Elements of Perception
- Learning
- Behavioral and Cognitive Learning

**UNIT – IV: Consumer as Individual Part 3**

**(4 Hours)**

- Consumer Attitude
- Attitude formulation and Change
- Self

**UNIT – V: Consumer in Cultural and Social Setting**

**(4 Hours)**

- Reference Groups
- Social Class
- Culture
- Consumer Decision Making Process

**Prescribed Text Books:**

1. Schiffman, Leon G; Leslie Lazar Kanuk & S. Ramesh Kumar (2013). **Consumer Behavior, 10/e**, Pearson Education, New Delhi.
2. Solomon Michael R. (2011). **Consumer Behavior: Buying, Having, and Being, 9/e**, Learning Pvt. Ltd.: New Delhi.
3. Robert East; Malcolm Wright and Marc Vanhuele (2009). **Consumer Behavior: Application in Marketing**, Sage Publications, New Delhi.

**Suggested Additional Readings:**

1. Barbara Harriss-White (2005). **India's Market Society**, Three Essays Collective: Gurgaon.
2. Baron, Robert A.; Nyla R. Branscombe, Donn Byrne and Gopa Bhardwaj (2012). **Fundamentals of Social Psychology**, Pearson: New Delhi.

3. Baron, Robert A (2012). **Psychology, 5/e**, Pearson: New Delhi.
  4. Comer, Ronald and Elizabeth Gould (2012). **Psychology Around Us**, Wiley India: New Delhi.
  5. Husain, Akbar (2012). **Social Psychology**, Pearson: New Delhi.
  6. Kumar, S. Ramesh (2011). **Consumer Behavior and Branding - Concepts, Readings and Cases: The Indian Context**, Pearson: New Delhi.
  7. Kumar, S. Ramesh (edited) (2013). **Case Studies in Consumer Behavior**, Pearson: New Delhi.
  8. Hawkins, Del; David Mothersenbaugh and Amit Mookerjee. (2010). **Consumer Behavior: Building Marketing Strategy, 11/e**, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi
  9. Majumdar, Ramanuj (2011). **Consumer Behavior: Insights from Indian Market**, PHI Learning Pvt. Ltd.: New Delhi.
  10. Nair, Suja R. (2010). **Consumer Behaviour in Indian Perspective: Text and Cases**, Himalaya Publishing House: New Delhi.
  11. Pasricha, Seema (2007). **Consumer Psychology**, Deep and Deep Publications Pvt. Ltd.: New Delhi.
- Lecture Plan:**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Consumer Behavior and Marketing Concept	Book – 1	Chapter - 1
Lecture – 2	Customer value, Satisfaction, Trust and Retention & Impact of new technologies on Marketing Strategies	Book – 1	Chapter - 1
Lecture – 3	Consumer Research Process	Book – 1	Chapter - 2
Lecture – 4	Customer Motivation	Book – 1 Book - 2	Chapter – 4 Chapter -- 4
Lecture – 5	Types and System of Needs	Book – 1 Book – 2	Chapter – 4 Chapter - 4
Lecture – 6	Consumer Personality	Book – 1 Book – 2	Chapter - 5 Chapter – 6
Lecture – 7	Brand Personality	Book – 1 Book – 2	Chapter – 5 Chapter – 6
Lecture – 8	Consumer Perception	Book – 1 Book – 2	Chapter – 6 Chapter – 2
Lecture – 9	Dynamics of Perception	Book – 1 Book – 2	Chapter – 6 Chapter – 2
Lecture – 10	Elements of Perception	Book – 1	Chapter – 2

		Book – 2	Chapter – 2
Lecture – 11	Consumer Learning	Book – 1 Book – 2	Chapter – 7 Chapter – 3
Lecture – 12	Behavioral and Cognitive Learning	Book – 1 Book – 2	Chapter – 7 Chapter – 3
Lecture – 13	Consumer Attitude	Book – 1 Book – 2	Chapter - 8 Chapter - 7
Lecture – 14	Attitude Formulation and Change	Book – 1 Book – 2	Chapter – 8 Chapter – 7
Lecture – 15	Self	Book – 1 Book – 2	Chapter – 5 Chapter - 5
Lecture – 16	Self .....continued	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

## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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### Integrated Marketing Communication (IMC)

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**Course Code:** MSC 405, January – June 2016

**Course Name:** Integrated Marketing Communication (IMC)

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, M&SCM, SBMS

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Enable the students to apply marketing theory and concepts to what marketers do in "the real world".
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Assignments: 5%
  - Presentations: 5%
  - Case studies /Field Surveys/Quiz/Activity, etc.: 10%

## **COURSE CONTENTS:**

### **UNIT – I: Introduction to IMC and Theories of IMC (4 HOURS)**

- Overview of Communication, Business Communication, Marketing Communication and Integrated Marketing Communications
- Communication Model, Communications Channels and Process, Need of Integrated Marketing Communication
- Genesis and Framework of IMC theories, Four Theories of How IMC works by Sandra Moriarty and Don Schultz
- Defining IMC by the thinkers and scholars, Role of Integrated Marketing Communication

### **UNIT – II: Components of IMC (4 HOURS)**

- Traditional Advertising
- Traditional Promotion
- New Media & Other IMC option
- Direct Marketing, Channel Marketing & Marketing Public Relation

### **UNIT – III: Communication Process & Advertising Messages (4 HOURS)**

- Development of Advertising, Creativity and Ad Theory, IMC Message Processing, Creative Execution, The Role of Emotion in Processing Advertising, Theories of Emotion and Affect in Marketing Communications
- Designing and Managing Integrated Marketing Communications
- IMC, Advertising Research, and the Advertising Discipline
- Total Marketing Communication Budget

### **UNIT – IV: IMC Plan & Integrated Marketing Communications Strategy (4 HOURS)**

- IMC Planning Process, Sponsorship and product planning, Finalizing and Implementing IMC
- Integrated campaign development: advertisement
- Promotions: Integrated Marketing Communications Strategy
- Corporate Communication , International Marketing Communication

### **UNIT – V: Issues and Challenges in IMC (4 HOURS)**

- Future of IMC: Changing paradigm
- Online Advertising, eCommerce/mCommerce, E-Communication
- Electronic, new and social media and their implication on IMC
- Ethical Issues and current Challenge

### **Prescribed Text Books:**

5. Belch, George E. and Belch, Micheal A. (2012), **Advertising and Promotion: An Integrated Marketing Communications Perspective, 7/e**, McGraw Hill: Irwin.
6. Eagle, L; Stephan Dahl, B. Czarnecka and Jenny Lloyd (2015). **Marketing Communication**, Routledge: New York.

7. Pickton, David and Broderick, Amanda (2005), **Integrated Marketing Communication, 2/e**, Pearson Education Limited: England.
8. Rodgers, Shelly and Esther Thorson (2012). **Advertising Theory** (edited), Routledge: New York.

#### Handouts:

1. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). [**Chapter 16: Designing and Managing Integrated Marketing Communication, pg: 374 to 401**], **Marketing Management: A South Asian Perspective, 14 edn**; Pearson Education, New Delhi.
2. Moriarty, Sandra and Don Schultz (2012). **“Four Theories of How IMC works”**, pg: 491-505, in the edited book by Rodgers, Shelly and Esther Thorson (2012), **Advertising Theory**, Routledge: New York.
3. Rose, Patricia B. (2012). **“IMC, Advertising Research, and the Advertising Discipline”**, pg: 563 -566, in the edited book by Rodgers, Shelly and Esther Thorson; edited (2012). **Advertising Theory**, Routledge: New York.

#### Suggested Additional Readings:

6. Clow, Kenneth E. and Donald Baack (2014). **Integrated Advertising, Promotion, & Marketing Communication, 6<sup>th</sup>ed**; Pearson Education: New Delhi.
7. Jegenheimer (2010), **Advertising and Public Relations Research**, 1st Ed. PHI Learning.
8. Monippally, Mattukutty M. (2001). **Business Communication Strategies**, Tata McGraw Hill: New Delhi.
9. Malaval, Philippe, Marie-Hélène Abbo, Muneesh Kumar and Jean-Marc Décaudin (2015), **Integrated Marketing Communication: Pentacom, 4/e**, Pearson Education: New Delhi.
10. Ogilvy, David (1985). **Ogilvy on Advertising**, Vintage Books: New York
11. Rodgers, Shelly and Esther Thorson; edited (2012). **Advertising Theory**, Routledge: New York.
12. Sirgy, M. Joseph and Don R. Rahtz (2001). **Integrated Marketing Communication: A Strategic Approach, 1<sup>st</sup>ed**; Cengage Learning: New Delhi.
13. Shimp, A. Terence and J. Craig Andrews (2013). **Advertising, Promotion, and other aspects of Integrated Marketing Communication, 9<sup>th</sup> edn**, Cengage Learning: New Delhi.
14. Smith, P R and Ze Zook (2011). **Marketing Communication: Integrating offline and online with social mMedia, 5/e**, Kogan Page: New York.
15. Wells, William D.; John Burnett and Sandra Moriarty (2012). **Advertising: Principles and Practice, 7<sup>th</sup> edn**; Pearson Education: New Delhi.

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Overview of Communication, Business Communication, Marketing Communication and Integrated Marketing Communications	Book 2	1,2
		Book 3	1, 2
Lecture – 2	Communication Model, Communications Channels and Process, Need of Integrated Marketing Communication	Book 2	4

Lecture – 3	Genesis and Framework of IMC theories, Four Theories of How IMC works by Sandra Moriarty and Don Schultz	Book 4	1, 32
Lecture – 4	Defining IMC by the thinkers and scholars, Role of Integrated Marketing Communication	Book 4	17
Lecture – 5	Traditional Advertising	Book 1	4
Lecture – 6	Traditional Promotion	Book 1	5
Lecture – 7	New Media & Other IMC option	Book 1	6
Lecture – 8	Direct Marketing & Channel Marketing	Book 1	7
Lecture – 9	Development of Advertising, Creativity and Ad Theory, IMC Message Processing, Creative Execution, The Role of Emotion in Processing Advertising, Theories of Emotion and Affect in Marketing Communications	Book 1 Book 2 Book 3 Book 4	8, 9 5 8 5, 6, 13,
Lecture – 10	Designing and Managing Integrated Marketing Communications	Book	
Lecture – 11	IMC, Advertising Research, and the Advertising Discipline	Book 3 Book 4	16 38
Lecture – 12	Total Marketing Communication Budget	Book 3	18
Lecture – 13	IMC Planning Process, Sponsorship and product planning, Finalizing and Implementing IMC	Book 1 Book 3	11,12, 13 13
Lecture – 14	Integrated campaign development: advertisement	Book 2	11
Lecture – 15	Promotions: Integrated Marketing Communications Strategy	Book 2	12
Lecture – 16	Corporate Communication , International Marketing Communication	Book 3 Book 4	14, 15 10
Lecture – 17	Future of IMC: Changing paradigm	Book 4	34 to 37
Lecture – 18	Online Advertising	Book 2 Book 4	9 19
Lecture – 19	eCommerce/mCommerce, E-Communication	Book 2	9

	Electronic, new and social media		
Lecture – 20	Ethical Issues and current Challenge	Book 2	16
		Book 3	10

**Book 1:** Belch, George E. and Belch, Micheal A. (2012), Advertising and Promotion: An Integrated Marketing Communications Perspective, 7th E global edition, McGraw Hill: Irwin.

**Book 2:** Eagle, L; Stephan Dahl, B. Czarnecka and Jenny Lloyd (2015). Marketing Communication, Routledge: New York.

**Book 3:** Pickton, David and Broderick, Amanda (2005), Integrated Marketing Communication, 2nd edn. Pearson Education Limited: England.

**Book 4:** Rodgers, Shelly and Esther Thorson (2012). **Advertising Theory** (edited), Routledge: New York



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## Operations Management

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**Course Code:** POM 401

**Course Name:** Operations Management

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, Deptt. of M&SCM, SBMS.

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. **A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.**

**Evaluation Criteria:**

- 7. Mid Term Examination : 25%**
- 8. End Semester Examination : 50%**
- 9. Continuous Internal Assessment : 25%**
  - Class participation : 5%
  - Presentations/Seminar : 5%
  - Viva : 5%
  - Assignments/ Case Studies : 6%
  - Activity/Process Observation (production & Service): 4%

**Course Contents:**

**UNIT – I:Introduction to Operations Management (3 Hours)**

- Nature and Scope of Production and Operations Management
- Role of Operations Management&Operations in Global Environment
- Influence of Japanese Management on OM
- **Continuous Internal Assessment** : Process Observation & Case Study: *Indian Metals Corporation*

**UNIT – II:Designing Operations and TQM Integration (5 Hours)**

- Product Design and Analysis
- Productivity
- Managing Quality
- TQM: Kaizen, Kanban, Six Sigma
- Toyota Production System (TPS)
- **Continuous Internal Assessment** : Case Study

**UNIT – III:Location and Layout (4 Hours)**

- Layout Strategies
- Location Strategies
- **Continuous Internal Assessment** : Field Observation &Seminar

**UNIT – IV:Forecasting and Requirement Planning(4 Hours)**

- Material Requirement Planning
- JIT
- New Research in understanding Demand
- Demand Forecasting
- **Continuous Internal Assessment** :Seminar & Presentation

**UNIT – V:Managing Inventory and Work****(4 Hours)**

- Human Resource Strategy
- Work Study and Measurement
- Inventory Management
- Productivity and Efficiency
- **Continuous Internal Assessment** :Presentation & Viva

**Prescribed Text Books:**

1. Heizer, Jay; Barry Render and Jagadeesh Rajashekhar (2011). **Operations Management,9/e**, Pearson: New Delhi.
2. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**,Pearson: New Delhi.
3. Young, Scott T. (2009). **Essentials of Operations Management**, Sage South Asia: Delhi.

**Suggested Readings**

1. Bhat, K. Shridhara (2014). **International Operations Management, 1/e**, Himalaya Publishing House: New Delhi.
2. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
3. Klassen, Robert D and Larry J. Menor (2008).**Cases in Operations Management**, Sage Publication: New Delhi.
4. Mahadevan, B.(2010). **Operations Management**, (2<sup>nd</sup> edition), Pearson: New Delhi

**Lecture Plan**

S. No.	Lect ures	Topics	Prescribed Text Book	Chapters
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 3	<b>Chapter – 1</b> <b>Chapter – 1</b>
2.	1	Role of Operations Management& Operations in Global Environment	Book – 1	<b>Chapter – 1</b>
3.	1	Influence of Japanese Management on OM	Book – 1	<b>Chapter – 2</b>
4.	1	Product Design and Analysis	Book – 1	<b>Chapter – 4</b>
5.	1	House of Quality, Issues in Product Design	Book – 1 Book – 2	<b>Chapter – 4</b> <b>Chapter – 5</b>
6.	1	Quality, Cost of Quality, International Quality Standards	Book – 1	<b>Chapter – 5</b>

			Book – 2	Chapter – 5
7.	1	TPS: Kaizen, Kanban (Japanese Management)	Book – 1 Book – 2	Chapter – 5 Chapter – 8
8.	1	Total Quality Management, Six Sigma	Book – 1 Book – 2	Chapter – 5 Chapter – 5
9	1	Strategic Importance of Layout Strategies	Book – 1 Book – 3	Chapter – 8 Chapter – 11
10	1	Types of Layouts	Book – 1	Chapter – 8
11	1	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 1 Book – 2	Chapter – 9 Chapter – 11
12	1	Methods of Evaluating Location Alternatives	Book – 1 Book – 2	Chapter – 11 Chapter – 11
13	1	Material Requirement Planning Structure	Book – 1 Book – 2	Chapter – 14 Chapter – 15
14	1	JIT	Book – 1	Chapter – 15
15	1	Forecasting – Strategic Importance	Book – 1	Chapter – 3
16	1	Forecasting Methods	Book – 1	Chapter – 3
17	1	Human Resource and Job Design	Book – 1	Chapter – 9
18	1	Work Study and Measurement	Book – 1	Chapter – 9
19	1	Inventory Management	Book – 1 Book – 2	Chapter – 12 Chapter – 12
20	1	Productivity and Efficiency	Book – 1	Chapter – 1
<b>Total</b>	<b>20</b>			



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### Green Marketing

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**Course Code:** MSC 509

**Course Name:** Green Marketing

**Faculty Name:** Dr. Sarvesh Kumar

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.).

**Course Objectives:** The course is designed to:

- Enable the students to understand basic concepts of Green Marketing; a new perspective on the relationship between the natural environment and commerce.
- To impart philosophies of Green Marketing with business studies keeping in view the Green Technology and contextual issue of environmental management perspective.
- Help the students to use the understanding of Green Marketing in current dynamic business environment.

#### Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

#### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation : 5%
  - Presentations/ viva : 10%
  - Case Studies : 5%
  - Assignments/Live Projects: 5%

**Course Contents:**

**UNIT - I: Introduction to Green Marketing (7 Hours)**

- Introduction to Green Marketing
- Need to study Green Marketing
- Green behaviour
- Green Business Opportunity
- The new green marketing paradigm

**UNIT - II: The Consumption - Environment Interface (5 Hours)**

- Our Common Future: Issues of Sustainability
- The Environment and Consumption
- The Environmental Effects on Consumption
- A roadmap for Natural Capitalism

**UNIT - III: Strategic Green Planning (5 Hours)**

- Green Marketing Planning
- Segmenting by green interest
- Green consumer motives and buying strategies
- Greening the IMC

**UNIT – IV: Providing value via sustainable green marketing strategies (7 Hours)**

- Environmental standards: ISO 14000
- Designing green products: a life cycle approach
- Delivering value via sustainable supply cycle strategies: Greening the supply chain
- Proclaiming value via sustainable pricing strategies
- Producing value via Innovation & Green Technology
- Green Labelling

**UNIT – V:Contemporary Issues in Green Marketing (6 Hours)**

- Energy consumption and its implication on goods and services
- Energy consumption in Transport and industrial sector
- Green Marketing & Sustainability Reporting
- Case Studies

### Prescribed Text Books:

1. Dahlstrom, Robert(2010). **Green Marketing: Theory, Practice, and Strategies**, Cengage Learning-India edition, New Delhi.
2. Ottman, Jacquelyn A. (2011). **The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding**; Berrett-Koehler Publishers, California.

### Suggested Readings:

1. Dahlstrom, Robert(2011). **Green Marketing Management**, South Western Cengage Learning, Mason, USA.
2. Esty, C. Daniel and Winston, Andrew S. C. (2006). **Green to Gold: How smart companies use environmental strategy to innovate, create value and building competitive Advantage**, Yale University Press, New Haven.
3. Jamison, Andrew (2004).**The Making of Green Knowledge: Environmental politics and cultural transformation**, Cambridge University Press, Cambridge.
4. Keohane, Nathaniel O. and Sheila M.Olmstead (2007). **Markets and The Environment**, Island Press, Washington.
5. Meadows, Donella H.; Dennis L. Meadows. Jorgen Randers and William W. Behrens III (1974). **The Limits to Growth – A Report for the Club of Rome’s Project on the Predicament of Mankind**; PAN Books Ltd., London.
6. Patricia Shanley, Alan R Pierce, Sarah A Laird and Abraham Guillén (Edited) (2002). **Tapping the Green Market: Certification and Management of Non-Timber Forest Products**; Earthscan Publications Ltd [on behalf of People and Plants - a joint initiative of WWF,the United Nations Educational, Scientific and Cultural Organization (UNESCO)and the Royal Botanic Gardens, Kew],London.
7. Prakash,Aseem (2004).**Greening the Firm: The Politics of Corporate Environmentalism**,Cambridge University Press, Cambridge.
8. Ottman, Jacquelyn A. (1998). **Green Marketing: Opportunity for Innovation (2<sup>nd</sup> edition)**; NTS Business Books, Illinois.
9. Rao, P.H. (2012).**Greening the Supply Chain: A Guide for Asian Managers**, Sage Publication, New Delhi
10. Yudelson, Jerry (2008). **Marketing Green Building: strategies for success**, Architectural Press(Elsevier Ltd.), Oxford.

### Suggested Reading from Allied Body of Knowledge:

1. Foster, John (edited) (1997).**VALUING NATURE?Ethics, economics and the environment**, Routledge, London
2. Hussen, Ahmed M. (2004, 2<sup>nd</sup>ed.). **Principles of Environmental Economics**, Routledge, London.
3. Spash, Clive L. (2002). **Greenhouse Economics: Value and ethics**, Routledge, London

4. Uzawa, Hirofumi (2003). **Economic Theory and Global Warming**, Cambridge University Press, Cambridge,
5. Woerdman, Edwin (2004). **The Institutional Economics of Market-Based Climate Policy**, Elsevier B.V., Amsterdam.

**Other Reference from Journal, Article and other sources:**

1. Linda C. Angell (May 1999). Environmental and Operations Management Face the Future, Decision Line; pg:9-11

**Lecture Plan**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Introduction to Green Marketing	Book – 1	Chapter – 1
Lecture – 2	Need to study Green Marketing	Book – 1	Chapter – 1
Lecture – 3	Green behavior and Green Business Opportunity	Book – 2	Chapter – 1
Lecture – 4	The new green marketing paradigm	Book – 2	Chapter – 3
Lecture – 5	Our Common Future: Issues of Sustainability	Handout	Handout
Lecture – 6	The Environment and Consumption	Book – 1	Chapter – 4
Lecture – 7	The Environmental Effects on Consumption	Book – 1	Chapter – 4
Lecture – 8	A roadmap for Natural Capitalism	Handout	Handout
Lecture – 9	Green Marketing Planning	Book – 1	Chapter – 2
Lecture – 10	Segmenting by green interest	Book – 1	Chapter – 5
Lecture – 11	Green consumer motives and buying strategies	Book – 2	Chapter – 2
Lecture – 12	Greening the IMC	Book – 1	Chapter – 6
Lecture –13	Environmental standards: ISO 14000&Designing green products: a life cycle approach	Book – 1 Book - 2	Chapter – 8 Chapter – 4
Lecture – 14	Delivering value via sustainable supply cycle strategies: Greening the supply chain	Book – 1	Chapter – 8

Lecture – 15	Proclaiming value via sustainable pricing strategies	Book – 1	Chapter – 10
Lecture – 16	Producing value via Innovation & Green Technology: Innovate for sustainability	Book – 2	Chapter – 5
Lecture – 17	Green Labelling	Handout	Handout
Lecture – 18	Energy consumption and its implication on goods and services	Book – 1	Chapter – 11&12
Lecture – 19	Energy consumption in Transport and industrial sector	Book – 1	Chapter – 13&14
Lecture – 20	Green Marketing & Sustainability Reporting	Book – 1	Chapter – 15



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### Marketing Management

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**Course Code** : MSC 401

**Course Name** : Marketing Management

**Faculty Name** : Dr. Sarvesh Kumar, Assistant Professor, Marketing & SCM, SBMS, CUHP.

**Credits Equivalent:** 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Offer learners an alternative approach to understand marketing by providing students with historical, critical, and analytical skills and improve familiarity of the students with current issues and emerging trends in marketing.
- Enable the students to understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- Provides practical and innovative demonstration of abstract concepts through classroom exercises and group activity which enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% (*Students are expected to undertake independent research and to study in a new way, questioning, investigation from academically rigorous sources*)

- |                                                 |                                                   |
|-------------------------------------------------|---------------------------------------------------|
| <b>f.</b> Class participation                   | :5%(Less than 75% attendances will be awarded 0%) |
| <b>g.</b> Case Study/Assignments / Field Survey | :10%                                              |
| <b>h.</b> Presentations/Viva/Quiz               | : 10%                                             |

**Course Contents:**

**UNIT - I: Fundamentals of Marketing (16 Hours)**

- Importance of Marketing: Meaning, Nature, Scope, and Importance of Marketing
- Core Marketing Concepts and Philosophies
- A history of schools of marketing thought
- Macromarketing as a Pillar of Marketing Thought
- An effective marketer and Customer-oriented Company
- Marketing Management Process: An overview
- Growing Marketing Opportunities in India

**UNIT - II: Environmental Scanning and Analyzing Consumer Behaviour (10 Hours)**

- Analyzing the Marketing Environment
- Impact of Environmental factors on marketing Decision
- The Buying Decision Process and Factors Influencing the Consumer Behavior
- Components of Modern Marketing Information System
- The changing face of consumer markets and role of marketing
- **Environmental Analysis (Case Studies): ITC in Rural India**

**UNIT - III: STP & Marketing Mix-I (Product Decisions) (14 Hours)**

- The Family and Consumer Decision Making: A Cultural View
- Market Segmentation, Market Targeting and Market Positioning
- Product Life Cycle: Innovation and R&D, New Product Development Process
- Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Creating Brand Equity & Crafting the Brand Positioning

**UNIT - IV: Marketing Mix-II (10 Hours)**

- Pricing Decisions

- Distribution Decisions
- Promotion Decisions
- **Pricing (Case Study): Arvind Mills: Re-evaluating Profitability**
- **Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop –**

**Targeting the Young**

**UNIT - V: Implication of new technology and emerging trends in marketing (10 Hours)**

- Technology implication on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, Internet Based Marketing, e-commerce, etc.) and Biotechnology implication (Gene revolution related issue) on Marketing
- Green Marketing (Environmental aspects)
- Social Marketing and Services Marketing
- Ethical issues in Marketing
- **Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?**

**Prescribed Text Books:**

1. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). **Marketing Management: A South Asian Perspective, 14e.**; Pearson Education, New Delhi.
4. Research Articles:
  - a. Wilkie, William L. and Elizabeth S Moore (2006). **Macromarketing as a Pillar of Marketing Thought**, Journal of Macromarketing, Vol.26 No.2, December 2006, pg: 224-232.
  - b. Wilson Brown, D. B. A (1979). **The Family and Consumer Decision Making: A Cultural View**, Academy of Marketing Science, Vol.7 No.4, Fall 1976, pg: 335 - 345.
  - c. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.

**Suggested Additional Readings:**

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, New Delhi.
2. Kumar, Arun and N. Meenakshi (2011). **Marketing Management, 2e.**; Vikas Publishing House Pvt. Ltd., New Delhi
3. Karunakaran, K. (2012). **Marketing Management: Text and Cases in Indian Context**; Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
5. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
6. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.

7. Sherlekar, S. A. (2010). **Marketing Management, 14e.** ;Himalaya Publishing House Pvt. Ltd., Mumbai.

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture: 1-4	Importance of Marketing	MTB	Chapter – 1
Lecture: 5-6	Core Marketing Concepts and Philosophies	MTB	Chapter – 2, 3 & 4
Lecture: 7-10	<b><i>A history of schools of marketing thought</i></b>	<b><i>Marketing Theory</i></b>	<b><i>Vol.5 No.3, pg: 239 - 281</i></b>
Lecture: 11-16	An effective marketer and Customer-oriented Company	MTB	Chapter – 5 & 6
Lecture: 17-18	Analyzing the Marketing Environment	MMK	Chapter – 3
Lecture: 19-20	<b><i>Macromarketing as a Pillar of Marketing Thought</i></b>	<b><i>Journal of Macromarketing</i></b>	<b><i>Vol.26 No.2, December 2006, pg: 224-232</i></b>
Lecture:21-22	Impact of Environmental factors on marketing Decision	MMK	Chapter – 3
Lecture:23-24	The Buying Decision Process and Factors Influencing the Consumer Behavior	MTB	Chapter – 7, 8 & 9
Lecture:25	The changing face of consumer markets and role of marketing	MMK	Chapter – 2,3 & 21
Lecture: 26	<b>Environmental Analysis (Case Studies): ITC in Rural India</b>	<b>KSR</b>	<b>KSR</b>
Lecture: 27-28	<b><i>The Family and Consumer Decision Making: A Cultural View</i></b>	<b><i>Academy of Mkt. Sci.</i></b>	<b><i>Vol.7 No.4, Fall 1976, pg: 335 – 345</i></b>
Lecture : 29-30	Market Segmentation	MMK	Chapter – 7
Lecture: 31-32	Market Targeting	MMK	Chapter – 7
Lecture: 33-34	Market Positioning	MMK	Chapter – 7
Lecture:35-36	Product Classification, Product Levels, Product Line and Product-Mix Decisions	MMK	Chapter –11
Lecture: 37-38	Product Differentiation and Creating Brand Equity & Crafting the Brand Positioning	MMK	Chapter –11
Lecture : 39-41	Product Life Cycle: Innovation and R&D, New Product Development Process	MMK	Chapter – 11
Lecture: 42-43	Pricing Decisions	MMK	Chapter – 13
Lecture :44-45	Distribution Decisions	MMK	Chapter – 14,15

Lecture :46-47	Promotion Decisions	MMK	Chapter – 16, 17& 18
Lecture :48-49	<b>Pricing (Case Study): Arvind Mills: Re-evaluating Profitability</b>	<b>MCS</b>	<b>MCS</b>
Lecture:50	<b>Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young</b>	<b>MCS</b>	<b>MCS</b>
Lecture:51-52	Technology implication on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, Internet Based Marketing, e-commerce, etc.) and Biotechnology implication (Gene revolution related issue) on Marketing	MTB	Chapter – 6 + Handout
Lecture: 53-54	Green Marketing (Environmental aspects)	Handout	Handout
Lecture: 55-56	Social Marketing and Services Marketing	MMK	Chapter –11+ Handout
Lecture: 57-58	Ethical issues in Marketing	MTB	Chapter – 11
Lecture: 59-60	<b>Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?</b>	<b>MCS</b>	<b>MCS</b>

MCS = Clow, Kenneth E. and Donald Baack (2012). Case Studies in Marketing Management

MTB= NickEllis,*et al.* (2012). MARKETING: A Critical Textbook

MMK = PhilipKotler, et al. (2013). Marketing Management: A South Asian Perspective, 14 e

KSR = Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.

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## **Service Marketing**

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**Course Code:** MSC 402

**Course Name:** Service Marketing

**Faculty Name :** Dr. Sarvesh Kumar, Assistant Professor, Marketing & SCM, SBMS

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Understand the importance of Services.
- Understand the challenges towards Managing Services.
- Review and understand the past and ongoing trends in service industry.
- Understand the overall dynamics of services.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5% (Student securing less than 75% of attendance will be given zero marks)
  - Presentations/Viva: 10%
  - Assignment (Role Play, Cases, Panel Discussion, Project, Surprise Quiz etc): 10%

**Course Contents:**

**UNIT – I:Introduction to Services (4 Hours)**

- Emergence of Service Economy
- Introduction to Services: Definition, Concepts & Nature of Services
- Service Environment
- Prominent Industries: Tourism, Healthcare, Education, etc.

**UNIT – II:Designing Services (4 Hours)**

- Service Marketing Mix
- Physical Evidence and Servicescape
- Designing and Managing Services Processes
- Service Standards

**UNIT – III:Pricing & Distribution of Services (4 Hours)**

- Demand Capacity Management
- Pricing the Services
- Distribution of Services

**UNIT – IV:Service Promotion (3 Hours)**

- Positioning of Services
- Customer Expectation of Services
- Customer Perception of Services

**UNIT – V:Managing Service Failure (5 Hours)**

- Service Quality Model
- Employees and Service Delivery
- Customers and Service Delivery
- Service Failure and Recovery

**Prescribed Text Books:**

1. Gilmore, Audrey (2010). **Services Marketing and Management**; Response Book, New Delhi.
2. Lovelock, Christopher; Jochen Wirtz, and Jayanta Chatterjee (2011). **Service Marketing – People, Technology, Strategy, 7 e.**; Pearson, New Delhi.
3. Zeithaml, Valarie A.; Mary Jo Bitner, Dwayne D.Gremler and Ajay Pandit (2014). **Service Marketing: Integrating Customer Focus across firm, 6e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.

**Suggested Reading:**

1. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Jha, S.M. (2010). **Services Marketing**; Himalaya Publishing House, New Delhi.
3. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
4. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
5. Lalromawia, K. (2014). **Marketing Of Services - A Study Of Tourism Marketing In Northeast India**, Doctoral thesis submitted to University of Hyderabad (An unpublished Report).
6. Sundararaman, S. (2014). **Challenges In Marketing Tourism Destination Affected By Terrorism**; International Journal of Research in Management & Social Science; Volume 2 , Issue 1( II ) : January - March 2014, pg27 – 35.

## Lecture Plan

<b>Lectures</b>	<b>Topics</b>	<b>Suggested Reading*</b>
Lecture – 1	Emergence of Service Economy	1L, 10G
Lecture – 2	Introduction to Services: Definition, Concepts & Nature of Services	1G
Lecture – 3	Service Environment	10L, 9G
Lecture – 4,5	Service Marketing Mix	1L
Lecture – 6	Physical Evidence and Servicescape	11Z
Lecture – 7	Designing and Managing Services Processes	8L
Lecture – 8, 9	Service Standards	10Z
Lecture – 10	Demand Capacity Management	9L
Lecture – 11	Pricing the Services	5L
Lecture – 12	Distribution of Services	4L
Lecture – 13	Positioning of Services	7L
Lecture – 14,15	Customer Expectation of Services	7G
Lecture – 16	Customer Perception of Services	8G
Lecture – 17	Service Quality Model	14L
Lecture – 18	Employees and Service Delivery	11L
Lecture – 19	Customers and Service Delivery	14L
Lecture – 20	Service Failure and Recovery	14L

\*The suggested readings can be read using the following connotations

- First character refers to the number of chapter of book.

- Second character refers to the name of author (Text Book)
  - G: Gilmore & L: Lovelock
- 10L would mean 10<sup>th</sup> Chapter of Lovelock's book (The details of book is given in Prescribed Text Book Section)



## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

PO Box: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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### Green Marketing

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**Course Code:** MSC 509

**Course Name:** Green Marketing

**Faculty Name:** Dr. Sarvesh Kumar

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.).

**Course Objectives:** The course is designed to:

- Enable the students to understand basic concepts of Green Marketing; a new perspective on the relationship between the natural environment and commerce.
- To impart philosophies of Green Marketing with business studies keeping in view the Green Technology and contextual issue of environmental management perspective.
- Help the students to use the understanding of Green Marketing in current dynamic business environment.

#### Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

#### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation : 5%
  - Presentations/ viva : 10%
  - Case Studies : 5%
  - Assignments/Live Projects: 5%

**Course Contents:**

**UNIT - I: Introduction to Green Marketing (7 Hours)**

- Introduction to Green Marketing
- Need to study Green Marketing
- Green behaviour
- Green Business Opportunity
- The new green marketing paradigm

**UNIT - II: The Consumption - Environment Interface (5 Hours)**

- Our Common Future: Issues of Sustainability
- The Environment and Consumption
- The Environmental Effects on Consumption
- A roadmap for Natural Capitalism

**UNIT - III: Strategic Green Planning (5 Hours)**

- Green Marketing Planning
- Segmenting by green interest
- Green consumer motives and buying strategies
- Greening the IMC

**UNIT – IV: Providing value via sustainable green marketing strategies (7 Hours)**

- Environmental standards: ISO 14000
- Designing green products: a life cycle approach
- Delivering value via sustainable supply cycle strategies: Greening the supply chain
- Proclaiming value via sustainable pricing strategies
- Producing value via Innovation & Green Technology
- Green Labelling

**UNIT – V:Contemporary Issues in Green Marketing (6 Hours)**

- Energy consumption and its implication on goods and services
- Energy consumption in Transport and industrial sector
- Green Marketing & Sustainability Reporting
- Case Studies

#### Prescribed Text Books:

1. Dahlstrom, Robert(2010). **Green Marketing: Theory, Practice, and Strategies**, Cengage Learning-India edition, New Delhi.
2. Ottman, Jacquelyn A. (2011). **The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding**; Berrett-Koehler Publishers, California.

#### Suggested Readings:

1. Dahlstrom, Robert(2011). **Green Marketing Management**, South Western Cengage Learning, Mason, USA.
2. Esty, C. Daniel and Winston, Andrew S. C. (2006). **Green to Gold: How smart companies use environmental strategy to innovate, create value and building competitive Advantage**, Yale University Press, New Haven.
3. Jamison, Andrew (2004).**The Making of Green Knowledge: Environmental politics and cultural transformation**, Cambridge University Press, Cambridge.
4. Keohane, Nathaniel O. and Sheila M.Olmstead (2007). **Markets and The Environment**, Island Press, Washington.
5. Meadows, Donella H.; Dennis L. Meadows. Jorgen Randers and William W. Behrens III (1974). **The Limits to Growth – A Report for the Club of Rome’s Project on the Predicament of Mankind**; PAN Books Ltd., London.
6. Patricia Shanley, Alan R Pierce, Sarah A Laird and Abraham Guillén (Edited) (2002). **Tapping the Green Market: Certification and Management of Non-Timber Forest Products**; Earthscan Publications Ltd [on behalf of People and Plants - a joint initiative of WWF,the United Nations Educational, Scientific and Cultural Organization (UNESCO)and the Royal Botanic Gardens, Kew],London.
7. Prakash,Aseem (2004).**Greening the Firm: The Politics of Corporate Environmentalism**,Cambridge University Press, Cambridge.
8. Ottman, Jacquelyn A. (1998). **Green Marketing: Opportunity for Innovation (2<sup>nd</sup> edition)**; NTS Business Books, Illinois.
9. Rao, P.H. (2012).**Greening the Supply Chain: A Guide for Asian Managers**, Sage Publication, New Delhi
10. Yudelson, Jerry (2008). **Marketing Green Building: strategies for success**, Architectural Press(Elsevier Ltd.), Oxford.

**Suggested Reading from Allied Body of Knowledge:**

1. Foster, John (edited) (1997). **VALUING NATURE? Ethics, economics and the environment**, Routledge, London
2. Hussen, Ahmed M. (2004, 2<sup>nd</sup>ed.). **Principles of Environmental Economics**, Routledge, London.
3. Spash, Clive L. (2002). **Greenhouse Economics: Value and ethics**, Routledge, London
4. Uzawa, Hirofumi (2003). **Economic Theory and Global Warming**, Cambridge University Press, Cambridge,
5. Woerdman, Edwin (2004). **The Institutional Economics of Market-Based Climate Policy**, Elsevier B.V., Amsterdam.

**Other Reference from Journal, Article and other sources:**

2. Linda C. Angell (May 1999). Environmental and Operations Management Face the Future, Decision Line; pg:9-11

**Lecture Plan**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Introduction to Green Marketing	Book – 1	Chapter – 1
Lecture – 2	Need to study Green Marketing	Book – 1	Chapter – 1
Lecture – 3	Green behavior and Green Business Opportunity	Book – 2	Chapter – 1
Lecture – 4	The new green marketing paradigm	Book – 2	Chapter – 3

Lecture – 5	Our Common Future: Issues of Sustainability	Handout	Handout
Lecture – 6	The Environment and Consumption	Book – 1	Chapter – 4
Lecture – 7	The Environmental Effects on Consumption	Book – 1	Chapter – 4
Lecture – 8	A roadmap for Natural Capitalism	Handout	Handout
Lecture – 9	Green Marketing Planning	Book – 1	Chapter – 2
Lecture – 10	Segmenting by green interest	Book – 1	Chapter – 5
Lecture – 11	Green consumer motives and buying strategies	Book – 2	Chapter – 2
Lecture – 12	Greening the IMC	Book – 1	Chapter – 6
Lecture –13	Environmental standards: ISO 14000&Designing green products: a life cycle approach	Book – 1 Book - 2	Chapter – 8 Chapter – 4
Lecture – 14	Delivering value via sustainable supply cycle strategies: Greening the supply chain	Book – 1	Chapter – 8
Lecture – 15	Proclaiming value via sustainable pricing strategies	Book – 1	Chapter – 10
Lecture – 16	Producing value via Innovation & Green Technology: Innovate for sustainability	Book – 2	Chapter – 5
Lecture – 17	Green Labelling	Handout	Handout
Lecture – 18	Energy consumption and its implication on goods and services	Book – 1	Chapter – 11&12
Lecture – 19	Energy consumption in Transport and industrial sector	Book – 1	Chapter – 13&14
Lecture – 20	Green Marketing & Sustainability Reporting	Book – 1	Chapter – 15



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### Strategic Management

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**Course Code:** MSO 506 – August to December 2016

**Course Name:** Strategic Management

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, M&SCM, SBMS

**Credits Equivalent:** 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Enable the students to apply strategic management theory and concepts to what managers do in "the real world".
- Enable the students to design effective strategic planning by selecting appropriate strategies.
- Improve familiarity of the students with current issues and emerging trends in strategic management in dynamic business environment.

#### Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

#### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%*(Students are expected to undertake independent research and to study in a new way, questioning, investigation from academically rigorous sources)*
  - Class participation : 5%*(Less than 75% attendances will be awarded 0%)*
  - Presentations/viva : 10%
  - Case studies/Activities/Assignments/etc: 10%

## **COURSE CONTENTS:**

### **UNIT – I: Introduction to Strategic Management (8 HOURS)**

- Strategic Planning and strategic Management
- The Strategic Management Process
- Strategic Intent: Vision, Mission and Objectives
- Case Studies

### **UNIT – II: Environmental and Resources Analysis (7 HOURS)**

- Environmental Analysis
- Industry Analysis
- Competitive Analysis
- Internal Analysis
- Case Studies

### **UNIT – III: Strategy Formulation and Choice (7 HOURS)**

- Corporate Level Strategy
- Acquisition, Restructuring and Cooperative Strategies
- Global Strategy
- Business Level Strategy
- Strategic Analysis and Choice
- Case Studies

### **UNIT – IV: Strategy Implementation and Functional Strategies (8 HOURS)**

- Strategy Implementation : Structural Issues
- Behavioural Issues in Strategy Implementation
- Operational Strategy
- HR Strategy
- Financial Strategy
- Marketing Strategy
- Case Studies

### **UNIT – V: Strategic Leadership and Control (10 HOURS)**

- Strategic Leadership
- Strategy Evaluation and Control
- Strategy and Technology Management
- Designing a Technology Strategy
- Technology Forecasting and R&D Strategies
- Strategy for Acquisition and Absorption of Technology
- Globalization and Strategic Management

## **Prescribed Text Books:**

1. David, Fred R. (2014). **Strategic Management: A Competitive Advantage Approach, 14e**; Eastern Economy Edition; PHI Learning Private Limited, Delhi.
2. Pitt, Martyn R. and Dimitrios Koufopoulos (2012). **Essentials of Strategic Management** Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Wheelen, Thomas L. and J. DavidHunger (2011). **Concepts in strategic management and business policy, 12e**; Pearson Education India, New Delhi.

**Suggested AdditionalReadings:**

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). **Strategic: Theory & Practice**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). **Strategic Management: The challenge of creating value, 2<sup>nd</sup> ed.**, Routledge: Oxon specialIndian Edition.
3. Hamel, Gary and C. K Prahalad (1996). **Competing for the Future**; Harvard Business School Press, Boston.
4. Kazmi, Azhar (2012). **Strategic Management: A Competitive Advantage Approach**; Tata McGraw Hill Private Limited, New Delhi.
5. Subba Rao, P. (2011). **Business Policy and Strategic Management: Text and Cases, 2e.**; Himalaya Publishing House Pvt. Ltd., New Delhi.

### Lecture Plan:

Lectures	Topics	Prescribed Text Book	Chapter No.
1&2	Strategic Planning and strategic Management	1,2,3	FD1,MP1,TW1
3&4	The Strategic Management Process	2	MP1
5,6&7	Strategic Intent: Vision, Mission and Objectives	1	FD2
8	Case Studies	Handout	Handout
9&10	Environmental Analysis	1,2,3	FD6, MP2, TW4
11&12	Industry Analysis	2	MP2
13	Competitive Analysis	2	MP2
14	Internal Analysis	1,3	FD4, TW5
15	Case Studies	Handout	Handout
16	Corporate Level Strategy	2,3	MP3, TW7
17	Acquisition, Restructuring and Cooperative Strategies	2	MP11
18&19	Global Strategy	2	MP12
20	Business Level Strategy	2,3	MP7, TW6&7
21	Strategic Analysis and Choice	3	TW8
22	Case Studies	Handout	Handout
23	Strategy Implementation : Structural Issues	1,2	FD7, MP13
24	Behavioural Issues in Strategy Implementation	1,2	FD7,MP13
25	Operational Strategy	1	FD7
26	Financial Strategy	1	FD8
27	Marketing Strategy	1	FD8
28,29&30	Case Studies	Handout	Handout
31	Strategic Leadership	Class-note	Class-note
32	Strategy Evaluation and Control	1,3	FD9, TW11
33&34	Strategy and Technology Management	1,2	FD8, MP9
35	Designing a Technology Strategy	1,2	FD8, MP9
36	Technology Forecasting and R&D Strategies	1,2	FD8, MP9

37	Strategy for Acquisition and Absorption of Technology	1,2	FD10, MP9
38	Globalization and Strategic Management	1,2	FD11, MP12
39&40	Case Studies	Handout	Handout

- FD(Chapter no.) = **David, Fred R. (2014). *Strategic Management: A Competitive Advantage Approach, 14e***
- MP(Chapter no) = **Pitt, Martyn R. and Dimitrios Koufopoulos (2012). *Essentials of Strategic Management Sage South Asia ed.***
- TW(Chapter no) = **Wheelen, Thomas L. and J. DavidHunger (2011). *Concepts in strategic management and business policy, 12e.***