

# Course Contents SBMS 2020

**School of Business and Management Studies**

# Investment Analysis and Portfolio Management

**Course Code: MGT-312**

**Course Name: Investment Analysis and Portfolio Management**

**Course Coordinator: Prof. Mohinder Singh**

**Credits: 4 Credits** (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / 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.)

**Mode of Delivery:** Online or Class Room (As per University Orders)

## Course Outcome & Objective

The course is designed to understand the investments field as it is currently understood and practiced for sound investment decisions making. Provide an overview of investment management, finance theories applicable in managing investment. The course will cover mainly investment basics, types, objectives, process, investment risks & return, alternatives investment assets, overview of financial markets, valuation of financial assets, portfolio selection, evaluation, different portfolio optimization theories and review of investment portfolio.

In this context the main objectives of this course are:

- To provide a theoretical and practical background of investment environment
- Tools of Investment Analysis and Portfolio Management
- Application of these tools in designing and managing investment portfolio
- Evaluation and review of investment portfolio.

## 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:

Mid Term Examination: 25% (if allowed)

End Term Examination: 50% (if allowed)

Internal Assessment: 25% (based on assignment, attendance, class tests, Quizzes, discussion oral viva, Puzzles or case studies etc. )

Course Contents		
Unit	Topic	Duration
I	<b>Investment: Background</b> <ul style="list-style-type: none"><li>• <b>Investment Environment</b> (Avenues and financial Markets)</li></ul>	<b>5 Hours</b>

	<ul style="list-style-type: none"> <li>• <b>Investment management process</b> (Assets Allocation, Individual Investor life Cycle, Portfolio Management process, Policy statement, Investment Constraints)</li> <li>• <b>Quantitative methods of investment analysis</b> Return (historical or holding period return, expected return) Risks (types, measures and factors influencing risks, Absolute, relative, Real Risk-Free Rate) and relationship between risk and return</li> </ul>	
<b>II</b>	<b>Investment Analysis-I (Fundamental Analysis)</b> <ul style="list-style-type: none"> <li>• Valuation of Bond and Equity Shares</li> <li>• EIC Framework, Economy Analysis</li> <li>• Industry Analysis and Company Analysis</li> <li>• Financial Statement Analysis</li> </ul>	<b>10 Hours</b>
<b>III</b>	<b>Investment Analysis-II(Technical Analysis)</b> <ul style="list-style-type: none"> <li>• Technical Tools, Trend, Support and Resistance Level, Indicators, Moving Average, Charting Techniques and</li> </ul> <b>Efficient Market Hypothesis</b> <ul style="list-style-type: none"> <li>• Efficient Market Concept; Different forms of Efficiency, Random-Walk Theory, Market inefficiencies. Elliot Wave Theory Indicators of the Witchcraft Variety</li> </ul>	<b>10 Hours</b>
<b>IV</b>	<b>Portfolio Management- Basics</b> <ul style="list-style-type: none"> <li>• Portfolio Construction, Phases, Analysis, Selection, Portfolio revision, Portfolio evaluation</li> <li>• Portfolio and Single asset Returns and Risk –Mean Variance Criterion – covariance – Beta (simple problems)</li> <li>• Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation</li> <li>• Sharpe’s Single Index Model</li> <li>• Sharpe’s Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.</li> </ul>	<b>8 Hours</b>
<b>V</b>	<b>Portfolio Management- Evaluation</b> <ul style="list-style-type: none"> <li>• Capital Asset Pricing Model (CAPM) – Security Market Line and Capital Market Line</li> <li>• Arbitrage Pricing Model (APT)</li> <li>• Portfolio Performance Models – Sharpe’s Ratio, Treynor’s ratio, Jensen’s ratio</li> <li>• Application of Portfolio Performance Measures</li> <li>• Portfolio Selection, Evaluation and Revision</li> <li>• Factors affecting the use of Performance Measures</li> <li>• International Portfolio Investment</li> </ul>	<b>7 Hours</b>

**Prescribed Text Books:**

1. Punithavathy **Pandian**, *Security Analysis and Portfolio Management*, Vikas Publications Pvt. Ltd, New Delhi. 2001.
2. Prasanna Chandra (2012). *Investment Analysis and Portfolio Management*, Third Edition, Tata McGraw Hill, New Delhi.
3. Frank K. **Reilly** and Keith C. **Brown**, *Investment Analysis and Portfolio Management*, 10<sup>th</sup> Edition, South-Western Cengage Learning, USA (visit [www.cengage.com](http://www.cengage.com))
4. Donald E. Fischer and Ronald J. Jordan (2012). *Security Analysis and Portfolio Management*, Sixth Edition, Pearson, New Delhi.

5. K Sasidharan and Alex k Mathews (2012). *Security Analysis and Portfolio Management*, First 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.

**E- Resources**

1. <https://nptel.ac.in/courses/110/105/110105035/>
2. <https://www.youtube.com/watch?v=ZKh5nV6Ziyc>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6>
4. [https://www.youtube.com/channel/UCL9No2CVecC\\_8WazyduwHaw](https://www.youtube.com/channel/UCL9No2CVecC_8WazyduwHaw)
5. <https://www.youtube.com/playlist?list=PL40DFE1B0082CEC29>

## MGT 415: Financial Reporting and Analysis

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**Course Code:** MGT 415

**Course Name:** Financial Reporting and Analysis (FRA)

**Course Coordinator :** Mohinder Singh, Dr Manpreet Arora

Year of revision/Introduction: 2020

**Credits Equivalent:** 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)

### Course Objectives

The main objective of this course is to understand the content of financial reports, various tools or techniques a manager can apply to analyse financial statements and role of financial information in decision making. After completing this course students will understand,

- Nature, process, users, terminology of Accounting.
- Basic Accounting Rules and Standards
- Financial Reporting of a Company
- Tools or techniques for analysis of financial statements of a Company
- Cost Volume and Profit Analysis
- Budget and Budgetary Control System

**Course Outcome:** After doing this course students will understand the accounting, its process, rules, various annual reports prepared by a company as well as the analysis of accounting information and finally using the information in making rational business decisions.

### Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully understand this course however 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% (50 Marks)
2. End Term Examination: 50% (100 Marks)
3. Continuous Internal Assessment: 25% (50 Marks)
  - a. Attendance 5%
  - b. Quiz 5%
  - c. Case study 5%
  - d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Introduction to Accounting and Management Accounting	8

	<ul style="list-style-type: none"> <li>• Introduction to Accounting, Need and Types of Accounting, Users of Accounting, Different Accounting Terms,</li> <li>• Basic Concepts and Conventions of Accounting.</li> <li>• IFRS and its applicability in India</li> </ul>	
<b>II</b>	<b>Financial Statements and Annual Reports of A Company</b>	
	<ul style="list-style-type: none"> <li>• Introduction to Financial Statements, Type of financial statements</li> <li>• Understanding the Income Statement of a Company (Theoretical only)</li> <li>• Understanding the Balance Sheet of a Company (Theoretical only)</li> <li>• Understanding the Cash Flow Statement of a Company (Theoretical only)</li> <li>• Understanding the Annual Reports of a Company</li> </ul>	<b>12</b>
	<b>Case Study: Understanding the Annual report of SBI or ONGC</b>	
<b>III</b>	<b>Analysis of Financial Statements of A Company</b>	
	<ul style="list-style-type: none"> <li>• Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method (Theoretical only)</li> <li>• Introduction to Financial Statement Analysis</li> <li>• Comparative, Common Size and Trend Analysis</li> <li>• Ratio analysis</li> </ul>	<b>12</b>
	<b>Case Study: Analysis of Financial Statements of Infosys or Reliance</b>	
<b>IV</b>	<b>Cost, Volume and Profit Analysis</b>	
	<ul style="list-style-type: none"> <li>• Cost Accounting - Elements of Cost - Types of Costs and Cost Sheet</li> <li>• Marginal costing and Profit planning - Managerial applications of Marginal Costing</li> <li>• Marginal Cost Equation, Concept of Contribution, Uses of Contribution, P/V ratio, Break Even point, Make or Buy decisions</li> </ul>	<b>4</b>
<b>V</b>	<b>Budgetary Control</b>	
	<ul style="list-style-type: none"> <li>• Budgeting for profit planning and control: Meaning of Budget and Budgetary control</li> <li>• Objectives; Merits and Limitations of Budgeting;</li> <li>• Types of budgets fixed and flexible budgeting;</li> <li>• Cash Budgeting</li> <li>• Zero Base Budgeting</li> </ul>	<b>4</b>

**Prescribed Text Books:**

1. Maheswari S.N. and Maheswari, S., (2018). A Textbook of Accounting for Management. Vikas Publication, New Delhi.
2. Gauba.S Lal., Jawahar (2018) Financial Reporting And Analysis, Himalayan Publishing House
3. C A Parveen Sharma, Ca Kapileshwar Bhalla (2019), Taxmann's Financial Reporting, Taxman
4. Charles Gibson (2012) Financial Reporting and Analysis, 3rd Edition), Cengage ISBN 978-1-133-18876-6
5. Eugene E. Comiskey And Charles W. Mulford, (2000), Guide To Financial Reporting And Analysis, Wiley
6. Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.
7. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.

**Suggested Extra Readings**

1. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
2. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007).Management accounting: Principles and Applications. Sage South Asia Edition.

3. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
4. Jiambalvo, (2011). Managerial Accounting. Wiley India.
5. Subramanyam K. R, (2020). Financial Statement Analysis, 11th Edition, Mcgraw Hill, India
6. Thomas R. Robinson, Elaine Henry, Et Al. (2016), International Financial Statement Analysis, Wiley

### **E Resources**

1. [https://zu.edu.jo/UploadFile/Library/E\\_Books/Files/LibraryFile\\_91615\\_13.pdf](https://zu.edu.jo/UploadFile/Library/E_Books/Files/LibraryFile_91615_13.pdf)
2. [https://onlinecourses.nptel.ac.in/noc20\\_mg22/preview](https://onlinecourses.nptel.ac.in/noc20_mg22/preview)
3. <https://nptel.ac.in/courses/110/101/110101131/>
4. <https://ncert.nic.in/ncerts/l/leac204.pdf>
5. <http://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
6. <http://epgp.inflibnet.ac.in/>

### **Important Websites**

1. <https://www.moneycontrol.com>
2. <https://www.business-standard.com/>
3. <https://economictimes.indiatimes.com/>
4. <https://www.icai.org/>
5. <https://www.screener.in/>
6. <https://www.sebi.gov.in/>
7. <https://www.nseindia.com/>
8. <https://icmai.in/icmai/>
9. <https://www.icsi.edu/home/>
10. <https://www.rbi.org.in/>

Lecture Plan			
Lectures No	Topics	Prescribed Text Book	Chapter No.
1,2	<b>Introduction to Accounting and Management Accounting:</b> Introduction to Accounting, Need and Types of Accounting, Users of Accounting	1&2	1
3,4	Different Accounting Terms, Basic Concepts and Conventions of Accounting	1&2	2
5,6	IFRS and its applicability in India	1&2	2
7,8	<b>Financial Statements and Annual Reports of A Company:</b> Introduction to Financial Statements, Type of financial statements	1&2	3-5
9,10	Understanding the Income Statement of a Company (Theoretical only)	1&2	7
11,12	Understanding the Balance Sheet of a Company (Theoretical only)	1&2	9
13,14	Understanding the Cash Flow Statement of a Company (Theoretical only)	1&2	10
15,16	Understanding the Annual Reports of a Company		
17,18	<b>Case Study: Understanding the Annual report of SBI or ONGC</b>	2 & 3	4,5&3
19,20	<b>Analysis of Financial Statements of A Company</b> Depreciation – Causes	2 & 3	
21,22	Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method (Theoretical only)	2 & 3	6
23,24	Introduction to Financial Statement Analysis Comparative, Common Size and Trend Analysis , Ratio analysis	2 & 3	10
25,26	<b>Case Study: Analysis of Financial Statements of Infosys or Reliance</b>	2 & 3	10
27,28	<b>Cost, Volume and Profit Analysis:</b> Cost Accounting - Elements of Cost Types of Costs and Cost Sheet ,Marginal costing and Profit planning - Managerial applications of Marginal Costing	2 & 3	11
29,30	Marginal Cost Equation, Concept of Contribution, Uses of Contribution,	2 & 3	11
31,32	P/V ratio, Break Even point, Make or Buy decisions	2 & 3	15
33,34	<b>Budgetary Control</b> : Budgeting for profit planning and control: Meaning of Budget and Budgetary control	2 & 3	9
35,36	Objectives; Merits and Limitations of Budgeting	2 & 3	9
37,38	Types of budgets fixed and flexible budgeting;	2 & 3	8
39,40	Cash Budgeting Zero Base Budgeting	2 & 3	15



<b>Course Code</b>	<b>MGT 213</b>
<b>Course Name</b>	<b>Financial Management</b>
<b>Course Category</b>	<b>Compulsory Core</b>
<b>Course Coordinator:</b>	<b>Prof. Mohinder Singh, Dr Manpreet Arora</b>
<b>Credits</b>	<b>4 Credits</b> (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / 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.)
<b>Mode of Delivery</b>	Online or Class Room (As per University Orders)
<b>Course Outcome</b>	<p>Enable the students to understand basic concepts of Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions. In this context the main objectives of this course are:</p> <ul style="list-style-type: none"> <li>➤ To ensure that students can apply financial management theories and techniques for 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.</li> <li>➤ To identify and evaluate appropriate sources of finance, their risks and costs</li> </ul>
<b>Attendance</b>	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. But in case classes held through online mode requirement will be as per the university orders.
<b>Evaluation Criteria</b>	<p>Mid Term Examination: 25% (50 Marks)</p> <p>End Term Examination: 50% (100 Marks)</p> <p>Internal Assessment: 25% (50 Marks) based on assignment, class participations, tests, Quizzes, discussion oral viva, Puzzles or case studies etc. )</p>

<b>Course Contents</b>		
<b>Unit</b>	<b>Topic</b>	<b>Duration</b>
<b>I</b>	<b>Financial Management: Basics</b> <ul style="list-style-type: none"> <li>• Finance Functions: Meaning and nature,</li> <li>• Financial Management : Meaning, Objectives and Scope Financial Goal: Profit Maximization Vs Wealth Maximization, Risk-Return Trade-off</li> <li>• Time Value of Money : Compounding and Discounting of Single and Multiple Cash flows</li> </ul>	<b>5 Hours</b>
<b>II</b>	<b>Valuation of Financial Assets</b> <ul style="list-style-type: none"> <li>• Financial System : Market, Institutions, Players and Assets</li> <li>• Bond : Meaning, types and valuation methods</li> <li>• Preference Shares : Meaning, types and valuation methods</li> <li>• Ordinary Shares : Meaning, types and valuation methods</li> </ul>	<b>8 Hours</b>
<b>III</b>	<b>Financial Decisions-I: Investment Decisions</b>	<b>10 Hours</b>

	<ul style="list-style-type: none"> <li>Investment Decisions: Meaning, Importance and Process of Investment Decisions</li> <li>Cash flows : Meaning, types, estimation and cash flow line</li> <li>Evaluation Criteria: Pay Back Period, ARR, NPV, IRR and PI</li> </ul>	
<b>IV</b>	<b>Financial Decisions-II: Financing Decisions</b> <ul style="list-style-type: none"> <li>Cost of Capital : Meaning, Classification, Computation and Significance of Cost of Capital</li> <li>Capitalization : Meaning, under vs over capitalization</li> <li>Leverages : Meaning, Financial, Operating and Composite Leverage</li> <li>Capital Structure: Meaning, Forms, Theories of Capital Structure (NI, NOI, Traditional, Pecking order and M&amp;M), Importance of Capital Structure and Optimal Capital Structure.</li> </ul>	<b>12 Hours</b>
<b>V</b>	<b>Financial Decisions-III: Dividend Decisions</b> <ul style="list-style-type: none"> <li>Dividend : Meaning, types and Models (Walter's, Gordon's and Modigliani-Miller Model)</li> <li>Dividend Policy: Types of Dividend Policy, Factors and optimal Dividend Policy, Dividend Policy and Firm Value</li> </ul>	<b>5 Hours</b>

#### Prescribed Text Books:

- Pandey IM (2019) **Financial Management**, Tenth Edition, Vikas Publishing House, New Delhi.
- Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
- Prasanna Chandra (2014) Financial Management, Eighth Edition, Tata McGraw Hill, New Delhi.

#### Suggested Extra Readings:

- Horne and Wachowich (2012) Financial Management, 13<sup>th</sup> Edition, PHI Learning, New Delhi.
- Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
- Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
- Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
- Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
- Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
- Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

#### Web link

- [https://www.youtube.com/watch?v=xoAceq\\_IKQA](https://www.youtube.com/watch?v=xoAceq_IKQA)
- <https://efinancemanagement.com>

Lectures No	Topics	Prescribed Text Book
1,2	Financial Management: Basics Finance Functions: Meaning and nature,	IM Pandey

<b>3,4</b>	Financial Management : Meaning, Objectives and Scope Financial Goal: Profit Maximization Vs Wealth Maximization, Risk-Return Trade-off	IM Pandey
<b>5,6</b>	Time Value of Money : Compounding and Discounting of Single and Multiple Cash flows	IM Pandey
<b>7,8</b>	<b>Valuation of Financial Assets</b> Financial System : Market, Institutions, Players and Assets	IM Pandey
<b>9,10</b>	Bond : Meaning, types and valuation methods	IM Pandey
<b>11,12</b>	Preference Shares : Meaning, types and valuation methods Ordinary Shares : Meaning, types and valuation methods	IM Pandey
<b>13,14</b>	<b>Financial Decisions-I: Investment Decisions</b> Investment Decisions: Meaning, Importance and Process of Investment Decisions	IM Pandey
<b>15,16</b>	Cash flows : Meaning, types, estimation and cash flow line	IM Pandey
<b>17,18</b>	Evaluation Criteria: Pay Back Period, ARR, NPV, IRR and PI	IM Pandey
<b>19,20</b>	<b>Financial Decisions-II: Financing Decisions</b> Cost of Capital : Meaning, Classification, Computation and,	IM Pandey
<b>21,22</b>	Significance of Cost of Capital	IM Pandey
<b>23,24</b>	Capitalization : Meaning, under vs over capitalization	IM Pandey
<b>25,26</b>	Leverages : Meaning, Financial, Operating and Composite Leverage	IM Pandey
<b>27,28</b>	Capital Structure: Meaning	IM Pandey
<b>29,30</b>	Forms Theories of Capital Structure (NI, NOI, Traditional, Pecking order and M&M)	IM Pandey
<b>31,32</b>	Importance of Capital Structure and Optimal Capital Structure	IM Pandey
<b>33,34</b>	<b>Financial Decisions-III: Dividend Decisions</b> Dividend : Meaning, types and Models (Walter's, Gordon's and Modigliani-Miller Model)	IM Pandey
<b>35,36</b>	Dividend Policy: Types of Dividend Policy	IM Pandey
<b>37,38</b>	Factors and optimal Dividend Policy	IM Pandey
<b>39,40</b>	Dividend Policy and Firm Value	IM Pandey

## Financial Derivatives

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**Course Code: MGT-411**

**Course Name: Financial Derivatives**

**Course Category: Elective Specialization (Finance)**

**Course Coordinator: Prof. Mohinder Singh**

**Credits: 4 Credits** (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / 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.)

**Mode of Delivery:**

Online or Class Room (As per University Orders)

**Course Outcome:**

The course is designed to make students understand the concept of derivatives as a risk management instrument. The subject will give students a better understanding of complex financial product used for hedging. It will make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc. In this context the main objectives of this course are:

1. To Understand the students about the concept of Derivatives and its types
2. To acquaint the knowledge of Options and Futures and
3. To know about Hedging and the development position of Derivatives in India

**Attendance:**

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. But in case classes held through online mode requirement will be as per the university orders.

**Evaluation Criteria:**

Mid Term Examination: 25% (50 Marks)

End Term Examination: 50% (100 Marks)

Internal Assessment: 25% (50 Marks, based on assignment, class participations, tests, Quizzes, discussion oral viva, Puzzles or case studies etc. )

<b>Course Contents</b>		
<b>Unit</b>	<b>Topic</b>	<b>Duration</b>
<b>I</b>	<b>Financial Derivatives: Background</b> <ul style="list-style-type: none"> <li>• Meaning, Features, Types of Financial Derivatives</li> <li>• Development and Growth of Derivative Markets,</li> <li>• Uses &amp; Misuses of Derivatives</li> <li>• Players in the Derivative market</li> <li>• Understanding Interest Rates And Stock Indices</li> </ul>	<b>5 Hours</b>
<b>II</b>	<b>Forward and Future Market</b> <ul style="list-style-type: none"> <li>• Forward Contract: Concept, Features and Classification, Forward Trading Mechanism</li> <li>• Future Contract: Concept, Features and Classification, Types and Trading Mechanism, Evolution of Futures Market in India, Specification of the Future Contract</li> <li>• Determination of Forward &amp; Future Prices</li> <li>• Application of Futures Contracts</li> </ul>	<b>10 Hours</b>
<b>III</b>	<b>Option - Basics</b> <ul style="list-style-type: none"> <li>• Option Meaning, terminology, Distinction between Futures and options and types of options,</li> <li>• Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options.</li> <li>• Basic Principles of Option Trading</li> </ul>	<b>10 Hours</b>
<b>IV</b>	<b>Trading and Regulations of Derivatives</b> <ul style="list-style-type: none"> <li>• Futures and Options Trading System</li> <li>• Order Types and Conditions, Processing and Matching</li> </ul>	<b>8 Hours</b>

	<ul style="list-style-type: none"> <li>• Criteria for Stocks and Index Eligibility for Trading &amp; Charges</li> <li>• Clearing and Settlement</li> </ul>	
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**Prescribed Text Books:**

1. Gupta S L. (2020), *Financial Derivatives, Theory, Concepts and Problems*, Second Edition, Eighteenth printing, PHI Learning, Delhi.
2. Sundram, Rangarajan K, (2013). *Derivatives, Principles and Practices*, McGraw Hill Education (India), Edition, Ninth Reprint 2020
3. Aron Gottesman, (2016), *Derivatives essentials : An introduction to forwards, futures, options and swaps*, : Wiley, USA
4. John C. Hull. (2018), *Fundamentals of Futures and Options Market*, Ninth Edition, Pearson India Education services Pvt. Ltd, Noida.

**Suggested Extra Readings:**

1. Parasuraman N R. *Fundamentals of Financial Derivatives*, Second Edition, Wiley India Pvt. Ltd., New Delhi.
2. Hull and Basu. *Options, Futures, and Other Derivatives*, Eighth Edition, Pearson, New Delhi.
3. Jayanth Rama Varma (2011). *Derivatives and Risk Management*, First Edition, Tata Mcgraw, New Delhi.
4. Chugh & Maheshwari (2011) *Financial Derivatives*, First Edition, Pearson, New Delhi.
5. Janakiramanan (2011) *Derivatives and Risk Management*, First Edition, Pearson, New Delhi.
6. Chance & Brooks (2011) *Derivatives and Risk Management Basics*, First Edition, Cengage Learning New Delhi.
7. McDonald (2013) *Derivatives Markets*, Second Edition, Pearson, New Delhi.
8. Bansal and Bansal (2010) *Derivatives and Financial Innovation*, Tata Mcgraw, New Delhi.
9. Bhalla, V.K, “Financial Derivatives”, Sultan Chand, New Delhi
5. *Commodities and Financial Derivatives*, Kevin, PHI
10. Mishra. B., Debasish, S.S. (2007), *Financial Derivatives*, Excel Books, ISBN-13 : 978-8174465726

**Research Papers**

- F. Black and M. Scholes “The Pricing of Options and Corporate Liabilities,” *The Journal of Political Economy* 81, no. 3 (1973): 637–659 and
- R. C. Merton, “Theory of Rational Option Pricing,” *Bell Journal of Economics and Management Science* 4, no. 1 (1973): 141–183.

**E- Resources**

6. <https://www.ijser.org/researchpaper/Development-of-Financial-Derivatives-Market-in-India-and-its-Position-in-Global-Financial-Crisis.pdf>
7. <https://www.nseindia.com/resources/publications-indian-securities-ismr>
8. <https://efinancemanagement.com/derivatives/>
9. <https://nptel.ac.in/courses/110/107/110107128/>
10. <https://www.bis.org/statistics/derstats.htm?m=6%7C32%7C71>
11. <https://www.fia.org/>
12. <https://www.nseindia.com/market-data>
13. [https://www.icai.org/post.html?post\\_id=16959](https://www.icai.org/post.html?post_id=16959)

**Human Resource Management**

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**Course Code:** MGT 223

**Course Name:** Human Resource Management

**Course Instructor(s):** Prof. Dipankar Sharma  
Dr. Gitanjali Upadhaya

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**Course Description:** HRM is the strategic and coherent approach to the management of an organization's most valued assets; the people working there, who individually and collectively contribute to the achievement of the objectives of the business. The goal of HRM is to help an organization to meet strategic goals by attracting and maintaining employees and also managing them effectively.

**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.

**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.)

**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 and Compensation (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.

**Prescribed Text Books:**

Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi

Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi

Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi

**Reference Books:**

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

Saiyadain, 2009, Human Resource Management, 4th Edition, Tata McGraw Hill Publishing Ltd., New Delhi

Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi

Rao, T.V., 1995, Human Resources Development: Experiences, Interventions, Strategies, Sage Publications Pvt. Ltd., New Delhi

Nair, M. and Rao, T.V. 2007, Excellence through HRD, Tata McGraw Hill Publishing Ltd., New Delhi

Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi

Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi.

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**Interpersonal Effectiveness**

**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 students to be effective in interpersonal relations
- Help students to acquire the attributes of good human being
- Develop insight and skills among students for understanding others
- Groom skills, attitudes and values to be effective in interpersonal 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
  - a. Attendance and Class Participation: 10
  - b. Assignment: 05
  - c. Presentation: 05
  - d. Class room activities like quiz: 05

## **Course Contents**

### **UNIT I Self -Awareness and Introspection (3 Hours)**

- Self-awareness – Concept and Techniques
- Johari Windows- Knowing Yourself
- Management of Time – Essential Steps

### **UNIT - II: Self - Empowerment (4 Hours)**

- Concept of Self-Empowerment
- Managerial Grid

### **UNIT III: Emotional Intelligence, Etiquettes and Manners (4 Hours)**

- Emotional Intelligence- Concept and Components
- Developing Emotional Intelligence
- Etiquettes and Manners

### **UNIT IV: Interpersonal Communication (4 Hours)**

- Communication - Definition and Process
- Barriers in Communication
- Tips for Effective Communication
- Importance of Body Language



## **UNIT V: Interpersonal Relationships (5 Hours)**

- Interpersonal Relationship - Definition and Determinants
- Process of Developing Interpersonal Relations
- Transaction Analysis - Ego States, Life Positions and Strokes

### **Text Books:**

1. Rai, U and Rai, S.M.(2011) Personality Development and Communication Skills . Himalaya Publishing House.
2. Armstrong, M.(2012). How to be an even Better Manager. Koganpage.
3. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi

### **Additional Readings:**

4. Covey R. Stephen, (2004) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press
5. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial
6. Onkar, R.M., (2008) Personality Development
7. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman

## **Soft Skills in Management**

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**Course Code:** MGT 122

**Course Name:** Soft Skills in Management

**Faculty Name:** Dr. Gitanjali Upadhaya

**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. Aims to increase learner's unique soft skills so as to develop attributes that enhance an individual's personality and ensuring personal, social and professional productivity and satisfaction.
2. The objective of the programme is to inculcate potential skills in the learners to prepare them to deal with the external world in a collaborative manner, communicate effectively, take initiative, solve problems, and demonstrate a positive work ethic so as to hold a good impression and positive impact.

### **Attendance Requirement:**

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. Internal Assessment: 25
- i. Attendance: 05
  - ii. Presentation: 05
  - iii. Assignment/Dissertation/Field Work: 05
  - iv. Case Presentation/ Role Play: 05
  - iv. Quiz/ Management Games or Activities: 05

**Course Contents:**

**UNIT I: Introduction to Soft Skills (3 Hours)**

- Meaning and Importance of Soft Skills
- Categorization of Soft Skills
- Outcomes of Soft Skills Development

**UNIT II: Personal Effectiveness (5 Hours)**

- Developing Values
- Attitudinal Skills and Assertiveness
- Time Management
- Creative Problem Solving
- Developing Emotional Intelligence

**UNIT III: Interpersonal Skills (5 Hours)**

- Verbal and Non-verbal Communication Skills
- General and Business Etiquette
- Art of Listening
- Managing Conflicts
- Negotiation Skills

**UNIT IV: Leadership Skills (4 Hours)**

- Leadership Traits
- Motivational Skills
- Goal Setting
- Team Management

**UNIT V: Other Skills (3 Hours)**

- Writing Resume/CV
- Group Discussion
- Presentation and Interview Skills

**Prescribed Text Books:**

- Shikha Kapoor, Personality Development and Soft Skills- Preparing for Tomorrow, 2018, I.K. International Publishing House Pvt. Ltd.
- Dr. K. Alex, Soft-skills- Know Yourself and Know the World, 2013, S. Chand & Co. Pvt. Ltd, India.

**Suggested Additional Readings:**

- Indrajit Bhattacharya, An Approach to Communication Skills, Delhi: Dhanpat Rai, 2008.
- Varinder Kumar, Bodh Raj, Manocha, Business Communication Skills, Kalyani Publishers, New Delhi, latest edition.

- Atkinson and Hilgard, Introduction to Psychology, 14th Edition Edward E. Smith, Susan Nolen-Hoeksema, Barbara Fredrickson, Geoffrey Loftus, ISBN-10:0155050699 © 2003
- Ravi Aggarwal, Communication Today & Tomorrow, Sublime Publications, Jaipur, 2008.
- Bernard M. Bass and Irwin A. Berg, Objective Approaches to Personality Assessment, Princeton, New Jersey, 1959.
- Paul C. Nutt, Why Decisions Fail, Berrett Kochler Publishers, Inc. San Francisco, 2002.
- Kenneth G. Mcgee, Heads Up: How to Anticipate Business Surprises & Seize Opportunities First, Harvard Business School Press, Boston, Massachusetts, 2004.
- James G. March, Primer on Decision Making, Simon & Schuster Inc., New York, 1994.

## Industrial Psychology

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**Course Code:** MGT 422

**Course Name:** Industrial Psychology

**Faculty Name:** Dr. Gitanjali Upadhaya

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

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

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

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

**Evaluation Criteria:**

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Internal Assessment: 25
  - i. Attendance: 05
  - ii. Presentation: 05
  - iii. Assignment/Dissertation/Field Work: 05
  - iv. Case Presentation/ Role Play: 05
  - iv. Quiz/ Management Games or Activities: 05

**Course Contents:**

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

- Concept and Importance of Industrial Psychology
- Characteristics and Objectives of Industrial Psychology
- Historical Development of Industrial Psychology
- Major Fields of Industrial Psychology
- Methods of Industrial Psychology
- Ethical Issues in I/O Psychology

**UNIT II: Psychological Testing (4 Hours)**

- Psychological Testing: General Intelligence Tests
- Aptitude Tests, Tests of Achievement, Personality Tests, Interest Tests
- Other type of Tests: (Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests)

**UNIT III: Research in I/O Psychology (4 Hours)**

- Steps in Developing a Psychological Test
- Research Methods- Cross-sectional and Longitudinal Research
- Observational, Archival Research, Surveys, Case Study, Experimental Research
- Reliability and Validity of Psychological Tests

**UNIT IV: Personnel and Social Psychology at Workplace (4 Hours)**

- Work-family Conflict; Work-life Supports Offered by Organizations
- Interpersonal Behavior- Types, Psychological Contracts
- Johari Window and the Levels of Self-awareness, Change in Awareness
- Transactional Analysis- Ego States, Behavioral Responses with Different Ego States
- Benefits and Uses of Transactional Analysis

**UNIT V: Engineering Psychology and Work Environment (4 Hours)**

- Work Environment- Concept and Meaning, Requirement of Suitable Working Environment
- Industrial Fatigue- Concept, Types of Industrial Fatigue
- Causes and Symptoms, Effects and Remedies of Industrial Fatigue
- Industrial Boredom and/or Monotony- Concept, Causes and Effects, Countering the Effects
- Industrial Accidents and Safety- Concept and Causes, Industrial Safety Measures

**Prescribed Text Books:**

- Aamodt Michael G. 2013, Industrial/ Organizational Psychology- An Applied Approach, Seventh Edition, Cengage Learning, USA
- Bisen, Vikram and Priya, 2010, Industrial Psychology, New Age International Publishers, New Delhi.
- Levy, Paul E., 2010, Industrial Organizational Psychology, Third Edition, Worth Publishers New York.

**Suggested Additional Readings:**

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai
- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.

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

**Course Code: MGT 421**

**Course Name: Compensation Management**

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents**

**UNIT I Introduction to Compensation Management**

**8 Hours**

- Overview of Compensation Management, Definition and Concept of Compensation, Types of Compensation, Uses and Objectives, Principles of Compensation, Factors influencing Compensation Decisions
- Wage and Salary Administration in India: Introduction to Minimum, Fair and Living Wage, Methods of Wage Fixation (Unilateral, Bipartite and Tripartite), Theories of Wage Determination, Determinants of Wage Structure, Wage Boards: Structure, Scope and Functions, Pay Commissions in India, Important Highlights of 7<sup>th</sup> Pay Commission, Legal Framework of Compensation in India

**UNIT II Strategic Compensation Planning**

**8 Hours**

- Strategic Compensation Planning, Compensation Approaches- 3Ps
- Total Rewards Approach and its Importance
- Developing a Total Rewards Strategy
- Designing a Total Rewards Program
- Components of Compensation System

**UNIT III Base Pay Structure and Maintenance of the Pay Program** **8 Hours**

- Base Pay Structure- Factors affecting Pay Structures
- Elements of Pay Structure- Pay Ranges and Pay Spread, Pay Grades, Broadbanding
- Starting Rates of Pay and Increases to Base Rates
- Merit Pay and Performance Appraisal Considerations
- Linking Pay to Performance, Determining Performance Management Cycle
- Maintaining the Pay Program-Important Considerations
- Auditing the Pay Program- Steps to Conduct Pay Program Audit

**UNIT IV Managing Employees' Incentives and Benefits** **8 Hours**

- Types of Wage Incentive Plans, Advantages and Disadvantages of Incentive Plans
- Profit Sharing- Definition, Features, Basis of Profit Sharing, Types of Profit-Sharing Plans
- Employee Co-partnership- Introduction, Advantages and Limitations
- Employee Stock Ownership Plan (ESOP)- Introduction, Uses of ESOP, Merits and Demerits,
- Employee Benefits Programme-Introduction, Reasons for Offering Benefits to Employees, Planning and Designing of Benefit Programme, Employee Benefit Programme in India

**Unit V Compensation for Special Groups and International Compensation** **8 Hours**

- Salesforce Compensation-Six Areas of Sales Compensation Plan, Eligibility for Sales Compensation, Guiding Principles
- Executive Compensation- Owner-Manager Conflict- Agency Theory, Other Theories that Explain and Influence Executive Compensation
- Components of Executive Compensation, Executive Benefits and Perquisites, Steps in Designing an Effective Executive Compensation Plan
- International Compensation- Introduction, Objectives, Components, Approaches for International Compensation, Merits and Demerits

**Text Books**

1. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.
2. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
3. Deb, Tapomoy, "Compensation Management", 2009, Excel Books, New Delhi.

**Suggested Reading**

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

## International Business Environment

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**Faculty Name :** Dr Manpreet Arora

**Class:** MBA -IV



**Course Code:** MIB 411  
**Course Name:** International Business Environment  
**Credits Equivalent:** 2 Credits

Year of Introduction/revision: 2020

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

**Course Objectives:** The course is designed to enable the student to know about global trade environment and the factors influencing international trade. It also emphasizes on the role of GATT, WTO and other International organizations influencing international trade majorly.

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents**

**UNIT I Overview of International Business (5 Hours)**

- Factors effecting environment- Micro and Macro
- The Growing relevance of globalization, International/Global Marketing, Why go International?
- International orientations, Internationalization Stages and Orientations, Drivers and Restrainers of Globalization
- Internationalization of Business Decisions
- Types of International Business
- Case Study

**UNIT II International Business Environment and its Components (5 Hours)**

- Determinants of Entry Mode, The Trade Mode,

- Economic Environment, Economic Structures, Socio/Cultural Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychronic cultures, universalism and particularism, individualism and communitarism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes , Religion, Language , Demographic, Political, Regulatory, Natural, Technological Environment

### **UNIT III International Trading Environment**

**(3 Hours)**

- Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non Tariff barriers Forms of Integration, Types of Tariff and Non tariff barriers
- Case study

### **UNIT IV Dropping Barriers to World Trade**

**(4 Hours)**

- Gatt to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South- South Cooperation, SAARC, SAPTA
- GATT, WTO
- WTO and India
- Case study

### **UNIT V International Institutions and their Workings**

**(3Hours)**

- Bretton woods system, breakdown of Bretton woods system
- IMF and World Bank
- UNO and UNESCO

#### **Case Study:**

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

#### **Text Books:**

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

#### **Additional Readings:**

1. Levi MauriceD. (2009). International Finance. Routledge.
2. Conklin David w. (2011). The Global Environment of Business. Sage Publications.
3. Mithani D M. (2009). Economics of Global Trade and Finance. Himalaya Publishing House New Delhi.
4. Cherunilam Francis (2011). International Business Environment. Himalaya Publishing House, New Delhi.

5. SaleemShaikh (2010). Business Environment. Pearson Education, New Delhi.
6. Sundharam K.P.M. and DattRuddar (2010). Indian Economy, S. Chand & Sons, New Delhi.
7. SharanVyptakesh (2003). International Business: Concept, Environment and Strategy. Pearson Education, New Delhi

## LECTURE PLAN

8

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

## Human Values and Ethics

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**Faculty Name :** Dr Manpreet Arora

**Course Code:** CSR 401

**Course Name:** Human Values and Ethics

**Class:** Human Making Subject, University Wide

Year of Introduction/revision: 2020

**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

1. Understand the significance of human values and ethics in achieving excellence at individual and societal level.
2. Internalize the subtleties of being good individuals and citizens without any bias to any particular religion, caste, creed and region.
3. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity.
4. Apply values in their day to day interactions and operations.

**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- 5%
  - Group Discussion- 10%
  - Case Studies- 5%
  - Role Play- 5%

**Course Contents:**

**UNIT I: Introduction to Ethics**

**(4 Hours)**

- Concept, Origin and Relevance of Values in Global Context
- Meaning of Ethics
- Objectives of Ethics
- Sources of Ethics
- Types Of Ethics
- Ethical Dilemmas

**UNIT II: Ethics and Values propagated by different Religions and Thinkers** (5 Hours)

- Ethical Views of Various Thinkers in Indian Context ( Vivekananda, Guru Nanak and Others)
- Values Propagated By Different Religions - Hinduism, Islam, Christianity, Buddhism

**UNIT - III: Values, Norms, Beliefs (3 Hours)**

- Values
- Norms
- Beliefs
- Morality
- Dominant Indian Values

**UNIT - IV: Development of Human Values (4 Hours)**

- Self Exploration
- Professional Ethics
- Human Values: Role of family, society and educational institutions in inculcating values
- Teachings of Veda's and Guru Nanak

**UNIT V: Applications of Values and Ethics (4 Hours)**

- Environmental Ethics
- Work Place Spirituality
- Corporate Social Responsibility
- Business Ethics

**Prescribed Text Books:**

1. Murthy, C.S.V. (2011). Business Ethics: Text & Cases, Himalaya Publishing House, Mumbai
2. Gaur R.R., Sangal R., Bagaria G.P., (2010). Human Values and Professional Ethics. First Edition. Excel Books, New Delhi.
3. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
4. Balachandran S., Raja K.C.R., and Nair B.K. (2003). Ethics, Indian Ethos and Management. Second Edition. Shroff Publishers, Distributors Pvt. Ltd., Mumbai.

**Suggested Additional Readings:**

1. Bhatia S.K. (2001). Business Ethics and Managerial Values. First Edition. Deep and Deep Publications, New Delhi.
2. Sekhar R.C. (2002). Ethical Choices in Business. Second Edition. Response Books, New Delhi.
3. Chakraborty S.K. (2009). The Management and Ethics Omnibus. Eighth Edition. Oxford University Press, New Delhi.
4. Misra Rajan (2009). Human Values, University Science Press. First Edition. Darya Ganj, New Delhi.
5. Verma Yoginder (2007). Education in Human Values for Human Excellence. First Edition. Kanishka Publishers, New Delhi.

## LECTURE PLAN

5

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Concept, Origin and Relevance of Values in Global Context	Book – 1
Lecture – 2	Meaning of Ethics, Objectives of Ethics	Book – 1
Lecture – 3	Sources of Ethics	Book – 1
Lecture – 4	Types Of Ethics, Ethical Dilemmas	Book – 1
Lecture – 5&6	Ethical Views of Various Thinkers in Indian Context ( Vivekananda, Guru Nanak and Others)	-----
Lecture – 7 & 8	Values Propagated By Different Religions - Hinduism, Islam, Christianity, Buddhism	Book –1,2&3
Lecture – 9	Values	Book – 1&2
Lecture – 10 & 11	Norms, Beliefs	Book – 3
Lecture – 12&13	<ul style="list-style-type: none"> <li>• Morality</li> <li>• Dominant Indian Values</li> </ul>	Book – 1
Lecture – 14	Self-Exploration	Book – 2&3
Lecture – 15	Professional Ethics	Book – 1&3
Lecture – 16	Human Values: Role of family, society and educational institutions in inculcating values	Book – 1
Lecture – 17&18	educational institutions in inculcating values Teachings of Veda's and Guru Nanak	Book – 1&3
Lecture – 19	Environmental Ethics	Book – 1&3
Lecture – 20& 2	Work Place Spirituality, Corporate Social Responsibility	Book – 3
Lecture 21	Business Ethics	Book – 3

## Company Law

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**Course Name:** Company Law

**Course Code:** MSO 411

**Credits:** Two (2)

**Faculty Name:** Dr. Manpreet Arora, Assistant Professor, SCMS

**Class:** MBA IV

Year of Introduction/revision: 2020

**Credits Equivalent:** 02 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 Nature and Relevance of Companies Act
- To Know about Formation of Companies
- To Understand About Memorandum of Association & Articles of Association and Prospectus of Company
- To Know About Winding Up of Company

**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%
  - Quizzes/Games/Puzzles: 5%
  - Case studies: 10%

**Course Contents**

**UNIT – I: Companies Act - Introduction (5 Hours)**

- Companies Act 1956 and Companies Act 2013
- Definition and Nature of a Company
- Features of a Company
- Lifting of the Corporate Veil  
(Common Law exceptions, Statutory Exceptions)
- Types of Companies, Difference in Private & Public Company

**UNIT – II: Formation of Company (3 Hours)**

- Promotion of a Company
- Incorporation of a Company
- Certificate of Incorporation
- Commencement of Business

**UNIT – III: Memorandum of Association & Articles of Association (4 Hours)**



- Meaning and Contents of MOA
- Doctrine of Ultra Vires
- Meaning and Contents of AOA
- Difference between MOA & AOA
- Doctrine of Indoor Management

**UNIT – IV: Prospectus (4 Hours)**

- Meaning and Contents of Prospectus
- Abridged Prospectus, Shelf Prospectus, Red Herring Prospectus

**UNIT – V: Winding UP (4 Hours)**

- Meaning of Winding Up
- Modes of Winding Up
- Consequences of Winding Up

**Prescribed Text Books:**

1. Corporate Legal Framework (2018). KC Garg, VK Sareen, Sharma, Kalyani Publications.
2. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.

**Suggested Additional 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., Chandrashekhara B., Kanakattē 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.

**LECTURE PLAN**

5

Lectures	Topics	Prescribed Text Book
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Lecture – 1	Companies Act 1956 and Companies Act 2013	Book – 1
Lecture – 2	Definition and Nature of a Company	Book – 1
Lecture – 3	Features of a Company	Book – 1&2
Lecture – 4	Lifting of the Corporate Veil (Common Law exceptions, Statutory Exceptions)	Book – 2&3
Lecture – 5&6	Types of Companies, Difference in Private & Public Company	Book-3
Lecture – 7	Promotion of a Company	Book –1,2&3
Lecture – 8	Incorporation of a Company	Book – 1&2
Lecture – 9& 10	Certificate of Incorporation, Incorporation Commencement	Book – 3
Lecture –11	Meaning and Contents of MOA	Book – 1
Lecture – 12	Doctrine of Ultra Vires	Book – 2&3
Lecture – 13	Meaning and Contents of AOA	Book – 1&3
Lecture – 14	Difference between MOA & AOA	Book – 1
Lecture –15	Doctrine of Indoor Management	Book – 1&3
Lecture – 16	Meaning and Contents of Prospectus	Book – 1&3
Lecture – 17&18	Abridged Prospectus, Shelf Prospectus, Red Herring Prospectus	Book – 3
Lecture19	Meaning of Winding Up	Book – 3
Lecture 20	Modes of Winding Up	Book1&3
Lecture21	Consequences of Winding Up	Book3

## Strategic Management

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**Course Code:** MGT 306

**Course Name:** Strategic Management

**Course Instructors:** 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:

- 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%
- Continuous Internal Assessment : 25%
    - a. Class participation : 5% (*Less than 75% attendances will be awarded 0%*)
    - b. Presentations/viva : 10%
    - c. Case studies/Activities/Assignments/etc: 10%

## **COURSE CONTENTS:**

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

**(10 HOURS)**

- Defining Strategic Management
- Basic Concepts in Strategic Management
- Kautilya Arthsastra: Relevance in today's Business
- Lessons of Strategy from Mahabharatha
- Strategic Management theories and practices
- The Strategic Management Process
- Strategic Planning

### **UNIT – II: Environmental Analysis**

**(10 HOURS)**

- Sun Tzu: Art of War, application in today's Business scenario
- Environmental Analysis, PEST, PESTLE
- Industry Analysis
- Porter's approach to Industry Analysis
- Competitive Analysis
- Internal Analysis
- Business Strategy
- Organizational Analysis and competitive advantage

### **UNIT – III: Strategy Formulation, Strategic Analysis and Choice**

**(9 HOURS)**

- Vision
- Mission
- Objectives
- Business Level Strategy
- Corporate Level Strategy
- Global Strategy
- Case Studies

### **UNIT – IV: Functional Strategies**

**(6 HOURS)**

- Functional Strategies
- Case Studies

### **UNIT – V: Strategic Management during the time of COVID**

**(5 HOURS)**

- COVID and its implication on Global Business
- COVID and its implication on Indian Business
- New Normal and Business
- Strategic preparedness for post COVID and New Normal

### **Prescribed Text Books:**

1. David, Fred R.; 2014. **Strategic Management: A Competitive Advantage Approach, 14e;** Eastern Economy Edition; PHI Learning Private Limited, Delhi.

2. Kazmi, Azhar; 2012. **Strategic Management: A Competitive Advantage Approach**; Tata McGraw Hill Private Limited, New Delhi.
3. Pitt, Martyn R. and Dimitrios Koufopoulos, 2012. **Essentials of Strategic Management** Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
4. Saptarshi, Dileep and Jairaj Kochavara; 2015. **Case Studies in Corporate Strategy**, Pearson, Delhi.
5. Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman and Charles E. Bamford; 2018. **Concepts in Strategic Management and Business Policy: Globalization, Innovation, and Sustainability, 15e**; Pearson India Education Services Pvt. Ltd., New Delhi.

## LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book
Lecture – 1	Defining Strategic Management	Book – 1
Lecture – 2	Basic Concepts in Strategic Management	Book – 1
Lecture – 3	Kautilya Arthsastra: Relevance in today's Business	Book – 1&2
Lecture – 4	Lessons of Strategy from Mahabharatha	Book – 2&3
Lecture – 5&6	Strategic Management theories and practices	Book-3
Lecture – 7	The Strategic Management Process	Book –1,2&3
Lecture – 8	Strategic Planning	Book – 1&2
Lecture – 9& 10	Sun Tzu: Art of War, application in today's Business scenario	Book – 3
Lecture –11	Environmental Analysis, PEST, PESTLE	Book – 1
Lecture – 12	Industry Analysis	Book – 2&3
Lecture – 13	Porter's approach to Industry Analysis	Book – 1&3
Lecture – 14	Competitive Analysis	Book – 1
Lecture –15	Internal Analysis	Book – 1&3
Lecture – 16	Business Strategy	Book – 1&3
Lecture –17&18	Organizational Analysis	Book – 3
Lecture19	competitive advantage	Book – 3
Lecture 20	<ul style="list-style-type: none"> <li>• <b>Strategy Formulation, Strategic Analysis and Choice</b></li> <li>Vision</li> </ul>	Book1&3
Lecture21	Mission	Book3
Lecture22	Objectives	Book 2 &3
Lecture23	Business Level Strategy	Book 3

Lecture24	Corporate Level Strategy	Book3
Lecture25	Global Strategy	Book 2& 3
Lecture26	Case Studies	Book3
Lecture27,28&29	Functional Strategies	Book3
Lecture30	Case Studies	Book3
Lecture31&32	COVID and its implication on Global Business	Book3
Lecture33&34	COVID and its implication on Indian Business	Book3
Lecture35	New Normal and Business	Book 2& 3
Lecture36, 37, 38, 39&40	Strategic preparedness for post COVID and New Normal	Book 2& 3

## 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.



- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI, Compare and Contrast NPV with IRR

**UNIT - IV: Cost of Capital, Leverages and Capital Structure**

**(10 Hours)**

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

**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.



## Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	Introduction to Financial Management, Meaning of Financial Management	Book1
Lecture2	Scope of Financial Management	Book1
Lecture3	Objectives of Financial Management, Financial Goal	Book1
Lecture4	Profit Versus Wealth Maximization, Finance Functions, Financial Decisions	Book1
Lecture5	Interrelationship between Financial Management	Book1
Lecture6	ther functional areas of business, Functions /Role of Finance Manager in the Changing Scenario	Book1
Lecture7	Risk-Return Trade-off	Book1
Lecture8	Concept of Time Value of Money	Book1
Lecture9	Technique of Time Value of Money	Book1
Lecture10	Compounding Technique	Book1
Lecture11	Doubling Period	Book1&2
Lecture12	Effective Rate of Interest	Book1&2
Lecture13	Future Value of Series of Payments	Book1&2
Lecture14	Future Value of an Annuity	Book1&2
Lecture15	Compound Value of an Annuity Due	Book1&2
Lecture16	Discounting or Present Value Technique	Book1&2
Lecture17	Present Value of a Series of Payments	Book1&2
Lecture18	Present Value of an Annuity	Book2&3
Lecture19	Elementary valuation of Bonds and Stocks	Book2&3
Lecture20	Meaning of Capital Budgeting	Book2&3
Lecture21	Importance of Capital Budgeting	Book2&3
Lecture22	Methods of capital budgeting	Book2&3
Lecture23	Investment Evaluation Criteria	Book2&3
Lecture24	Traditional Techniques, Pay Back Period	Book2&3
Lecture25	ARR, Modern Techniques	Book2&3
Lecture26	NPV, IRR and PI, Compare and Contrast NPV with IRR	Book2&3
Lecture 27	Sources of Finance, Classification of Sources of Finance	Book2&3
Lecture28	Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital, Classification of Cost	Book2&3
Lecture29	Computation of Cost of Capital, cost of debt	Book2&3
Lecture 30	cost of equity, cost of preference shares, cost of retained earnings	Book2&3
Lecture31	Weighted Average Cost of Capital	Book2&3
Lecture32	Marginal Cost of Capital	Book2&3
Lecture33	Leverages, Types of Leverages	Book2&3
Lecture34	Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage	Book2&3
Lecture35	Introduction to Capital Structure, Capitalization	Book2&3
Lecture36	Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure	Book2&3
Lecture37	Optimal Capital Structure ,Theories of Capital Structure	Book2&3

Lecture38	Net Income Approach, Net Operating Income Approach	Book3
Lecture39	The Traditional Approach, Pecking order theory, Modigliani-Mi Approach	Book3
Lecture40	Dividend Policy	Book3
Lecture41	Types of Dividend Policy	Book3
Lecture42	Factors Influencing Dividend Policy Dividend Policy and Firm Value	Book3
Lecture 43	Dividend Theories, Walter's Model, Gordon's Model	Book3

## Management of Financial Institutions

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**Course Name:** Management of Financial Institutions

Course Code : MGT 313

**Faculty Name:** Dr Manpreet Arora

**(Assistant Professor Management, School of Commerce and Management)**

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

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

- Acquaint students with the understanding of Indian Financial System
- Enable students to understand a framework for Financial Services available in Indian economy
- To know about primary and secondary markets in India
- Enable the students to know about the emerging areas in financial system

**Attendance Requirement:**

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

**Evaluation Criteria:**

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
  - i. Group Activity :10%
  - ii. Individual Presentation : 10%
  - iii. Quiz: 5%

**Course Contents:**

**UNIT – I: Introduction to Financial System (7 Hours)**

- The Financial System, Nature, Evolution and Structure, The Role of Financial System in Economic Development ,Components of formal financial system
- Functions of a financial system
- Primary and secondary Markets
- Stock exchanges, Benefits of stock exchanges Meaning and Functions of Stock exchanges
- Organization of Stock Exchanges in India
- Listing of Securities meaning and advantages of listing
- The Functions of Financial Intermediaries , Financial Instruments

**UNIT - II: Money market and Capital Market (8 Hours)**

- Financial Markets : The Money market, Capital Market
- Functions and role of the markets
- Instruments in Markets
- Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual funds
- Treasury bills , Commercial bills, Commercial papers, Certificate of deposits
- Emerging concepts in markets-Futures and Derivatives

**UNIT - III: Regulatory and Promotional Institutions in Financial Market (7 Hours)**

- The Reserve Bank of India
- Roles of RBI
- Techniques of monetary Control (CRR, SLR, Bank rate, OMO)
- The Securities and Exchange Board of India – Genesis, Organization, Objectives and Functions
- IRDA
- Life and non - life insurance sector
- LIC, GIC, A brief introduction to IRDA Act. Insurance Act, 1938

**UNIT - IV: Development and other Financial Institutions (5 Hours)**

- Developments Financial Institutions – Development Banks, SIDBI
- EXIM BANK, NABARD
- Cooperative Banks their structure, contribution and relevance
- Regional Rural Banks

**UNIT - V: Emerging concepts in Financial Markets (13 Hours)**

- Scheduled Commercial Banks
- Financial Inclusion
- Retail Banking
- Micro finance
- Bancassurance
- Merchant banking
- Credit Rating

- Basis of Credit Rating , Credit Rating Companies in India, Types of Credit Rating
- Factoring and Forfaiting
- Fintech Companies
- Crypto currency
- Venture capital
- Other Contemporary issues in the field of Financial Markets

### **Prescribed Text Books:**

1. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
2. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.
3. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
4. Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian

### **Supplementary Reading**

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

### **E Resources on Management of Financial Institutions (Financial Services)**

#### **Compiled By**

Dr. (Ms.) Manpreet Arora  
 Assistant Professor Management  
 HPKVBS, School of Commerce and Management Studies  
 Central University of Himachal Pradesh, Dharamshala

### **Prescribed Text Books and Extra Readings:**

1. Siddaiah T. (2011), Financial Services. First Edition, Pearson, New Delhi.
2. Batra & Bhatia, (2001). Management of Financial Services. Deep & Deep Publication, New Delhi.
3. Bhole L.M, (2011). Financial Institutions and Markets, Fifth Edition, Tata McGraw Hill, New Delhi.
4. Gordon & Natarajan,(2010), Financial Markets and Services. Sixth Edition, Himalaya Publishing House, New Delhi.
5. Gupta, Aggrawal & Neeti, (2007). Financial Institutes & Markets. Kalyani Publication, New Delhi.
6. Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
7. Khan M.Y. (2009), Financial Services, Fifth Edition, Tata McGraw Hill, New Delhi.
8. Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.
9. Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi.
10. Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.
11. Ravichandran K. (2011). Merchant Banking and Financial Services. First Edition. Himalaya Publishing House, New Delhi.
12. Rose & Hudgins, (2010). Bank Management and Financial Services. Seventh Edition. Tata McGraw Hill, New Delhi.
13. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
14. Tripathy (2010). Financial Services. Fourth Edition, PHI Learning, New Delhi.

**Websites to visit for latest information**

<https://www.india.gov.in/official-website-reserve-bank-india>

<https://www.sebi.gov.in/>

<https://www.nseindia.com/>

www.bseindia.com

www.nabard.org

irdai.gov.in

www.licindia.in

**You tube links (Cryptocurrency, bitcoin, fintech, futures and options, behavioural investments, IPO's, Currency manipulation, etc.)**

[https://www.youtube.com/watch?v=-EoNrg\\_DR3s](https://www.youtube.com/watch?v=-EoNrg_DR3s)

<https://www.youtube.com/watch?v=8o9QxMxhTp8>

<https://www.youtube.com/watch?v=oywloUikPBo>

[https://www.youtube.com/watch?v=RFGZBaoPx\\_Y](https://www.youtube.com/watch?v=RFGZBaoPx_Y)

<https://www.youtube.com/watch?v=iyNLzq9OSzU>

[youtube.com/watch?v=l4HMCr5roAM](https://www.youtube.com/watch?v=l4HMCr5roAM)

<https://www.youtube.com/watch?v=wEbrdxWw7ew>

### **LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	The Financial System, Nature, Evolution and Structure	Book – 1
Lecture – 2	The Role of Financial System in Economic Development	Book – 1
Lecture – 3	Components of formal financial system	Book – 1&2
Lecture – 4	Functions of a financial system	Book – 2&3
Lecture – 5&6	Primary and secondary Markets	Book-3
Lecture – 7	Stock exchanges, Benefits of stock exchanges	Book –1,2&3
Lecture – 8	Meaning and Functions of Stock exchanges	Book – 1&2
Lecture – 9& 10	Organization of Stock Exchanges in India	Book – 3
Lecture –11	Listing of Securities meaning	Book – 1
Lecture – 12	advantages of listing	Book – 2&3
Lecture – 13	The Functions of Financial Intermediaries	Book – 1&3
Lecture – 14	Financial Instruments	Book – 1
Lecture –15	Financial Markets	Book – 1&3
Lecture – 16	The Money market, Capital Market	Book – 1&3
Lecture –17&18	Functions and role of the markets	Book – 3
Lecture19	Instruments in Markets	Book – 3
Lecture 20	Mutual Funds, Structure of Mutual Funds	Book1&3
Lecture21	Types of Mutual Funds	Book3
Lecture22	Advantages of mutual funds	Book 2 &3

Lecture23	Treasury bills	Book 3
Lecture24	Commercial bills	Book3
Lecture25	Commercial papers, Certificate of deposits	Book 2& 3
Lecture26	Emerging concepts in markets	Book3
Lecture27	Futures and Derivatives, The Reserve Bank of India	Book3
Lecture28	Roles of RBI	Book3
Lecture29	Techniques of monetary Control (CRR, SLR, Bank rate, OMO)	Book3
Lecture30	The Securities and Exchange Board of India	Book3
Lecture31	Genesis, Organization, Objectives and Functions	Book 2& 3
Lecture32	IRDA	Book 2& 3
Lecture33	Life and non - life insurance sector	Book 2
Lecture34	LIC, GIC, A brief introduction to IRDA Act	Book 2
Lecture35	Insurance Act, 1938	Book 2
Lecture36	Developments Financial Institutions – Development Banks, SIDBI, EXIM BANK, NABARD	Book 2
Lecture37	Cooperative Banks their structure, contribution and relevance	Book 2
Lecture38	Regional Rural Banks	Book 2
Lecture39	Scheduled Commercial Banks, Financial Inclusion	Book 2
Lecture40	Retail Banking, Micro finance	Book 2
Lecture41	Bancassurance, Merchant banking	Book 2
Lecture42	Credit Rating , Basis of Credit Rating , Credit Rating, Companies in India, Types of Credit Rating Factoring and Forfaiting	Book 2
Lecture43	Fintech Companies, Crypto currency, Venture capital	Book 2
Lecture44	Other Contemporary issues in the field of Financial Markets	Book 2

## Marketing Management

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**Course Code:** MGT 115

**Course Name:** Marketing Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2020

**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 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:**

7. Mid Term Examination: 25%
8. End Term Examination: 50%
9. Continuous Internal Assessment : 25%

a. Class participation = 5%

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

b. Assignments/Presentation = 10%

c. Case studies/Field Survey = 5%

d. Surprise test/Activity/Quiz = 5%

**Course Contents:**

**UNIT - I: Introduction to Marketing**

**(8**

**Hours)**

- Meaning, Nature, Scope, and Importance of Marketing
- A history of schools of marketing thoughts
- Marketing Management Process: An overview
- Core Marketing Concepts and Philosophies
- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Growing Marketing Opportunities in India
- Customer Value

**UNIT - II: Environmental Scanning and Information Gathering**

**(7 Hours)**

- Analyzing the Marketing Environment; Needs and Trends
  - Impact of Environmental factors on marketing Decisions
  - Developing Marketing Strategies and Plans
  - 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: Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning (8 Hours)**

- Buyer Roles, The Buying Decision Process and Factors Influencing the Consumer Behavior
- Consumer Versus Organizational Buyer Behaviour
- Levels of Market Segmentation and Bases for Segmentation
- Selection of Target Markets and Target Market Strategies
- Market Positioning; Elements, strategies, errors
- Repositioning

**UNIT - IV: Marketing Mix-I (10 Hours)**

**Product Decisions:**

- Product Concept, Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Brand Positioning
- Designing and Managing Services
- Packaging, Labeling, Warranties, and Guarantees
- Product Life Cycle and Marketing Strategies
- New Product Development Process

**Pricing Decisions:**

- Consumer Psychology and Pricing; Role, Objectives, and Relevance
- Pricing Decisions: Determinants of Price, Pricing Process
- Pricing Policies, Methods or Strategies
- Effect of Internet on Pricing

***Pricing (Case Study): Arvind Mills: Re-evaluating Profitability***

***Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young***

**UNIT - V: Marketing Mix-II and Contemporary Marketing (7 Hours)**

**Distribution Decisions:**

- Marketing Channels and Channel System
- Types, Selection and Management of Intermediaries
- E-commerce practices

**Promotion Decisions:**

- Marketing Communication, IMC and Its Determinants

**Contemporary Marketing:**

- Emerging Trends in Marketing
- Technology implications on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, e-commerce, etc.), Impact of Artificial Intelligence & Cloud Computing on 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, 14 e.**; Pearson Education, New Delhi.
4. Kumar Arun and Meenakshi N (2011). **Marketing Management, 2nd Edition**, Vikas Publishing House Pvt. Ltd., New Delhi
5. 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. Balakrishna Sidharth (2011). **Case Studies in Marketing, 1<sup>st</sup> Edition**, Pearson Education, New Delhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, 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. Govindarajan M. (2009). **Marketing Management: Concepts; Cases; Challenges and Trends, 2/e**, Prentice Hall of India.
6. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
7. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.
8. Sherlekar, S. A. (2010). **Marketing Management, 14/e.**; Himalaya Publishing House Pvt. Ltd., Mumbai.

### LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Meaning and Importance of Marketing	Book-1	Chapter-1

Lecture – 4-6	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 7&8	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 9	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 10&11	Case Study	Reference material to be provide	
Lecture – 12-14	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 15&16	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 17&18	Marketing Information System	Book-3	Chapter-4
Lecture – 19&20	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 21&22	Case Study	Reference material to be provide	
Lecture – 23&24	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3
Lecture – 25&26	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 27	Market Targeting	Book-1&3	Chapter-7
Lecture – 28&29	Market Positioning	Book-1	Chapter-8
Lecture – 30-32	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 33	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 34&35	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 36&37	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 38	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 39	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 40	Emerging Trends and Ethical Issues	Book-1&2	Chapter-16&17

## Retail Management

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**Course Code:** MGT 303

**Course Name:** Retail Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 5 2020

**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 (5 Hours)**

- Overview of Retailing
- Dynamics of Retailing
- Retailing Theory and Retail Formats
- Global & Indian Retail Scenario and Liberalization: Impact on Retail Industry
- Retail Consumer and Determinants of Retail Store Selection
- Emerging Trends in Indian Retailing

**UNIT – II: Retailing Strategy (4 Hours)**

- Retail Market and Financial Strategy
- Retail Location Strategy
- Retail Information System
- Customer Relationship Management
- Case Study

**UNIT – III: Merchandise Management (4 Hours)**

- Managing Merchandise Assortments
- Merchandise Planning Systems
- Buying Merchandise

- Retail Pricing
  - Retail Communication Mix
- UNIT – IV: Store Management and CVM (4 Hours)**

- Retail Atmospheric
  - Store Layout, Design & Visual Merchandising
  - Customer Value Management
  - Technology in Retailing
- UNIT – V: Rural & e-Retailing (3 Hours)**

- Rural Retailing
- Foundation of e-Retailing
- e-Retailing: the Application Domain
- e-Retailing: The Current Trends
- Artificial Intelligence and Retailing
- 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, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi.

**Suggested Additional Readings:**

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

**LECTURE PLAN**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Introduction to Retailing	Book 1	Chapter 1
		Book 2	Chapter 1
Lecture – 3	Retail Formats	Book 1	Chapter 2
		Book 2	Chapter 4,5,& 6
Lecture – 4	Retail Scenario: Global and Indian and Retail Consumers	Book 1	Chapter 4

Lecture-5	Emerging trends in Indian Retailing	Journals	Research Papers
Lecture – 6	Retail Market Strategy	Book 1	Chapter 5
Lecture – 7	Financial Strategy	Book 1	Chapter 8
Lecture – 8	Location Selection for retail store and Retail Information System	Book 1 Book 2	Chapter 7&10 Chapter 10
Lecture – 9	CRM Strategies for retailing	Book 1 Journals	Chapter 5 Research Papers
Lecture – 10	Case Study		
Lecture – 11	Assortments and Merchandise Planning	Book 1 Book 2	Chapter 12&13 Chapter 14&15
Lecture – 12	Purchase of Merchandise and Retail Pricing	Book 1 Book 2	Chapter 14&15 Chapter 17
Lecture – 13	Retail promotion	Book 2 Book 1	Chapter 19 Chapter 16
Lecture – 14	Store operations and evaluation of store performance	Book 1	Chapter 17
Lecture – 15	Store Design objectives, Space Management and Category Management	Book 1	Chapter 18
Lecture – 16	Customer Value Management	Book 1	Chapter 19
Lecture – 17	Technology and Retailing	Journals	Research Papers
Lecture – 18	Rural Retailing &E-tailing	Journals	Research Papers
Lecture – 19	e-tailing: Applications	Book 3 Journals	Chapter 3&4 Research Papers
Lecture – 20	Current Trends in e-retailing	Journals	Research Papers

## Rural Marketing

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**Course Code:** MGT 331

**Course Name:** Rural Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 5 2020

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Rural Marketing**

**(6**

**Hours)**

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

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

- Rural Marketing Environment and their influences on marketing operations
- Need for Rural Market Segmentation, and Bases for Market Segmentation
- Emerging Segments and guides to effective segmentation
- Market Segmentation, Targeting and Positioning Strategies
- Cases: Selecting and Attracting Rural Markets

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

**(7**

**Hours)**

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



- Pricing Strategies in Rural Markets

**UNIT - IV: Rural Marketing Mix-II**

(6

Hours)

**Distribution Decisions: -**

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

**Promotion Decisions: -**

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

**UNIT – V: Applications**

(6 Hours)

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Gopalswamy 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.

**LECTURE PLAN**

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Meaning of Rural Markets, Characteristics of Rural Markets and Rural Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1

Lecture – 2	Evolution of Rural Marketing and Difference between Rural and Urban Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Need for Exploring the Rural Markets and Go Rural Decisions	Book 1	Chapter 1
Lecture – 4&5	Rural Marketing Models and Rural Marketing: Challenges and Opportunities	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Rural Marketing Mix	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 7	Rural Marketing Environment and their Influences on Marketing Operations	Book 1	Chapter 2
Lecture – 8&9	Need for Rural Market Segmentation, emerging segments and Bases for Market Segmentation	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	Rural Market Segmentation, Targeting and Positioning Strategies and Cases: Rural Experiences	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Rural Consumer Behaviour, Need for Studying Rural Consumer Behaviour and Factors Affecting Rural Consumer Behaviour	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Models of Consumer Behaviour, Shopping Habits of Rural People and Buying patterns	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 16	4As in Rural Marketing	Book 3	Chapter 8
Lecture – 17 & 18	Product & Pricing Strategies in Rural Markets	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Distribution Decisions and Logistics in Rural Markets	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Guidelines for Achieving Efficiency in Retail Operations	Book 1 Book 2	Chapter 10 Chapter 8

Lecture – 22&23	Rural Promotion Mix, Promotion Strategies	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Rural Specific Promotion Methods	Book 2	Chapter 9
Lecture – 25&26	Marketing of Consumer Goods and Services	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 27	Social and Agricultural Marketing	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Marketing of Rural Industrial Products	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 29	Marketing in Small Towns	Book 2	Chapter 11
Lecture – 30	Future of Rural Marketing in India	Book 1 Book 2	Chapter 18 Chapter 12

## Business Marketing

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**Course Code:** MGT 334

**Course Name:** Business Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2020

**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 Business Marketing (5 Hours)**

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

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

- Business Marketing Environment
- Strategies for Managing the Business 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 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 Business Marketing Communication (6 Hours)**

**Channel Strategy: -**

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

**Business 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. (2014), Business Marketing (4 ed.), 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**

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Nature of Industrial/ Business Markets, and Need to study Industrial Marketing.	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 2	Market Structure and Differences in Marketing Practices	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Classifications of Industrial Products	Book 1	Chapter 1

Lecture – 4&5	Economics of Industrial Demand and Organizational Customers	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Unique Characteristics of Organizational Procurement	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 7	Industrial Marketing Environment	Book 1	Chapter 2
Lecture – 8&9	Strategies for Managing the Industrial Environment	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	The Buygrid Model, Buying Centers and Buying Influencers	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Organizational Buying and Joint Decision Making	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Buying Committee and Supplier Choice	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 16	Case Study	Book 3	Chapter 8
Lecture – 17 & 18	Strategies Over Buying Situations and Phases	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Partnering Marketing	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Macro, Micro, Intermediate, and Nested Approach to Segmentation	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 22&23	Business-to- Business Targeting, differentiation, and positioning	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Case Study	Book 2	Chapter 9
Lecture – 25&26	Industrial Product Decisions	Book 1	Chapter 12&14

		Book 2	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	Communicating with Business Customers	Book 1 Book 2	Chapter 18 Chapter 12

## Entrepreneurship Development

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**Course Code:** MGT 394

**Course Name:** Entrepreneurship Development

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2021

**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

- 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>(8 Hours)</b>
	<ul style="list-style-type: none"> <li>• Concept of Entrepreneur and Entrepreneurship</li> <li>• Entrepreneur Versus Manager</li> <li>• Why Entrepreneurship?</li> <li>• Theories of Entrepreneurship</li> <li>• Classification of Entrepreneurs/Entrepreneurship</li> </ul>	
<b>UNIT – II:</b>	<b>Entrepreneurial Development</b>	<b>(8 Hours)</b>
	<ul style="list-style-type: none"> <li>• Factors Influencing Entrepreneurial Development &amp; Models of Entrepreneurship</li> <li>• Entrepreneurship Development Programme</li> <li>• Entrepreneurial Competencies: Areas and Development</li> <li>• Emerging Areas for Entrepreneurship</li> <li>• Success Stories of Entrepreneurs</li> </ul>	
<b>UNIT – III:</b>	<b>Entrepreneurial Support</b>	<b>(8 Hours)</b>
	<ul style="list-style-type: none"> <li>• Entrepreneurial Policies in India</li> <li>• Start-up India Campaign</li> <li>• Institutional Support to Entrepreneurs</li> <li>• Clustering: Relevance and Successful Clusters</li> </ul>	
<b>UNIT – IV:</b>	<b>Creating and Starting the Venture</b>	<b>(8 Hours)</b>
	<ul style="list-style-type: none"> <li>• Creativity and Business Idea.</li> <li>• Legal Issues for the Entrepreneur</li> <li>• IPR and Entrepreneurship</li> <li>• Feasibility Analysis</li> <li>• The Business Plan: Formulation and Submission</li> </ul>	
<b>UNIT – V:</b>	<b>Entrepreneurship Management</b>	<b>(8 Hours)</b>
	<ul style="list-style-type: none"> <li>• Selection of types of ownership</li> <li>• Strategies for Growth</li> <li>• Entrepreneurial Sickness &amp; Rehabilitation</li> <li>• Case Study</li> </ul>	

**Prescribed Text Books:**

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.
3. Roy, Rajiv., (2011), Entrepreneurship, Second Edition, Oxford University Press.
4. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, 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.

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
Lecture – 1-3	Meaning, Concept, Characteristics and Qualities of Entrepreneur	Book-1	Chapter-1
Lecture – 4&5	Nature and Importance of Entrepreneurship	Book-3	Chapter-1
Lecture – 5&6	Theories of Entrepreneur and Entrepreneurship	Book-2	Chapter-2
Lecture – 7&8	Classification of Entrepreneurship and Types of Entrepreneurs	Book-3	Chapter-2
Lecture – 9&10	Cases: Successful Entrepreneurs	Reference material to be provide	
Lecture – 11&12	Entrepreneurship Development and Factors influencing Entrepreneurship Development	Book-3	Chapter-3
Lecture – 13&14	Entrepreneurial Process and Development Models	Book-1	Chapter-3
Lecture – 15&16	Entrepreneurship Development Programme	Book-3	Chapter-4

	and Emerging areas for entrepreneurship		
Lecture – 17&18	Creativity, Idea Generation, Identification, Classification of Ideas and Environmental Scanning	Book-1	Chapter-5
Lecture – 19-21	Legal Issues for the Entrepreneurs	Book-3	Chapter-5
Lecture – 22&23	Feasibility Analysis and Project Planning	Book-3	Chapter-7
Lecture – 24-27	Business Plan	Book-3	Chapter-8
Lecture – 28&29	Selection of types of ownership	Book-2	Chapter-6
Lecture – 30	Strategies for Growth	Book-1	Chapter-7
Lecture – 31&32	Entrepreneurial Sickness	Book-1	Chapter-9
Lecture – 33& 34	Cases: Best Management Practices	Reference material to be provide	
Lecture – 35&36	Central Level Support Institutions	Reference material to be provide	
Lecture – 37&38	State Level Support Institutions	Reference material to be provide	
Lecture – 39	SIDBI, NABARD and Other Agencies	Reference material to be provide	
Lecture – 40	Clustering	Book-3	Chapter-10

## Customer Relationship Management

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**Course Code:** MGT 434

**Course Name:** Customer Relationship Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2021

**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, Pearson 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	Book 2	Chapter 1

	for Customer Loss	Book 3	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	Chapter 10 Chapter 16
Lecture – 30	CRM-Opportunities and Challenges	Book 1	Chapter 14

## Sales & Distribution Management

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**Course Code:** MGT 433

**Course Name:** Sales & Distribution Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2021

**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**

**(5 Hours)**

- Overview of Sales Management
- Role and Success factors of Professional Salespeople
- Sales Management Positions
- Modern Selling/ The Effective Sales Executive
- Theories of Selling
- Buyer Behaviour: Organizational Vs Consumer

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

**(4 Hours)**

- Sales Preparation and Process
- Sales Planning and Sales Forecasting
- Budgeting
- Management of Key Accounts, Sales Territories and Quotas
- Role Play: Presenting and Managing Sales

**UNIT - III: Sales Force Management**

**(3**

**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
- Case Study: Managing Sales Expenses

**UNIT - IV: Distribution Management-I**

**(4 Hours)**

- Marketing Channels: Functions, Level and Formats
- Adding Value through Channels
- Channel Institutions and Its Management
- Case: Distribution Management

**UNIT - V: Distribution Management-II**

**(4 Hours)**

- Distribution Strategies and Designing Channel Systems
- Channel Power
- Channel Conflict Management
- ICT Implication on Sales and Distribution Management

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1&2	Overview of Sales Management	Book 1 Book 2	Chapter 1 Chapter 2
Lecture – 3&4	Role & Success factors of professional sales people	Book 3 Book 2	Chapter 1 Chapter 1
Lecture – 5&6	Selling, Modern Selling and Theories of Selling	Book 2 Book 1 Book 3	Chapter 2 Chapter 2 Chapter 1
Lecture-7	Organizational Vs Consumer Buyer Behaviour	Book 3	Chapter 3
Lecture – 8	Sales Planning & Sales Forecasting	Book 1	Chapter 3
Lecture – 9	Sales Budgets	Book 1 Book 2	Chapter 3 Chapter 20
Lecture – 10&11	Management of Key Accounts, Sales Territories and Quotas	Book 1 Book 2 Book 3	Chapter 4 Chapter 21&22 Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1 Book 2 Book 3	Chapter 5 Chapter 7 Chapter 10
Lecture – 14	Personnel Management in the Selling Field	Book 1 Book 2	Chapter 5 Chapter 10
Lecture – 15	Recruiting and Selecting Sales Personnel	Book 2	Chapter 11&12
Lecture – 16	Training, Motivating and Compensation	Book 1 Book 2	Chapter 6 Chapter 13-16
Lecture – 17&18	Managing Expenses of Sales Personnel, Sales Meeting and Contests	Book 2 Book 1	Chapter 17&18 Chapter 7
Lecture – 19	Sales Control	Book 1 Book 2	Chapter 7 Chapter 19



		Book 3	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

## Global Marketing

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**Course Code:** MGT 438

**Course Name:** Global Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2021

**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:

- Acquainting students with the concepts and operations of marketing in international environment.
- Enable the students to develop and implement plans and strategies for entering international markets and managing overseas operations.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

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

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

**Course Contents:**

**UNIT - I: Global Marketing**

**(4 Hours)**

- Meaning, Nature and Importance of Global Marketing
- Concepts and Global Marketing Orientations
- Factors Affect Global Marketing
- Reasons for Global Marketing and Global Marketing Decisions
- Driving and Restraining Forces

**UNIT - II: Global Marketing Environment**

**(4 Hours)**

- Internal and External Environment
- Barriers in Global Marketing
- Growing Intra-regional Trade
- Stages of Market Development
- The Mindset of a global company
- MNCs and Emerging Countries
- Case Study

**UNIT - III: Foreign Market Selection**

**(5 Hours)**

- Market Selection Process
- Determinants of Market Selection
- Global Market Segmentation, Targeting, and Positioning
- Foreign Market Entry Strategies
- Case Study

**UNIT - IV: Global Marketing Mix**

**(4 Hours)**

## **Global Customers**

### **Product Decisions: -**

- Product mix and Global PLC
- Branding, Packaging, and Labeling
- Product Communication Strategies

### **Pricing Decisions: -**

- Environmental Influences on Pricing Decisions
- Global Pricing objectives and Strategies

### **Distribution Decisions: -**

- Global Channel System and Types of Intermediaries
- Channel Strategy for New market Entry
- Global Logistics System

### **Promotion Decisions: -**

- Promotion Strategies and Communication Mix
- Role of Export Promotion Organisation and Problems in Global Marketing Communication

## **UNIT – V: Issues in Global Marketing and Future of Global Marketing**

**(3 Hours)**

- Export Promotion, Export Procedures and Documents
- Global e-marketing, and Global Marketing of Services
- Future of Global Marketing

### **Prescribed Text Books:**

1. Keegan Warren J. & Bhargava Naval K. (2011), Global Marketing Management, 7<sup>th</sup> Edition, Pearson Education, India.
2. Joshi R M (2005), International Marketing, Oxford University Press.
3. Rajagopal, International Marketing: Global Environment, Corporate Strategy, Case Studies, Vikas Publishing House Pvt. Ltd., Delhi.

### **Suggested Additional Readings:**

1. Srinivasan R, International Marketing (2011), 3<sup>rd</sup> edition, PHI Learning Pvt. Ltd., New Delhi.
2. Joshi R M (2005), International Marketing, Oxford University Press.
3. Kotler Philip, Principles of Marketing, Prentice Hall New Delhi.
4. Fayerweather John, International Marketing, Prentice Hall, New Delhi.
5. Bhattacharya R L & Varshney B, International Marketing Management, Sultan Chan, New Delhi.
6. Onkvisit Sak and John J Shaw, International Marketing: Analysis and Strategy, Prentice Hall, New Delhi.
7. Cherunilam Francis (2012) International Marketing (Text and Cases), 12<sup>th</sup> Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
8. Siddiqui S A (2011), International Marketing, Dreamtech Press.

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1&2	Meaning, Nature and Importance of International Marketing	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 3	Concepts and International Marketing Orientations	Book 1 Book 3	Chapter 1 Chapter 2
Lecture – 4&5	Factors affect International Marketing, Reasons for International Marketing and International Marketing Decisions	Book 3	Chapter 1
Lecture – 6&7	Driving and Restraining Forces	Book 1	Chapter 1
Lecture – 8&9	Internal and External Environment	Book 3 Book 1	Chapter 5&6 Chapter 3&4
Lecture – 10	Barriers in International Marketing	Book 3	Chapter 1
Lecture – 11&12	Trading blocs and Growing Intra-regional Trade, MNCs and International Marketing strategies	Book 1	Chapter 2
Lecture – 13&14	Market Selection Process & Determinants of Market Selection	Book 2	Chapter 6
Lecture – 15&16	International Market Segmentation, Targeting, and Positioning	Book 1	Chapter 7
Lecture – 17&18	Foreign Market Entry Strategies	Book 2	Chapter 7
Lecture – 19&20	Product Mix, International PLC, Branding, Packaging and Labeling, Product Communication Strategies and NPD Process	Book 1 Book 2 Book 3	Chapter 11 Chapter 8&9 Chapter 7
Lecture – 21	Environmental Influences on Pricing Decisions and Global Pricing Objectives and Strategies	Book 1 Book 2 Book 3	Chapter 12 Chapter 10 Chapter 8
Lecture – 22&23	International Channel System and Types of Intermediaries, Channel Strategies and International Logistics	Book 1 Book 2	Chapter 13 Chapter 11
Lecture – 24&25	Promotion Strategies, Communication Mix, Role of EPO and Problems in International	Book 1 Book 2	Chapter 15 Chapter 12

	Marketing Communication		
Lecture – 26&27	Export Promotion, Export Procedures and Documents	Book 2	Chapter 15
Lecture – 28&29	Global e-Marketing and International Marketing of Services	Book 1	Chapter 16
Lecture – 30	Future of Global Marketing	Book 1	Chapter 18

## Organizational Behavior

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**Code:** MGT 116

**Course Name:** Organizational Behaviour

**Faculty Name:** Dr. Rita Sharma/Prof Dipanker

**Year of Introduction/Revision of Course Contents** 2020

**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-

- 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:**

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 Introduction to Organizational Behaviour (8 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 (8 hours)**

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction
- Types of Job Attitudes

**UNIT III Learning, Leadership and Motivation ( 8 Hours)**

- Theories of Learning- Classical, Operant and Social Learning
- 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 (8 Hours)**

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

**UNIT V Emotions and Stress management (8Hours)**

- Emotions and Moods
- Stress Management- Sources of Stress, Consequences of stress, Individual and Organizational Approaches to Stress Management

**Text Books**

**Suggested Reading'**

1. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
2. Luthan, F.OrganizationalBehaviour.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.

**Lecture Plan**

Lectures	Topics	chapter	books
Lecture – 1	Concept and Importance of OB	Chapter-1	book-1
Lecture – 2	Multidisciplinary Nature of OB	chapter-1	book-1
Lecture – 3	Multidisciplinary Nature of OB	chapter-3	book-1
Lecture –4	Models of Organizational Behavior	chapter-2	book-1
Lecture – 5	Models of Organizational Behavior	chapter-1	book-1
Lecture – 6	Roles and Skills of a Manager	chapter-1	book-1
Lecture – 7	Challenges of OB managers	chapter-2	book-1
Lecture – 8	Opportunities of OB Managers	chapter-3	book-1
Lecture – 9	Perception- Concept	chapter-3	book-1
Lecture – 10	Factors affecting Perception	chapter-3	book-1
Lecture – 11	Attribution Theory	chapter-3	book-1
Lecture – 12	Perceptual Errors	chapter-3	book-1
Lecture – 13	Meaning and Components of Attitude	chapter-3	book-1
Lecture – 14	Job satisfaction	chapter-4	book-1
Lecture – 15	Factors Affecting Job satisfaction	chapter-4	book-1
Lecture – 16	Types of Job Attitudes	chapter-5	book-1
Lecture – 17	Theories of Learning- Classical, Operant	chapter-5	book-1
Lecture – 18	Social Learning	chapter-5	book-1

Lecture – 19	Definition and Importance of Leadership	<b>chapter-5</b>	<b>book-1</b>
Lecture – 20	Theories of leadership-Trait , Contingency	<b>chapter-5</b>	<b>book-1</b>
Lecture-21	Theories of leadership-Trait , Contingency	<b>chapter-5</b>	
Lecture-22	Behavioral and Contemporary Theories	<b>chapter-6</b>	<b>book-1</b>
Lecture-23	Motivation – Concept and ImportanceContent	<b>chapter-6</b>	<b>book-1</b>
Lecture-24	Process Theories of Motivation	<b>chapter-6</b>	<b>book-1</b>
Lecture-25	Personality – Components	<b>chapter-6</b>	<b>book-1</b>
Lecture-26	MBTI	<b>chapter-6</b>	<b>book-1</b>
Lecture-27	MBTI	<b>chapter-7</b>	<b>book-1</b>
Lecture-28	Big five Model of Personality	<b>chapter-7</b>	<b>book-1</b>
Lecture-29	Big five Model of Personality	<b>chapter-7</b>	<b>book-1</b>
Lecture-30	Big five Model of Personality	<b>chapter-8</b>	<b>book-1</b>
Lecture-31	Type A Personality	<b>chapter-8</b>	<b>book-1</b>
Lecture-32	Type B Personality	<b>chapter-8</b>	<b>book-1</b>
Lecture-33	Emotions and Moods	<b>chapter-8</b>	<b>book-1</b>
Lecture-34	Stress Management	<b>chapter-9</b>	<b>book-1</b>
Lecture-35	Sources of Stress	chapter-9	book-1
Lecture-36	Sources of Stress	chapter-9	book-1
Lecture-37	Consequences of stress	chapter-10	book-1



Lecture-38	Consequences of stress	chapter-10	book-1
Lecture-39	Individual and Organizational stress	chapter-10	book-1
Lecture-40	Approaches to Stress Management	chapter-10	book-1

## Diversity & Cross Cultural Management

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**Code:** MGT 367  
**Course Name:** Diversity & Cross Cultural Management  
**Faculty Name:** Dr. Rita Devi  
**Year of Introduction/Revision of Course Contents** 2020

**Credits Equivalent:** 02 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:  Understand the importance of cross-cultural management in work and employment  Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

**Attendance Requirements:** Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. Evaluation Criteria:  Mid Term Examination: 25  End Term Examination: 50  Continuous Internal Assessment: 25  Attendance: 10  Presentation: 5  Class Participation: 5  Quiz: 5

### Course Content UNIT I

#### Introduction to Diversity and Cross-Cultural Management

4 Hours

- Understanding Culture
- Determinants/ dimensions of Culture

- Major Models of National Culture- Hofstede's Model, Hall's Model
- Trompenaar's Cultural Dimensions, GLOBE Study

## UNIT II

### Communicating across Cultures

4 Hours

- Introduction to Intercultural Communication
- Barriers to Intercultural Communication
- Non-verbal Communication and Culture
- Enhancing Intercultural Communication

## Unit III

### Negotiating across Cultures

4 hours

- Principles and Types of Negotiation
- Intercultural Communication and the Negotiation Process
- Negotiation Framework and Cultural Variables
- Dimensions of Organizational Culture Influencing Negotiations

## UNIT IV

### Managing Global Teams

4 Hours

- Meaning and Purpose of Global Business Teams
- Difference between Traditional Teams and Global Teams
- Challenges created by Cultural Differences
- Team Strategies and the Influence of Culture

## Unit V

### International Assignments and Expatriate Management

4 Hours

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

### Text Books:

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI
4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications
5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.

## Organizational Development

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**Course Code:** MGT 463

**Course Name:** Organizational Development

**Faculty Name:** Dr. Rita Devi

**Year of Introduction/Revision of Course Contents** 2020

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

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

- Familiarize students to the 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%
- Attendance and Class Participation: 10%  Presentation: 10%  Quiz: 5%

### **Course Content**

#### **UNIT I: Organizational Change and its Management (8 Hours)**

- Organizational Change – Meaning, Nature, Resistance to change, Sources of resistance and how to overcome it
- Planned Change: Nature of planned change, Theories of Planned change
- Action Research
- General Model of Planned Change, Positive Model of Planned Change
- Leading and Managing Change

#### **UNIT II Organization Development: an Introduction (8 hours)**

- Organization Development – Historical background

- Concept and characteristics
- Values, Assumptions and Beliefs in OD
- Implications of OD values and Assumptions
- Organization Development Practitioner (Consultant): Competencies and Knowledge

### **UNIT III OD Interventions –I**

**(8 hours)**

- Organization Transformation
- Organization transformation vs. organization development
- 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**

**(8 hours)**

- Team Interventions: Process Consultations and Role Negotiation Technique
- Fish Bowl Technique
- Role Analysis Techniques
- Intergroup Interventions: Organization Mirroring
- Third Party Peace Making

### **UNIT V OD Interventions –III**

**(8 hours)**

- Comprehensive OD Interventions: Confrontation Meeting, Strategic Management activities
- Grid Organizational Development
- Structural Interventions and Applicability of OD: Work Redesign, MBO and Appraisal, Quality circles, TQM
- Future of OD

#### **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

## Operations Management

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**Course Code:** MGT 302

**Course Name:** Operations Management

**Faculty Name:** Dr. Rita Devi

**Year of Introduction/Revision of Course Contents** 2020

**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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations: 5%
  - Assignment: 5%
  - Case studies and case lets: 10%

**Course Contents:**

**UNIT – I: Introduction to Operations Management****(5 Hours)**

- Meaning of Production and Operation management
- Nature and Scope, Role of Operation management
- Production & Operation as a system, as an Organizational function, as Conversion and Transformative system, as a mean of creating utility.
- Responsibilities and Functions of Production & Operation Manager
- Decision making in Operation Management

**UNIT – II: Operations in Global Environment****(4 Hours)**

- A Global view of Operations, Cultural and Ethical issues
- Developing Mission & Strategies
- Achieving Competitive advantage through Operations
- Strategic OM Decisions
- Global Operation Strategy, Issues in Operation Strategy

**UNIT – III: Material handling and Managing Inventory****(4 Hours)**

- Material handling principles, Classification of material handling equipments
- Inventory Management
- Objectives of Inventory Management
- Techniques of Inventory Control: EOQ, ABC Analysis, Fixation of Levels, VED

**UNIT – IV: Location and Layout Decisions****(4 Hours)**

- Facility layout, Strategic Importance of layout Decisions
- Types of Layout
- Strategic Importance of Location decisions
- Factors affecting Location Decisions
- Service Location Decisions

**UNIT – V: Managing Quality****(4 Hours)**

- Defining Quality, Dimensions of quality, Quality and Strategy
- Ethics and Quality Management, The Foundations of Modern Quality Management
- TQM, Obstacles to implementing TQM,
- Continuous Improvement, JIT, Lean Systems

**Prescribed Text Books:**

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9<sup>th</sup> ed.), Pearson: New Delhi.
2. 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

## Diversity & Cross Cultural Management

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<b>Programme of Study</b>	MBA Course
<b>Code:</b>	MGT 304
<b>Course Name:</b>	Diversity & Cross Cultural Management <b>Designed by</b>
<b>Faculty</b>	Dr Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2020

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

**Course Objectives:** The course is designed to: Understand the importance of cross-cultural management in work and employment Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

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

permitted to appear in examination. Evaluation Criteria: Mid Term Examination: 25 End Term Examination: 50 Continuous Internal Assessment: 25 Attendance: 10 Presentation: 5 Class Participation: 5 Quiz: 5

## Course Contents

### UNIT I

**Introduction to Diversity and Cross-Cultural Management** **4 Hours** Understanding Culture

Determinants/ dimensions of Culture

Major Models of National Culture- Hofstede's Model, Hall's Model Trompenaar's Cultural Dimensions, GLOBE Study

### UNIT II

**Communicating across Cultures** **4 Hours**

Introduction to Intercultural Communication Barriers to Intercultural Communication Nonverbal Communication and Culture

Enhancing Intercultural Communication

Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)

### Unit III

**Negotiating across Cultures** **4 hours**

Principles and Types of Negotiation

Intercultural Communication and the Negotiation Process

Negotiation Framework and Cultural Variables

Dimensions of Organizational Culture Influencing Negotiations

### UNIT IV

**Managing Global Teams** **4 Hours**

Meaning and Purpose of Global Business Teams

Difference between Traditional Teams and Global Teams

Challenges created by Cultural Differences

Team Strategies and the Influence of Culture

### Unit V

**International Assignments and Expatriate Management** **4 Hours**

Meaning of Expatriates, Reasons for using Expatriates

Challenges faced by Expatriates

Expatriate Failure: Reasons and Consequences



**Text Books**

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI 4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications . 5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
9. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell 10. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
11. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
12. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
13. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.
14. Journals: International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review

**Lecture Plan**

Lecture	Topics	Prescribed text Book	Chapters
1	Understanding Culture	Book -1 Book-2	Chapter-1 Chapter-1
2	Determinants/ dimensions of Culture	Book -1 Book-3	Chapter-2 Chapter-2
		Book-5	Chapter-2
3	Major Models of National Culture- Hofstede's Model, Hall's Model	Book -1 Book-5 Book-6	Chapter-2 Chapter-2 Chapter-2
4	Trompenaar's Cultural Dimensions, GLOBE Study	Book -1 Book-3	Chapter-2 Chapter-2

5	Introduction to Intercultural Communication	Book -8 Book-10	Chapter-3 Chapter -7
6	Barriers to Intercultural Communication	Book -4 Book-5	Chapter-7 Chapter -5
7	Non-verbal Communication and Culture Enhancing Intercultural Communication	Book -7 Book-2	Chapter-3,4 Chapter -3
8	Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)	Book -1 Book -9	Chapter-4 Chapter -4
9	Meaning and Purpose of Global Business Teams	Book -10	Chapter -6
10	Difference between Traditional Teams and Global Teams	Book -7	Chapter -4
11	Challenges created by Cultural Differences	Book -7	Chapter -4
12	Team Strategies and the Influence of Culture	Book -4 Book-5	Chapter-6 Chapter -9
13	Meaning and Purpose of Global Business Teams	Book-3	Chapter-8
14	Difference between Traditional Teams and Global Teams	Book -11	Chapter-9
15	Challenges created by Cultural Differences	Book -11	Chapter -9
16	Team Strategies and the Influence of Culture	Book -12	Chapter10
17	Meaning of Expatriates, Reasons for using Expatriates, Challenges faced by Expatriates	Book -2 Book-13	Chapter10 Chapter -9
18	Expatriate Failure: Reasons and Consequences	Book -2 Book-13	Chapter10 Chapter -9
19	Factors Influencing the Success of a Foreign Assignment	Book -7 Book-11	Chapter-9 Chapter-10

20	Repatriation Issues, Improving the Repatriation Process	Book -1 Book-2	Chapter-9 Chapter-10
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## Human Resource Development

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**Programme of Study**      MBA Course

**Course Code:**              MGT 322

**Course Name:**             Human Resource Development

**Faculty**                         Dr Rita Devi

**Year of Introduction/Revision of Course Contents**      2020

**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 help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies.
- To identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organization.
- To Train students to apply HRD 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:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
- Attendance and Participation: 10%
- Assignment: 5%
- Case Discussion/Quiz: 5%
- Presentation: 5%

**Course Contents:**

**UNIT – I: The Fundamentals of Human Resource Development (4 Hours)**

HRD: Concept, Value Anchored HRD Processes

HRD System and Subsystems

Changing Boundaries of HRD

HRD Trends in Asia

**UNIT – II: Frame work of HRD: Career Development System (4 Hours)**

A Career Development Perspective, Career Transitions and Choices

Individual Strategies for Career Development

Organizational Strategies for Career Development

**UNIT – III: Competency Mapping and Development Systems (4 Hours)**

The Need for Competency Mapping, History of Competencies

How to identify Competencies, Methodology Used

Changing Business Environment, Organization Development

Competency Based Organization Development

**UNIT - IV: Human Resource Development Systems and Comparative HRD (4 Hours)**

Rationale underlying HRD for Workers, HRD for Workers: An Introduction

HRD Strategies and Experiences

International Experiences in HRD

**V: Emerging Issues in HRD (4 Hours)**

Strategic HRD

HRD Audit

Knowledge Management

Technology and HRD

**Prescribed Text Books:**

1. Werner M. John and Simone L. Randy (2011). **Human Resource Development. Sixth edition.** Cengage Learning, Inc. Florence, KY.

2. **Mankind David (2010). Human Resource Development and Management. Oxford Printing Press.** New Delhi.

3. Bhattacharyya, D.R. (2009). Human Resource Development. Himalaya Publishing House.

**Suggested Extra Readings:**

1. Pareek, V. and Rao, T.V. (2010). Designing and Managing Human Resources System. Oxford and IBH Publishing Co. New Delhi.

2. Sheikh A.M. (2010). Human Resource Development and Management. Third Edition. S. Chand and Co. Ltd. New Delhi.

# Organization Development

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**Programme of Study** MBA  
**Course Code:** MGT 323  
**Course Name:** Organization Development  
**Designed by Faculty** Dr Rita Devi

**Year of Introduction/Revision of Course Contents** 2020

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

Familiarize students to the 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%

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

## Course Content

### **UNIT I: Organizational Change and its Management**

4 Hours

Nature of Planned Change - Theories of Planned change  
General Model of Planned Change  
Leading and Managing Change Action Research

**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

Lectures	Topics	Chapter and Book
1	Nature of Planned Change - Theories of Planned change	Chapter 2, Book 3
2	General Model of Planned Change	Chapter 2, Book 3
3	Leading and Managing Change	Chapter 2, Book 3
4	Action Research	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 vs. organization development	Chapter 1, Book 1
9	Definition of Interventions and classification of Interventions	Chapter 5, Book 3
10	Individual based interventions – Life and Career Planning	Chapter 5, Book 3
11	Transaction Analysis	Chapter-7, Book 2
12	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
13	Process Consultations and Role Negotiations	Chapter 8, Book 1
14	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
15	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
16	Employee Involvement	Chapter 10, Book 3
17	MBO	Chapter 9, Book 1
18	Grid OD	Chapter 9, Book 1
19	Confrontation Meeting	Chapter 12, Book 3

20.	Total Quality Management	Chapter 12, Book 3
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## Total Quality Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	POM 406
<b>Course Name:</b>	Total Quality Management
<b>Designed by Faculty</b>	Dr Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2020

### Year of Introduction/Revision of Course Contents 2020

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



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

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

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

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

**Course Contents:**

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

- Definition of TQM, TQM framework
- Benefits of TQM, Obstacles in successful implementation of TQM
- Contribution of Japanese management and rise of quality as a business philosophy.
- Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.
- Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)

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

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

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

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

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

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

**UNIT – V: Quality Management Systems**

**(4 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Readings:**

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (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
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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.	Chapter1
3.	Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.	Chapter4
4.	Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)	Chapter4
5.	Concept of 'zero defect', four absolutes of quality and six C's.	Chapter5
6.	Quality Function Deployment (QFD): Introduction, Benefits of QFD	Chapter1 2
7.	Voice of the customer, House Of Quality (HOQ), Building HOQ	Chapter1 2
8.	Six Sigma	Chapter7
9.	Kaizen (Continuous Improvement)	Chapter6
10.	Cellular manufacturing, Poka yoke,	Chapter7
11.	Benchmarking	Chapter8
12.	Quality Circles, Quality Control and quality assurance	Chapter9
13.	Cause-and-effect diagram	Chapter5
14.	Pareto's Diagram	Chapter6
15.	Check Sheets	Chapter6
16.	Statistical Process Control	Chapter1 1
17.	Quality Management Systems	Chapter1 4
18.	ISO 9000 Series of standards	Chapter1 4
19.	ISO 14000 Series Standards	Chapter1 4

20.	ISO 14000 Series Standards	Chapter1 4
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## Performance Management- Systems & Strategies

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**Course Code:** HRM 425

**Course Name:** Performance Management- Systems & Strategies

**Year of Introduction/Revision of Course Contents** 2020

**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.

## 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 in Stock Exchanges

(5 hours)

- Meaning and Functions of Stock exchanges
- Organization of Stock 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
- Role of SEBI

### 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:

4. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
5. 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

## Options, Futures and other Derivatives

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**Course Code:** AFA 524

**Course Name:** Options, Futures and other Derivatives

**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 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 (6 Hours)**

- Derivatives- Meaning and Definition, Types of Derivatives, Uses of Derivatives
- Needs of Derivatives, Features and types of Financial Derivatives
- Critiques of Derivative, Myth about derivatives
- Development in Derivative market, Practical Classification of derivatives
- Types of Traders, Overview of the Indian derivatives market, Trading and types of orders

**UNIT - II: Futures Market and Contracting (8 Hours)**

- Introduction, Financial Futures contracts, Types of Financial Futures contracts
- Functions of Futures market, how futures work?
- Future market trading mechanism, The operation of Margin
- Closing a Futures position (Settlement)
- Hedging Strategies using Futures, Cross hedging, Rolling the hedge forward

**UNIT – III: Forward and Options market (12 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, Options Strategies, Options Payoffs
- The Options clearing corporation

**UNIT - IV: Interest Rate Futures and Swaps (8 Hours)**

- 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
- Nature of Swap rates, Valuation of interest rate swaps, Currency Swaps, Debt- equity Swap

**UNIT - V: Advanced Financial Derivatives and Credit Derivatives (6 Hours)**

- Interest rate Options, Interest rate Caps, Interest rate Floors, Interest rate Collars
- Swaptions, Compound Options, Choose<sub>1</sub> 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. Fundamentals of Futures and Options Market, Fifth Edition, Pearson, New Delhi.
2. Gupta S L. Financial Derivatives, First Edition, PHI Learning, New Delhi.
3. Parasuraman N R. Fundamentals of Financial Derivatives, Second Edition, Wiley India Pvt. Ltd., New Delhi.
4. Hull and Basu. 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.

## 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.

**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%

**Course Contents:**

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

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

**UNIT - II: Time Value of Money (6 Hours)**

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique, Discounting Technique, Present Value of Annuity and Annuity Due
- Future Value of an Annuity, Compound Value of an Annuity Due
- Elementary valuation of Bonds and Stocks

**UNIT – III: Investment Decisions (10 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR

- Modern Techniques: NPV, IRR and PI

**UNIT - IV: Cost of Capital, Leverages and Capital Structure**

**(12 Hours)**

- Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Under and Over Capitalization
- 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 (2017) Financial Management, Eleventh Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2017) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2017) Financial Management, Ninth Edition, Tata McGraw Hill, New Delhi.

**Suggested Extra Readings:**

10. Horne and Wachowich (2012) Financial Management, 13<sup>th</sup> Edition, PHI Learning, New Delhi.
11. Sofat and Hiro (2011) Strategic Financial Management, First Edition, PHI Learning, New Delhi.
12. Kishore RM (2011) Strategic Financial Management, Second Edition, Taxmann's, New Delhi.
13. Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
14. Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
15. Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
16. Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
17. Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
18. Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

## Business Research Methods

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**Course Code:** MSO 601

**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:**

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. Continuous Internal Assessment : 25%
- Class participation: 10%
  - Assignment: 15%

**Course Contents**

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

- Research : Definition and Types
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem
- Research Design, Parts of Research Design
- Different Research Design

**UNIT – II: Sampling and Sampling Methods (4 Hours)**

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure
- Characteristics of a good Sample Design
- Types of Sample Designs
- Sampling Process
- Random Sampling Methods
- Sampling and non-Sampling errors

**UNIT – III: Data Collection Methods (4 Hours)**

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules

- Sources of Secondary Data
  - Secondary Data collection Methods
  - Selection of appropriate method of data collection
- UNIT – IV: Measurement, Scaling, Processing and Analysis of data (4 Hours)**

- Measurement in Research
  - Errors in measurement
  - Validity and Reliability in Measurement
  - Scaling and important scaling techniques
  - Fundamental Statistical Tools of analysis
  - Basics of Chi-square test, Introduction to Parametric Tests
- 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, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

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

## Quantitative Analysis for Management

**Programme of Study**

MBA

**Course Code:**

MGT 107

**Course Name:**

Quantitative Analysis for Management

**Designed by Faculty**

Prof. Sanjeev Gupta/ Dr Aditi Sharma

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

2020

**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 make the students connect how various quantitative techniques are applied in the real management world.

**Course Outcome:**

- The students would be able understand, solve and make sound decisions when they join the corporate world.

**Attendance Requirement:**

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

**Evaluation Criteria:**

7. Mid Term Examination: 50%
8. End Term Examination: 100%
9. Continuous Internal Assessment : 50%
  - I. Class Participation- 10%
  - II. Presentations - 20%
  - III. Assignment/Case study/problem solving-20%

**Course Contents:**

- Attendance and Class Participation: 20%
- Presentation: 15%
- Case Discussion:15%

**Course Contents**

**UNIT I Introduction**

**8 Hours**

- Quantitative Analysis Approach
- Defining the problem
- Developing a model
- Acquiring Input Data
- Developing a solution
- Testing the Solution
- Analyzing and Implementing the Results

**UNIT II Descriptive Statistics**

**8 Hours**

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

**UNIT III Correlation and Regression****8Hours**

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation, Computation, Properties
- Rank Coefficient of Correlation
- Method of Concurrent Deviations
- Regression Model Building
- Simple Linear Regression
- Least Square Estimation
- Determination of Regression lines and estimation of Regression Coefficients
- Interpretation of Output

**UNIT IV Time Series Analysis****8 Hours**

- Introduction to time series
- Components of time series
- Mathematical Models for time series
- Measurement of trend

**UNIT V: Matrix and Application in Business****8 hours**

- Matrix and its General forms
- Matrix Representation of Multivariate Data
- Types of matrices
- Operations on matrices
- Inverse of matrix
- Rank of matrix
- Applications of matrices

**Prescribed Text Books:**

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

**Supplementary Reading**

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

**LECTURE PLAN**



Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 13	Quartiles, Percentiles	Text Book-2	6
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation, Computation, Properties	Text Book-1 Text Book-2	4 8
Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9
Lecture – 24	Least Square Estimation	Text Book-1	4

		Text Book-2	9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

# Interpersonal Effectiveness

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 509
<b>Course Name:</b>	<b>Interpersonal Effectiveness</b>
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2020

**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 students to be effective in interpersonal relations
- Help students to acquire the attributes of good human being
- Develop insight and skills among students for understanding others
- Groom skills, attitudes and values to be effective in interpersonal effectiveness

**Course Outcome:** The course would enable students to develop strong interpersonal relationships.

## **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
  - a. Attendance and Class Participation: 10
  - b. Assignment: 05
  - c. Presentation: 05
  - d. Class room activities like quiz: 05

## **Course Contents**

### **UNIT I Self - Awareness and Introspection (3 Hours)**

- Introspection – Concept and Techniques
- Johari Windows- Knowing Yourself
- Management of Time – essential steps
- Using your potential

**UNIT - II: Self - Empowerment (4 Hours)**

- Concept of Self Empowerment
- Managerial Grid

**UNIT III: Emotional Intelligence, Etiquettes and Manners (4 Hours)**

- Emotional Intelligence- concept and components
- Developing Emotional Intelligence
- Etiquettes and manners

**UNIT IV: Interpersonal Communication (4 Hours)**

- Communication - Definition and Process
- Barriers in Communication
- Tips for effective communication
- Importance of Body Language

**UNIT V: Interpersonal Relationships (5 Hours)**

- Interpersonal Relationship - Definition and determinants
- Process of developing interpersonal relations
- Transaction Analysis - Ego States, Stroking and Life Positions

**Text Books:**

1. Rai, U and Rai, S.M.(2011) Personality Development and Communication Skills . Himalaya Publishing House.
2. Armstrong, M.(2012). How to be an even Better Manager .Koganpage.
3. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi

**Additional Readings:**

4. Covey R. Stephen, (2004) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press
5. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial
6. Onkar, R.M., (2008) Personality Development
7. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman

# Employability Skills

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 506
<b>Course Name:</b>	Employability Skills
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2020

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

**Course Objectives:** The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

**Course Outcome:**

- The course intends to make students job ready equipped with skill set required by the industry.

**Attendance Requirement:**

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

**Evaluation Criteria:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%
- IV. Class Participation- 10%
- V. Presentations - 10%
- VI. 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>	
<b>UNIT III</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Self Management</li><li>• Self Awareness</li></ul>	

- 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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**Programme of Study**

MBA

**Course Code:**

MGT 321

**Course Name:**

Management of Industrial Relations

**Designed by Faculty**

Dr Aditi Sharma

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

2020

**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

- To make students of HR understand the significance of industrial relations in an organization
- To give an insight into the Industrial relations scene in India

**Course Outcome:**

- The students would be able to analyze, interpret and implement the various policies and rules smoothly 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%
  - VII. Class Participation- 10%
  - VIII. Presentations - 20%
  - IX. Case Study-10
  - X. Assignment- 10%

**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
- Models of 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
- Employers Organizations

**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
- Theories of Collective Bargaining

- The International Labour Organization
- Industrial Relations in U.K, U.S.A
- Industrial Relations in Contemporary times

**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

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Evolution of Industrial Relations	Text Book-1	Chapter-10
Lecture – 2	Scope and Aspects of Industrial Relations	Text Book-1	Chapter-10
Lecture – 3&4	Factors Affecting Industrial Relations	Text Book-1	Chapter-10
Lecture – 5&6	Approaches to Industrial Relations	Text Book-1	Chapter-10
Lecture – 7&8	Models of Industrial Relations	Text Book-1	Chapter-10



Lecture – 9,10&11	Origin of Trade Union Movement in India	Text Book-1	Chapter-3,4,5
Lecture – 12,13&14	Theories of trade unionism	Text Book-2	Chapter-3
Lecture – 15&16	Structure and Government of Trade Unions	Text Book-1	Chapter-2
Lecture – 17	Problems of Trade Unions in India	Text Book-1	Chapter8&9
Lecture –18	Employers Organizations	Addl Reading-1	Chapter-5
Lecture – 19,20&21	Schemes of Workers' Participation	Text Book-1	Chapter-14
Lecture –22	Hurdles to Worker Participation in Management in India	Text Book-1	Chapter-14
Lecture – 23	Grievance Handling Procedure	Addl Reading-1	Chapter-8
Lecture – 24&25	Discipline and Disciplinary Actions	Addl Reading-1	Chapter-9
Lecture – 26	Concept of Industrial Dispute	Text Book-1	Chapter-12
Lecture – 27&28	Statutory methods of industrial dispute resolution	Text Book-1	Chapter-12
Lecture – 29&30	Non –statutory methods of industrial dispute resolution	Text Book-1	Chapter-12
Lecture –31	Collective bargaining – Meaning, Importance	Text Book-1	Chapter-13
Lecture – 32&33	Theories of Collective Bargaining	Text Book-1	Chapter-13
Lecture – 34&35	The International Labour Organization	Text Book-1	Chapter-32
Lecture – 36, 37&38	Industrial Relations in U.K, U.S.A	Text Book-2	Chapter-33
Lecture –	Industrial Relations in	Addl Reading-1	Chapter-14

39&40	Contemporary times		
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## Stress Management

<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 305
<b>Course Name:</b>	Stress Management
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2020

**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

- Gain insights about the nature, types and sources of stress.
- Comprehending the sources and recognizing symptoms of stress in organizational context
- Understanding various stress coping strategies for management of stress

**Course Outcome:**

- The students would be able recognize and deal with stress and stressful events in a positive way .

**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%
  - XI. Class Participation- 10%
  - XII. Presentations - 10%
  - XIII. Assignment- 5%

**Course Contents:**

**Course Contents**

**UNIT I Introduction to the Concept of Stress 4 Hours**

- Stress- Definition, Nature, Concept
- Approaches to Stress
- Person-Environment Theory

**UNIT II Organizational Stress & its sources 4 Hours**

- Occupational Stress
- Role Stressors
- Sources of Stress- Organizational Culture, Mergers and Acquisitions, New Work Arrangements, Job Loss, Dual Career Relationships

**UNIT III Organizational Stressors**

**4 Hours**

- Leadership and Stress
- Motivation and Stress
- Conflict and Stress

**UNIT IV Stress Indicators & Burnout**

**3 Hours**

- Symptoms of Stress
- Burnout

**UNIT V Stress Management and Emerging Issues in Stress**

**5 Hour**

- General and Organizational Approaches
- Technology, Behaviour and Work Stress
- Stress and Future of Work

**Suggested Books**

1. **Cooper, C.L. (2000).** Theories of Organizational Stress, OUP, Oxford, UK.
2. **Dewe, P. and Cooper, C.L. (2020).** Work and Stress: A Research Overview, Routledge, New York
3. **Cartwright, S. and Cooper, C.L. (1997).** Managing Workplace Stress, Sage Publications, UK

**Additional Reading:**

1. **Sharma, R. R and Cooper, C. (2017).** Executive Burnout: Eastern and Western Concepts, Models, and Approaches for Mitigation, Emerald Group Publishing Limited, UK
2. **Palmer, S. and Cooper, C.L. (2007).** How to deal with stress. Kogan Page, UK
3. **Cooper, C.L., Dewe, P.J. and O’Driscoll, M.P. (2001).** Organizational Stress: A Review and Critique of Theory, Research and Applications, Sage Publications, New Delhi.
4. **Ventouratos-Fotinos, R. and Cooper, C.L. (2015).** The Economic Crises and Occupational Stress, Edward Elgar Publishing Limited, UK.
5. **Dewe, P. and Cooper, C.L. (2004).** Stress: A Brief History, Blackwell Publishing Ltd., UK
6. **Seyle, H. (1976).** Stress in Health and Disease, Butterworth Publishers Inc., USA

**LECTURE PLAN**

5

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Stress- Definition, Nature,	Text Book-2	Chapter-1

	Concept		
Lecture – 2 &3	Approaches to Stress	Text Book-3	Chapter-1
Lecture – 4	Person-Environment Theory	Text Book-1	Chapter-2
Lecture – 5	Occupational Stress	Text Book-1	Chapter-5
Lecture – 6	Role Stressors	Text Book-1	Chapter-5
Lecture – 7,8&9	Sources of Stress- Organizational Culture, Mergers and Acquisitions, New Work Arrangements, Job Loss, Dual Career Relationships	Text Book-3	Chapter-2,3
Lecture –10	Leadership and Stress		Research Paper
Lecture –11	Motivation and Stress		Research Paper
Lecture –12	Conflict and Stress		Research Paper
Lecture – 13&14	Symptoms of Stress	Text Book-3	Chapter-1
Lecture – 15	Burnout	Text Book-1 Text Book-3	Chapter-3 Chapter-4
Lecture – 16&17	General and Organizational Approaches	Text Book-1 Text Book-2 Addl Reading-1	Chapter-12 Chapter-6 Chapter-7
Lecture – 18	Technology, Behaviour and Work Stress	Text Book-2	Chapter-2
Lecture – 19&20	Stress and Future of Work	Text Book-2	Chapter-3

## Business Research Methods

**Programme of Study**

MBA

**Course Code:**

MGT 203

**Course Name:**

Business Research Methods

**Year of Introduction/Revision of Course Contents** 2020

**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 and Qualitative 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
- Types of Research Report
- Layout of Research Report
- Use of Software

**Prescribed Text Books:**

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R (2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 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.

**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. 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; SivakumarAppalyer&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.



## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter – 5	1	--
9	1	Attitude Measurement	Book – 1	Chapter – 7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--
12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter –	--	--

				6		
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests ( with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 602

**Course Name:** Analytics of Research

**Faculty Name:** Dr Sanjeev Gupta

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

### **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
  - Seminar: 10 marks
  - Assignments: 15 mark

### **Course Contents**

#### **UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data –dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.

## **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes’ Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

## **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems– conditions for solvability.

## **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## **UNIT V: SAMPLING DISTRIBUTIONS**

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population,  $t$ ,  $z$  and  $F$  distributions, distributions of means. SPSS and its applications in business and industry.

### **References:**

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--
7	1	Univariate data – dispersion, relative	Book – 1	Chapter – 2	--	1

		dispersion, skewness and kurtosis, Moments				
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter –5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter –5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--

16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	<b>Chapter – 5</b>	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	<b>Chapter – 13</b>	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	<b>Chapter – 13</b>	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	<b>Chapter – 13</b>	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	<b>Chapter – 13</b>	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	<b>Chapter – 14</b>	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means.	Book – 2	<b>Chapter – 15</b>	--	--
27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--

48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1
<b>Total</b>	<b>40</b>				9	15





CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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**Course Code:** AFA-529

**Course Name:** Quantitative Finance

**Faculty Name:** Dr. Sanjeev Gupta

**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 To develop a conceptual and practical understanding of the range of mathematical functions and use them to solve Finance problems
- The goal of this course is to give students insights in the functioning of financial markets, understanding of measuring and forecasting financial risks.
- Aimed at giving students instruments required in order to analyze issues in asset pricing and market finance.
- Improve familiarity of the students with recent empirical findings based on financial econometric models, have a good command of basic econometric techniques and understand practical issues

**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%
  - Presentations/viva: 10%
  - Case studies & Field Surveys, etc: 10%

**Course Contents:**

**UNIT – I: Introduction to Quantitative Finance and Financial Mathematics**

**Quantitative Finance:** Meaning, Basic concepts, Scope, relevance, relationship & difference with other discipline. Role of quantitative finance in modelling, Types of data in Finance

Matrices: terminology, Operations with matrices, rank of a matrix, the inverse of a matrix.

**Statistical analysis:** Some Examples of descriptive statistics and its purpose, comparison of inferential statistics with descriptive statistics and mathematical expectation. Need for and

methods of data transformation. Moments of a Probability Distribution, Some Important Probability Distributions

**UNIT – II:Statistical Techniques for Finance**

Correlation - Karl person correlation, rank correlation, Multiple Correlation, Regression - The Meaning of Regression Analysis, The Regression Model and its Statistical Parameters, Actual and Fitted Values – the Regression Line and the Error Term, The Meaning of the Linearity Assumption, The Method of Ordinary Least Squares (OLS) and Monte Carlo Simulation.

**UNIT – III:Modelling in Finance**

Efficient market hypothesis testing, CAPM modelling, Modelling high frequency financial data, Verification and testing of financial modelling, Basic Time Series Concepts, Structural breaks.

**UNIT – IV:Modelling Asset Returns volatility and Forecasting**

Modelling asset return volatility, leverage effect, ARCH, GARCH, EGARCH and T-GARCH models, Forecasting for Univariate and multivariate data, Single Exponential Smoothing, ARIMA modelling, VAR model, Single equation modelling and Delphi method.

**UNIT – V:Applications and Data Analysis**

**Software’s:** Introduction to E–Views and SPSS, Gretl for data analysis in Finance with data from, CPI Index, IIP, NSE, BSE, Foreign Exchange Market.

**Recommended Books:**

1. Patton, A. (2007). Quantitative Finance, UoL Study Guide. (**AP**)
2. Diebold, F.X. *Elements of Forecasting*. (Thomson South-Western, Canada, 2006) fourth edition. (**FD**)
3. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
4. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
5. Enders W. Applied Econometric Time Series. 2nd ed., John Wiley & Sons, Inc., 2004
6. Ruey S. Tsay (2002). Analysis of Financial Time Series.
7. Brooks (2002). Introductory econometrics for finance, Cambridge University Press.
8. Franke/ Haerdle/ Hafner (2004). Statistics of Financial Markets, Springer.
9. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton

**Lesson plan-**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations

1	1	Quantitative Finance: Meaning, Basic concepts	Book – 1	<b>Chapter – 1</b>	--	1
2	2	Scope, relevance, relationship & difference with other discipline	Book – 2	<b>Chapter – 1</b>	--	1
3	3	Role of quantitative finance in modeling,	Book – 2	<b>Chapter – 1</b>	1	1
		Types of data in Finance				
4	4	Matrices: terminology	Book – 2	<b>Chapter – 1</b>	--	1
5	5	Operations with matrices rank of a matrix.	Book – 2	<b>Chapter – 1</b>	--	1
		The inverse of a matrix.				
6	6	Some Examples of descriptive statistics and its purpose.	Book – 1	<b>Chapter – 2</b>	--	--
7	7	Comparison of inferential statistics with descriptive statistics and mathematical expectation.	Book – 1	<b>Chapter – 2</b>	--	1
8	8	Need for and methods of data transformation.	Book – 1	<b>Chapter –5</b>	1	--
9	9	Moments of a Probability Distribution.		<b>Chapter –5</b>	1	
10	10	Some Important Probability Distributions	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	11	Correlation - Karl person correlation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	12	Rank correlation.	Book – 1	<b>Chapter – 5</b>	---	---
13	13	Multiple Correlation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	14	Regression - The Meaning of Regression Analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
15	15	The Regression Model	Book – 1	<b>Chapter – 5</b>	--	--

		and its Statistical Parameters,	Book –2	<b>Chapter – 7</b>		
16	16	Actual and Fitted Values – the Regression Line and the Error Term.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	–	–
17	17	The Meaning of the Linearity Assumption,.	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	18	The Method of Ordinary Least Squares (OLS)	Book – 1	<b>Chapter – 5</b>	1	--
19	19	Monte Carlo Simulation	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	–	–
20	20	Efficient market hypothesis testing.	Book – 1	<b>Chapter – 13</b>	--	1
21	21	CAPM modeling, Modelling high frequency financial data.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	22	Verification and testing of financial modeling. Basic	Book – 1	<b>Chapter – 13</b>	--	--
23	23	Time Series Concepts, Structural breaks.	Book-2	<b>Chapter – 13</b>	—	—
24	24	Modelling asset return volatility, leverage effect,	Book – 1	<b>Chapter – 13</b>	--	1
25	25	ARCH Model	Book – 1	<b>Chapter – 14</b>	1	--
26	26	GARCH Model	Book – 2	<b>Chapter – 15</b>	—	—
27	27	EGARCH	Book – 1	<b>Chapter – 16</b>	—	—
28	28	T-GARCH models.	Book – 2	<b>Chapter – 16</b>	—	—
29	29	Forecasting for Univariate and multivariate data.	Book – 2	<b>Chapter – 17</b>	1	--
30	30	Single Exponential	Book – 1	<b>Chapter –</b>	—	1

		Smoothing		15		
31	31	ARIMA modelling	Book – 1	Chapter – 16	—	1
32	32	VAR model	Book – 2	Chapter – 16	—	—
33	33	Single equation modelling and Delphi method.	Book – 2	Chapter – 17	—	—
34	34	Introduction to E-Views and SPSS.	Book – 2	Chapter – 15		1
35	35	Gretel for data analysis in Finance with data from	Book – 1	Chapter – 16		
36	36	CPI Index	Book – 1	Chapter – 16		1
37	37	IIP Index	Book – 2	Chapter – 17		
38	38	NSE	Book – 2	Chapter – 15	1	1
39	39	BSE	Book – 2	Chapter – 16	1	1
40	40	Foreign Exchange Market	Book – 1	Chapter – 16	–	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	16

# Financial Econometrics

**Course Code:** AFA 530

**Course Name:** Financial Econometrics

**Credits:** 4

**Faculty Name:** Dr Sanjeev Gupta

## Course objectives:

By the end of this course, participants will:

- (1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;
- (2) understand the interplay between econometric techniques and modeling assumptions;
- (3) have used computational methods to solve econometric exercises;
- (4) know how to estimate parameters of structural models using simulation-based estimators;
- (5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

## COURSE CONTENTS

### UNIT-I

**(15 Hours)**

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

### UNIT-II

**(10 Hours)**

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

### UNIT-III

**(10 Hours)**

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

### UNIT-IV

**(15 Hours)**

**Hours)**

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

Time Series Analysis: Testing Causality in Economics: Granger Causality Test. Stationary, Test of Stationary, Spurious Regression, Unit Roots, Dickey-Fuller Test and Forecasting.

## **UNIT-V**

**(10 Hours)**

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

### **Prescribed Text Books:**

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4<sup>th</sup> Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2<sup>nd</sup> Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4<sup>th</sup> Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

### **Supplementary Readings:**

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4<sup>th</sup> Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Meaning and rationale of Financial Econometric,	Book – 1	Chapter – 1	1	1
2	1	Scope of financial econometric	Book – 1	Chapter – 1	--	--
3	1	Methodology	Book – 2	Chapter – 2	--	1
4	1	types of data	Book – 2	Chapter – 3	--	1
5	1	steps involved in formulating econometric model	Book – 1	Chapter – 4	--	--
6	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 1	1	1
7	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 5	--	1
8	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -1	Book – 1	Chapter – 6	--	--
9	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -2	Book – 2	Chapter – 6	--	--
10	1	Least Squares (OLS);	Book – 2	Chapter – 4	--	1
11	1	BLUE Properties.	Book – 2	Chapter – 5	--	1
12	1	Nature	Book – 2	Chapter – 6	--	--
13	1	Consequences	Book – 2	Chapter – 9	--	--



14	1	Detection & Remedial Measures for the problems of: Multicollinearity,	Book – 1	<b>Chapter – 7</b>	--	--
15	1	Multicollinearity	Book – 1	<b>Chapter – 7</b>	1	--
16	1	Heteroscedasticity	Book – 1	<b>Chapter – 2</b>	--	1
17	1	Autocorrelation.	Book – 1	<b>Chapter – 5</b>	1	--
18	1	Specification Errors,	Book – 1	<b>Chapter – 5</b>	--	--
19	1	Tests of Specification and Misspecification,	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	1
20	1	Models and Criteria for	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	1	--
21	1	Model Selection.	Book – 1	<b>Chapter – 5</b>		
22	1	Dummy Variables:	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 9</b>	--	--
23	1	Introduction and Uses.	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 9</b>	--	--
24	1	Distributed Lag	Book – 1 Book – 2	<b>Chapter – 9</b> <b>Chapter – 7</b>	--	--
25	1	Autoregressive Models:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
26	1	Introduction and Nature of Distributed Lag (DL)	Book – 1	<b>Chapter – 5</b>	1	--

		..	Book –2	<b>Chapter – 9</b>		
27	1	Auto Regressive (AR) Model.	Book – 1	<b>Chapter – 5</b>	1	--
28	1	Time Series Analysis:	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
29	1	Testing Causality in Economics	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
30	1	Granger Causality Test.	Book – 1	<b>Chapter – 13</b>	--	1
31	1	Stationary, Test of Stationary.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
32	1	Spurious Regression,	Book – 1	<b>Chapter – 13</b>	--	--
33	1	Unit Roots.	Book-2	<b>Chapter – 13</b>	--	--
34	1	Dickey-Fuller Test	Book – 1	<b>Chapter – 13</b>	--	1
35	1	Forecasting with DF test	Book – 1	<b>Chapter – 13</b>	--	--
36	1	Modeling volatility:	Book – 1	<b>Chapter – 14</b>	1	--
37	1	Models for volatility,	Book – 2	<b>Chapter – 15</b>	--	1
38	1	ARCH	Book – 1	<b>Chapter – 16</b>	--	1
39	1	GARCH..	Book – 2	<b>Chapter – 16</b>	--	1
40	1	Econometrics packages for modeling financial data	Book – 2	<b>Chapter – 17</b>	--	1

41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	15



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 602

**Course Name:** Analytics of Research

**Faculty Name:** Dr Sanjeev Gupta

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

**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
  - Seminar: 10 marks
  - Assignments: 15 marks

**Course Contents**

**UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data –dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

## **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

## **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems– conditions for solvability.

## **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## **UNIT V: SAMPLING DISTRIBUTIONS**

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population,  $t$ ,  $z$  and  $F$  distributions, distributions of means. SPSS and its applications in business and industry.

### **References:**

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley

8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--

7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter –5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter –5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--

15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	<b>Chapter – 5</b>	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	<b>Chapter – 13</b>	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	<b>Chapter – 13</b>	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	<b>Chapter – 13</b>	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	<b>Chapter – 13</b>	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	<b>Chapter – 14</b>	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions	Book – 2	<b>Chapter – 15</b>	--	--



		of means.				
27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--
48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1
<b>Total</b>	<b>40</b>				9	15

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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## Quantitative Analysis for Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 107
<b>Course Name:</b>	Quantitative Analysis for Management
<b>Designed by Faculty</b>	Prof. Sanjeev Gupta/Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2020

**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 make the students connect how various quantitative techniques are applied in the real management world.

### Course Outcome:

- The students would be able understand, solve and make sound decisions when they join the corporate world.

### 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: 50%
5. End Term Examination: 100%
6. Continuous Internal Assessment : 50%
  - XIV. Class Participation- 10%
  - XV. Presentations - 20%
  - XVI. Assignment/Case study/problem solving-20%

### Course Contents:

- Attendance and Class Participation: 20%
- Presentation: 15%
- Case Discussion:15%

### Course Contents

**UNIT I Introduction**

- Quantitative Analysis Approach
- Defining the problem
- Developing a model
- Acquiring Input Data
- Developing a solution
- Testing the Solution
- Analyzing and Implementing the Results

**UNIT II Descriptive Statistics** **8 Hours**

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

**UNIT III Correlation and Regression** **8Hours**

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation, Computation, Properties
- Rank Coefficient of Correlation
- Method of Concurrent Deviations
- Regression Model Building
- Simple Linear Regression
- Least Square Estimation
- Determination of Regression lines and estimation of Regression Coefficients
- Interpretation of Output

**UNIT IV Time Series Analysis** **8 Hours**

- Introduction to time series
- Components of time series
- Mathematical Models for time series
- Measurement of trend

**UNIT V: Matrix and Application in Business** **8 hours**

- Matrix and its General forms
- Matrix Representation of Multivariate Data
- Types of matrices
- Operations on matrices
- Inverse of matrix
- Rank of matrix
- Applications of matrices

**Prescribed Text Books:**

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

**Supplementary Reading**

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

### LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 13	Quartiles, Percentiles	Text Book-2	6
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation, Computation, Properties	Text Book-1 Text Book-2	4 8

Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9
Lecture – 24	Least Square Estimation	Text Book-1 Text Book-2	4 9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

# 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)

## Financial Econometrics

**Course Code:** MGT 311

**Course Name:** Financial Econometrics

**Faculty Name:** Dr Sanjeev Gupta

**Credits:** 4

### Course objectives:

By the end of this course, participants will:

- (1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;
- (2) understand the interplay between econometric techniques and modeling assumptions;
- (3) have used computational methods to solve econometric exercises;
- (4) know how to estimate parameters of structural models using simulation-based estimators;
- (5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

### COURSE CONTENTS

#### UNIT-I (15 Hours)

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

#### UNIT-II (10 Hours)

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

#### UNIT-III (10 Hours)

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

**UNIT-IV**  
**Hours)**

**(15**

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

**UNIT-V**

**(10 Hours)**

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

**Prescribed Text Books:**

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4<sup>th</sup> Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2<sup>nd</sup> Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4<sup>th</sup> Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

**Supplementary Readings:**

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4<sup>th</sup> Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>

## Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Introduction: Meaning and rationale of Financial Econometric.	Book – 1	Chapter – 1	1	1
2	3	Methodology, types of data, steps involved in formulating econometric model	Book – 2	Chapter – 1	1	1
3	3	Functional Forms of Regression Models.	Book – 2	Chapter – 1	1	1
4	2	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties	Book – 2	Chapter – 1	--	1
5	4	Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.	Book – 2	Chapter – 1	--	1
6	1	Specification Errors	Book – 1	Chapter – 2	--	1
7	3	Tests of Specification and Misspecification	Book – 1	Chapter – 2	--	1
8	2	Models and Criteria for Model Selection.	Book – 1	Chapter – 5	1	1
9	2	Dummy Variables: Introduction and Uses.				
10	3	Distributed Lag and Autoregressive Models:	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	3	Introduction and Nature of Distributed Lag (DL)	Book – 1 Book - 2	Chapter – 5 Chapter –	1	1



				<b>7</b>		
12	2	Auto Regressive (AR) Model.				1
13	3	Modeling volatility: Models for volatility,	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
14	2	ARCH	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		1
15	2	GARCH..	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
16	3	Econometrics packages for modeling financial data	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	1	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	15



# Central University of Himachal Pradesh

**Course Name:** Managerial Economics

**Course Code:** MSO- 413

**Faculty Name:** Dr. Sanjeev Gupta

**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 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.

## **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

Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty, Objective of Business Firms and Fundamental Concepts.

### UNIT - II Demand Analysis

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

### UNIT - III Theory of Production and Cost

Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Cost concepts, Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.

### UNIT - IV Market Structure

Market structure and Pricing decisions under under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices

### UNIT - V Macroeconomic aspect of Managerial Economics

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Monetary and Fiscal Policy.

#### Prescribed Text Books:

1. DWIVEDI D.N. - **MANAGERIAL ECONOMICS (VIKAS PUBLICATION, 7TH EDITION)**
2. IVAN PNG, (2013), **MANAGERIAL ECONOMICS, ROUTLEDGE, TAYLOR AND FRANCIS GROUP PUBLICATION, FOURTH EDITION)**
3. Christopher R. Thomas & S. Charles Maurice (2006), **Managerial Economics, Tata McGraw Hill, New Delhi.**
4. Truett & Truett (2004). **Managerial Economics. John Wiley & Sons Inc.**
5. Chaturvedi, D.D. & Gupta S.L. (2003). **Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.**
6. Khan, Jain, (2010). **Management Accounting: Text, Problems and Cases. Tata Mc Graw Hill Education Pvt. Limited, India.**
7. Mathur Satish B. (2011). **Accounting For Management. Tata Mc Graw Hill Education Pvt. Limited, India.**

#### 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 Deciiion. Biztantra Publication, New Delhi.**
4. Gupta, G.S. (2004). **Managerial Economics: Micro Economic. McGraw Hill.**

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Nature, Scope and Significance of Managerial Economics	Book – 1	Chapter – 1	--	1
2	1	Relationship with other Disciplines	Book – 1	Chapter – 2	--	1
3	1	Role of Managerial Economics in Decision Making	Book – 2	Chapter – 2	1	1
4	1	Decision Making under Risk and Uncertainty	Book – 2	Chapter – 2	--	--
5	1	Objective of Business Firms and Fundamental Concepts.	c	Chapter – 3	--	1
6	1	Demand Analysis; Law of Demand. Exceptions to the law of Demand	Book – 2	Chapter – 1	--	1
7	1	Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity	Book – 2	Chapter – 4	--	--
8	1	Uses of Elasticity of Demand for managerial decision making	Book – 1	Chapter – 5	--	--
9	1	measurement of Elasticity of Demand.	Book – 1	Chapter – 5	--	1
10	1	Demand forecasting meaning, significance and methods.	Book – 2	Chapter – 4	1	--
11	1	Managerial uses of Production Function, Short Run and Long Run Production Analysis	Book – 2	Chapter – 6	--	1
12	1	Isoquants, Optimal Combination of Inputs, Cost concepts	Book – 1 Book - 2	Chapter – 4 Chapter	--	1

				- 5		
13	1	Traditional and Modern Theory of Cost in Short and Long Runs	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
14	1	Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	1
15	1	Market structure and Pricing decisions under Perfect Competition	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
16	1	Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Nash Equilibrium, Prisoner’s Dilemma – Price and Non-price Competition and pricing strategies and practices	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
18	1	National Income; Concepts and various methods of its measurement	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
19	1	Inflation, types and causes, Business Cycle,	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
20	1	Monetary and Fiscal Policy.	Book – 1	Chapter – 5	1	--
21	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				5	9

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** MSO 601

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem
- Research Design, Parts of Research Design
- Different Research Design

**UNIT – II: Sampling and Sampling Methods**

**(4 Hours)**

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure

- Characteristics of a good Sample Design
- Types of Sample Designs
- Sampling Process
- Random Sampling Methods
- Sampling and non-Sampling errors

**UNIT – III: Data Collection Methods**

**(4 Hours)**

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules
- Sources of Secondary Data
- Secondary Data collection Methods
- Selection of appropriate method of data collection

**UNIT – IV: Measurement, Scaling, Processing and Analysis of data**

**(4 Hours)**

- Measurement in Research
- Errors in measurement
- Validity and Reliability in Measurement
- Scaling and important scaling techniques
- Fundamental Statistical Tools of analysis
- Basics of Chi-square test, Introduction to Parametric Tests

**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, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari CR, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appalyer & Mathirajan M, 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.

## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types Motivation in Research	Book – 1	Chapter – 1	--	1
2	1	Research Process, Research Methods Vs. Research Methodology	Book – 2	Chapter – 1	--	1
3		Criteria for good research, Problems for researcher in India	Book – 2	Chapter – 1	--	
4	1	Formulation of Research Problem	Book – 2	Chapter – 1	1	1
5	2	Research Design, Parts of Research Design Different Research Design	Book – 2	Chapter – 1	--	--
6	1	Sampling Design and its Steps Criteria of selecting a Sampling Procedure	Book – 2	Chapter – 1	--	1
7	1	Characteristics of a good Sample Design	Book – 2	Chapter – 1	--	1
8	1	Types of Sample Designs Sampling Process	Book – 2	Chapter – 1	--	1
9	1	Random Sampling Methods Sampling and non-Sampling errors	Book – 1	Chapter – 2	--	--
10	1	Primary Data Collection Methods	Book – 1	Chapter – 2	--	1
11	1	Difference between Questionnaire and Schedules Sources of Secondary Data Secondary Data collection Methods	Book – 1	Chapter – 5	1	--



12	1	Selection of appropriate method of data collection	Book – 1	Chapter –5	1	--
13	1	Measurement in Research Errors in measurement Validity and Reliability in Measurement Scaling	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
14	1	important scaling techniques Fundamental Statistical Tools of analysis	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
15	1	Basics of Chi-square test	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
16	1	Introduction to Parametric Tests	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
17	1	Data Processing-Coding	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
18	1	entering and entering the data in software	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
19	1	Significance of Report Writing	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	1
20	1	Type of Research Report Layout of Research Report	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--

<b>Total</b>	<b>20</b>				<b>8</b>	<b>9</b>
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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. 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; SivakumarAppalyer&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.

## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter –5	1	--
9	1	Attitude Measurement	Book – 1	Chapter –7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter –	1	--

				6		
12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests ( with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Sanjeev Gupta

**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:**

- Familiarize students the basic concepts of Applications of Research in Business.
- Understand different strategies and models for Primary and Secondary data based research.
- Understand the applicability of different models in Various function areas of Management
- Train the students with various statistical software's like SPSS, STATISTICA and MS-EXCEL.

## **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. Counseling, Activities and Tutorials (CAT): 25%
  - iv. Class Participation: 5%
  - v. Assignment: 5%
  - vi. Analysis of various research papers: 5%
  - vii. Presentation : 5%
  - viii. Library Work: 5%

## **Course Contents:**

### **UNIT – I: Research: Nature & Concept**

- Nature of Scientific Methods and its Application to Management
- Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.

## **UNIT – II: Research Process and Sampling**

- Steps in the Process of Research - Problem Selection, Formulation and Planning
- Problem formulation: Identification Probable Issue for Research, Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.
- Probability Sampling: Simple Random Sampling, Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.
- Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.

## **UNIT – III: Hypotheses, Methods and Tools of Data Collection**

- Hypotheses: Nature, Characteristics, Sources & Types
- Statistical Inference: Point and interval estimates, Parametric and Non Parametric Tests
- Tools of Data Collection: Primary & Secondary, Observation, Interview Schedule, Questionnaire, Types and Formats.
- Secondary data sources

## **UNIT – IV: Research Designs**

- Research Design: Concept and Types
- How to write effective research paper
- Factors to keep in mind while writing research methodology part in a research paper

## **UNIT – V: Statistical Analysis**

- Graphic and Diagrammatic Presentation, Descriptive Statistics and Inferential Statistics
- Regression: Simple, Multiple, Logistics and Ordinal and violation of assumptions, their diagnostic testing and remedial measures.
- Factor Analysis, conjoint Analysis, Discriminant analysis and Confirmatory Factor Analysis.

### **Prescribed Text Books:**

1. David J. Luck and Ronald S. Ruben- Marketing Research 1987, 7th ed. Prentice Hall of India.
2. Kumar, Ranjeet 2- Research Methodology: a step-by-step guide for beginners 2011, New Delhi, Sage Publications India Pvt Ltd.
3. [Naresh K. Malhotra](#), Marketing Research: An Applied Orientation (6th Edition). [Pearson Education](#).

### **Suggested Extra Readings:**

1. Bhandarkar, P.L., & Wilkinson, T. S. Methodology and Techniques of Social Research, 2009. Bombay: Himalaya.
2. Laldas, D. K. Practice of Social Research, 2004. Jaipur: Rawat.
3. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, 2006. Tata McGraw-Hill Co.Ltd.,
4. Montgomery, Douglas C., 5/e, Design and Analysis of Experiments, 2007. Wiley India.
5. Saunders- Research Methods for Business Students. Pearson Education, 3rd edition.
6. Holstein, J. A., & Gubrium, J. F. Inside interviewing: New lenses, new concerns. Thousand



S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Nature of Scientific Methods and its Application to Management	Book – 1	Chapter – 1	--	1
2	1	Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.	Book – 2	Chapter – 2	--	1
3	2	Steps in the Process of Research - Problem Selection, Formulation and Planning	Book – 2	Chapter – 3	1	1
	1	Problem formulation: Identification Probable Issue for Research				
4	2	Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.	Book – 2	Chapter – 6	--	1
5	1	Probability Sampling: Simple Random Sampling,	Book – 2	Chapter – 4	--	1
6	1	Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.	Book – 1	Chapter – 2	--	--
7	1	Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.	Book – 1	Chapter – 2	--	1

8	2	Hypotheses: Nature, Characteristics, Sources & Types	Book – 1	<b>Chapter – 5</b>	1	--
9	1	Statistical Inference: Point and interval estimates,				
10	2	Parametric and Non Parametric Tests	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Tools of Data Collection: Primary & Secondary	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Observation, Interview Schedule, Questionnaire,				
13	1	Types and Formats. Secondary data sources	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	--
15	2	How to write effective research paper	Book – 1 Book –2	<b>Chapter – 4</b> <b>Chapter – 7</b>	--	--
16	2	Factors to keep in mind while writing research methodology part in a research paper	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Graphic and Diagrammatic Presentation	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--

18	2	Descriptive Statistics and Inferential Statistics	Book – 1	Chapter – 5	1	--
19	1	Regression: Simple,	Book – 1 Book - 2	Chapter – 7 Chapter – 8		
20	2	Multiple, Logistics	Book – 1	Chapter – 10	--	1
21	2	Ordinal and violation of assumptions,	Book – 1 Book – 2	Chapter – 11 Chapter – 11	1	--
22	2	diagnostic testing and remedial measures.	Book – 1	Chapter – 14	--	--
23	2	Factor Analysis, conjoint Analysis,	Book-2	Chapter – 16		
24	1	Discriminant analysis	Book – 1	Chapter – 16	--	
25	2	Confirmatory Factor Analysis.	Book – 1	Chapter – 15	1	--
25	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				9	15



# 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)

**Course Code:** POM 401

**Course Name:** Operations Management

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations: 5%
  - Assignment: 5%
  - Case studies and case lets: 10%

**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

**UNIT – II: Designing Operations****(5 Hours)**

- Product Design and Analysis
- Make or Buy Decision
- Managing Quality

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

- Layout Strategies
- Location Strategies

**UNIT – IV: Forecasting and Requirement Planning****(4 Hours)**

- Material Requirement Planning
- JIT
- New Research in understanding Demand
- Demand Forecasting

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

- Work Study and Measurement
- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry
- Case studies
- Use of Software's to solve various problems

**Prescribed Text Books:**

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9<sup>th</sup> ed.), Pearson: New Delhi.
2. 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

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

## Lecture Plan

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S. No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Study	Presentation
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1	--	1
2.	1	Role of Operations Management	Book – 1	Chapter – 1	--	1
3.	1	Operations in Global Environment	Book – 1	Chapter – 2	--	1
4.	1	Product Design and Analysis	Book – 1	Chapter – 4	--	1
5.	1	House of Quality, Issues in Product Design	Book – 1	Chapter – 4	--	1
6.	2	Quality, Cost of Quality, International Quality Standards	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
7.	1	Total Quality Management, Six Sigma	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
8.	1	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	1
9	1	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	--
10	1	Strategic Importance of Location Strategies, Factors that affect	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--

		Layout				
11	1	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	<b>Chapter – 2</b> <b>Chapter – 7</b>	--	--
12	1	Material Requirement Planning Structure	Book – 2 Book – 1	<b>Chapter – 7</b> <b>Chapter – 13</b>	--	--
13	1	JIT	Book – 2 Book – 1	<b>Chapter – 8</b> <b>Chapter – 15</b>	1	1
14	1	Forecasting – Strategic Importance	Book – 1	<b>Chapter – 3</b>	--	1
15	1	Forecasting Methods	Book – 1	<b>Chapter – 3</b>	1	
16	1	Human Resource and Job Design	Book – 1	<b>Chapter – 9</b>	--	1
17	1	Work Study and Measurement	Book – 1	<b>Chapter – 9</b>	1	--
18	1	Inventory Management	Book – 2 Book – 1	<b>Chapter – 6</b> <b>Chapter – 11</b>	1	--
19	1	Productivity and Efficiency	Book – 1	<b>Chapter – 1</b>	1	1
<b>Total</b>	<b>20</b>				<b>7</b>	<b>12</b>



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

**Course Code:** MSO 408

**Course Name:** Operations Research

**Faculty Name:** Dr Sanjeev Gupta

**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 Management Science/Operation Research.
- Acquaint the students about tools used in Management Science for Decision Making.
- Enable the students to understand the application of Management Science in decision making process related to activity 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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations: 5%
  - Assignment: 5%
  - Case studies and case lets: 10%

**Course Contents:**

**UNIT – I: Introduction to Management Science**

**(5 Hour)**

- Operations Research: Definition & Characteristics
- The tools of Operations Research
- Operations Research Models
- The management science process
- Managerial problems
- Managerial decision making



**UNIT – II:Linear programming****(4 Hour**

- Meaning of linear programming and Basic concepts
- Graphic solution
- Simple method
- Applications of Linear programming
- Limitations of linear programming

**UNIT – III:Transportation and Assignment****(5 Hours)**

- Transportation problem
- Transshipment problem
- Unbalance transportation problem
- Assignment Problem
- Travelling sales man problem

**UNIT – IV:Decision making in Management Science****(4 Hours)**

- Decision making under risk
- Decision making under uncertainty
- Decision making under certainty
- Decision making under conflict
- Decision tree

**UNIT – V:Markov Chains, Simulation and Applications of Management Science (2 Hours)**

- Markov Chains
- Simulation
- Application of Management Science/Operations Research in Industry
- Case studies
- Use of Software's to solve various problems

**Prescribed Text Books:**

1. Vohra, N.D. (2007). **Quantitative Techniques in Management(4<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi
2. Anderson, David R.; Sweeney, Dennis J. and Williams Thomas A. (2006). **An Introduction to management Science: Quantitative Approaches to Decision Making (11<sup>th</sup> ed.)**, Cengage Learning: New Delhi.

**Suggested Readings**

1. Albright, S. Christian and Winston, Wayne L. (2012). **Management Science Modeling (4<sup>th</sup> ed.)**, Cengage Learning: Delhi.
2. Baumol, W. J. (2000). **Economic Theory and Operations Analysis**, PHI: New Delhi
3. Hiller, F.S. and G. J. Liberman (2001), **Introduction to Operations Research(7<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi
4. Grayson, C.G. (1973). "Management Science and Business Practice"; Harvard Business Review, Vol.51. Pp.41-48.
5. Hira, D.S. and P.K Gupta (1996). **Operations Research**, S. Chand & Co.: New Delhi.
6. Lee, S. M.(et.al) (1989). **Management Science**, Wm.C.Publishers: Iowa.
7. Murthy, P Rama (2007).**Operations Research (2<sup>nd</sup> edition)**, New Age: New Delhi

8. Panneerselvam, R. (2002). **Operations Research**, Prentice Hall of India: New Delhi
9. Swarup, Kanti, Gupta, P.K and Manmohan (2012). **An Introduction to Management Science: Operations Research**, Sultan Chand & Sons: New Delhi.
10. Taha, H.A. (1992), **Operations Research**, Prentice Hall of India: New Delhi
11. Taylor III, Bernard W. (2007). **Introduction to Management Science, (9<sup>th</sup> ed.)**, Prentice Hall
12. Tulsian, P. C. and Pandey, Vishal (2012). **Quantitative Techniques: Theory and Problems**, Pearson: Delhi.

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

### Lecture Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1.	1	Management Science: Definition & Characteristics	Book – 2	Chapter – 1	--	1
2.	1	The tools of management science	Book – 2	Chapter – 1	--	1
3.	1	The management science process	Book – 2	Chapter – 1	--	1
4.	1	Managerial problems	Book – 2	Chapter – 1	--	1
5.	1	Managerial decision making	Book – 2	Chapter – 1	--	1
6.	1	Meaning of linear programming and Basic concepts	Book – 1	Chapter – 2	--	--
7.	1	Graphic solution	Book – 1	Chapter – 2	--	1
8.	1	Simplex method	Book – 1	Chapter – 5	1	--
9.	1	Applications of Linear programming	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
10.	1	Transportation problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
11.	1	Transshipment problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--

12.	1	Unbalance transportation problem	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
13.	1	Travelling salesman problem	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
14.	1	Assignment Problem	Book – 1	<b>Chapter – 5</b>	1	--
15.	1	Decision making under risk	Book – 1	<b>Chapter – 13</b>	--	1
16.	1	Decision making under uncertainty and Decision making under certainty	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
17.	1	Decision making under conflict	Book – 1	<b>Chapter – 13</b>	--	--
18.	1	Decision tree	Book – 1	<b>Chapter – 13</b>	--	1
19.	1	Markov Chains	Book – 1	<b>Chapter – 14</b>	1	--
20.	1	Simulation	Book – 1	<b>Chapter – 17</b>	1	--
21.	<b>Lab Session</b>	Application of Management Science in Industry	Journals	<b>Research Papers</b>	--	--
22.	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				6	9



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 601

**Course Name:** Research Methods for Business

**Faculty Name:** DrSanjeev Gupta

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key applications of of research.
- To acquaint the various research tools used in different functional areas of Management.
- Use data for analysis and interpretation.

## **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
  - Seminar: 10 marks
  - Assignments: 15 marks

## **UNIT I: BASICS OF RESEARCH METHODOLOGY**

Fundamentals of research, problem identification and formulation, review of literature, research design and methods, writing research proposals, ethical's issues about research, collection of data, analysis and interpretation of data and outliers.

Presentation of data, funding for research, dissemination of research.

## **UNIT II: RESEARCH METHORDS**

Classification of research, pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research, surveys, case studies, field study, research planning, sampling.

### **UNIT III: TOOLS AND TECHNIQUES-I**

Review of Measure of Central Tendency, dispersion, relative dispersion, skewness and kurtosis, Moments, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.

### **UNIT IV: TOOLS AND TECHNIQUES-II**

R-square, adjusted R-square, normality plots, multiple regression and its assumptions, multicollinearity, heteroscedasticity, autocorrelation, Factor Analysis, Introduction to Confirmatory Factor Analysis, Conjoint Analysis.

### **UNIT V: APPLICATIONS**

Applications in Marketing, HRM, Capital Market, Foreign Exchange Market and Business Policy. Data analysis by using demo version of SPSS Eviews, Gretl, MS- Excel and its implication in business and industry.

#### **Suggested Readings:**

1. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
2. Goon A. M., Gupta M. K., Dasgupta B. (2001): Fundamentals of Statistics (V-2), World Press
3. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
4. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
5. Rustagi R.P. (1999) Financial Management, 4th Revised Edition, Taxmann's Publications (P.) Ltd
6. Prasanna Chandra (2010) Fundamentals of Financial Management, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.
7. Pandey I M (2010) Financial Management, 10<sup>th</sup> Edition, Vikas Publishing House, New Delhi.
8. Vuytatesh S. (2010) Fundamentals of Financial Management, 2<sup>nd</sup> Edition, Pearson, New Delhi.
9. Amarchand, D. and Jayraj, B. J. 1992. Organization Culture and Effectiveness, Global Business Press, New Delhi.
10. Brislin, R.W, Lonner, W. and Thorndike, R.M., 1973, Cross Cultural Research Methods, John Wiley and Sons, New York.
11. Bryman, A. 2001. Social Research Methods, Oxford University Press, New York.
12. Cameron, K.S. and Whetten, D.A. 1983. Organizational Effectiveness: A Comparison of Multiple Models, Academic Press, New York.
13. George P. Huber and Andrew H. Van de Ven, 1995, Longitudinal field research methods: Studying Processes Of Organizational Change, Sage Publications India Pvt. Ltd., New Delhi

14. Steven G. Rogelberg, 2004, Handbook of Research Methods in Industrial and Organizational Psychology, Blackwell Publishing Ltd., UK.
15. Valerie Anderson, 2004, Research Methods in Human Resource Management, CIPD, London.
16. Y. Pal, P.P. Arya, and Y. Pal, 2005, Research Methodology in Management, Deep & Deep Publications, New Delhi.
17. Boyd, W., Harper Westfall, Ralph Stasch F. Stanley, Marketing Research Latest Edition, McGraw-Hill, New Delhi.
18. Shiu Eric, Hair Jr., Joseph, Bush Robert, Ortinau David.(2014) Marketing Research ,Tata McGraw Hill, New Delhi.
19. Chisnall Peter (2010) Marketing Research, Tata McGraw Hill, New Delhi.
20. Malhotra K. Naresh (2014), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education.
21. David (2014), Strategic Management: Concept and Cases, 12th Edition, Phi Learning Pvt Ltd.

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Fundamentals of research, problem identification and formulation	Book – 1	Chapter – 1	--	1
2	1	Review of literature	Book – 2	Chapter – 1	--	1
3	2	Research design and methods	Book – 2	Chapter – 1	1	1
4	1	Writing research proposals	Book – 2	Chapter – 1	--	1
5	2	Ethical's issues about research	Book – 2	Chapter – 1	--	1
6	1	Research collection of data	Book – 1	Chapter – 2	--	--
7	2	Analysis and interpretation of data and outliers.	Book – 1	Chapter – 2	--	1
8	1	Presentation of data, funding for research, dissemination of	Book – 1	Chapter – 5	1	1

		research				
9	1	Classification of research				1
10	2	Pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research,	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Surveys, case studies, field study, research planning, sampling.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
12	1	Review of Measure of Central Tendency				1
13		dispersion, relative dispersion	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	1
14	1	Skewness and kurtosis, Moments	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Concept of Regression	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Principles of least squares	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Rank correlation – Spearman’s and Kendall’s measures.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	2	Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.	Book – 1	<b>Chapter – 5</b>	1	--
19	2	R-square, adjusted R-square	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	1	

20	2	Normality plots, multiple regression and its assumptions,	Book – 2	Chapter – 3	1	1
21	2	Multicollinearity, heteroscedasticity, autocorrelation	Book – 2	Chapter – 4		
22	1	Factor Analysis,	Book – 1	Chapter – 6		
23	2	Introduction to Confirmatory Factor Analysis	Book – 1	Chapter – 7	--	1
24	1	Conjoint Analysis.	Book – 1	Chapter – 6		
25	2	Applications in Marketing HRM, Capital Market, Foreign Exchange Market and Business Policy.	Book – 1	Chapter – 6		
26	2	Data analysis by using demo version of SPSS	Practical work			1
27	2	Eviews, Gretl, MS-Excel and its implication in business and industry.	Practical work			1
28	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				7	16



# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** SAS 403

**Course Name:** Business Statistics

**Faculty Name:** DrSanjeev Gupta

**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**

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.

## Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Meaning, Nature statistics	Book – 1	Chapter – 1	--	1
2	1	Need of Statistics	Book – 2	Chapter – 1	--	1
3	1	Collection of data Primary and Secondary Data	Book – 2	Chapter – 1	1	1
4	1	Classification	Book – 2	Chapter – 1	--	1
5	1	Tabulation of Data	Book – 2	Chapter – 1	--	1
6	1	Presentation of Data	Book – 1	Chapter – 2	--	--
7	1	Measures of Central Tendency	Book – 1	Chapter – 2	--	1
8	1	Arithmetic Mean Median Mode	Book – 1	Chapter – 5	1	--
9	1	Quartiles, Percentiles				
10	1	Measures of Dispersion	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	1	Range, Mean Deviation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--

12	1	Standard Deviation				
13	1	Measurement of Correlation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	1	Karl Pearson’s Coefficient of Correlation, Rank Coefficient of Correlation	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Regression lines Determination of Regression lines and Regression Coefficients	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Use of Index Numbers Kinds of Index Numbers	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	1	Price Index Number, Quantity Index Number Methods of Constructing Index Numbers	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Basic concepts of probability, Laws of Probability	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Addition Law, Multiplication Law	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 6</b>	1	
20	1	Conditional Probability Bayes Theorem	Book – 1	<b>Chapter – 11</b>	1	1

21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				7	8

**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
**HPKV Business School, SCMS**



**Course Code:** ECN 460

**Course Name:** Managerial Economics

**Instructor:** Prof. Sanjeev Gupta

**Participants:** MBA

**Credits Equivalent:** 4 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 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 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.

**Evaluation Criteria:**

1. Mid Term Examination: **20%**
  2. End Term Examination: **60%**
  3. Continuous Internal Assessment: **20%**
- (Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

**SYLLABUS**

<b>Unit</b>	<b>Contents</b>	<b>Hours</b>
<b>I</b>	<b>Basics of Managerial Economics</b> <ul style="list-style-type: none"><li>• The Nature and Scope of Managerial Economics</li><li>• Optimization Techniques and New Management Tools</li></ul>	<b>5</b>
<b>II</b>	<b>Demand Analysis</b> <ul style="list-style-type: none"><li>• Demand Theory</li><li>• Demand Estimation</li><li>• Demand Forecasting</li></ul>	<b>10</b>

<b>III</b>	<b>Production and Cost Analysis</b> <ul style="list-style-type: none"><li>• Production Theory and Estimation</li><li>• Cost Theory and Estimation</li></ul>	<b>10</b>
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<b>IV</b>	<b>Market Structures</b> <ul style="list-style-type: none"> <li>• Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly</li> </ul>	<b>10</b>
<b>V</b>	<b>Pricing Practices and Emerging trends in Managerial Economics</b> <ul style="list-style-type: none"> <li>• Pricing Practices</li> <li>• Emerging trends in Managerial Economics during COVID-19 Era</li> </ul>	<b>5</b>

### **Detailed Course Contents**

#### **Unit – 1**

**The Nature and Scope of Managerial Economics-** Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits, Business Ethics, International framework of ME, ME and the internet.

**Optimization Techniques and New Management Tools-** Methods of expressing economic relationships, Total, Average and Marginal Relationships, optimisation analysis, Constrained optimisation, New and other management tools for optimisation, new management tools and functional specialisation.

#### **Unit – 2**

**Demand Theory-** The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making, international convergence of taste, electronic commerce **Demand Estimation-** The identification problem, Marketing research approaches to demand estimation, introduction to regression analysis, simple regression analysis, multiple regression analysis, problem in regression analysis, demand estimation by regression analysis. **Demand Forecasting-** Qualitative forecasts, time-series analysis, smoothing techniques, barometric methods, econometric methods, input-output forecasting.

#### **Unit – 3**

**Production Theory and Estimation-** The organisation of production and the production function, the production function with one variable input, optimal use of the variable input,



the production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness. **Cost Theory and Estimation-** The nature of costs, short-run cost functions, long-run cost curves, plant size and economies of scale, learning curves, minimising cost internationally- the new economies of scale, logistics of supply chain management, cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.

#### **Unit – 4**

##### **Market Structure: Perfect Competition, Monopoly, and Monopolistic Competition-**

Market structure and degree of competition, perfect competition, competition in the global economy, monopoly, monopolistic competition.

**Oligopoly** - Oligopoly and market concentration, oligopoly models, profitability and efficiency implications of oligopoly, the sales maximisation model, the march of global oligopolists.

#### **Unit – 5**

**Pricing Practices-** Pricing of multiple products, price discrimination, international price discrimination and dumping, transfer pricing, pricing in practice.

**Emerging trends in Managerial Economics-** Emerging trends in Managerial Economics during COVID-19.

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

1. Salvatore, D. (2015). **Managerial Economics: Principles and Worldwide Applications, Oxford University Press, New Delhi.**
2. Christopher R. Thomas & S. Charles Maurice (latest edition), *Managerial Economics*, Tata McGraw Hill, New Delhi.
3. Jain TR and Khanna OP (2016), V K Publication, New Delhi
4. Ahuja H.L. (2012), *Managerial Economics*, S. Chand Publishing House, 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 Book Distributors and Publishers.

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

1. Ivan Png, (2013), *Managerial Economics*, Routledge, Taylor and Francis Group Publication, Fourth Edition.

2. Yogesh Maheswari (2012), Managerial Economics, PHI Learning, New Delhi.
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics, McGraw Hill, New Delhi.



S.No	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits.	Book – 1	Chapter – 1	--	1
2	1	Business Ethics, International framework of ME, ME and the internet.	Book – 2	Chapter – 1	--	1
3	2	Methods of expressing economic relationships, Total, Average and Marginal Relationships	Book – 2	Chapter – 2		1
4	2	Optimisation analysis, Constrained optimisation, New and other management tools for optimization.	Book – 2	Chapter – 1	--	1
5	Lecture-3	The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making	Book – 2	Chapter – 2	--	1
6	1	International convergence of taste, electronic commerce	Book – 1	Chapter – 1	--	--

7	2	<b>Demand Estimation-</b> The identification problem, Marketing research approaches to demand estimation	Book – 1	<b>Chapter – 3</b>	--	1
8	1	Regression analysis, simple regression analysis	Book – 1	<b>Chapter –5</b>	1	--
9	2	Multiple regression analysis				
10	1	Problem in regression analysis	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Demand estimation by regression analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 5</b>	1	--
12	2	The organisation of production and the production function, the production function with one variable input, optimal use of the variable input	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 8</b>		
13	3	The production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness.	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 7</b>	--	--
14	2	The nature of costs, short-run cost functions, long-run cost curves	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	2	plant size and economies of scale, learning curves, minimising cost internationally	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--

16	1	The new economies of scale, logistics of supply chain management	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Market structure and degree of competition, perfect competition,	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Competition in the global economy,	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>		
20	2	Monopoly, monopolistic competition	Book – 1	<b>Chapter – 13</b>	--	1
21	1	Oligopoly and market concentration,	Book – 1 Book – 2	<b>Chapter – 12</b> <b>Chapter – 13</b>	--	--
22	2	Oligopoly models, profitability and efficiency implications of oligopoly,	Book – 1	<b>Chapter – 14</b>	--	--
23	1	The sales maximisation model, the march of global oligopolists.	Book-2	<b>Chapter – 13</b>		
24	1	Pricing of multiple products ,price discrimination	Book – 1	<b>Chapter – 13</b>	--	1
25	1	International price discrimination and dumping	Book – 1	<b>Chapter – 16</b>	1	--
26	1	Transfer pricing,	Book – 2	<b>Chapter</b>		

		pricing in practice.		- 16		
27	1	<b>Emerging trends in Managerial Economics-</b> Emerging trends in Managerial Economics during COVID-19.	Notes	<b>Web Notes</b>		
<b>Total</b>	<b>40</b>				10	15



# 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)

**Course Code:** MGT 621

**Course Name:** Qualitative Research

**Credits:** 4

**Course In-charge and Contents designed by:** Dr Manpreet Arora

Programme: Course work Ph.d

Year of Introduction and Improvement: 2018

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

### **Course Objectives:**

The course is designed to:

- To enable the students to consider the nature of Qualitative Research and equip them to understand its theory and design.
- To make them understand various tools of Qualitative Research
- To help them learn the peculiarities of thesis and research paper writing.

### **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:**

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

Library Work Assignment: 5%

Subjective Assignment: 5%

Quizzes/Games/Puzzles: 5%

Personality Assessment: 5%

Live Projects: 5%

### **Course Contents:**

#### **UNIT - I: An overview of Qualitative Research (8 Hours)**

- Premise for using Qualitative Research Methods
- Limitations of Quantitative Research
- History of Qualitative Research
- Distinguishing Qualitative and Quantitative Data Methods
- Approaches to Qualitative Research
- Ethics in Qualitative Research

#### **UNIT - II: Qualitative Research: Theory and Design (12 Hours)**

- Using the Existing Literature



### **Suggested Extra Readings:**

1. Merriam, Sharan B. *Qualitative Research and Case Study Applications in Education. Revised and Expanded from " Case Study Research in Education."*. Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104, 1998.
2. Morehouse, Richard E., and Pamela Maykut. *Beginning qualitative research: A philosophical and practical guide*. Routledge, 2002.
3. Silverman, David, ed. *Qualitative research*. Sage, 2016.
4. Glaser, Barney G., and Anselm L. Strauss. *Discovery of grounded theory: Strategies for qualitative research*. Routledge, 2017.
5. L BERG, B. R. U. C. E. "Qualitative research methods for the social sciences." (2001).
6. Malterud, Kirsti. "Qualitative research: standards, challenges, and guidelines." *The lancet* 358.9280 (2001): 483-488.



**Course Contents**  
**HPKVBS SCMS 2019**



**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)

## Stock Market Operations

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**Course Code:** AFA 415

**Course Name:** Stock Market Operations

**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 Capital Market, Instruments, and Intermediaries, working and trading structure of Indian capital market.
- Understand the Issue of securities, regulatory framework of Indian capital Markets.
- It is also aimed at helping student equip themselves with the various terminology used in stock markets as well as practical Implication of stock markets.

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

Unit	Contents	Hours
I	<b>Overview of Capital Market</b> Indian Capital Market, Authorities Governing Capital Markets in India, Profile of Securities Market, Securities Market Reforms and Regulatory Measures to Promote Investor Confidence, Features of Developed Capital	8

	Market: IOSCO, Overview of Depository System in India. Capital Market Instruments and credit rating & IPO grading, Rating Agencies in India, Rating Methodologies and market efficiency.	
II	<b>Issue of Securities</b> <ul style="list-style-type: none"> <li>• <b>Issue of equity shares:</b> Draft Offer Document, Letter of Offer and Red Herring Prospectus, Functions, Eligibility Conditions for issue, Procedure and Methods of issue, Pricing of an issue, Book Building, Anchor Investors, ASBA, Green Shoe Option, Right and Bonus Issue, sweat equity, Fast Track Issue, QIP, IIP, Allotment process, Listing and Delisting of Securities</li> <li>• <b>Resource Mobilisation in International Capital Market -</b> Listing of Securities Issued Outside India, FCCB, Masala Bonds, ECB, GDR, ADR etc.</li> </ul>	8
III	<b>Stock Exchange Trading Mechanism</b> <ul style="list-style-type: none"> <li>• Stock market Structure, functions, Stock Market Intermediaries, Trading system, market segments, market functioning, type of trading, basket trading, trading orders, transaction cycle, Clearing and Settlement, Securities Lending and Borrowing, short selling, STP, Direct Market Access, Demutualisation of Stock Exchanges,</li> <li>• BSE and NSE and SME, Algorithmic Trading, Corporate Action-Dividend, right issue, stock split, buy back, Risk Management in Indian stock Market, Auction</li> </ul>	8
IV	<b>Regulatory Framework Governing Stock Exchanges</b> <ul style="list-style-type: none"> <li>• Securities Contracts (Regulation) Act, 1956, Corporatisation and Demutualisation of Stock Exchanges, Contracts in Securities, Penalties and Procedures, Rights of Investors,</li> <li>• Securities Contract (Regulation) (Stock Exchange and Clearing Corporations) Regulations, 2012</li> <li>• Securities and Exchange Board of India (SEBI), Objective, power and functions, Securities Appellate Tribunal (SAT).</li> <li>• Regulatory Framework Relating to Securities Market Intermediaries, SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, Investor Protection Fund and Insider Trading</li> </ul>	8
V	<b>Mutual Fund and other funds</b> <ul style="list-style-type: none"> <li>• Mutual Fund - Meaning, structure, types, Fund Offer document, benefits, regulation, Active &amp; Passive Fund Management, ETF, NAV, Costs, Performance evaluation, AMCs,</li> <li>• Venture Capital, Collective Investment Schemes, Alternative Investment Fund, Real Estate Investment Trusts, Infrastructure Investment Trusts and Foreign Portfolio Investors</li> </ul>	8

**Prescribed Text Books:**

1. Mishkin Frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
2. Deepak Raste (2011). Capital Market in India: Reforms & Regulations, New Century Publications
3. Abhishek Mishra (2016), Indian Capital Market: Legal Regime, LEXLAB Publishers, ISBN-10: 8193182618
4. E. Gordon & K. Natarajan (latest edition): Capital Market in India; Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Girgaon, Mumbai - 400004.

5. Sanjeev Aggarwal (latest edition): Guide to Indian Capital Market; Bharat Law House, 22, Tarun Enclave, Pitampura, New Delhi – 110 034.
6. Pathak V. Bharati (2018), Indian Financial System, Pearson
7. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
8. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2<sup>nd</sup> ed.). New Delhi: Sage Publications.
9. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
10. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
11. 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.vtssystems.com/resources/helps/0000/HTML\\_VTtrader\\_Help\\_Manual/index.html?technicalindicators.html](http://www.vtssystems.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.arthyantra.com/index.php>

L. No	Topics	Prescribed Text Book
1.	<b>Financial System and Financial Markets:</b> Meaning & Functions of Financial System, Composition of Indian Financial System	Notes
2.	<b>Financial System and Financial Markets:</b> Meaning & Functions of Financial System, Composition of Indian Financial System	Notes
3.	Financial Instruments- features & Type, Basics of Financial Markets	Notes
4.	Types of Financial Market and their Functions	Notes
5.	Meaning, Function, instruments and importance of Capital Markets	Notes
6.	Dematerialisation and role of Depository System	Notes
7.	New Issue Market: Functions, Eligibility Conditions for issue	Notes
8.	Offer documents and different method New Issue,	Notes
9.	Allotment process	Notes
10.	Listing of securities, Advantages and Procedure	Notes
11.	Stock market, functions	Notes
12.	Organisation of Stock Exchanges in India	Notes
13.	Reforms in Indian Stock Markets	Notes
14.	Players in the stock Market i.e. Brokers and Sub brokers,	Notes
15.	Kinds of brokers, Dealers, custodian, clearing house,	Notes
16.	FII's	Notes
17.	Role of brokers and, merchant bankers	Notes
18.	Indian Stock Market- BSE	Notes
19.	Indian Stock Market- NSE	Notes
20.	Indian Stock Market- Other	Notes
21.	International Stock Market	Notes
22.	Trading system, market segments, market functioning	Notes
23.	Type of trading, trading orders, Short selling	Notes
24.	Transaction cycle	Notes
25.	Clearing and Settlement	Notes
26.	Online Trading,	Notes
27.	Speculative Transactions	Notes
28.	Margin Trading,	Notes
29.	Stock Indices	Notes
30.	Risk management in Stock Markets	Notes

31.	Technical Analysis basics: Stock charts & Chart types,	Notes
32.	Technical Analysis basics: Trends and trend lines,	Notes
33.	Technical Analysis basics: Support & Resistance and Volume	Notes
34.	Mutual Fund Basics: Meaning, structure, types, benefits	Notes
35.	Mutual Fund Basics: Types, benefits	Notes
36.	Regulation and Performance evaluation criteria of Mutual Funds	Notes
37.	Performance evaluation criteria of Mutual Funds	Notes
38.	Recent Development in Indian capital Market	Notes
39.	Case Studies	Notes
40.	Case Studies	Notes

## Managerial Economics

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**Course Code:** MGT 104

**Course Name:** Managerial Economics

**Faculty:** Prof. Mohinder Singh

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

### Course Objectives:

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

### Course Outcome

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

### 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
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<b>I</b>	<b>Basics of Managerial Economics</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>• Basic Principles of Managerial Economics</li> <li>• Business Objective and Theory of firms</li> </ul>	<b>5</b>
<b>II</b>	<b>Demand Analysis</b> <ul style="list-style-type: none"> <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>	<b>10</b>
<b>III</b>	<b>Cost Analysis</b> <ul style="list-style-type: none"> <li>• Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use</li> <li>• Cost Volume &amp; Profit Analysis/ Break even Analysis</li> </ul>	<b>5</b>
<b>IV</b>	<b>Production Analysis</b> <ul style="list-style-type: none"> <li>• Production function, single variable, law of variable proportion, two variable, Law of returns to scale</li> </ul>	<b>10</b>
<b>V</b>	<b>Market Analysis</b>  Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.  Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.	<b>10</b>

#### Prescribed Text Books:

1. Christopher R. Thomas & S. Charles Maurice (latest edition), Managerial Economics, Tata McGraw Hill, New Delhi.
2. Jain TR and Khanna OP (2016), V K Publication, New Delhi
3. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
4. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill
5. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
6. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
7. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

#### Suggested Extra Readings:

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
2. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2012
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
5. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

Lectures No	Topics	Prescribed Text Book	Chapter No.
1.	Meaning of Managerial Economics-its Nature & Scope	1, 2 & 5	1
2.	Relationship of Managerial economics with other branches & disciplines	1, 2 & 5	1-2
3.	Usefulness of Managerial Economics	3 & 5	2
4.	Basic Principles of Managerial Economics	2 & 6	3
5.	Theory of Firms & business objective of Firm	4, 6 & 7	4
6.	Meaning & Definition of Demand	4, 6 & 7	5
7.	Determinants of Demand	6 & 7	5
8.	Demand Function & Law of Demand & Exceptions to the Law of Demand	4, 5 & 6	5-6
9.	Elasticity of Demand- Meaning & Degrees of Elasticity of Demand	3, 4 & 7	6
10.	Price, Factors determining Price Elasticity & Income Elasticity of Demand	2, 3 & 7	7
11.	Cross and Advertising Elasticity of Demand	5 & 7	7
12.	Measurement Methods of Elasticity of Demand	2, 4 & 5	8
13.	Usefulness of Elasticity of demand for Managerial Decision Making	2, 3 & 5	8
14.	Demand Forecasting-Meaning & Significance	1, 5 & 6	9
15.	Methods of Demand Forecasting	2, 3 & 6	9
16.	Production Function- Meaning & understanding, Single & Two Variables	2 & 3, 4	10
17.	Factors of Production, Fixed & Variable Factors of Production	1, 4 & 7	11
18.	Law of Variable Proportions & Law of Returns to Scale, Difference	1, 5 & 7	12
19.	Law of Variable Proportions with help of Equal Product Curves	2, 4 & 3	12-13
20.	Iso-quants & Properties of Iso-Quants	1, 3, 6 & 7	14
21.	Marginal Rate of Technical Substitution	6 & 7	12-13
22.	Factor Elasticity of Substitution	1, 3 & 4	12



23.	Optimum Factor Combination & Product Mix	2,3 & 5	14
24.	Producer's Equilibrium	2,5, & 7	14-15
25.	Economies & Diseconomies of Scale	4 & 6	13
26.	Cost analysis-concept of Cost & Types of Costs	3,6 & 7	15
27.	Short & Long Run Cost Curves	3,6 & 7	15
28.	Break-even-Analysis- Introduction & its Assumptions	2 & 5	16
29.	BEP in terms of sales volume, Contribution & Margin of Safety	2, 5 & 6	16-17
30.	Managerial Uses of Cost Analysis	1 & 5	17
31.	Market Structure-Meaning & Types of Market Structure	2, 3 & 6	19
32.	Perfect Competition-Meaning & Features	4, 5 & 7	20
33.	Price Determination under Perfect Competition	1, 2 & 3	20-21
34.	Monopoly-Meaning & Features	2, 3 & 4	22
35.	Price Discrimination & Pricing under Monopoly	1, 7 & 6	23
36.	Monopolistic Competition-Meaning & Features	2, 6 & 7	24
37.	Product Differentiation & Pricing under Monopolistic Competition	5, 6 & 7	24
38.	Oligopoly-Meaning & Features	3 & 7	25
39.	Kinked Demand Curve, Cartels & Price Leadership, Pricing Strategies	1, 4 & 6	25-26
40.	Price Determination, Full cost & product line Pricing, Price Skimming & Penetration Pricing	3,5 & 7	26

## Financial Management

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**Course Code:** MGT 201

**Course Name:** Financial Management

**Course Coordinator:** Prof. Mohinder Singh

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

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

- Enable the students to understand basic concepts of Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions.
- To ensure that students can apply financial management theories and techniques for strategic decision making, more specifically in long term investment decisions, financing decisions and

reallocation of financial resources for maximizing internal benefit and are able to adapt to factors affecting those decisions.

- To identify and evaluate appropriate sources of finance, their risks and costs
- To understand the impact of the global business environment on national and multinational companies
- Utilize financial and cost accounting data to make more informed analyses.
- Manage basic corporate finance transactions.
- Invest more profitably: increase risk-adjusted investment returns, minimize investment losses, and operate more effectively financially overall

### **Attendance Requirements:**

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

### **Evaluation Criteria:**

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

## **Course Contents**

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

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

### **UNIT - II: Time Value of Money (6 Hours)**

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique, Discounting Technique, Present Value of Annuity and Annuity Due
- Future Value of an Annuity, Compound Value of an Annuity Due
- Elementary valuation of Bonds and Stocks

### **UNIT – III: Investment Decisions (10 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI

### **UNIT - IV: Cost of Capital, Leverages and Capital Structure (12 Hours)**

- Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital

- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Under and Over Capitalization
- 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.

**Web link**

[https://www.youtube.com/watch?v=xoAceq\\_IKQA](https://www.youtube.com/watch?v=xoAceq_IKQA)

<https://efinancemanagement.com>

Lectures No	Topics	Prescribed Text Book
1,2	<b>Financial Management: Basics</b> Finance Functions: Meaning and nature,	IM Pandey
3,4	Financial Management : Meaning, Objectives and Scope Financial Goal: Profit Maximization Vs Wealth Maximization, Risk-Return Trade-off	IM Pandey
5,6	Time Value of Money : Compounding and Discounting of Single and Multiple Cash flows	IM Pandey

7,8	<b>Valuation of Financial Assets</b> Financial System : Market, Institutions, Players and Assets	IM Pandey
9,10	Bond : Meaning, types and valuation methods	IM Pandey
11,12	Preference Shares : Meaning, types and valuation methods Ordinary Shares : Meaning, types and valuation methods	IM Pandey
13,14	<b>Financial Decisions-I: Investment Decisions</b> Investment Decisions: Meaning, Importance and Process of Investment Decisions	IM Pandey
15,16	Cash flows : Meaning, types, estimation and cash flow line	IM Pandey
17,18	Evaluation Criteria: Pay Back Period, ARR, NPV, IRR and PI	IM Pandey
19,20	<b>Financial Decisions-II: Financing Decisions</b> Cost of Capital : Meaning, Classification, Computation and,	IM Pandey
21,22	Significance of Cost of Capital	IM Pandey
23,24	Capitalization : Meaning, under vs over capitalization	IM Pandey
25,26	Leverages : Meaning, Financial, Operating and Composite Leverage	IM Pandey
27,28	Capital Structure: Meaning	IM Pandey
29,30	Forms Theories of Capital Structure (NI, NOI, Traditional, Pecking order and M&M)	IM Pandey
31,32	Importance of Capital Structure and Optimal Capital Structure	IM Pandey
33,34	<b>Financial Decisions-III: Dividend Decisions</b> Dividend : Meaning, types and Models (Walter's, Gordon's and Modigliani-Miller Model)	IM Pandey
35,36	Dividend Policy: Types of Dividend Policy	IM Pandey
37,38	Factors and optimal Dividend Policy	IM Pandey
39,40	Dividend Policy and Firm Value	IM Pandey

# Corporate Governance & Social Responsibility

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**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> <ul style="list-style-type: none"><li>• Business Ethics and its importance</li><li>• Morality of profits, theories of Ethic</li><li>• 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</li></ul>	<b>(4 Hours)</b>
II	<b>Conceptual Framework of Corporate Governance</b>	<b>(5 Hours)</b>

- Introduction, Need and Scope
  - Elements of Good Corporate Governance
  - Evolution of Corporate Governance
  - Developments in India
  - Corporate Governance Theories and Models
- III Legislative Framework and agents in Corporate Governance (4 Hours)**
- Legal and Regulatory Aspects of the Corporate Governance
  - Shareholders- The prime stakeholders
  - Other Stakeholders of the Company
  - The role of Board of Directors in Corporate Governance
  - The role of Board of Auditors in Corporate Governance
- IV Components and Facilitation of Corporate Governance (4 Hours)**
- Financial Reporting and Corporate Governance
  - Whistle Blowing Mechanism and Corporate Governance
  - Role of Government in Corporate Governance
  - Media and Corporate Governance
- V Corporate Social Responsibility (3 Hours)**
- Meaning, Definitions, Need, Factors,
  - Principles of CSR, CSR in India, CSR under the Companies Act, 2013
  - Corporate Governance and CSR
  - Environment Concern and Corporate

#### **Books recommended**

1. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education
2. Mallin, C. A. (2004). Corporate Governance, Oxford University Press.
3. Business Ethics- Concepts and Cases – Manuel G. Velasquez
4. Corporate Governance – IICA, Taxman
5. Corporate Governance 1st Edition (English, Paperback, T. N. Satheesh Kumar)
6. Mandal, S.K. (2012): Ethics in Business and Corporate Governance, Tata McGraw--Hill Education, Private Limited
7. OECD, 2004, Revised OECD Principles of Corporate Governance, April 2004.  
<http://www.oecd.org/dataoecd/32/18/31557724.pdf>
8. Benn, S. and Bolton, D.(2011): Corporate Social Responsibility, SAGE Publications, Inc
9. The Art of Corporate Governance – Dr. Joffy George
10. Journals-
  - a. ICSI – Chartered Secretary
  - b. ICSI – Student Company Secretary – E-bulletin

#### **Suggested Readings**

##### **A. Online Journals**

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

##### **B. Articles**

- Abdallah, H., & Valentine, B. (2009). Fundamentals and Ethics Theories of Corporate Governance. Middle Eastern Finance and Economics, 4, 88-96.
- Alder, G. S. & Gilbert, J. (2006). Achieving ethics and fairness in hiring: going beyond the law. Journal of Business Ethics 68: 449--464.
- Cazorra, A. (2006). Who cares about corruptions? Journal of international Business Studies, 37: 807---822
- Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. Australian Journal of Management, 16(1), 49-64.
- Donaldson, T. & Dunfee, T. W. (1999). Ties That Bind. Harvard School of Business Press, Boston, MA.

- Fama, E., & Jensen, M. (1983). Separation of ownership and control. *Journal of Law and Economics*, 26(2), 301-325.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the Firm: Managerial Behaviour, Agency Costs, and Ownership Structure. *Journal of Financial Economics*, 3(4), 305 - 350.
- Jensen, M. C. (2001). Value Maximisation, Stakeholder Theory and the Corporate Objective Function. *European Financial Management*, 7(3), 297-317.
- La Porta, R., Lopez-de-Silanes, F., Shleifer, A., & Vishny, R. (2000). Investor protection and corporate governance. *Journal of Financial Economics*, 58(1- 2), 3-27.
- Pfeffer, J. (1978). Size and Composition of Corporate Board of Directors: The Organization and its Environment. *Administrative Science Quarterly*, 17(1), 29-218
- Schleifer, A., & Vishny, R. W. (1997). A survey of corporate governance. *Journal of Finance*, 52(2), 737-783.
- Tricker, R. I. (1994). *International Corporate Governance*. Simon & Schuster, Singapore.
- Williamson, O. E. (1985). *The Economic Institutions of Capitalism*. New York: The Free Press.
- Zingales, Luigi (1998). *Corporate Governance*. The New Palgrave Dictionary of Economics and the Law. Available at SSRN: <http://ssrn.com/abstract=46906> or <http://dx.doi.org/10.2139/ssrn.46906>.

<b>Lecture Plan</b>			
<b>Lectures No</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
41.	Business ethics & its importance, Morality of Profits	1, 2 & 5	2
42.	Theories of Ethics	3,5, 8 & 9	2-3
43.	Ethical practices in Business: Program, code of conduct, Credo, Ethics Training And Communication, Ethics Committee, Integrity Pact.	4,7,8 & 9	3-4
44.	Whistle Blower Policy & Vigil Mechanism, Social and Ethical Accounting, Ethics Audit, Ethical Dilemma	1,5,7 & 8	3-5 & 11
45.	Corporate Governance- Meaning, Need & its Scope	2,4 & 5	7
46.	Elements of Good Corporate Governance	1,2 & 4	7
47.	Evolution of Corporate Governance & Development in India	1,3 & 6	10
48.	Corporate Governance Theories	3,6 & 7	6
49.	Corporate Governance Models	4, 6 & 9	5
50.	Corporate Governance-Legal & Regulatory Framework	2,5 & 6	8
51.	Shareholders-The Prime Stakeholders & other Stakeholders	4, 7 & 9	8-9
52.	Role of Board of Directors in Corporate Governance	1, 2 & 3	9
53.	Role of Board of Auditors in Corporate Governance	6, 7 & 8	11
54.	Whistle blowing Mechanism in Corporate Governance	2, 5 & 6	12
55.	Corporate Governance & Financial Reporting	3,4 & 5	12-13
56.	Media & Corporate Governance	7, 8 & 9	13

57.	Role of Government in Corporate Governance	8 & 9	14
58.	Corporate Social Responsibility-Meaning, Needs & Factors	5, 7 & 8	15
59.	Principles of CSR, CSR in India (under Companies Act, 2013)	4, 8 & 9	15, 16
60.	Corporate Governance & CSR & Environmental Concerns	2, 3,7 & 8	9

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### **Human Resource Management**

**Course Code:** MGT 102

**Course Name:** Human Resource Management

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Internal Assessment: 50
  - i. Attendance: 10
  - ii. Presentation: 10
  - iii. Assignment/Dissertation/Field Work: 10
  - iii. Case Presentation/ Role Play: 10
  - iv. Quiz/ Management Games or Activities: 10



**Course Contents:**

**UNIT - I: Introduction to HRM**

**(8 Hours)**

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

**UNIT - II: Human Resource Planning**

**(8 Hours)**

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

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

**(8 Hours)**

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

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

**(8 Hours)**

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360<sup>0</sup> appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

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

**(8 Hours)**

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

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

**Prescribed Text Books:**

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

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**Leadership- Concept and Theories**

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**Course Code:** HRM 409

**Course Name:** Leadership- Concept and Theories

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

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

1. To gain an insight into the core themes, concepts, theories and practices of leadership.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.
3. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

Course Contents:

**UNIT I: Leadership- An Introduction (4 Hours)**

- Leadership- basic definition of the concept and components of leadership
- Trait Approach in theories of leadership (development and the present situation)
- Personal traits and skills that support effective leadership; how traits and skills are affected by context
- Leader and values; the significance of self-knowledge for the role of a leader (identity and integrity of leader)

**UNIT II: Leadership Development**

- Emotions and self-management, emotional intelligence and its significance in the role of leader, handling emotions and stress
- Significance of communication skills for work, life and leadership, Social perception in organization
- Skills for leadership and performance management- Goal Setting, support of employee development and communication of feedback, delegation, solving conflicts and negotiation
- Tools for analysis of leadership styles and 360<sup>0</sup> feedback; Coaching and mentoring

**UNIT III: Competency and Behavioral Approaches to Leadership (4 Hours)**

- Model of four competencies for leadership
- The contingency theory, situational leadership
- Transactional and transformational leadership
- Model of well balanced and authentic leadership
- Model of relation between leader and follower (LMX theory)

**UNIT IV: Leadership of Workgroups and Teams (4 Hours)**

- Motivation in the context of personality, sources of motivation, motivation and performance
- Leadership of workgroups and teams- group structure and dynamics, individual in a group, group problem solving
- Formation of teams and team work, team excellence
- Participative leadership

**UNIT V: Power, Politics and Organizational Culture (4 Hours)**

- Leadership and Power, sources of power in organizations
- Micro-politics: its strategy and tactics
- Leadership and organization culture- activities leading to the formation, assertion or changes in organization culture
- Intercultural aspects of leadership

**Prescribed Text Books:**

1. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt Ltd, New Delhi.
3. Dubrin, A.J. 2013. Principles of Leadership. South-Western/Cengage Learning.

**Suggested Additional Readings:**

4. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience, Edition 7e, McGraw Hill, New Delhi.
5. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt Ltd, New Delhi.
6. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.
7. Maxwell, John C. 2005. The 3600 Leader: Developing Your Influence from Anywhere in the Organization, Pearson, New Delhi.
8. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
9. Singh, Kavita. 2013. Organizational Behaviour: Text and Cases, 2nd Edition, Pearson, New Delhi.
10. Chitale, Avinash K., Mohanty, Rajendra Prasad and Dubey, Nishith Rajaram. 2013. Organizational Behaviour: Text and Cases, PHI Learning Private Limited, Delhi.
11. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika. 2012. Organizational Behavior, 14<sup>th</sup> Edition, Pearson, New Delhi.



## 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:

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

### Course Contents

#### UNIT I Introduction to Compensation Management

**8 Hours**

- Compensation Management: Meaning and Significance
- Factors influencing Compensation Decisions
- Historical Background or Theories of Wage Determination
- Process of Compensation Determination
- Types of Wages, Methods of Wage Payment
- Wage and Salary Administration in India: Methods of Wage Fixation (Unilateral, Bipartite and Tripartite)
- National Wage Policy and its Objectives, Wage Policy at Company Level

## **UNIT II Legal Framework of Compensation in India-I**

### **8 Hours**

- Workmen's Compensation Act, 1923
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Equal Remuneration Act, 1976

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

### **8 Hours**

- Employee's State Insurance Act, 1948
- Employee's Provident Funds Act, 1952
- The Payment of Bonus Act, 1965
- The Payment of Gratuity Act, 1972

## **UNIT IV Managing Employees' Compensation**

### **8 Hours**

- Components of Compensation
- Types of Wage Incentive Plans: Individual Incentive and Group Incentive Plans
- Short-term Incentives Plans - Straight Piecework Plan, Standard Hour Plan, Taylor's Differential Piece Rate Plan and Halsey 50-50 Method, Rowan Plan and Gantt Plan
- Long-term Incentive Plans: Employee Stock Option Plan, Profit Sharing, Employee Co-partnership Employee Stock Ownership Plan (ESOP)
- Fringe Benefits: Objectives, Principles and Types of Fringe Benefits in India

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

### **8 Hours**

- Compensation strategy for Special Groups
- International Pay System
- Objectives of International Compensation
- Components of International Compensation
- Various Approaches to International Compensation
- Case Study

### **Text Books**

1. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.
2. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
3. Deb, Tapomoy, "Compensation Management", 2009, Excel Books, New Delhi.

### **Suggested Reading**

1. Bhatia, Dr. Kanchan, "Compensation Management", 2012, Himalaya Publishing House Pvt. Ltd., Mumbai.
2. Armstrong, Michael, and Murlis, Helen, "Reward Management: A Handbook of Remuneration Strategy and Practice", 5th Edition, 2005, Hay Group, London.
3. Henderson, Richard I., "Compensation Management in a Knowledge-Based World", 2006, Dorling Kindersley (India) Pvt. Ltd., New Delhi.

4. Goel, Dewakar, "Performance Appraisal and Compensation Management: A Modern Approach", 2008, PHI Learning Private Limited, New Delhi.
5. Milkovich, George T, and Jerry M. Newman, "Compensation", 2005, McGraw Hill/Irwin, New York.
6. Belchor, David W, "Compensation Administration", 1973, Prentice Hall, Englewood Cliffs NT.
7. Memoria, C.B., "Personnel Management", 2012, Himalaya Publishing House, New Delhi.

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## **Leadership Development**

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**Course Code:** MGT 501

**Course Name:** Leadership Development

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

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

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

4. Mid Term Examination: 25
5. End Term Examination: 50
6. Continuous Internal Assessment : 25
  - Attendance- 10
  - Class Participation- 5
  - Quiz-5
  - Presentation: 5

### **Course Contents:**

#### **UNIT I: INTRODUCTION TO LEADERSHIP**

**(4 Hours)**

- Introduction to Leadership

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

#### **UNIT II: LEADERSHIP APPROACHES**

**(4 Hours)**

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

#### **UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER**

**(4 Hours)**

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

#### **UNIT IV: SKILLS FOR DEVELOPING OTHERS**

**(4 Hours)**

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

#### **UNIT V: SKILLS TO DEAL WITH SITUATIONS**

**(4 Hours)**

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

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

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

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

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360<sup>0</sup> Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.



7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.
8. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.

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### **Management Principles and Functions**

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**Course Code:** MGT 205

**Course Name:** Management Principles and Functions

**Faculty Name:** Dr. Gitanjali Upadhaya

**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 the examination.

**Evaluation Criteria:**

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

**Course Contents:**

- UNIT - I: Introduction to Management (4 Hours)**
- Meaning and Importance of Management, Nature and Functions of Management
  - Evolution of Management Theory: Classical Approach- Scientific Management, Bureaucratic Management, Administrative Management
  - Behavioral Management Approach- Hawthorne Studies
  - Other Approaches- Management Science Approach, Contingency Approach, Systems Approach
- UNIT - II: Planning and Decision Making (4 Hours)**
- Planning: An Overview, Importance of Planning at Organizations, Steps in Effective Planning
  - Goal Setting- SMART
  - Decision Making, Types of Decisions
  - Steps to Rational Decision Making
- UNIT - III: Organizing (4 Hours)**
- Meaning and Importance of Organization, Process of Organizing
  - Organizational Structure - Departmentation, Work Specialization, Unity of Command, Span of Control, Authority and Responsibility
  - Centralization and Decentralization
  - Mechanistic and Organic Structure
- UNIT - IV: Directing (4 Hours)**
- Staffing, Importance and need for Proper Staffing
  - Directing, Requirements of Effective Direction
  - Meaning and Need for Coordination
  - Difficulty in Coordination
- UNIT – V: Controlling (4 Hours)**
- Need for Control System
  - Steps in Control Process
  - Essentials of Effective Control System
  - Types of Control- Financial Control, Budgetary Control System, Auditing
  - Essentials of Effective Control System

**Prescribed Text Books:**

1. P C Tripathi & P N Reddy (2010), Principles of Management, 4<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
2. Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6<sup>th</sup> Edition, Pearson Education, New Delhi
3. Harold Koontz & Heinz Weihrich (2010), Essentials of Management, 8<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.

**Suggested Additional Readings:**

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

5. Chuck Williams & Manas Ranjan Tripathy (2013), MGMT-Principles of Management: A South Asian Perspective, Cengage Learning India Pvt. Ltd., Delhi.
6. Karminder Ghuman & K Aswathappa (2010), Management, 1<sup>st</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
7. Dr. Neeru Vasishth (2011), Principles of Management, 3<sup>rd</sup> Edition, Taxmann publications Private Limited, New Delhi.
8. Gene Burton & Manab Thakur (2010), Management Today, 13<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
9. Dr. P. Subba Rao & C. Hima Bindu (2010), Management Theory and Practice, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi.



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## Organizational Behaviour

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**Course Code: MGT 202**

**Course Name: Organizational Behaviour**

**Faculty Name: Dr. Aditi Sharma / Dr. Gitanjali / Dr. Rita Sharma**

**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-

- 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:

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 Introduction to Organizational Behaviour

(8 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
- Work Force Diversity & Cross Culture Organisational Behaviour

### UNIT II Perception, Attitude and Job Satisfaction

(8 hours)

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction
- Types of Job Attitudes

### UNIT III Learning, Leadership and Motivation

(8 Hours)

- Theories of Learning- Classical, Operant and Social Learning
- Definition and Importance of Leadership
- Theories of leadership-Trait, Behavioural, Contingency and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

### UNIT IV Personality, Emotions and Stress Management

(8 Hours)

- Personality – Components, MBTI
- Big Five Model of Personality
- Type A ,Type B Personality
- Emotions and Moods
- Stress Management- Sources of Stress, Consequences of Stress, Individual and Organizational Approaches to Stress Management

### UNIT V Group, Organizational Culture and Organizational Change

(8 Hours)

- Group- Definition, Stages of Group Development
- Group Dynamics- Group Norms, Group Cohesiveness, Group Think, Group Shift
- Organizational Culture- Definition, Types
- Organizational Change-Planned Change, Resistance to Change, Approaches to Change Management

## Text Books

1. 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.

### Presentation Topics

S.No.	Topics	Roll No.	Name	Date	Grade
1	Concept and Importance of OB, Multidisciplinary Nature of OB	CUHP19MBA01	ABHISHEK		
2	Models of Organizational Behaviour	CUHP19MBA02	ABHILESH		
3	Roles and Skills of a Manager	CUHP19MBA03	ABHINAV		
4	Challenges and Opportunities of OB Managers	CUHP19MBA04	ABHISHEK		
5	Work Force Diversity & Cross Culture Organisational Behaviour (Case Study)	CUHP19MBA05	ABHISHEK GAUTAM		
6	Perception- Concept, Factors affecting Perception	CUHP19MBA06	ABHISHEK		
7	Attribution Theory and Perceptual Errors (Case study)	CUHP19MBA07	ABHISHEK SHARMA		
8	Meaning and Components of Attitude	CUHP19MBA08	ABHISHEK SINGH		
9	Job satisfaction and Factors Affecting Job satisfaction	CUHP19MBA09	AKSHAY DHIMAN		
10	Types of Job Attitudes (Case Study)	CUHP19MBA10	AKSHAY		
11	Theories of Learning- Classical and Operant Learning Difference between Classical and Operant Conditioning (Case Study)	CUHP19MBA11	AKSHIT KUMAR		
12	Theories of Learning- Social Learning Reinforcement, Types of Reinforcement (Case Study)	CUHP19MBA12	AKSHIT KUMAR		
13	Definition and Importance of Leadership Theories of leadership-Trait and Contingency Theories (Case Study)	CUHP19MBA13	AKSHITA DHIMAN		
14	Theories of leadership-Behavioural and Contemporary Theories (Case Study)	CUHP19MBA14	ALISHA		
15	Motivation – Concept and Importance, Content and Process Theories of Motivation (Case Study)	CUHP19MBA15	AMAN KUMAR		
16	Personality – Components, MBTI (Personality Scale)	CUHP19MBA16	AMAN KUMAR		
17	Big Five Model of Personality (Personality Scale)	CUHP19MBA17	AMIT KATOCH		
18	Type A ,Type B Personality (Case Study)	CUHP19MBA18	AMOL		
19	Emotions and Moods (Case Study)	CUHP19MBA19	AMRIT		
20	Stress Management- Sources of Stress, Consequences of Stress, Individual and Organizational Approaches to Stress Management (Case Study)	CUHP19MBA20	ANJALI		
21	Group- Definition, Stages of Group Development	CUHP19MBA21	ANKIT KUMAR		
22	Group Dynamics- Group Norms, Group Cohesiveness, Group Think, Group Shift (Case Study)	CUHP19MBA22	ANKUSH		
23	Organizational Culture- Definition, Types (Case Study)	CUHP19MBA23	ANKUSH RANA		
24	Organizational Change-Planned Change (Case Study)	CUHP19MBA24	ANSHUL		
25	Resistance to Change, Approaches to Change Management (Case Study)	CUHP19MBA25	ABHISHEK VERMA		
26	Quiz Unit 1	CUHP19MBA26	ARUN KUMAR		
27	Quiz Unit 2	CUHP19MBA27	ASHISH KATOCH		
28	Quiz Unit 3	CUHP19MBA29	ASHISH KUMAR		
29	Quiz Unit 4	CUHP19MBA30	ASHISH SHARMA		
30	Quiz Unit 5	CUHP19MBA31	BALBIR SINGH		
31	Quiz (Current Affairs and Business News)	CUHP19MBA33	BALJEET KAUR		

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
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 Organisation, 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



## Counselling Skills

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**Course Code: MGT 507**

**Course Name: Counselling Skills**

**Teacher: Dr. Gitanjali Upadhaya**

**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-

- Understanding the need and concept of counselling
- Learn different approaches and procedures of conducting counselling
- Develop in oneself the attributes required to be a good counsellor
- Apply the theory and practice of counselling in various management situations

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

## Course Contents

### UNIT I Introduction to Counselling

**3 Hours**

- Definition of Counselling, History and Trends in the field of Counselling, Need and Aim of Counselling, Counselling vs. Guidance, Counselling and Psychotherapy- Similarities and Differences
- Personal and Professional Aspects of Counselling
- Ethical and Legal Aspects of Counselling

### UNIT II Counselling Processes

**3 Hours**



- Building Counselling Relationships
- Working in a Counselling Relationship
- Termination of Counselling Relationship

### **UNIT III Theories of Counselling**

**5 Hours**

- Psychoanalytic, Adlerian and Humanistic Theories
- Behavioural, Cognitive, Systemic, Brief and Crisis Theories of Counselling

### **UNIT IV Counselling Practices**

**4 Hours**

- Conducting Groups
- Offering Consultation
- Participating in Evaluation and Research
- Utilizing Tests and Assessment Methods

### **UNIT V Counselling Specialties**

**5 Hours**

- Professional School Counselling
- College Counselling and Student Life Services
- Career Counselling
- Marriage, Couple, and Family Counselling
- Mental Health and Community Counselling

### **Text Book**

2. Kavita Singh (2015). Counselling Skills for Managers, PHI learning, Delhi

### **Suggested Reading**

1. Richard Nelson- Jones (2012). Introduction to Counselling Skills - Text and Activities, Sage South Asia
2. Gerald Covey ( 2009). Theory and Practice of Counselling and Psychotherapy, Thomson Brooks/Cole, USA

### Presentation Topics

S.No.	Topics	Roll No.	Name	Date	Grade
1	Definition of Counselling, History and Trends in the field of Counselling, Need and Aim of Counselling, Counselling vs. Guidance, Counselling and Psychotherapy- Similarities and Differences	CUHP19MBA01	ABHISHEK		
2	Personal and Professional Aspects of Counselling, Ethical and Legal Aspects of Counselling	CUHP19MBA11	AKSHIT KUMAR		
3	Building Counselling Relationships, Working in a Counselling Relationship, Termination of Counselling Relationship	CUHP19MBA12	AKSHIT KUMAR		
4	Psychoanalytic, Adlerian and Humanistic Theories Behavioural, Cognitive, Systemic, Brief and Crisis Theories of Counselling	CUHP19MBA13	AKSHITA DHIMAN		
5	Conducting Groups, Offering Consultation, Participating in Evaluation and Research, Utilizing Tests and Assessment Methods	CUHP19MBA14	ALISHA		
6	Professional School Counselling	CUHP19MBA15	AMAN KUMAR		
7	College Counselling and Student Life Services	CUHP19MBA18	AMOL		
8	Career Counselling	CUHP19MBA23	ANKUSH RANA		
9	Marriage, Couple, and Family Counselling	CUHP19MBA24	ANSHUL KASHYAP		
10	Mental Health and Community Counselling	CUHP19MBA31	BALBIR SINGH		

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## Industrial Psychology

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**Course Code:** HRM 512

**Course Name:** Industrial Psychology

**Faculty Name:** Dr. Gitanjali Upadhaya

**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:

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

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

**Evaluation Criteria:**

1. Mid Term Examination: 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 Industrial Psychology**

**(8 Hours)**

- Concept and Historical Development of Industrial Psychology
- Importance of I/O Psychology in 21<sup>st</sup> Century
- Major Fields of Industrial Psychology
- Scientific Management- Principles and Limitations of Scientific Management
- Time and Motion Study- Concept, Objectives, Procedure, Advantages and Disadvantages of Time Study
- Concept, Tools, Advantages and Disadvantages of Motion Study; Relation between Time and Motion Study
- The Hawthorne Studies- Phases of Hawthorne Experiments
- Implications and Criticism of Hawthorne Experiments

### **UNIT II: Research in I/O Psychology and Psychological Testing**

**(10 Hours)**

- Considerations in Conducting Research- Ideas, Hypotheses, and Theories
- Literature Reviews- Journals, Bridge Publications, Trade Magazines

- Location of the Study- Laboratory Research, Field Research
- Research Methods- Experimental, Quasi Experimental, Cross-sectional, Longitudinal, Observational, Archival Research, Surveys Design, Case Study, Meta- Analysis
- Subject Samples- Random samples, Convenience samples; Measurement- Reliability and Validity
- Statistical Analysis (Understanding with the help of one statistic i.e. correlation)
- Psychological Testing: General Intelligence Tests, 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)
- Ethical Issues in I/O Psychology

### **UNIT III: Individual Psychology at Workplace**

**(8 Hours)**

- Stress and Worker Well-being- Stress and Strains, Sources of Stress,
- Coping with Stress, Environmental Determinants of Employee Well-being
- Work-family Conflict, Work Life Supports Offered by Organizations
- Personnel Counselling- Theories and Approaches to Counselling
- Goals of Counselling, Skills of Counsellor
- Types of Counselling, Process of Counselling
- Career Guidance and Counselling, Counselling in Educational Setting- Case Study
- Ethics in Counselling

### **UNIT IV: Social Psychology at Workplace**

**(8 Hours)**

- Interpersonal Behavior- Nature of Interpersonal Behavior
- Skills for Cooperative Interpersonal Behavior
- Transactional Analysis- Levels of Self-awareness (Johari window), Change in Awareness
- Ego States, Behavioral Responses with Different Ego States
- Life Script, Life Positions, Types of Transactions
- Psychological Games, Reasons for Psychological Games, Methods of Preventing Games
- Benefits and Uses of Transactional Analysis
- Case: Interpersonal Relations

### **UNIT V: Organizational Psychology**

**(6 Hours)**

- Work Environment- Concept and Meaning, Requirement of Suitable Working Environment
- Industrial Fatigue- Concept, Types of Industrial Fatigue, Causes and Symptoms
- Effects and Remedies of Industrial Fatigue
- Industrial Boredom and/or Monotony- Concept, Causes and Effects, Countering the Effects
- Industrial Accidents and Safety- Concept and Causes, Industrial Safety Measures
- Case Study

### **Prescribed Text Books:**

- Aamodt Michael G. 2013, Industrial/ Organizational Psychology- An Applied Approach, Seventh Edition, Cengage Learning, USA
- Bisen, Vikram and Priya, 2010, Industrial Psychology, New Age International Publishers, New Delhi.
- Levy, Paul E., 2010, Industrial Organizational Psychology, Third Edition, Worth Publishers New York.

### **Suggested Additional Readings:**

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai

- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H.,1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi



## 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)

### Organisation Development

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**Course Code:** COD 404

**Course Name:** Organisation Development

**Faculty Name:** Dr Bhawana Bhardwaj

Year of Course Revision: 2020

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

**Expected Outcome:** After completion of this course students will be able to understand use OD Interventions in theory as well as 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%
  - Attendance and Class Participation: 10%
  - Presentation: 10%
  - Quiz: 5%

**Course Contents**

UNIT I Organisational Change and its Management	4 Hours
<ul style="list-style-type: none"><li>• Planned Change – Nature and Theories</li><li>• Models of Planned Change</li><li>• Leading and Managing Change</li><li>• Action Research- Introduction and Process</li></ul>	
UNIT II Organisation Development and Organisation Transformation	4 hours
<ul style="list-style-type: none"><li>• Organisation Development – History, Concept, Importance</li><li>• Values, Assumptions and Beliefs of OD</li><li>• Organization transformation vs Organization Development</li></ul>	
UNIT III OD Interventions -I	4 hours
<ul style="list-style-type: none"><li>• Definition of Interventions and classification of Interventions</li><li>• Individual-based interventions</li><li>• Life and Career Planning</li><li>• Transaction Analysis</li><li>• Coaching and Counselling</li><li>• T-Group Training</li></ul>	
UNIT IV OD Interventions – II	4 hours
<ul style="list-style-type: none"><li>• Process Consultations and Role Negotiations</li><li>• Fish Bowl and Role Analysis Techniques</li><li>• Organisation Mirroring and Third Party Peace Making</li><li>• Employee Involvement</li></ul>	
UNIT V OD Interventions -III	4 hours
<ul style="list-style-type: none"><li>• MBO</li></ul>	

- Grid OD
- Confrontation Meeting
- Power, Politics and Organisation Development

**Case Study:**

*Black & Decker International: Globalisation of the Architectural Hardware Line (Book 2, pp732-744)*

**Text Books:**

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

**Additional Readings:**

1. Ian Palmer, ReichardDunford and Gib Akin; Managing Organisation 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 Delh, 2009
3. Dianne Waddell, Thomas Cummings, Christopher Worley; Organisation Development and Change, Cengage Publication, 2008

**Lesson Plan**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Nature of Planned Change - Theories	Book 2	Chapter 2
Lecture – 2	Models of Planned Change	Book 2	Chapter 2
Lecture – 3	Leading and Managing Change	Book 1	Chapter 10
Lecture – 4	Action Research- Introduction and Process	Book 2	Chapter 5
Lecture – 5	Organisation Development – History, Concept; Organisation Transformation	Book 1	Chapter 2
Lecture – 6	Values, Assumptions and Beliefs of OD	Book 1	Chapter 4
Lecture – 7	Organization Transformation , Organisation Development Vs OT	Book 3	Chapter 5
Lecture – 8	Case study on Organization Transformation	Class notes	Class notes
Lecture – 9	Definition of Interventions and classification of Interventions	Book 1	Chapter 8
Lecture – 10	Individual based interventions – Life and Career Planning	Book 3	Chapter 13
Lecture – 11	Transaction Analysis	Book 1	Chapter 5

Lecture – 12	Coaching and Counselling and T-Group(Sensitivity Training)	Book 1	Chapter 13
Lecture – 13	Process Consultations Role Negotiations	Book 1	Chapter 9
Lecture – 14	Fish Bowl Role Analysis Techniques	Book 1	Chapter 9 and 10
Lecture – 15	Employee Involvement	Book 2	Chapter 15
Lecture – 16	Survey Feedback	Book 1	Chapter 11
Lecture – 17	MBO	Book 1	Chapter 12
Lecture – 18	Grid OD	Book 1	Chapter 11
Lecture – 19	Confrontation Meeting Total Quality Management	Book 1	Chapter 12
Lecture – 20	Power, Politics and Organisation Development	Book 1	Chapter 16

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### Performance Management- Systems & Strategies

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**Course Code:** HRM 509

**Course Name:** Performance Management- Systems & Strategies

**Faculty Name:** Dr. Bhawana Bhardwaj

**Year of Revision:** 2019

**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, Components and importance of Performance Management
- Advantages and Disadvantages of the 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 & Management 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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**Course Code:** HRM 513

**Course Name:** Labour Laws

**Faculty Name:** Dr. Bhawana Bhardwaj

**Year Of Revision:** 2019

**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

**Expected Outcomes:**

After completion of the course the student will be able to understand various laws related to employment and will make them employable to such organization where knowledge related to labour law is a prerequisite

**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 Labour Legislation and their importance
- 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:**

Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2019). Industrial Relations, Trade Unions and Labour Legislation. McGraw Hill.

**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.

## Management of Financial Institutions

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 411
<b>Course Name:</b>	Management of Financial Institutions
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction/Revision of Course Contents :** 2019

**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 Indian Financial System
- Enable students to understand a framework for working of Financial Markets
- Enable the students to know about various Financial Intermediaries

### **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 Financial System**

**(4 Hours)**

- The Indian Financial System
- Components of formal financial system
- Functions of a financial system
- Primary and secondary Markets
- Stock exchanges, Benefits of stock exchanges

#### **UNIT - II: Money market and Capital Market**

**(3 Hours)**

- Financial Markets: The Money market, Capital Market

- Functions and role
- Instruments

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Supplementary Reading:**

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

8. Bhole L M, Mahakhud Jitendra (2012). Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	The Indian Financial System	Book – 1
Lecture – 2	Components of formal financial system, Functions of a financial system	Book – 1
Lecture – 3	Primary and secondary Markets	Book – 1
Lecture – 4	Stock exchanges, Benefits of stock exchanges	Book – 1
Lecture – 5	Financial Markets: The Money market, Capital Market	-----
Lecture – 6	Functions & Role of Financial Markets	Book –1,2&3
Lecture – 7	Instruments	Book – 1&2
Lecture – 8 &9	The Reserve Bank of India, Roles of RBI	Book – 3
Lecture –10 & 11	Techniques of monetary Control (CRR, SLR, Bank rate, OMO)	Book – 1
Lecture – 12	The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions	Book – 2&3
Lecture – 13 & 14	Development Financial Institutions – Development Banks, SIDBI	Book – 1&3
Lecture – 15	EXIM BANK, NABARD	Book – 1

Lecture –16	Banking Institutions, Functions of a Bank, Scheduled Commercial Banks & Cooperative Banking	Book – 1&3
Lecture – 18 &19	Financial Inclusion, Retail Banking	Book – 1&3
Lecture –19 & 20	Micro finance, Bancassurance, Merchant banking	Book – 3

## Mergers and Acquisitions

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 508
<b>Course Name:</b>	Mergers and Acquisitions
<b>Designed by Faculty</b>	Dr Manpreet Arora
<b>Year of Introduction/Revision of Course Contents</b>	2019

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

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

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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: The Causes of Mergers and Acquisitions**

**(6 Hours)**

- Motives for mergers and acquisitions
- Forms of Mergers and Acquisitions
- Theories of Mergers
- History of Mergers
- Merger Waves
- What Causes Merger Waves?



- Recent trends in Mergers and Acquisitions
- Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray)
- Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.

**UNIT - II: History and Strategic approaches to Mergers and Acquisition (5 Hours)**

- Strategies for entering into new markets.
- Value creation Strategy in Mergers and Acquisitions.
- Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis

**UNIT - III: Valuation of Mergers and Acquisitions (Theoretical Aspects only) (15 Hours)**

- Basics of Valuation
- Various expressions of value
- Objectives of valuation
- Public sector valuation
- Case Study: Corporate Valuation and Indian Politics: Privatization of Balco
- Approaches to Corporate Valuation
- Corporate valuation techniques: Net Asset Valuation Model,
  - Optimized Deprival Valuation Model, Price Earning Valuation Model,
  - Tobin’S Q Model, Enterprise Value creation model, The Free Cash Valuation Model , EVA Model
  - Economic Gains and costs of M&A
  - The share exchange ratio
- Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank

**UNIT - IV: Valuing the Intangibles: Brands, Goodwill, Human Resources and Customer Relationships**

**(6 Hours)**

- Types of Intangible assets
- Theoretical aspects of valuation of Brands
- Theoretical aspects of valuation of Goodwill
- Theoretical aspects of valuation of Human Resources
- Theoretical aspects of valuation of customer relations

**UNIT - V: Restructuring, Takeover Tactics and Review of Research Papers (8 Hours)**

- Divestures, Equity carve Outs, Spin offs
- Preliminary Takeover steps, Establishing a Toehold
- Bidding Strategies, Bear Hugs
- Tender Offers, Proxy Fights
- Divestment, LBO’S, Spin offs
- Poison pills, golden parachutes, greenmail, standstill agreements

- White knight, divestments,
- Case lets on takeover strategies
- Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)

### Review of Research Papers

- Trends and prospective on Corporate Mergers in Contemporary India (P L Beena, Economic and Political Weekly, 2008)
- Type of Merger and Impact on Operating Performance: The Indian Experience (Prmod, Vidyadhar, Economic and Political Weekly, 2008)
- Review of Mergers in Telecom Sector

### Prescribed Text Books:

1. Ray Ghosh Kamal, (2010). Mergers and Acquisitions Strategy, Valuation and Integration. Eastern Economy Edition. PHI, New Delhi.
2. Gaughan A. Patrick. (2011). Mergers Acquisitions and Corporate Restructurings. Fifth Edition. Wiley India (P) Ltd. New Delhi.
3. Kumar Rajesh B., (2011). Mergers and Acquisitions: Text and Cases. Tata McGraw Hill, New Delhi.

### Suggested Additional Readings:

1. Sudarsanam Sudi., (1985). Creating Values from Mergers and Acquisitions: The Challenges. Pearson Education, Delhi.
2. Boeh, Beamish, (2009). Mergers and Acquisitions: Text and Cases. Sage South Asia Edition. New Delhi.
3. Sofat, Hiro, (2011). Strategic Financial Management. PHI Private Limited, New Delhi.
4. Weston, Chung, Hoag, (1990). Mergers, Restructuring and Corporate Control. PHI Private Limited, New Delhi.

### LECTURE PLAN

Lectures	Topics	Prescribed Text Book
Lecture – 1	Motives for mergers and acquisitions, Forms of Mergers and Acquisitions	Book – 1
Lecture – 2	Theories of Mergers, History of Mergers,	Book – 1
Lecture – 3	Merger Waves, What Causes Merger Waves?	Book – 1

Lecture – 4	Recent trends in Mergers and Acquisitions	Book – 1
Lecture – 5	Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray)	-----
Lecture – 6	Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.	Book –1,2&3
Lecture – 7 & 8	Strategies for entering into new markets.	Book – 1&2
Lecture – 9	Value creation Strategy in Mergers and Acquisitions.	Book – 3
Lecture –10 & 11	Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis	Book – 1
Lecture – 12 &13	Basics of Valuation, Various expressions of value, Objectives of valuation, Public sector valuation	Book – 2&3
Lecture – 14	Case Study: Corporate Valuation and Indian Politics: Privatization of Balco	Book – 1&3
Lecture – 15	Approaches to Corporate Valuation	Book – 1
Lecture –16	Corporate valuation techniques: Net Asset Valuation Model, Optimized Deprival Valuation Model, Price Earning Valuation Model,	Book – 1&3
Lecture – 17	Tobin’S Q Model, Enterprise Value creation model, The Free Cash Valuation Model, EVA	Book – 1&3

	Model	
Lecture –18	Economic Gains and costs of M&A	Book – 3
Lecture -19	The share exchange ratio	
Lecture- 20	, Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank	

## International Business Environment

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MIB 411
<b>Course Name:</b>	International Business Environment
<b>Designed by Faculty</b>	Dr Manpreet Arora
<b>Year of Introduction/Revision of Course Contents</b>	2019

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

### Attendance Requirements:

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

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - vi. Library Work Assignment: 5%

- vii. Media watch: 5%
- viii. Quizzes/Games/Puzzles: 5%
- ix. Case study: 5%
- x. Group Presentation: 5%

## **Course Contents**

### **UNIT I Overview of International Business (5 Hours)**

- Factors effecting environment- Micro and Macro
- The Growing relevance of Globalization, International/Global Marketing, Why go International?
- International orientations, Internationalization Stages and Orientations, Drivers and Restrainers of Globalization
- Internationalization Business Decisions
- Types of International Business
- Case Study

### **UNIT II International Business Environment and its Components (5 Hours)**

- Determinants of Entry Mode, the trade mode,
- Economic Environment, Economic Structures,
- Socio/Cultural Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychronic cultures, universalism and Particularism, Individualism and Communitarianism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes, Religion, Language, Culture and OB,
- Demographic, Political, Regulatory, Natural,
- Technological Environment
- Political Environment

### **UNIT III International Trading Environment (3 Hours)**

- Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non-tariff barriers Forms of Integration, Types of Tariff and Non tariff barriers
- Case study

### **UNIT IV Dropping Barriers to World Trade (4 Hours)**

- GATT to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South- South Cooperation, SAARC, SAPTA
- GATT, WTO
- WTO and India
- Case study

### **UNIT V International Institutions and their Workings (3Hours)**

- Bretton woods system, Breakdown of Bretton woods system
- IMF and World Bank
- UNO and UNESCO

### Case Study:

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

### Text Books:

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

### Additional Readings:

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

### Lecture Plan

Lectures	Topics	Prescribed Text Book
Lecture – 1	Factors effecting environment- Micro and Macro	Book – 1
Lecture – 2	The Growing relevance of Globalization, International/Global Marketing, Why go International?	Book – 1
Lecture – 3	International orientations, Internationalization Stages and Orientations, Drivers and Restrainers of Globalization	Book – 1
Lecture – 4	Internationalization Business	Book – 1

	Decisions, types of International Business	
Lecture – 5	Case Study	-----
Lecture – 6	Determinants of Entry Mode, the trade mode,	Book –1,2&3
Lecture – 7	Economic Environment, Economic Structures,	Book – 1&2
Lecture – 8 & 9	Socio/Cultural Environment, Demographic, Political, Regulatory, Natural Environment	Book – 3
Lecture –10	Technological Environment Political Environment	Book – 1
Lecture – 11&12	Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non-tariff barriers Forms of Integration, Types of Tariff and Non tariff barriers	Book – 2&3
Lecture – 13	Case study	Book – 1&3

#### Qualitative Research

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MSO 603
<b>Course Name:</b>	Qualitative Research
<b>Designed by Faculty</b>	Dr Manpreet Arora
<b>Year of Introduction/Revision of Course Contents</b>	2019

**Credits Equivalent:** 4Credits (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 enable the students to consider the nature of Qualitative Research and equip them to understand its theory and design.
2. To make them understand the step-by-step demonstration of academic research writing.
3. To help them learn the peculiarities of thesis and research paper writing.

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: An overview of Qualitative Research (8 Hours)**

- Premise for using Qualitative Research Methods
- Limitations of Quantitative Research
- History of Qualitative Research
- Distinguishing Qualitative and Quantitative Data Methods
- Approaches to Qualitative Research
- Ethics in Qualitative Research

**UNIT - II: Qualitative Research: Theory and Design (12 Hours)**

- Using the Existing Literature
- Theories underlying Qualitative Research
- Texts as Data in Qualitative Research
- Designing Qualitative Research



- The Qualitative Research Process

**UNIT – III: Academic and Research Report Writing (5 Hours)**

- Introduction to Academic and Research Report Writing
- Need and Importance
- Types of Research Reports
- Report Preparation and Presentation

**UNIT - IV: Guidelines for Effective Documentation (8 Hours)**

- Writing styles and language
- Guidelines for presenting tabular data
- Guidelines for visual representations
- Guidelines for oral presentations

**UNIT - V: Thesis and Research Paper Writing (7 Hours)**

- Layout of the thesis
- Contents prior to the chapters
- Preparation of abstract
- Introduction section
- Literature review
- Sections/chapters on computational methodology
- Results and discussion
- Conclusion
- References and future work
- Appendices

**Prescribed Text Books:**

1. Flick, Uwe. *An introduction to qualitative research*. Sage Publications Limited, 2018.
2. Chawla, Deepak, and Neena Sodhi. *Research methodology: Concepts and cases*. Vikas Publishing House, 2011.
3. Malhotra, Naresh K. "An Applied Orientation." *Marketing Research 2* (1999).

**Suggested Extra Readings:**

1. Merriam, Sharan B. *Qualitative Research and Case Study Applications in Education. Revised and Expanded from "Case Study Research in Education."*. Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104, 1998.
2. Morehouse, Richard E., and Pamela Maykut. *Beginning qualitative research: A philosophical and practical guide*. Routledge, 2002.
3. Silverman, David, ed. *Qualitative research*. Sage, 2016.
4. Glaser, Barney G., and Anselm L. Strauss. *Discovery of grounded theory: Strategies for qualitative research*. Routledge, 2017.
5. L BERG, B. R. U. C. E. "Qualitative research methods for the social sciences." (2001).
6. Malterud, Kirsti. "Qualitative research: standards, challenges, and guidelines." *The lancet* 358.9280 (2001): 483-488.

### Lecture Plan

Lectures	Topics	Prescribed Text Book
Lecture – 1 &2	Premise for using Qualitative Research Methods	Book – 1
Lecture – 3 & 4	Limitations of Quantitative Research , History of Qualitative Research	Book – 1
Lecture – 5	Distinguishing Qualitative and Quantitative Data Methods	Book – 1
Lecture – 6& 7	Approaches to Qualitative Research	Book – 1
Lecture – 8& 9	Ethics in Qualitative Research	-----
Lecture – 10 & 11	Qualitative Research: Theory and Design, Using the Existing Literature	Book –1,2&3
Lecture – 12& 13	Theories underlying Qualitative Research	Book – 1&2
Lecture – 14 &15	Texts as Data in Qualitative Research	Book – 3
Lecture –16 & 17	Designing Qualitative Research	Book – 1
Lecture – 18&19	The Qualitative Research Process	Book – 2&3
Lecture – 20 & 21	Introduction to Academic and Research Report Writing	Book – 1&3

Lecture- 22	Need and Importance of Academic writing	
Lecture-23 & 24	Types of Research Reports	
Lecture-25 &26	Report Preparation and Presentation	
Lecture -27& 28	Writing styles and language	
Lecture-29 & 30	Guidelines for presenting tabular data	
Lecture-30	Guidelines for visual representations	
Lecture-31	Guidelines for oral presentations	
Lecture-32	Layout of the thesis	
Lecture-33	Contents prior to the chapters	
Lecture-34	Preparation of abstract	
Lecture-35 & 36	Introduction section, Literature review	
Lecture-37	Sections/chapters on computational methodology	
Lecture-38	Results and discussion, Conclusion	

Lecture-39	References and future work	
Lecture-40	Appendices	

## 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 Manpreet Arora
<b>Year of Introduction/Revision of Course Contents</b>	2019

**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:**

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 Operations Management**

**(5 Hours)**

- Meaning of Productions and Operations

- Nature and Scope of Production / Operations Management
- Production / Operations as a system
- Production / Operations as an Organizational Function
- Production / Operations as Conversion/Transformative System
- Production / Operations as a means of creating utility
- Role of Operations Management
- Responsibilities of Production / Operations Manager
- 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 and latest techniques
- Demand Forecasting

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

- Inventory Management
- EOQ and inventory control techniques
- Productivity and Efficiency
- Application of Operations Management in Industry

**Prescribed Text Books:**

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9<sup>th</sup> ed.), Pearson: New Delhi.
2. 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>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Meaning of Productions and Operations; Nature and Scope of Production / Operations Management	Book – 1
Lecture – 2	Role of Operations Management	Book – 1
Lecture – 3 & 4	Production / Operations as a system; Production / Operations as an Organizational Function	Book – 1
Lecture – 5& 6	Production / Operations as Conversion/Transformative System	Book – 1
Lecture- 7 & 8	Production / Operations as a means of creating utility	
Lecture – 9 & 10	Responsibilities of Production / Operations Manager; Operations in Global Environment	-----
Lecture – 11&12	Product Design and Analysis; Make or Buy Decision	Book –1,2&3
Lecture – 13 ,14, 15	Layout Strategies Location Strategies	Book – 1&2
Lecture – 16	JIT and latest techniques Demand Forecasting	Book – 3
Lecture –17 & 18	Inventory Management, EOQ and inventory control techniques	Book – 1
Lecture – 19 & 20	Productivity and Efficiency; Application of Operations Management in Industry	

**Programme of Study**

MBA

**Course Code:**

MSO 506

**Course Name:**

Strategic Management

**Designed by Faculty**

Dr Manpreet Arora

**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 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 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. Library Work Assignment: 5%
  - II. Subjective Assignment: 5%
  - III. Quizzes/Games/Puzzles: 5%
  - IV. Personality Assessment:5%
  - V. Live Projects: 5%

**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
- Case Studies

**UNIT – III: Strategy Formulation and Choice**

**(7 HOURS)**

- Corporate Level Strategy
- 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
- Functional Strategies
- Case Studies

**UNIT – V: Strategic Leadership and Control**

**(8HOURS)**

- 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. 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
Lecture – 1 &2	Strategic Planning and strategic Management	Book – 1
Lecture – 3	The Strategic Management Process	Book – 1
Lecture – 4&5	Strategic Intent: Vision, Mission and Objectives	Book – 1
Lecture – 6 & 7	Case Studies	Book – 1
Lecture- 8 &9	Environmental Analysis	
Lecture – 9 & 10	Industry Analysis	-----
Lecture – 11&12	Competitive Analysis	Book –1,2&3
Lecture – 13 & 14	Internal Analysis	Book – 1&2
Lecture – 15	Sun Tzu: Art of War, application in Business	Book – 3

Lecture –16	Kautilya Arthsastra: Relevance in today's Business	Book – 1
Lecture – 17 & 18	Case Studies	
Lecture – 19 & 20	<b>Strategy Formulation:</b> Corporate Level Strategy	Book – 2&3
Lecture – 21 & 22	Global Strategy	Book – 1&3
Lecture- 23, 24, 24	Business Level Strategy	
Lecture- 26 & 27	Strategic Analysis and Choice	
Lecture-28 & 29	Case Studies	
Lecture- 30 & 31	Strategy Implementation : Structural Issues	
Lecture- 32	Behavioural Issues in Strategy Implementation	
Lecture-33 & 34	Functional Strategies	
Lecture-35 & 36	Case Studies	
Lecture-37 & 38	Strategic Leadership	
Lecture-39 & 40	Strategy Evaluation and Control	

<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 407
<b>Course Name:</b>	Accounting For Managerial Decisions
<b>Designed by Faculty</b>	Dr Manpreet Arora
<b>Year of Introduction/Revision of Course Contents</b>	2019

**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

- 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%
  - 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 Accounting and Management Accounting (4 Hours)**

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

### LECTURE PLAN

5

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Accounting, Book-keeping and Accounting	Book – 1
Lecture – 2	Users of Accounting	Book – 1
Lecture – 3 & 4	Basic Concepts and Conventions, Limitations of Accounting	Book – 1
Lecture – 4	Management Accounting	Book – 1
Lecture – 5	Financial Statements: Meaning and type of financial statements	Book – 1&2
Lecture – 6	Objectives and Methods of preparing Financial Statement Analysis	Book –1,2&3
Lecture – 7& 8	(Comparative and Common Size Statements, Trend Analysis)	Book – 1&2
Lecture – 9	Ratio analysis;	Book – 3
Lecture –10 & 11	Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios	Book – 1
Lecture – 12	Advantages and Limitations of Ratio Analysis.	Book – 2&3
Lecture – 13	Marginal costing and Profit planning	Book – 1&3
Lecture – 14 & 15	P/V ratio, Break Even point, Marginal cost equation, Margin of Safety,	Book – 1
Lecture –16	Calculation of Desired Profit and Desired Sales	Book – 1&3

Lecture – 17 & 18	Budgeting for profit planning and control: Meaning of Budget and Budgetary control, Objectives; Merits and Limitations of Budgeting;	Book – 1&3
Lecture –19	Cash Budget & its format	Book – 3
Lecture –20	Zero Base Budgeting	

## Project Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 502
<b>Course Name:</b>	Project Management
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction and Revision: 2019**

**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 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%
  - 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 Project Initiation**

**(5 Hours)**

- Project Management –Project hierarchy, Project Lifecycle, Project and Strategic Management
- Project Origination – Political, Legal, Economic, Socio-demographic, Technological factors
- Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis, Project Appraisal and Selection
- **UNIT II Project Planning (5 Hours)**
- 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, types of overheads
- Scheduling, Networking, Theoretical aspects of PERT, CPM
- Resource Allocation – Types of Project Constraints
- Risk Management – Process, Identifications, Analysis

**UNIT III Project Execution – Monitoring and Control (3 Hours)**

- Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team, Matrix Organizations, Choice of Organizations, Organizational Culture, Staffing and related issues
- Project Monitoring and Control – Setting a Baseline, Monitoring and Controlling Time Performance, Indices to Monitor Progress, Forecasting Final Project Cost
- **Case study**

**UNIT IV Project Financing (4 Hours)**

- Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances
- Venture Capital and Private Equity – Venture Capital Investor, VC & PE comparison, The VC investment appraisal

**UNIT V Project Audit – Closure and Review (3Hours)**

- Project Audit – When to audit, How to audit, Who should audit, The Audit Report, Project Closure, Project Closure Process, Performance 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

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Project Management –Project hierarchy, Project Lifecycle, Project and Strategic Management	Book – 1
Lecture – 2	Project Origination – Political, Legal, Economic, Socio-demographic, Technological factors	Book – 1
Lecture – 3& 4	Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis, Project Appraisal and Selection	Book – 1
Lecture – 5	Project Definition – Project Scope, Project Planning model, Work Breakdown Structure, Organizational Breakdown Structure	Book – 1
Lecture – 6	Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimates, types of overheads	-----
Lecture – 7 & 8	Scheduling, Networking, Theoretical aspects of PERT, CPM	Book –1,2&3
Lecture – 9	Resource Allocation – Types of Project Constraints	Book – 1&2
Lecture – 10	Risk Management – Process, Identifications, Analysis	Book – 3
Lecture –11	Project Organization Structure and Culture – Traditional or Functional Organizations	Book – 1
Lecture – 12	Project management through dedicated team, Matrix Organizations, Choice of Organizations, Organizational Culture, Staffing and related issues	Book – 2&3
Lecture – 13 &	Project Monitoring and Control – Setting a Baseline,	Book – 1&3



14	Monitoring and Controlling Time Performance, Indices to Monitor Progress, Forecasting Final Project Cost, Case study	
Lecture – 15	Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances	Book – 1
Lecture –16 & 17	Venture Capital and Private Equity – Venture Capital Investor, VC & PE comparison, The VC investment appraisal	Book – 1&3
Lecture – 18	Project Audit – When to audit, How to audit, Who should audit, The Audit Report,	Book – 1&3
Lecture –19& 20	Project Closure, Project Closure Process, Performance Evaluation	Book – 3

## 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)

### Marketing Management

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**Course Code:** MSC 401

**Course Name:** Marketing Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2019

**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 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:**

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
  - a. Class participation = 5%

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

- b. Assignments/Presentation = 10%
- c. Case studies/Field Survey = 5%
- d. Surprise test/Activity/Quiz = 5%

**Course Contents:**

**UNIT - I: Introduction to Marketing**  
**Hours)**

**(8**

- Meaning, Nature, Scope, and Importance of Marketing
- A history of schools of marketing thoughts
- Marketing Management Process: An overview
- Core Marketing Concepts and Philosophies
- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Growing Marketing Opportunities in India
- Customer Value

**UNIT - II: Environmental Scanning and Information Gathering**

**(7 Hours)**

- Analyzing the Marketing Environment; Needs and Trends
  - Impact of Environmental factors on marketing Decisions
  - Developing Marketing Strategies and Plans
  - 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: Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning**

**(8 Hours)**

- Buyer Roles, The Buying Decision Process and Factors Influencing the Consumer Behavior
- Consumer Versus Organizational Buyer Behaviour
- Levels of Market Segmentation and Bases for Segmentation

- Selection of Target Markets and Target Market Strategies
- Market Positioning; Elements, strategies, errors
- Repositioning

**UNIT - IV: Marketing Mix-I**

**(10**

**Hours)**

**Product Decisions:**

- Product Concept, Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Brand Positioning
- Designing and Managing Services
- Packaging, Labeling, Warranties, and Guarantees
- Product Life Cycle and Marketing Strategies
- New Product Development Process

**Pricing Decisions:**

- Consumer Psychology and Pricing; Role, Objectives, and Relevance
- Pricing Decisions: Determinants of Price, Pricing Process
- Pricing Policies, Methods or Strategies
- Effect of Internet on Pricing

***Pricing (Case Study): Arvind Mills: Re-evaluating Profitability***

***Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young***

**UNIT - V: Marketing Mix-II and Contemporary Marketing**

**(7**

**Hours)**

**Distribution Decisions:**

- Marketing Channels and Channel System
- Types, Selection and Management of Intermediaries
- E-commerce practices

**Promotion Decisions:**

- Marketing Communication, IMC and Its Determinants

**Contemporary Marketing:**

- Emerging Trends in Marketing
- Technology implications on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, e-commerce, etc.), Impact of Artificial Intelligence & Cloud Computing on 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:**

3. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.

4. 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.
5. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). **Marketing Management: A South Asian Perspective, 14 e.**; Pearson Education, New Delhi.
6. Kumar Arun and Meenakshi N (2011). **Marketing Management, 2nd Edition**, Vikas Publishing House Pvt. Ltd., New Delhi
7. 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. Balakrishna Sidharth (2011). **Case Studies in Marketing, 1<sup>st</sup> Edition**, Pearson Education, New Delhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, 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. Govindarajan M. (2009). **Marketing Management: Concepts; Cases; Challenges and Trends, 2/e**, Prentice Hall of India.
6. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
7. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.
8. Sherlekar, S. A. (2010). **Marketing Management, 14/e.**; Himalaya Publishing House Pvt. Ltd., Mumbai.

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
Lecture – 1-3	Meaning and Importance of Marketing	Book-1	Chapter-1
Lecture – 4-6	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 7&8	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 9	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 10&11	Case Study	Reference material to be provide	
Lecture – 12-14	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 15&16	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 17&18	Marketing Information System	Book-3	Chapter-4
Lecture – 19&20	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 21&22	Case Study	Reference material to be provide	
Lecture – 23&24	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3
Lecture – 25&26	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 27	Market Targeting	Book-1&3	Chapter-7
Lecture – 28&29	Market Positioning	Book-1	Chapter-8
Lecture – 30-32	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 33	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 34&35	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 36&37	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 38	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 39	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 40	Emerging Trends and Ethical Issues	Book-1&2	Chapter-16&17

# 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** 2019

**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 (5 Hours)**

- Overview of Retailing
- Dynamics of Retailing
- Retailing Theory and Retail Formats
- Global & Indian Retail Scenario and Liberalization: Impact on Retail Industry

- Retail Consumer and Determinants of Retail Store Selection
  - Emerging Trends in Indian Retailing
- UNIT – II: Retailing Strategy (4 Hours)**
- Retail Market and Financial Strategy
  - Retail Location Strategy
  - Retail Information System
  - Customer Relationship Management
  - Case Study
- UNIT – III: Merchandise Management (4 Hours)**
- Managing Merchandise Assortments
  - Merchandise Planning Systems
  - Buying Merchandise
  - Retail Pricing
  - Retail Communication Mix
- UNIT – IV: Store Management and CVM (4 Hours)**
- Retail Atmospherics
  - Store Layout, Design & Visual Merchandising
  - Customer Value Management
  - Technology in Retailing
- UNIT – V: Rural & e-Retailing (3 Hours)**
- Rural Retailing
  - Foundation of e-Retailing
  - e-Retailing: the Application Domain
  - e-Retailing: The Current Trends
  - Artificial Intelligence and Retailing
  - Case Study

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Cox Roger, Brittain Paul (2011), Retailing, 5<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Srinivasan R. Srinivasan K. R. (2009), Cases in Retail Management, Bizantra.
3. Varley Rosemary, Retail Product Management, 2<sup>nd</sup> 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	Retail Scenario: Global and Indian and Retail Consumers	Book 1	Chapter 4
Lecture-5	Emerging trends in Indian Retailing	Journals	Research Papers
Lecture – 6	Retail Market Strategy	Book 1	Chapter 5
Lecture – 7	Financial Strategy	Book 1	Chapter 8
Lecture – 8	Location Selection for retail store and Retail Information System	Book 1 Book 2	Chapter 7&10 Chapter 10
Lecture – 9	CRM Strategies for retailing	Book 1 Journals	Chapter 5 Research Papers
Lecture – 10	Case Study		
Lecture – 11	Assortments and Merchandise Planning	Book 1 Book 2	Chapter 12&13 Chapter 14&15
Lecture – 12	Purchase of Merchandise and Retail Pricing	Book 1 Book 2	Chapter 14&15 Chapter 17
Lecture – 13	Retail promotion	Book 2 Book 1	Chapter 19 Chapter 16
Lecture – 14	Store operations and evaluation of store performance	Book 1	Chapter 17
Lecture – 15	Store Design objectives, Space Management and Category Management	Book 1	Chapter 18
Lecture – 16	Customer Value Management	Book 1	Chapter 19
Lecture – 17	Technology and Retailing	Journals	Research Papers



Lecture – 18	Rural Retailing &E-tailing	Journals	Research Papers
Lecture – 19	e-tailing: Applications	Book 3 Journals	Chapter 3&4 Research Papers
Lecture – 20	Current Trends in e-retailing	Journals	Research Papers

## Rural Marketing

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**Course Code:** MSC 507

**Course Name:** Rural Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2019

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

### UNIT - I: Rural Marketing

**(6 Hours)**

- Rural Markets and its unique features, Rural Marketing, Evolution of Rural Marketing, and Difference between Rural Marketing and Urban Marketing.

- Need for Exploring the Rural Markets and Go Rural Decision
- Rural Marketing Models and Rural Marketing: Challenges & Opportunities
- The Rural Marketing Mix

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

- Rural Marketing Environment and their influences on marketing operations
- Need for Rural Market Segmentation, and Bases for Market Segmentation
- Emerging Segments and guides to effective segmentation
- Market Segmentation, Targeting and Positioning Strategies
- Cases: Selecting and Attracting Rural Markets

**UNIT - III: Rural Consumer Behaviour and Rural Marketing Mix-I (7 Hours)**

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

**UNIT - IV: Rural Marketing Mix-II (6 Hours)**

**Distribution Decisions: -**

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

**Promotion Decisions: -**

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

**UNIT – V: Applications (6 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Gopaldaswamy T P, Rural Marketing, Wheeler Publishers, New Delhi.
2. Kashyap Pradeep, Amp, Raut, Sidhartha (2005), Rural Marketing, Wiley, New Delhi.
3. Neelmeghan S, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi.

4. Krishnamoorthy R(2011), Introduction to Rural Marketing, 3<sup>rd</sup> Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.

**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:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2019

**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	Chapter 7&8

		Book 2	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	Communicating with Business Customers	Book 1 Book 2	Chapter 18 Chapter 12

## Entrepreneurship Development

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**Course Code:** EDM 206

**Course Name:** Entrepreneurship Development

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2020

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

**UNIT – II: Entrepreneurial Development (6 Hours)**

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

**UNIT – III: Entrepreneurial Support (5 Hours)**

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

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

- Creativity and Business Idea.
- Legal Issues for the Entrepreneur

- Feasibility Analysis
  - The Business Plan
- UNIT – V: Entrepreneurship Management (6 Hours)**
- Selection of types of ownership
  - Strategies for Growth
  - Entrepreneurial Sickness
  - Case Study

**Prescribed Text Books:**

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.
3. Roy, Rajiv., (2011), Entrepreneurship, Second Edition, Oxford University Press.
4. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.

**Suggested Extra Readings:**

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 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.

## 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

## 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** 2020

**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	Book 1	Chapter 12&13

	Management, Service Recovery	Book 2	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	Chapter 10 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** 2020

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Introduction to Sales Management (7 Hours)**

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

**UNIT – II: Sales Process, Sales Planning and Sales Organization (6 Hours)**

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

**UNIT - III: Sales Force Management (6 Hours)**

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

**UNIT - IV: Distribution Management-I (5 Hours)**

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

**UNIT - V: Distribution Management-II (6 Hours)**

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

**Prescribed Text Books:**

1. Havaladar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.



2. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.
3. Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India.

**Suggested Additional Readings:**

1. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India.
2. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi.
3. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi.
4. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Pearson 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	Chapter 4
		Book 2	Chapter 21&22
		Book 3	Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1	Chapter 5
		Book 2	Chapter 7

		Book 3	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

## Organizational Behavior

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**Course Code:**

**MGT 202**

**Course Name:**

**Organizational Behavior**

**Faculty Name:**

**Dr. Aditi Sharma / Dr. Gitanjali Upadhaya / Dr. Rita Sharma**

**Year of Introduction/Revision of Course Contents**      2020

**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-

- 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:**

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 Introduction to Organizational Behaviour (8 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
- Work Force Diversity & Cross Culture Organisational Behaviour

**UNIT II Perception, Attitude and Job Satisfaction (8 hours)**

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction
- Types of Job Attitudes

**UNIT III Learning, Leadership and Motivation (8 Hours)**

- Theories of Learning- Classical, Operant and Social Learning
- Definition and Importance of Leadership
- Theories of leadership-Trait, Behavioural, Contingency and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

**UNIT IV Personality, Emotions and Stress Management (8 Hours)**

- Personality – Components, MBTI
- Big Five Model of Personality
- Type A ,Type B Personality
- Emotions and Moods

- Stress Management- Sources of Stress, Consequences of Stress, Individual and Organizational Approaches to Stress Management

**UNIT V Group, Organizational Culture and Organizational Change**

**(8 Hours)**

- Group- Definition, Stages of Group Development
- Group Dynamics- Group Norms, Group Cohesiveness, Group Think, Group Shift
- Organizational Culture- Definition, Types
- Organizational Change-Planned Change, Resistance to Change, Approaches to Change Management

**Text Books**

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.

**Lecture Plan**

<b>Lectures</b>	<b>Topics</b>	<b>chapter</b>	<b>books</b>
Lecture – 1	Concept of OB	<b>Chapter-1</b>	<b>book-1</b>
Lecture – 2	Importance of OB	<b>chapter-1</b>	<b>book-1</b>
Lecture – 3	Multidisciplinary Nature of OB	<b>chapter-3</b>	<b>book-1</b>
Lecture –4	Models of Organizational Behavior	<b>chapter-2</b>	<b>book-1</b>
Lecture – 5	Roles and Skills of a Manager	<b>chapter-1</b>	<b>book-1</b>
Lecture – 6	Challenges and Opportunities of OB Managers	<b>chapter-1</b>	<b>book-1</b>
Lecture – 7	Work Force Diversity	<b>chapter-2</b>	<b>book-1</b>
Lecture – 8	Cross Culture Organizational Behavior	<b>chapter-3</b>	<b>book-1</b>
Lecture – 9	Perception- Concept	<b>chapter-3</b>	<b>book-1</b>
Lecture – 10	Factors affecting Perception	<b>chapter-3</b>	<b>book-1</b>
Lecture – 11	Attribution Theory	<b>chapter-3</b>	<b>book-1</b>

Lecture – 12	Perceptual Errors	<b>chapter-3</b>	<b>book-1</b>
Lecture – 13	Meaning and Components of Attitude	<b>chapter-3</b>	<b>book-1</b>
Lecture – 14	Job satisfaction	<b>chapter-4</b>	<b>book-1</b>
Lecture – 15	Factors Affecting Job satisfaction	<b>chapter-4</b>	<b>book-1</b>
Lecture – 16	Types of Job Attitudes	<b>chapter-5</b>	<b>book-1</b>
Lecture – 17	Theories of Learning- Classical, Operant	<b>chapter-5</b>	<b>book-1</b>
Lecture – 18	Social Learning	<b>chapter-5</b>	<b>book-1</b>
Lecture – 19	Definition and Importance of Leadership	<b>chapter-5</b>	<b>book-1</b>
Lecture – 20	Theories of leadership-Trait, Behavioral, Contingency	<b>chapter-5</b>	<b>book-1</b>
Lecture-21	Contemporary Theories	<b>chapter-5</b>	
Lecture-22	Motivation – Concept and Importance	<b>chapter-6</b>	<b>book-1</b>
Lecture-23	Content and Process of motivation	<b>chapter-6</b>	<b>book-1</b>
Lecture-24	Theories of Motivation	<b>chapter-6</b>	<b>book-1</b>
Lecture-25	Personality – Components	<b>chapter-6</b>	<b>book-1</b>
Lecture-26	MBTI	<b>chapter-6</b>	<b>book-1</b>
Lecture-27	Big Five Model of Personality	<b>chapter-7</b>	<b>book-1</b>
Lecture-28	Type A ,Type B Personality	<b>chapter-7</b>	<b>book-1</b>
Lecture-29	Emotions and Moods	<b>chapter-7</b>	<b>book-1</b>
Lecture-30	Stress Management- Sources of Stress	<b>chapter-8</b>	<b>book-1</b>
Lecture-31	Consequences of Stress	<b>chapter-8</b>	<b>book-1</b>
Lecture-32	Individual and Organizational Approaches to Stress Management	<b>chapter-8</b>	<b>book-1</b>

Lecture-33	Group- Definition, Stages of Group Development	chapter-8	book-1
Lecture-34	Group Dynamics- Group Norms,	chapter-9	book-1
Lecture-35	Group Cohesiveness	chapter-9	book-1
Lecture-36	Group Think, Group Shift	chapter-9	book-1
Lecture-37	Organizational Culture- Definition, Types	chapter-10	book-1
Lecture-38	Organizational Change-Planned Change	chapter-10	book-1
Lecture-39	Resistance to Change	chapter-10	book-1
Lecture-40	Approaches to Change Management	chapter-10	book-1

## Self-management and development

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**Course Code:** MGT 502

**Course Name:** Self-Management and Development

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

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

- Familiarize students to the importance of self-management and development.
- To understand various approaches of self-management and development.

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

**Attendance Requirement:**

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

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

**Course Content**

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|---|------------------|
| <b>UNIT I: Understanding Self Management</b>  | <b>(4 Hours)</b> |
| <ul style="list-style-type: none"> <li>• Self Management and Self Evaluation</li> <li>• Self Discipline</li> <li>• Self Awareness, Identifying one’s strengths and weaknesses</li> <li>• Planning &amp; Goal setting</li> </ul>   |                  |
| <b>UNIT II: Developing Soft Skills</b>  | <b>(4 Hours)</b> |
| <ul style="list-style-type: none"> <li>• Soft skills: Types, Importance</li> <li>• Communication skills, Developing Positive Attitude</li> <li>• Team building and Teamwork</li> <li>• Time Management, Stress Management</li> </ul>  |                  |
| <b>UNIT III: Understanding Self Development</b>   | <b>(4 Hours)</b> |
| <ul style="list-style-type: none"> <li>• Concept of Self Development/Personal Development</li> <li>• Personality Development</li> <li>• Theories of Self Development: Cooley’s Theory, Mead’s Theory, Freud’s Theory</li> </ul>   |                  |
| <b>UNIT IV: Art of Communication</b>  | <b>(4 Hours)</b> |
| <ul style="list-style-type: none"> <li>• Definition and Process</li> <li>• Formal and Informal communication</li> <li>• Barriers to communication</li> <li>• Art of listening, reading and writing</li> </ul>   |                  |
| <b>UNIT V: Career Management Process and Development</b>  | <b>(4 Hours)</b> |
| <ul style="list-style-type: none"> <li>• Process of career management</li> <li>• Career Path and Development</li> <li>• Career development interventions</li> <li>• Contemporary issues in career management: Work- family conflict, Career management and quality of life</li> </ul> |                  |

**Text Books:**

1. Onkar, R.M., 2008, Personality Development and Career Management, Third Revised Edition 2011, S.Chand, New Delhi
2. Dr. Alex, K., 2009, SoftS kills, Second Revised Edition 2011, S. Chand, New Delhi

3. Greenhaus, J.; Callanan, G.; Godshalk, V. "Career Management" Sage Publication, Fourth Edition

**Additional Readings:**

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

Lecture	Topics	Prescribed text Book	Chapters
1.	Self Management and Self Evaluation	Book -1	Chapter-1
		Book-2	Chapter-1
2.	Self Discipline	Book -1	Chapter-2
		Book-2	Chapter-2
		Book-3	Chapter-2
3.	Self Awareness, Identifying one's strengths and weaknesses	Book -1	Chapter-2
		Book-2	Chapter-2
		Book-3	Chapter-2
4.	Planning & Goal setting	Book -1	Chapter-2
		Book-2	Chapter-2
		Book-3	Chapter-2
5.	Soft skills: Types, Importance	Book -1	Chapter-3
		Book-2	Chapter-3
		Book-3	Chapter-3
6.	Communication skills, Developing Positive Attitude	Book -1	Chapter-3
		Book-2	Chapter-3
		Book-3	Chapter-3
7.	Team building and Teamwork	Book -1	Chapter 3,4
		Book-2	Chapter-3



8.	Time Management, Stress Management	Book -1 Book-2 Book-3	Chapter-4 Chapter-4 Chapter3,5
9.	Concept of Self Development/Personal Development	Book -1 Book-2	Chapter-6 Chapter-5
10.	Personality Development	Book -1 Book-2	Chapter-6 Chapter-11
11.	Theories of Self Development: Cooley's Theory, Mead's Theory,	Book -1 Book-2	Chapter-6 Chapter-7
12.	Freud's Theory	Book -1 Book-2 Book-3	Chapter-8 Chapter-9 Chapter-7
13.	Definition and Process	Book -1 Book-3	Chapter-8 Chapter-8
14.	Formal and Informal communication	Book -1	Chapter-9
15.	Barriers to communication	Book -1	Chapter-9
16.	Art of listening, reading and writing	Book -2 Book-3	Chapter-8 Chapter-9
17.	Process of career management	Book -2 Book-3	Chapter10 Chapter-9
18.	Career Path and Development	Book -2 Book-3	Chapter11 Chapter-9
19.	Career development interventions	Book -1 Book-2	Chapter-9 Chapter-10

20.	Contemporary issues in career management: Work-family conflict, Career management and quality of life	Book -1 Book-2	Chapter-9 Chapter11
<b>20</b>			

## Organization Development & Transformation

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**Course Code:** HRM 404

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

**Lecture Plan**

<b>Lectures</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

## 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

### Year of Introduction/Revision of Course Contents 2020

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

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

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

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

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

### Course Contents:

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

- Definition of TQM, TQM framework

- Benefits of TQM, Obstacles in successful implementation of TQM
- Contribution of Japanese management and rise of quality as a business philosophy.
- Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.
- Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)

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

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

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

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

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

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

**UNIT – V: Quality Management Systems (4 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Readings:**

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (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.	Chapter1
3.	Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.	Chapter4
4.	Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)	Chapter4
5.	Concept of 'zero defect', four absolutes of quality and six C's.	Chapter5
6.	Quality Function Deployment (QFD): Introduction, Benefits of QFD	Chapter12
7.	Voice of the customer, House Of Quality (HOQ), Building HOQ	Chapter12
8.	Six Sigma	Chapter7
9.	Kaizen (Continuous Improvement)	Chapter6
10.	Cellular manufacturing, Poka yoke,	Chapter7
11.	Benchmarking	Chapter8
12.	Quality Circles, Quality Control and quality assurance	Chapter9
13.	Cause-and-effect diagram	Chapter5

14.	Pareto's Diagram	Chapter6
15.	Check Sheets	Chapter6
16.	Statistical Process Control	Chapter11
17.	Quality Management Systems	Chapter14
18.	ISO 9000 Series of standards	Chapter14
19.	ISO 14000 Series Standards	Chapter14
20.	ISO 14000 Series Standards	Chapter14

## Organizational Theory, Design and Effectiveness

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**Programme of Study**

MBA

**Course Code:**

HRM 408

**Course Name:**

Organizational Theory, Design and Effectiveness

**Designed by Faculty**

Dr. Rita Devi

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

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

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%



2. End Term Examination: 50%

3. Continuous Internal Assessment: 25%

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

**Course Content:**

**UNIT I: Organizations and the Emergent Paradigm**

**4 Hours**

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

**UNIT II: Organization Theories: An Overview**

**4 Hours**

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

**UNIT III: Organization Design: Principles and Dimensions**

**4 Hours**

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

**UNIT IV: Organization Design: Process and Culture**

**3 Hours**

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

**UNIT V: Organization Effectiveness**

**5 Hours**

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

**Prescribed Text Books:**

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

## Lecture Plan

Lecture	Topics	Prescribed text Book	Chapters
1	Organization, Types of organization, Organizational Environment	Book -1 Book-2	Chapter-1 Chapter-1
2	Classical Theories: Scientific Management Theory	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3	Administrative Management Theory, Theory of Bureaucracy	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4	Classical Theories: Assumptions and Limitations	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
5	Behavioral Science Theories: Human Relations Approach,	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
6	Management Science Theory	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
7	System Theory: General System Theory, Open and Closed system, Organization and its sub systems	Book -1 Book-2	Chapter3,4 Chapter-3
8	Contingency Approach	Book -1 Book-2 Book-3	Chapter-4 Chapter-4 Chapter3,5

9	Organization Design, Components of Organization Design	Book -1 Book-2	Chapter-6 Chapter-5
10	Organization Structure, Eight Dimensions of Structure	Book -1 Book-2	Chapter-6 Chapter-6
11	Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit	Book -1 Book-2	Chapter-6 Chapter-6
12	Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization	Book -1 Book-2 Book-3	Chapter-7 Chapter-9 Chapter-7
13	Organizational Conflict, Conflict and Organization Design	Book -1 Book-3	Chapter-8 Chapter-8
14	Power and Authority	Book -1	Chapter-9
15	Organizational Culture: Dimensions and Types	Book -1	Chapter-9
16	Introduction, Organizational Efficiency and Effectiveness	Book -2 Book-3	Chapter10 Chapter-9
17	Approaches to Effectiveness	Book -2 Book-3	Chapter10 Chapter-9
18	Perspectives of Organizational Effectiveness	Book -2 Book-3	Chapter10 Chapter-9
19	Monitoring Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
20	Criteria for Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter10
<b>20</b>			

## Organizational Behavior

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**Code: MGT 116**

**Course Name: Organizational Behaviour**

**Faculty Name: Dr. Rita Sharma/Prof Dipanker**

**Year of Introduction/Revision of Course Contents: 2020**

**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-

- 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**

### **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. Continuous Internal Assessment : 50
  - Class Participation- 20
  - Presentations - 10
  - Case Study-10
  - Assignment- 05
  - Quiz- 05

### **Course Contents**

#### **UNIT I Introduction to Organizational Behaviour**

**(8 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**

**(8 hours)**

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude

- Job satisfaction and Factors Affecting Job satisfaction
- Types of Job Attitudes

**UNIT III Learning, Leadership and Motivation**

**( 8 Hours)**

- Theories of Learning- Classical, Operant and Social Learning
- 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**

**(8 Hours)**

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

**UNIT V Emotions and Stress management**

**(8Hours)**

- Emotions and Moods
- Stress Management- Sources of Stress, Consequences of stress, Individual and Organizational Approaches to Stress Management

**Text Books**

1. 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.

**Lecture Plan**

Lectures	Topics	chapter	books
Lecture – 1	Concept and Importance of OB	Chapter-1	book-1
Lecture – 2	Multidisciplinary Nature of OB	chapter-1	book-1
Lecture – 3	Multidisciplinary Nature of OB	chapter-3	book-1
Lecture –4	Models of Organizational Behavior	chapter-2	book-1

Lecture – 5	Models of Organizational Behavior	<b>chapter-1</b>	<b>book-1</b>
Lecture – 6	Roles and Skills of a Manager	<b>chapter-1</b>	<b>book-1</b>
Lecture – 7	Challenges of OB managers	<b>chapter-2</b>	<b>book-1</b>
Lecture – 8	Opportunities of OB Managers	<b>chapter-3</b>	<b>book-1</b>
Lecture – 9	Perception- Concept	<b>chapter-3</b>	<b>book-1</b>
Lecture – 10	Factors affecting Perception	<b>chapter-3</b>	<b>book-1</b>
Lecture – 11	Attribution Theory	<b>chapter-3</b>	<b>book-1</b>
Lecture – 12	Perceptual Errors	<b>chapter-3</b>	<b>book-1</b>
Lecture – 13	Meaning and Components of Attitude	<b>chapter-3</b>	<b>book-1</b>
Lecture – 14	Job satisfaction	<b>chapter-4</b>	<b>book-1</b>
Lecture – 15	Factors Affecting Job satisfaction	<b>chapter-4</b>	<b>book-1</b>
Lecture – 16	Types of Job Attitudes	<b>chapter-5</b>	<b>book-1</b>
Lecture – 17	Theories of Learning- Classical, Operant	<b>chapter-5</b>	<b>book-1</b>
Lecture – 18	Social Learning	<b>chapter-5</b>	<b>book-1</b>
Lecture – 19	Definition and Importance of Leadership	<b>chapter-5</b>	<b>book-1</b>
Lecture – 20	Theories of leadership-Trait , Contingency	<b>chapter-5</b>	<b>book-1</b>
Lecture-21	Theories of leadership-Trait , Contingency	<b>chapter-5</b>	
Lecture-22	Behavioral and Contemporary Theories	<b>chapter-6</b>	<b>book-1</b>
Lecture-23	Motivation – Concept and Importance Content	<b>chapter-6</b>	<b>book-1</b>
Lecture-24	Process Theories of Motivation	<b>chapter-6</b>	<b>book-1</b>
Lecture-25	Personality – Components	<b>chapter-6</b>	<b>book-1</b>
Lecture-26	MBTI	<b>chapter-6</b>	<b>book-1</b>

Lecture-27	MBTI	<b>chapter-7</b>	<b>book-1</b>
Lecture-28	Big five Model of Personality	<b>chapter-7</b>	<b>book-1</b>
	Big five Model of Personality	<b>chapter-7</b>	<b>book-1</b>
Lecture-29			
Lecture-30	Big five Model of Personality	<b>chapter-8</b>	<b>book-1</b>
Lecture-31	Type A Personality	<b>chapter-8</b>	<b>book-1</b>
Lecture-32	Type B Personality	<b>chapter-8</b>	<b>book-1</b>
Lecture-33	Emotions and Moods	<b>chapter-8</b>	<b>book-1</b>
Lecture-34	Stress Management	<b>chapter-9</b>	<b>book-1</b>
Lecture-35	Sources of Stress	<b>chapter-9</b>	<b>book-1</b>
Lecture-36	Sources of Stress	<b>chapter-9</b>	<b>book-1</b>
Lecture-37	Consequences of stress	<b>chapter-10</b>	<b>book-1</b>
Lecture-38	Consequences of stress	<b>chapter-10</b>	<b>book-1</b>
Lecture-39	Individual and Organizational stress	<b>chapter-10</b>	<b>book-1</b>
Lecture-40	Approaches to Stress Management	<b>chapter-10</b>	<b>book-1</b>

# Diversity & Cross Cultural Management

Programme of Study

MBA Course Code:

MGT 304

Course Name:

Diversity & Cross Cultural Management

Designed by Faculty

Dr Rita Devi

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

**Course Objectives:** The course is designed to: Understand the importance of cross-cultural management in work and employment Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

**Attendance Requirements:** Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. Evaluation Criteria: Mid Term Examination: 25 End Term Examination: 50 Continuous Internal Assessment: 25 Attendance: 10 Presentation: 5 Class Participation: 5 Quiz: 5

## Course Contents

### UNIT I

#### Introduction to Diversity and Cross-Cultural Management

4 Hours

Understanding Culture

Determinants/ dimensions of Culture

Major Models of National Culture- Hofstede's Model, Hall's Model

Trompenaar's Cultural Dimensions, GLOBE Study

### UNIT II

#### Communicating across Cultures

4 Hours

Introduction to Intercultural Communication

Barriers to Intercultural Communication Non-verbal Communication and Culture

Enhancing Intercultural Communication

Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)

### Unit III

#### Negotiating across Cultures

4 hours



Principles and Types of Negotiation  
Intercultural Communication and the Negotiation Process  
Negotiation Framework and Cultural Variables  
Dimensions of Organizational Culture Influencing Negotiations

#### **UNIT IV**

##### **Managing Global Teams**

**4 Hours**

Meaning and Purpose of Global Business Teams  
Difference between Traditional Teams and Global Teams  
Challenges created by Cultural Differences  
Team Strategies and the Influence of Culture

#### **Unit V**

##### **International Assignments and Expatriate Management**

**4 Hours**

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

#### **Text Books**

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI
4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications . 5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
9. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell
10. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
11. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
12. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
13. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.
14. Journals: International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review

## Lecture Plan

Lecture	Topics	Prescribed text Book	Chapters
1	Understanding Culture	Book -1 Book-2	Chapter-1 Chapter-1
2	Determinants/ dimensions of Culture	Book -1 Book-3	Chapter-2 Chapter-2
		Book-5	Chapter-2
3	Major Models of National Culture- Hofstede's Model, Hall's Model	Book -1 Book-5 Book-6	Chapter-2 Chapter-2 Chapter-2
4	Trompenaar's Cultural Dimensions, GLOBE Study	Book -1 Book-3	Chapter-2 Chapter-2
5	Introduction to Intercultural Communication	Book -8 Book-10	Chapter-3 Chapter -7
6	Barriers to Intercultural Communication	Book -4 Book-5	Chapter-7 Chapter -5
7	Non-verbal Communication and Culture Enhancing Intercultural Communication	Book -7 Book-2	Chapter-3,4 Chapter -3
8	Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)	Book -1 Book -9	Chapter-4 Chapter -4
9	Meaning and Purpose of Global Business Teams	Book -10	Chapter -6
10	Difference between Traditional Teams and Global Teams	Book -7	Chapter -4
11	Challenges created by Cultural Differences	Book -7	Chapter -4
12	Team Strategies and the Influence of Culture	Book -4 Book-5	Chapter-6 Chapter -9
13	Meaning and Purpose of Global Business Teams	Book-3	Chapter-8
14	Difference between Traditional Teams and Global Teams	Book -11	Chapter-9
15	Challenges created by Cultural Differences	Book -11	Chapter -9
16	Team Strategies and the Influence of Culture	Book -12	Chapter10

17	Meaning of Expatriates, Reasons for using Expatriates, Challenges faced by Expatriates	Book -2 Book-13	Chapter10 Chapter -9
18	Expatriate Failure: Reasons and Consequences	Book -2 Book-13	Chapter10 Chapter -9
19	Factors Influencing the Success of a Foreign Assignment	Book -7 Book-11	Chapter-9 Chapter-10
20	Repatriation Issues, Improving the Repatriation Process	Book -1 Book-2	Chapter-9 Chapter-10
<b>20</b>			

## Organization Development

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 323
<b>Course Name:</b>	Organization Development
<b>Designed by Faculty</b>	Dr Rita Devi

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

Familiarize students to the 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%

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

**Course Content**

**UNIT I: Organizational Change and its Management** 4 Hours

Nature of Planned Change - Theories of Planned change  
General Model of Planned Change  
Leading and Managing Change Action Research

**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

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**

Lectures	Topics	Chapter and Book
1	Nature of Planned Change - Theories of Planned change	Chapter 2, Book 3
2	General Model of Planned Change	Chapter 2, Book 3
3	Leading and Managing Change	Chapter 2, Book 3
4	Action Research	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 vs. organization development	Chapter 1, Book 1
9	Definition of Interventions and classification of Interventions	Chapter 5, Book 3
10	Individual based interventions – Life and Career Planning	Chapter 5, Book 3

11	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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### Supply Chain Management

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**Course Code:** MSC 408 (Spring 2019)

**Course Name:** Supply Chain Management (Semester: January 2019 to June 2019)

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, SBMS

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

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

- Enable the students to understand basic concepts of Supply Chain Management.

- Conceptualize supply chain designs, which are aligned with business models for manufacturing and service companies.
- Help the students to use the understanding of supply chain for effective implementation of supply chain relationships in dynamic business environment.

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Assignments/Presentations/Case Studies: 10%
  - Quiz /Activities/Live Projects: 10%

**Course Contents:**

**UNIT - I: SUPPLY CHAIN BASICS (8Hours)**

- Introduction to SCM, Understanding Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM ,
- Supply Chain vs. Demand Chain, Sales Forecasting Management: A Demand Management Approach
- Value Creation Through Supply Chain

**UNIT - II: SUPPLY CHAIN SUB-SYSTEMS (6 Hours)**

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

**UNIT - III: TACTICAL AND OPERATIONAL DECISIONS (6 hours)**

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

**UNIT - IV: STRATEGIC APPROACH in SCM decision**

**(4 Hours)**

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

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

**CHALLENGES**

**(6 Hours)**

- Food and Life Science Supply Chain:
  - Food Grain Supply Chain, Transportation and Freight Management: FCI as case study for Food Supply Chain,
  - Cold Chain Networking: Milk transportation, Modern necessity for Biotechnology and Life Science related industry
  - Vegetable supply chain (Case study: Changing role of middleman)
  - Wool Supply Chain in Himachal Pradesh
- Supply Chain Management reconfiguring organized retailing
- Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges.
- Future of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Introduction to Supply Chain Analytics

**Prescribed Text Books:**

1. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.
2. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
3. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
4. Mentzer, John T. and Mark A Moon (2009). **Sales Forecasting Management: A Demand Management Approach, 2/e**, Response Books, New Delhi.
5. Sople, V. V. (2012). **Supply Chain Management: Text and Cases**, Pearson Education, New Delhi.

**Suggested Readings:**

1. Altekar, V.Rahul (2010). **Supply Chain Management: Concepts and Cases**, PHI Learning Pvt. Ltd. New Delhi.
2. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e.**, Pearson: New Delhi.
3. Cohen, Shoshanah and Rousset, Joseph (2005). **Strategic Supply Chain Management: The 5 Disciplines for top performance**, McGraw-Hill: New York.



4. Coyle, John J.; C. John Langley, Brian J. Gibson, Robert A. Novack and Edward J. Bardi (2009). ***A Logistics Approach to Supply Chain Management***; Cengage Learning India Pvt. Ltd.: Delhi.
5. Harland, Christine, Guido Nasimbeni and Eugene Schneller (2013). ***The SAGE Handbook of Strategic Supply Management***, Sage Publication Ltd: London.
6. Liebowitz, Jay; ed. (2014). ***Business Analytics: An Introduction***, CRC Press: Boca Raton.
7. Mentzer, John T (2012). ***Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage***, Sage Publication: New Delhi
8. Robert Monczka, Robert Trent & Robert Handfield (2005). ***Purchasing: An Integrated Supply Chain Approach***, Cengage learning India Private Limited, New Delhi.
9. Sanders, Nada R. (2012). ***Supply Chain Management: A Global Perspective***, Wiley India Edition: New Delhi.

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### **Managing Innovation, Incubation and Creativity**

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**Course Code:** EDM 406 (Semester: January 2019 to June 2019) (Spring 2019)

**Course Name:** Managing Innovation, Incubation and Creativity

**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, Department of Marketing & SCM, SBMS, CUHP.

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

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

- Understand the role of innovation in having competitive advantage, activities involved in new product development, skills and techniques required for innovation management.
- Recognize steps involved in implementation of innovation from R & D to product launch.

#### **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%
  - Assignment: 5%
  - Case study: 5%
  - Presentation: 5%

- Class participation: 5%
- Quiz: 5%

## Course Contents

### **UNIT – I: Innovation, Incubation and Creativity: an overview (7 Hours)**

- Introduction to Innovation
- Types of Innovation, Stages of Innovation Cycle, Sources of Innovation, Traditional Knowledge, Grassroots Innovation, Radical Innovation
- Significance and Applications of Innovation
- Innovation and creativity
- Innovation, creativity and Incubation

### **UNIT – II: Basics of Innovation Management (6 Hours)**

- Innovation Management
- Managing Innovation, Process Innovation, Product Innovation
- New Product Development
- Market Research and its Influence on New Product Development

### **UNIT – III: Strategies for Innovation (6 Hours)**

- Innovation and Entrepreneurship
- Entrepreneurship, Social Entrepreneurship, Citizen organisation
- Towards Innovative Society
- Globalization of Innovation
- Management of Research and Development

### **UNIT – IV: Disruptive Technology, Managing Technology and Knowledge (4 Hours)**

- Innovations Diffusion, Disruptive Technology
- Managing Organisational Knowledge
- The Role of Technology Transfer in Innovation

### **UNIT – V: Technology Business Incubation and IPR (7 Hours)**

- Incubation of Idea to Business
- Business development through Innovation and Creativity
- Major Challenges in Innovation, creativity and Incubation
- Introduction to Technology Business Incubation (TBI)
- Business Models and Managing Intellectual Property

## Prescribed Text Books:

1. Borstein, David (2005). How to change the world: Social Entrepreneurs and the Power of New Ideas, Penguin Books India Pvt Ltd; New Delhi.
2. Chesbrough, Henry W. (2003). Open Innovation - The New Imperative for Creating and Profiting from Technology; Harvard Business School Press, Boston.

3. D'cruz, Premilla (2008). Thinking Creative at Work: a sourcebook, Response Business books from SAGE, New Delhi.
4. Evans, Nicholas D. (2003). Business Innovation and Disruptive Technology Harnessing the Power of Breakthrough Technology or Competitive Advantage; Financial Times Prentice Hall, Upper Saddle River, New Jersey.
5. Fagerberg, Jan; David C. Mowery and Richard R. Nelson; eds (2005). The Oxford Handbook of Innovation, Oxford University Press, Oxford.
6. Kelley, Tom and Jonathan Littman (2001). The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm; Currency Book, New York.

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

1. Gupta, Anil K. (). Grassroots Innovation: Mind on the Margin are not Marginal Mind
2. Hippel, Eric von (1988). The Sources of Innovation; Oxford University Press, New York.
3. Joshi, Gangadhar (2015). Campus to Corporate: Your Roadmap to Employability, Sage Publications India Pvt. Ltd, New Delhi
4. Krishnamachayulu G.S. and Lalitha R. (2009). Innovations Management, 2e, Himalaya Publishing House, New Delhi.
5. Tidd, J., Bessant, J. and Pavitt, K. (2010). Managing Innovation, 7e; John Wiley & Sons Ltd.
6. Trott P. (2010). Innovations Management and New Product Development, 4e; Pearsons Publication, New Delhi.
7. Ulrich, K.T., Eppinger, S.D. (2010). Product Design and Development, 6e; Tata McGraw-Hill, New Delhi.
8. Wadkar, Alka (2016). Life Skills for Success, Sage Publications India Pvt. Ltd, New Delhi.

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### **Consumer Behavior**

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**Course Code:** MSC 506

**Course Name:** Consumer Behavior  
(Spring 2019)

**Course Coordinator:** 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:

- Make students aware about Consumer Buying trends & behavior.
- Enable the students to evaluate buying behavior policies based on various situations.
- Improve familiarity of the students with current issues and emerging trends in Consumer Behaviour 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%
  - Assignments, Presentations, Case studies & Field Surveys: 15%
  - Surprise test/Activity: 5%

### **Course**

#### **Contents:**

#### **UNIT – I: Introduction to Consumer Behavior (4 Hours)**

- Consumer Behavior, Consumer Behavior & Marketing Concept
- Consumer Research process & model.
- Marketing impact on Consumer Behavior
- Models of Consumer Decision Making: Schiffman and Kanuk's Model, Asaell's Model, Simple stimulus response model, Black Box Model
- Steps in Consumer Decision Making Process [CDMP]

#### **UNIT – II: Consumer Modeling (5 Hours)**

- Approaches to Consumer Behavior
- **Traditional Models:** Economic, Learning, Psychoanalytical, sociological Models
- **Contemporary models:** Howard Sheith Model of Buying Behavior, Nicosia Model, Engel-Kollat-Blackwell Model, Engel –Blackwell and Miniard (EBM) Model, Webster and Wind Models of Organizational Buying Behavior, The Sheith Models of Industrial Buying.
- Challenges of Consumer satisfaction, loyalty and migration
  - Field Survey based on any model.

#### **UNIT – III: Consumer Decision Making (5 Hours)**

- Consumer Behavior and Brand Success
- Neuromarketing in Action
- Consumer Decision making and Branding Strategies: Shopping Style & Brands, Strategies of Consumer Decision Making
- Dark Side of Consumers: Consumer Terrorism, Addictive Consumption, Compulsive Consumption, Consumed Consumption, Illegal Activities

- **Case Study** – *Patanjali Ayurved Ltd. Brand Positioning*
- Field Survey to verify Case Study

**UNIT – IV: Online Consumer Behavior and E-Mode of Brand Positioning (4 Hours)**

- Brief History of Internet and commerce
- Latest trends in advertising influencing Consumer Behavior
- Online decision making process
- Marketing Implications: Creating and Synergy between offline and online positioning
  - Practical Assignments based on Field Survey
  - **Case Study:** any online payment App/Portal

**UNIT – V: e-Marketing Ethics (2 Hours)**

- Manipulating consumer: Forced exposure to Web Based Advertising (WBA), tinkering with customer perception, covert marketing and disturbing WBA.
- Consumer Communication Model
  - **Case Study** – any online shopping App/Portal

**Assignments, Presentations, Case studies & Field Surveys (10 Hours)**

**Prescribed Text Books:**

1. Suja R. Nair (2010), *Consumer Behavior in Indian Perspective: Text and cases*, 2nd Edition, Himalya Publishing House.
2. Michael R Solomon (2011), *Consumer Behavior: Buying, Having and Being*, 9<sup>th</sup> Edition.
3. Singh Bhagwan (2017), *Web Based Advertising: A Tool of Digital & Internet Based Marketing*, 1st Edition, Anamika Publisher
4. S. Ramesh Kumar (2009), *Consumer Behavior: Concepts readings and cases, The Indian Context*, Pearson Education
5. Leon G Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar (2010), *Consumer Behavior*, 10th Edition, Pearson

**Suggested Additional Readings:**

1. Comer, Ronald and Elizabeth Gould (2012). **Psychology Around Us**, Wiley India: New Delhi.
2. Georges, Patrick M; Annesophie Bayle-Tourtoulou and Michael Badoc (2014). **Neuromarketing in Action: How to talk and sell to the brain**, Kogan Page, London
3. Husain, Akbar(2012). **Social Psychology**, Pearson: New Delhi.
4. Kumar, S. Ramesh (2011). **Consumer Behavior and Branding - Concepts, Readings and Cases: The Indian Context**, Pearson: New Delhi.
5. Kumar, S. Ramesh (edited) (2013). **Case Studies in Consumer Behavior**, Pearson: New Delhi.
6. Hawkins, Del; David Mothersenbaugh and Amit Mookerjee. (2010). **Consumer Behavior: Building Marketing Strategy, 11/e**, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi
7. Majumdar, Ramanuj (2011). **Consumer Behavior: Insights from Indian Market**, PHI Learning Pvt. Ltd.: New Delhi.
8. Robert East; Malcolm Wright and Marc Vanhuele (2009). **Consumer Behavior: Application in Marketing**, Sage Publications, New Delhi.

<b>Theory Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Consumer Behavior Consumer Behavior & Marketing Concept	Book 1 Book 4	1 1
Lecture – 2	Consumer Research process & model Managerial versus a Holistic Perspective on Consumer Behavior	Book 1,4 Book 1	1 1
Lecture – 3	Trends in Consumer Behavior: Demographic, Technological and Trends in public policy.	Book 1	1
Lecture – 4	Marketing impact on Consumer Behavior Dark Side of Consumers	Book 4	1
Lecture – 5	Traditional Models: Economic, Learning, Psychoanalytical, sociological Models	Book 1	2
Lecture – 6	Models of Consumer Decision Making: Schiffman and Kanuk's Model	Book 1	1
Lecture – 7	Asaell's Model, Simple stimulus response model, Black Box Model	Book 1	1
Lecture – 8	Howard Sheith Model of Buying Behavior, Nicosia Model	Book 1	2
Lecture – 9	Engel-Kollat-Blackwell Model, Engel –Blackwell and Miniard (EBM) Model,	Book 1	2
Lecture – 10	Webster and Wind Models of Organizational Buying Behavior,	Book 1	2
Lecture – 11	The Sheith Models of Industrial Buying.	Book 1	2
Lecture – 12	Approaches to Consumer Behavior, Challenges of Consumer satisfaction, loyalty and migration	Book 3	1
Lecture – 13	Consumer Behavior and Brand Success, Consumer Decision making and Branding Strategies	Book 3	3
Lecture – 14	Consumer Decision making: important dimensions, strategies of applying Consumer Decision making	Book 3	3
Lecture – 15	Steps in consumer decision making process	Book 2	8
Lecture – 16	Brief History of Internet and commerce, Online decision making process	Book 5	1-7
Lecture – 17	Latest trends in advertising influencing Consumer Behavior Consumer Communications Model	Book 5	3-5
Lecture – 18	Marketing Implications: Creating and Synergy between offline and online positioning	Book 5	6-9
Lecture – 19	Forced exposure to advertising, Tinkering with customer perception, covert marketing, and false/misleading advertising.	Book 5	9-11
Lecture – 20	Social Responsibility: Advocating socially beneficial customers, cause related marketing, green marketing, and consumer ethics	Book 4	15

<b>Tutorials &amp; Practical's</b>	<b>Activity</b>
Lecture – 1	Assignments
Lecture – 2	Group Discussion & Division
Lecture – 3	Book 1
Lecture – 4	Book 4
Lecture – 5	Book 1
Lecture – 6	Book 1
Lecture – 7	Book 1
Lecture – 8	Book 1
Lecture – 9	Book 1
Lecture – 10	Book 5

# Marketing Research

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**Course Code:** MSC 502 (Spring 2019)

**Course Name:** Marketing Research (Semester: January 2019 to June 2019)

**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, Department of Marketing &SCM, SBMS.

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Marketing Research Information and Technology (6 Hours)**

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

**UNIT – II: Marketing Research Design Formulation (6 Hours)**

- Phenomenology and Marketing Research
- Marketing Research design (based on consumer behavior survey in Third Semester)
- Exploratory Research Design in Marketing Research: Secondary data
- Exploratory Research Design in Marketing Research: Qualitative Research
- Descriptive Research Design in Marketing Research: Survey and Observation
- Causal Research Design in Marketing Research: Experimentation

**UNIT – III: Reporting in Marketing Research**

**(6 Hours)**

- Analysis in Marketing Research based on consumer behavior survey in Third Semester
- Introduction Consumer Behavior Analytics
- Reporting in Marketing Research
- Case Study in Marketing Research

**UNIT – IV: Marketing Research in Action**

**(4 Hours)**

- Marketing Research in Action : Case study (Brand Switching)
- Marketing Research in Action : Pre and post advertisement Analysis

**UNIT – V: Introduction to Marketing Research Analytics**

**(8 Hours)**

- Application of IT in Marketing Research
- Introduction to Marketing Research Analytics
- Introduction to Data mining for marketing Research
- Introduction to R-Software
- Introduction to Business Analytics in Marketing Research

**Prescribed Text Books:**

1. Hair, Joseph F.; Robert P Bush and David J. Ortinau (2002). **Marketing Research: Within a changing Information Environment 2/e**, Tata McGraw Hill: New Delhi.
2. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
3. Tan. Pang- Ning; Michael Steinbach and Vipin Kumar (2006). Introduction to Data Mining. Pearson Education, Boston.
4. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.

**Suggested Additional Readings:**

1. Aakar, David A; V. Kumar, George S. Day and Robert P. Leone (2011). **Marketing Research, 10/e**, Wiley India: New Delhi.



2. Beri, G. C. (2011). **Marketing Research, 4/e**, Tata McGraw Hill Education Pvt. Ltd.: New Delhi.
3. Bradley, Nigel (2010). **Marketing Research Tools and Techniques, 2e**, Indian edition, Oxford: New Delhi.
4. Churchill, Gilbert A. Jr. and Dawn Iacobucci (2005). **Marketing Research: Methodological Foundations, 9e**, South – Western Cengage Learning, New Delhi
5. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
6. Hamel, Jacques; Atephane Dufour and Dominic Fortin (1993). **Case Study Methods**, Sage Publications: New Delhi
7. McDaniel, Carl (Jr.) and Roger Gates (2011). **Marketing Research, 8/e**, Wiley India: New Delhi.
8. Sontakki, C. N. (2013). **Marketing Research**, Himalaya Publishing House, Mumbai
9. Travers, Max (2001). **Qualitative Research through Case Studies**, Sage Publications: New Delhi.
10. Tull, Donald S. and Del I. Hawkins (2011). **Marketing Research: Measurement and Method, 6/e**, PHI: New Delhi.

## Organizational Behaviour

<b>Programme of Study</b>	MBA
<b>Course Code:</b>	<b>HRM 401</b>
<b>Course Name:</b>	<b>Organizational Behaviour</b>
<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-

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

**Course Outcome :**

The students would be able to manage and understand their own behaviour and behaviour of the people working in the organizations. They would be able to manage themselves and others by adopting a more humane approach

**Attendance Requirements:**

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

## Evaluation Criteria:

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

## Course Contents

### UNIT I Introduction to Organizational Behaviour

4 Hours

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

### UNIT II Perception, Attitude and Job Satisfaction

4 hours

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction

### UNIT III Leadership and Motivation

5 Hours

- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

### UNIT IV Personality

3 Hours

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

### UNIT V Group, Work Teams and Organizational Culture

4 Hours

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

## Text Books

1. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 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:

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

- Employability skills
- Components of employability
- Models of employability

**4 Hours**

##### UNIT II

- Skills and Competencies
- Assertiveness
- Reading Skills

**4 Hours**

<b>UNIT III</b>	<b>4 Hours</b>
<ul style="list-style-type: none"> <li>• Self Management</li> <li>• Self Awareness</li> <li>• Self Evaluation</li> </ul>	
<b>UNIT IV</b>	<b>4 Hours</b>
<ul style="list-style-type: none"> <li>• Creativity</li> <li>• Methods of Enhancing Creativity</li> <li>• Innovations and Innovative Process</li> </ul>	
<b>UNIT V</b>	<b>4 Hours</b>
<ul style="list-style-type: none"> <li>• Negotiation skills</li> <li>• Power and Politics</li> </ul>	

**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:**

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

**Course Contents:**

**UNIT I Social Security** **4 Hours**

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

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

- Social Assistance
- Social Insurance
- Mutual Benefits
- ILO and Social Security

**UNIT III Development of Labour Welfare** **4 Hours**

- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare

**UNIT IV Welfare Provisions** **4 Hours**

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare
- Welfare of Special Categories of Labour

**UNIT V Welfare Measures** **4 Hours**

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

**Text Books:**

1. Sarma, A.M.(1981). Aspects of Labour Welfare and Social Security. Himalaya Publishing House, Mumbai.

**Additional Readings:**

1. Punekar, S.D., Deodhar, S.B. and Sankaran, S. (2011). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House, Mumbai.

2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

3. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

4. Mishra, B.N. (1993). International Social Security Systems. Anmol Publications, New Delhi.

5. Friedlander, W.A. (1967). An Introduction to Social Welfare. Prentice Hall of India Pvt. Ltd., New Delhi.

## LECTURE PLAN

5

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Evolution of Social Security	Text Book-1	Chapter 19
Lecture – 2 &3	Approaches to Social Security	Text Book-1	Chapter 19
Lecture – 4	Characteristics of Social Security	Text Book-1	Chapter 19
Lecture – 5	Social Assistance	Text Book-1	Chapter 19
Lecture – 6	Social Insurance	Text Book-1	Chapter 19
Lecture – 7	Mutual Benefits	Text Book-1	Chapter 19
Lecture – 8	ILO and Social Security	Text Book-1	Chapter 19
Lecture – 9	Historical Development of Labour Welfare	Text Book-1	Chapter 02
Lecture –10	Approaches of Labour Welfare	Text Book-1	Chapter 1
Lecture –11	Theories of Labour Welfare	Text Book-1	Chapter 1
Lecture –12	Principles of Labour Welfare	Text Book-1	Chapter 1
Lecture – 13	Statutory Welfare Provisions	Text Book-1	Chapter-4
Lecture – 14	Voluntary Welfare Provisions	Text Book-1	Chapter-5
Lecture – 15	Agencies for Labour Welfare	Addl Reading-1	Chapter-7
Lecture –16	Welfare of Special Categories of Labour	Text Book-1	Chapter-16
Lecture –17	Industrial Safety, Industrial Health	Text Book-1	Chapter-8&9
Lecture – 18	Industrial Housing, Industrial Hygiene	Text Book-1	Chapter-7&10
Lecture –19	Labour Welfare Practices in Europe	Addl Reading-1	Chapter 1
Lecture – 20	Labour Welfare Practices in India	Addl Reading-1	Chapter 1



## Human Resource Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 102
<b>Course Name:</b>	Human Resource Management
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2019

**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<sup>0</sup> 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:**

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.

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

**Suggested Additional Readings:**

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 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.

<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 503
<b>Course Name:</b>	Human Values and Ethics
<b>Designed by Faculty</b>	Dr Aditi Sharma

**Year of Introduction/Revision of Course Contents** 2019

**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

1. Understand the significance of human values and ethics in achieving excellence at individual and societal level.
2. Internalize the subtleties of being good individuals and citizens without any bias to any particular religion, caste, creed and region.
3. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity.
4. Apply values in their day to day interactions and operations.

**Course Outcome:** The students learn to conduct and lead an ethical business that is based on strong human values.

**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- 5%
  - Group Discussion- 10%
  - Case Studies- 5%
  - Role Play- 5%

**Course Contents:**

**UNIT I: Introduction to Ethics**

**(4 Hours)**

- Concept, Origin and Relevance of Values in Global Context
- Meaning of Ethics
- Objectives of Ethics
- Sources of Ethics

- Types Of Ethics
- Ethical Dilemmas

**UNIT II: Ethics and Values propagated by different Religions and Thinkers (4 Hours)**

- Ethical Views of Kant, Spinoza, Aristotle, Plato, and Kautilya.
- Values Propagated By Different Religions - Hinduism, Islam, Christianity, Buddhism
- Gandhian Values In 21<sup>st</sup> Century

**UNIT - III: Values, Norms, Beliefs (4 Hours)**

- Values
- Norms
- Beliefs
- Morality
- Dominant Indian Values

**.UNIT - IV: Development of Human Values (4 Hours)**

- Self Exploration
- Professional Ethics
- Interpersonal Effectiveness and Stress Management through Human Interpersonal Effectiveness and Stress Management through Human Values

**UNIT V: Applications of Values and Ethics (4 Hours)**

- Environmental Ethics
- Work Place Spirituality
- Corporate Social Responsibility
- Business Ethics

**Prescribed Text Books:**

1. Murthy, C.S.V. (2011). Business Ethics: Text & Cases, Himalaya Publishing House, Mumbai
2. Gaur R.R., Sangal R., Bagaria G.P., (2010). Human Values and Professional Ethics. First Edition. Excel Books, New Delhi.
3. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
4. Balachandran S., Raja K.C.R., and Nair B.K. (2003). Ethics, Indian Ethos and Management. Second Edition. Shroff Publishers, Distributors Pvt. Ltd., Mumbai.

**Suggested Additional Readings:**

1. Bhatia S.K. (2001). Business Ethics and Managerial Values. First Edition. Deep and Deep Publications, New Delhi.

2. Sekhar R.C. (2002). Ethical Choices in Business. Second Edition. Response Books, New Delhi.
3. Chakraborty S.K. (2009). The Management and Ethics Omnibus. Eighth Edition. Oxford University Press, New Delhi.
4. Misra Rajan (2009). Human Values, University Science Press. First Edition. Darya Ganj, New Delhi.
5. Verma Yoginder (2007). Education in Human Values for Human Excellence. First Edition. Kanishka Publishers, New Delhi.

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. 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 Appalyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

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

## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter – 5	1	--
9	1	Attitude Measurement	Book – 1	Chapter – 7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--
12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter –	--	--

				6		
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests ( with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 602

**Course Name:** Analytics of Research

**Faculty Name:** Dr Sanjeev Gupta

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

### **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
  - Seminar: 10 marks
  - Assignments: 15 mark

### **Course Contents**

#### **UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data –dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.

## **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes’ Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

## **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems– conditions for solvability.

## **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## **UNIT V: SAMPLING DISTRIBUTIONS**

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population,  $t$ ,  $z$  and  $F$  distributions, distributions of means. SPSS and its applications in business and industry.

### **References:**

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--
7	1	Univariate data – dispersion, relative dispersion, skewness and	Book – 1	Chapter – 2	--	1

		kurtosis, Moments				
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter –5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter –5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
16	2	Inverse of a matrix, Determinants, the	Book – 1	<b>Chapter – 6</b>	--	--

		Characteristic roots and vectors, Systems of Linear Equations:	Book - 2	<b>Chapter – 7</b>		
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	<b>Chapter – 5</b>	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	<b>Chapter – 13</b>	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	<b>Chapter – 13</b>	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	<b>Chapter – 13</b>	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	<b>Chapter – 13</b>	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	<b>Chapter – 14</b>	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means.	Book – 2	<b>Chapter – 15</b>	--	--
27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--
48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1



<b>Total</b>	<b>40</b>				9	15
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**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)

**Course Code:** AFA-529

**Course Name:** Quantitative Finance

**Faculty Name:** Dr. Sanjeev Gupta

**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 To develop a conceptual and practical understanding of therange of mathematical functions and use them to solve Finance problems
- The goal of this course is to give students insights in the functioning of financial markets, understanding of measuring and forecasting financial risks.
- Aimed at giving students instruments required in order to analyze issues in asset pricing and market finance.
- Improve familiarity of the students with recent empirical findings based on financial econometric models, have a good command of basic econometric techniques and understand practical issues

**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%
  - Presentations/viva: 10%
  - Case studies & Field Surveys, etc: 10%

**Course Contents:**

**UNIT – I:Introduction to Quantitative Finance and Financial Mathematics**

**Quantitative Finance:** Meaning, Basic concepts, Scope, relevance, relationship & difference with other discipline. Role of quantitative finance in modelling, Types of data in Finance

Matrices: terminology, Operations with matrices, rank of a matrix, the inverse of a matrix.

**Statistical analysis:** Some Examples of descriptive statistics and its purpose, comparison of inferential statistics with descriptive statistics and mathematical expectation. Need for and methods of data transformation. Moments of a Probability Distribution, Some Important Probability Distributions

#### **UNIT – II: Statistical Techniques for Finance**

Correlation - Karl person correlation, rank correlation, Multiple Correlation, Regression - The Meaning of Regression Analysis, The Regression Model and its Statistical Parameters, Actual and Fitted Values – the Regression Line and the Error Term, The Meaning of the Linearity Assumption, The Method of Ordinary Least Squares (OLS) and Monte Carlo Simulation.

#### **UNIT – III: Modelling in Finance**

Efficient market hypothesis testing, CAPM modelling, Modelling high frequency financial data, Verification and testing of financial modelling, Basic Time Series Concepts, Structural breaks.

#### **UNIT – IV: Modelling Asset Returns volatility and Forecasting**

Modelling asset return volatility, leverage effect, ARCH, GARCH, EGARCH and T-GARCH models, Forecasting for Univariate and multivariate data, Single Exponential Smoothing, ARIMA modelling, VAR model, Single equation modelling and Delphi method.

#### **UNIT – V: Applications and Data Analysis**

**Software's:** Introduction to E-Views and SPSS, Gretl for data analysis in Finance with data from, CPI Index, IIP, NSE, BSE, Foreign Exchange Market.

#### **Recommended Books:**

1. Patton, A. (2007). Quantitative Finance, UoL Study Guide. (**AP**)
2. Diebold, F.X. *Elements of Forecasting*. (Thomson South-Western, Canada, 2006) fourth edition. (**FD**)
3. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
4. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
5. Enders W. Applied Econometric Time Series. 2<sup>nd</sup> ed., John Wiley & Sons, Inc., 2004
6. Ruey S. Tsay (2002). Analysis of Financial Time Series.
7. Brooks (2002). Introductory econometrics for finance, Cambridge University Press.
8. Franke/ Haerdle/ Hafner (2004). Statistics of Financial Markets, Springer.
9. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Quantitative Finance: Meaning, Basic concepts	Book – 1	Chapter – 1	--	1
2	2	Scope, relevance, relationship & difference with other discipline	Book – 2	Chapter – 1	--	1
3	3	Role of quantitative finance in modeling,	Book – 2	Chapter – 1	1	1
		Types of data in Finance				
4	4	Matrices: terminology	Book – 2	Chapter – 1	--	1
5	5	Operations with matrices rank of a matrix.	Book – 2	Chapter – 1	--	1
		The inverse of a matrix.				
6	6	Some Examples of descriptive statistics and its purpose.	Book – 1	Chapter – 2	--	--
7	7	Comparison of inferential statistics with descriptive statistics and mathematical expectation.	Book – 1	Chapter – 2	--	1
8	8	Need for and methods of data transformation.	Book – 1	Chapter – 5	1	--
9	9	Moments of a Probability Distribution.		Chapter – 5	1	
10	10	Some Important Probability Distributions	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	11	Correlation - Karl person correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	12	Rank correlation.	Book – 1	Chapter – 5	---	---
13	13	Multiple Correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--

14	14	Regression - The Meaning of Regression Analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	–	–
15	15	The Regression Model and its Statistical Parameters,	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	16	Actual and Fitted Values – the Regression Line and the Error Term.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	–	–
17	17	The Meaning of the Linearity Assumption,.	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	18	The Method of Ordinary Least Squares (OLS)	Book – 1	<b>Chapter – 5</b>	1	--
19	19	Monte Carlo Simulation	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	–	–
20	20	Efficient market hypothesis testing.	Book – 1	<b>Chapter – 13</b>	--	1
21	21	CAPM modeling, Modelling high frequency financial data.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	22	Verification and testing of financial modeling. Basic	Book – 1	<b>Chapter – 13</b>	--	--
23	23	Time Series Concepts, Structural breaks.	Book-2	<b>Chapter – 13</b>	—	—
24	24	Modelling asset return volatility, leverage effect,	Book – 1	<b>Chapter – 13</b>	--	1
25	25	ARCH Model	Book – 1	<b>Chapter – 14</b>	1	--
26	26	GARCH Model	Book – 2	<b>Chapter – 15</b>	—	—
27	27	EGARCH	Book – 1	<b>Chapter – 16</b>	—	—
28	28	T-GARCH models.	Book – 2	<b>Chapter – 16</b>	—	—

29	29	Forecasting for Univariate and multivariate data.	Book – 2	<b>Chapter – 17</b>	1	--
30	30	Single Exponential Smoothing	Book – 1	<b>Chapter – 15</b>	—	1
31	31	ARIMA modelling	Book – 1	<b>Chapter – 16</b>	—	1
32	32	VAR model	Book – 2	<b>Chapter – 16</b>	—	—
33	33	Single equation modelling and Delphi method.	Book – 2	<b>Chapter – 17</b>	—	—
34	34	Introduction to E-Views and SPSS.	Book – 2	<b>Chapter – 15</b>		1
35	35	Gretl for data analysis in Finance with data from	Book – 1	<b>Chapter – 16</b>		
36	36	CPI Index	Book – 1	<b>Chapter – 16</b>		1
37	37	IIP Index	Book – 2	<b>Chapter – 17</b>		
38	38	NSE	Book – 2	<b>Chapter – 15</b>	1	1
39	39	BSE	Book – 2	<b>Chapter – 16</b>	1	1
40	40	Foreign Exchange Market	Book – 1	<b>Chapter – 16</b>	—	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	16

# Financial Econometrics

**Course Code:** AFA 530

**Course Name:** Financial Econometrics

**Credits:** 4

**Faculty Name:** Dr Sanjeev Gupta

## Course objectives:

By the end of this course, participants will:

- (1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;
- (2) understand the interplay between econometric techniques and modeling assumptions;
- (3) have used computational methods to solve econometric exercises;
- (4) know how to estimate parameters of structural models using simulation-based estimators;
- (5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

## COURSE CONTENTS

### UNIT-I

(15 Hours)

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

### UNIT-II

(10 Hours)

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

### UNIT-III

(10 Hours)

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

### UNIT-IV

(15 Hours)

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

Time Series Analysis: Testing Causality in Economics: Granger Causality Test. Stationary, Test of Stationary, Spurious Regression, Unit Roots, Dickey-Fuller Test and Forecasting.

## **UNIT-V**

**(10 Hours)**

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

### **Prescribed Text Books:**

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4<sup>th</sup> Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2<sup>nd</sup> Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4<sup>th</sup> Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

### **Supplementary Readings:**

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4<sup>th</sup> Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWvFOU>

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Meaning and rationale of Financial Econometric,	Book – 1	Chapter – 1	1	1
2	1	Scope of financial econometric	Book – 1	Chapter – 1	--	--
3	1	Methodology	Book – 2	Chapter – 2	--	1
4	1	types of data	Book – 2	Chapter – 3	--	1
5	1	steps involved in formulating econometric model	Book – 1	Chapter – 4	--	--
6	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 1	1	1
7	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 5	--	1
8	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -1	Book – 1	Chapter – 6	--	--
9	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -2	Book – 2	Chapter – 6	--	--
10	1	Least Squares (OLS);	Book – 2	Chapter – 4	--	1
11	1	BLUE Properties.	Book – 2	Chapter – 5	--	1
12	1	Nature	Book – 2	Chapter – 6	--	--
13	1	Consequences	Book – 2	Chapter – 9	--	--



14	1	Detection & Remedial Measures for the problems of: Multicollinearity,	Book – 1	<b>Chapter – 7</b>	--	--
15	1	Multicollinearity	Book – 1	<b>Chapter – 7</b>	1	--
16	1	Heteroscedasticity	Book – 1	<b>Chapter – 2</b>	--	1
17	1	Autocorrelation.	Book – 1	<b>Chapter – 5</b>	1	--
18	1	Specification Errors,	Book – 1	<b>Chapter – 5</b>	--	--
19	1	Tests of Specification and Misspecification,	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	1
20	1	Models and Criteria for	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	1	--
21	1	Model Selection.	Book – 1	<b>Chapter – 5</b>		
22	1	Dummy Variables:	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 9</b>	--	--
23	1	Introduction and Uses.	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 9</b>	--	--
24	1	Distributed Lag	Book – 1 Book – 2	<b>Chapter – 9</b> <b>Chapter – 7</b>	--	--
25	1	Autoregressive Models:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
26	1	Introduction and Nature of Distributed Lag (DL)	Book – 1	<b>Chapter – 5</b>	1	--

		..	Book –2	<b>Chapter – 9</b>		
27	1	Auto Regressive (AR) Model.	Book – 1	<b>Chapter – 5</b>	1	--
28	1	Time Series Analysis:	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
29	1	Testing Causality in Economics	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
30	1	Granger Causality Test.	Book – 1	<b>Chapter – 13</b>	--	1
31	1	Stationary, Test of Stationary.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
32	1	Spurious Regression,	Book – 1	<b>Chapter – 13</b>	--	--
33	1	Unit Roots.	Book-2	<b>Chapter – 13</b>	--	--
34	1	Dickey-Fuller Test	Book – 1	<b>Chapter – 13</b>	--	1
35	1	Forecasting with DF test	Book – 1	<b>Chapter – 13</b>	--	--
36	1	Modeling volatility:	Book – 1	<b>Chapter – 14</b>	1	--
37	1	Models for volatility,	Book – 2	<b>Chapter – 15</b>	--	1
38	1	ARCH	Book – 1	<b>Chapter – 16</b>	--	1
39	1	GARCH..	Book – 2	<b>Chapter – 16</b>	--	1
40	1	Econometrics packages for modeling financial data	Book – 2	<b>Chapter – 17</b>	--	1

41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	15



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 602

**Course Name:** Analytics of Research

**Faculty Name:** Dr Sanjeev Gupta

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

## **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
  - Seminar: 10 marks
  - Assignments: 15 marks

## **Course Contents**

### **UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data –dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

## **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

## **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems– conditions for solvability.

## **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## **UNIT V: SAMPLING DISTRIBUTIONS**

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population,  $t$ ,  $z$  and  $F$  distributions, distributions of means. SPSS and its applications in business and industry.

### ***References:***

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M., Gupta M. K., Dasgupta B. (2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill

9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra  
 10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--

7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter –5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter –5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
15	1	Elementary matrices and their uses, Rank of a	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--

		matrix and related results				
16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	<b>Chapter – 5</b>	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	<b>Chapter – 13</b>	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	<b>Chapter – 13</b>	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	<b>Chapter – 13</b>	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	<b>Chapter – 13</b>	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	<b>Chapter – 14</b>	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means.	Book – 2	<b>Chapter – 15</b>	--	--



27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--
48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1
<b>Total</b>	<b>40</b>				9	15

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## Quantitative Analysis for Management

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**Programme of Study**

MBA

**Course Code:**

MGT 107

**Course Name:**

Quantitative Analysis for Management

**Designed by Faculty**

Prof. Sanjeev Gupta/Dr Aditi Sharma

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

2020

**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 make the students connect how various quantitative techniques are applied in the real management world.

### Course Outcome:

- The students would be able understand, solve and make sound decisions when they join the corporate world.

### 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%
  - VII. Class Participation- 10%
  - VIII. Presentations - 20%
  - IX. Assignment/Case study/problem solving-20%

### Course Contents:

- Attendance and Class Participation: 20%
- Presentation: 15%
- Case Discussion: 15%

## Course Contents

<b>UNIT I Introduction</b>	<b>8 Hours</b>
<ul style="list-style-type: none"><li>● Quantitative Analysis Approach</li><li>● Defining the problem</li><li>● Developing a model</li><li>● Acquiring Input Data</li><li>● Developing a solution</li><li>● Testing the Solution</li><li>● Analyzing and Implementing the Results</li></ul>	
<b>UNIT II Descriptive Statistics</b>	<b>8 Hours</b>
<ul style="list-style-type: none"><li>● Measures of Central Tendency, Arithmetic Mean</li><li>● Median</li><li>● Mode</li><li>● Quartiles, Percentiles</li><li>● Measures of Dispersion, Range, Mean Deviation , Standard Deviation</li></ul>	
<b>UNIT III Correlation and Regression</b>	<b>8Hours</b>
<ul style="list-style-type: none"><li>● Measurement of Correlation</li><li>● Karl Pearson's Coefficient of Correlation, Computation, Properties</li><li>● Rank Coefficient of Correlation</li><li>● Method of Concurrent Deviations</li><li>● Regression Model Building</li><li>● Simple Linear Regression</li><li>● Least Square Estimation</li><li>● Determination of Regression lines and estimation of Regression Coefficients</li><li>● Interpretation of Output</li></ul>	
<b>UNIT IV Time Series Analysis</b>	<b>8 Hours</b>
<ul style="list-style-type: none"><li>● Introduction to time series</li><li>● Components of time series</li><li>● Mathematical Models for time series</li><li>● Measurement of trend</li></ul>	
<b>UNIT V: Matrix and Application in Business</b>	<b>8 hours</b>
<ul style="list-style-type: none"><li>● Matrix and its General forms</li><li>● Matrix Representation of Multivariate Data</li><li>● Types of matrices</li><li>● Operations on matrices</li><li>● Inverse of matrix</li><li>● Rank of matrix</li><li>● Applications of matrices</li></ul>	

### Prescribed Text Books:

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

## Supplementary Reading

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

### LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 13	Quartiles, Percentiles	Text Book-2	6
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation,	Text Book-1 Text Book-2	4 8

	Computation, Properties		
Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9
Lecture – 24	Least Square Estimation	Text Book-1 Text Book-2	4 9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

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## Financial Econometrics

**Course Code:** MGT 311

**Course Name:** Financial Econometrics

**Faculty Name:** Dr Sanjeev Gupta

**Credits:** 4

### Course objectives:

By the end of this course, participants will:

(1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;

(2) understand the interplay between econometric techniques and modeling assumptions;

(3) have used computational methods to solve econometric exercises;

(4) know how to estimate parameters of structural models using simulation-based estimators;

(5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

### COURSE CONTENTS

#### UNIT-I (15 Hours)

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

#### UNIT-II (10 Hours)

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

#### UNIT-III (10 Hours)

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

#### UNIT-IV (15 Hours)

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

## **UNIT-V**

**(10 Hours)**

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

### **Prescribed Text Books:**

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4<sup>th</sup> Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2<sup>nd</sup> Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4<sup>th</sup> Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

### **Supplementary Readings:**

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4<sup>th</sup> Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWfOU>



## Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Introduction: Meaning and rationale of Financial Econometric.	Book – 1	Chapter – 1	1	1
2	3	Methodology, types of data, steps involved in formulating econometric model	Book – 2	Chapter – 1	1	1
3	3	Functional Forms of Regression Models.	Book – 2	Chapter – 1	1	1
4	2	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties	Book – 2	Chapter – 1	--	1
5	4	Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.	Book – 2	Chapter – 1	--	1
6	1	Specification Errors	Book – 1	Chapter – 2	--	1
7	3	Tests of Specification and Misspecification	Book – 1	Chapter – 2	--	1
8	2	Models and Criteria for Model Selection.	Book – 1	Chapter – 5	1	1
9	2	Dummy Variables: Introduction and Uses.				
10	3	Distributed Lag and Autoregressive Models:	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	3	Introduction and Nature of Distributed Lag (DL)	Book – 1 Book - 2	Chapter – 5	1	1

				<b>Chapter – 7</b>		
12	2	Auto Regressive (AR) Model.				1
13	3	Modeling volatility: Models for volatility,	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
14	2	ARCH	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		1
15	2	GARCH..	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
16	3	Econometrics packages for modeling financial data	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	1	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	15



# Central University of Himachal Pradesh

**Course Name:** Managerial Economics

**Course Code:** MSO- 413

**Faculty Name:** Dr. Sanjeev Gupta

**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 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.

## **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

Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty, Objective of Business Firms and Fundamental Concepts.

### UNIT - II Demand Analysis

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

### UNIT - III Theory of Production and Cost

Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Cost concepts, Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.

### UNIT - IV Market Structure

Market structure and Pricing decisions under under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices

### UNIT - V Macroeconomic aspect of Managerial Economics

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Monetary and Fiscal Policy.

#### Prescribed Text Books:

4. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
5. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
6. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
7. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
8. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.
9. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata Mc Graw Hill Education Pvt. Limited, India.
10. Mathur Satish B. (2011). Accounting For Management. Tata Mc Graw Hill Education Pvt. Limited, India.

#### 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 Deciiion. Biztantra Publication, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Nature, Scope and Significance of Managerial Economics	Book – 1	Chapter – 1	--	1
2	1	Relationship with other Disciplines	Book – 1	Chapter – 2	--	1
3	1	Role of Managerial Economics in Decision Making	Book – 2	Chapter – 2	1	1
4	1	Decision Making under Risk and Uncertainty	Book – 2	Chapter – 2	--	--
5	1	Objective of Business Firms and Fundamental Concepts.	c	Chapter – 3	--	1
6	1	Demand Analysis; Law of Demand. Exceptions to the law of Demand	Book – 2	Chapter – 1	--	1
7	1	Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity	Book – 2	Chapter – 4	--	--
8	1	Uses of Elasticity of Demand for managerial decision making	Book – 1	Chapter – 5	--	--
9	1	measurement of Elasticity of Demand.	Book – 1	Chapter – 5	--	1
10	1	Demand forecasting meaning, significance and methods.	Book – 2	Chapter –4	1	--
11	1	Managerial uses of Production Function, Short Run and Long Run Production Analysis	Book – 2	Chapter –6	--	1
12	1	Isoquants, Optimal Combination of Inputs, Cost concepts	Book – 1 Book - 2	Chapter – 4 Chapter	--	1

				- 5		
13	1	Traditional and Modern Theory of Cost in Short and Long Runs	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
14	1	Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	1
15	1	Market structure and Pricing decisions under under Perfect Competition	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
16	1	Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Nash Equilibrium, Prisoner’s Dilemma – Price and Non-price Competition and pricing strategies and practices	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
18	1	National Income; Concepts and various methods of its measurement	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
19	1	Inflation, types and causes, Business Cycle,	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
20	1	Monetary and Fiscal Policy.	Book – 1	Chapter – 5	1	--
21	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				5	9

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

**Course Code:** MSO 601

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. Continuous Internal Assessment : 25%
- Class participation: 10%
  - Assignment: 15%

## Course Contents

### UNIT – I: Research Process, Problem, & Research Designs

(4 Hours)

- Research : Definition and Types
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem
- Research Design, Parts of Research Design
- Different Research Design

### UNIT – II: Sampling and Sampling Methods

(4 Hours)

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure
- Characteristics of a good Sample Design
- Types of Sample Designs
- Sampling Process
- Random Sampling Methods

- Sampling and non-Sampling errors

**UNIT – III: Data Collection Methods**

**(4 Hours)**

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules
- Sources of Secondary Data
- Secondary Data collection Methods
- Selection of appropriate method of data collection

**UNIT – IV: Measurement, Scaling, Processing and Analysis of data**

**(4 Hours)**

- Measurement in Research
- Errors in measurement
- Validity and Reliability in Measurement
- Scaling and important scaling techniques
- Fundamental Statistical Tools of analysis
- Basics of Chi-square test, Introduction to Parametric Tests

**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, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari CR, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appalyer & Mathirajan M, 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.



## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types Motivation in Research	Book – 1	Chapter – 1	--	1
2	1	Research Process, Research Methods Vs. Research Methodology	Book – 2	Chapter – 1	--	1
3		Criteria for good research, Problems for researcher in India	Book – 2	Chapter – 1	--	
4	1	Formulation of Research Problem	Book – 2	Chapter – 1	1	1
5	2	Research Design, Parts of Research Design Different Research Design	Book – 2	Chapter – 1	--	--
6	1	Sampling Design and its Steps Criteria of selecting a Sampling Procedure	Book – 2	Chapter – 1	--	1
7	1	Characteristics of a good Sample Design	Book – 2	Chapter – 1	--	1
8	1	Types of Sample Designs Sampling Process	Book – 2	Chapter – 1	--	1
9	1	Random Sampling Methods Sampling and non-Sampling errors	Book – 1	Chapter – 2	--	--
10	1	Primary Data Collection Methods	Book – 1	Chapter – 2	--	1
11	1	Difference between Questionnaire and Schedules Sources of Secondary Data Secondary Data collection Methods	Book – 1	Chapter – 5	1	--

12	1	Selection of appropriate method of data collection	Book – 1	Chapter –5	1	--
13	1	Measurement in Research Errors in measurement Validity and Reliability in Measurement Scaling	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
14	1	important scaling techniques Fundamental Statistical Tools of analysis	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
15	1	Basics of Chi-square test	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
16	1	Introduction to Parametric Tests	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
17	1	Data Processing-Coding	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
18	1	entering and entering the data in software	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
19	1	Significance of Report Writing	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	1
20	1	Type of Research Report Layout of Research Report	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				8	9

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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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; SivakumarAppalyer&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.

## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter – 5	1	--
9	1	Attitude Measurement	Book – 1	Chapter – 7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--

12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests ( with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10

# 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)

**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Sanjeev Gupta

**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:**

- Familiarize students the basic concepts of Applications of Research in Business.
- Understand different strategies and models for Primary and Secondary data based research.
- Understand the applicability of different models in Various function areas of Management
- Train the students with various statistical software's like SPSS, STATISTICA and MS-EXCEL.

## **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. Counseling, Activities and Tutorials (CAT): 25%
  - xi. Class Participation: 5%
  - xii. Assignment: 5%
  - xiii. Analysis of various research papers: 5%
  - xiv. Presentation : 5%
  - xv. Library Work: 5%

## **Course Contents:**

### **UNIT – I: Research: Nature & Concept**

- Nature of Scientific Methods and its Application to Management
- Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.

### **UNIT – II: Research Process and Sampling**

- Steps in the Process of Research - Problem Selection, Formulation and Planning
- Problem formulation: Identification Probable Issue for Research, Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.
- Probability Sampling: Simple Random Sampling, Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.
- Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.

#### **UNIT – III:Hypotheses, Methods and Tools of Data Collection**

- Hypotheses: Nature, Characteristics, Sources & Types
- Statistical Inference: Point and interval estimates, Parametric and Non Parametric Tests
- Tools of Data Collection: Primary & Secondary, Observation, Interview Schedule, Questionnaire, Types and Formats.
- Secondary data sources

#### **UNIT – IV:Research Designs**

- Research Design: Concept and Types
- How to write effective research paper
- Factors to keep in mind while writing research methodology part in a research paper

#### **UNIT – V: Statistical Analysis**

- Graphic and Diagrammatic Presentation, Descriptive Statistics and Inferential Statistics
- Regression: Simple, Multiple, Logistics and Ordinal and violation of assumptions, their diagnostic testing and remedial measures.
- Factor Analysis, conjoint Analysis, Discriminant analysis and Confirmatory Factor Analysis.

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

1. David J. Luck and Ronald S. Ruben- Marketing Research 1987, 7th ed. Prentice Hall of India.
2. Kumar, Ranjeet 2- Research Methodology: a step-by-step guide for beginners 2011, New Delhi, Sage Publications India Pvt Ltd.
3. [Naresh K. Malhotra](#), Marketing Research: An Applied Orientation (6th Edition). [Pearson Education](#).

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

1. Bhandarkar, P.L., & Wilkinson, T. S. Methodology and Techniques of Social Research, 2009. Bombay: Himalaya.
2. Laldas, D. K. Practice of Social Research, 2004. Jaipur: Rawat.
3. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, 2006. Tata McGraw-Hill Co.Ltd.,
4. Montgomery, Douglas C., 5/e, Design and Analysis of Experiments, 2007. Wiley India.
5. Saunders- Research Methods for Business Students. Pearson Education, 3rd edition.
6. Holstein, J. A., &Gubrium, J. F. Inside interviewing: New lenses, new concerns.Thousand Oaks, 2003.CA: Sage Publications.



S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Nature of Scientific Methods and its Application to Management	Book – 1	Chapter – 1	--	1
2	1	Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.	Book – 2	Chapter – 2	--	1
3	2	Steps in the Process of Research - Problem Selection, Formulation and Planning	Book – 2	Chapter – 3	1	1
	1	Problem formulation: Identification Probable Issue for Research				
4	2	Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.	Book – 2	Chapter – 6	--	1
5	1	Probability Sampling: Simple Random Sampling,	Book – 2	Chapter – 4	--	1
6	1	Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.	Book – 1	Chapter – 2	--	--
7	1	Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.	Book – 1	Chapter – 2	--	1
8	2	Hypotheses: Nature, Characteristics, Sources	Book – 1	Chapter – 5	1	--

		& Types				
9	1	Statistical Inference: Point and interval estimates,				
10	2	Parametric and Non Parametric Tests	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Tools of Data Collection: Primary & Secondary	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Observation, Interview Schedule, Questionnaire,				
13	1	Types and Formats. Secondary data sources	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	--
15	2	How to write effective research paper	Book – 1 Book –2	<b>Chapter – 4</b> <b>Chapter – 7</b>	--	--
16	2	Factors to keep in mind while writing research methodology part in a research paper	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Graphic and Diagrammatic Presentation	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	2	Descriptive Statistics and Inferential Statistics	Book – 1	<b>Chapter – 5</b>	1	--

19	1	Regression: Simple,	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>		
20	2	Multiple, Logistics	Book – 1	<b>Chapter – 10</b>	--	1
21	2	Ordinal and violation of assumptions,	Book – 1 Book – 2	<b>Chapter – 11</b> <b>Chapter – 11</b>	1	--
22	2	diagnostic testing and remedial measures.	Book – 1	<b>Chapter – 14</b>	--	--
23	2	Factor Analysis, conjoint Analysis,	Book-2	<b>Chapter – 16</b>		
24	1	Discriminant analysis	Book – 1	<b>Chapter – 16</b>	--	
25	2	Confirmatory Factor Analysis.	Book – 1	<b>Chapter – 15</b>	1	--
25	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				9	15



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**Course Code:** POM 401

**Course Name:** Operations Management

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations: 5%
  - Assignment: 5%
  - Case studies and case lets: 10%

**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

**UNIT – II: Designing Operations (5 Hours)**

- Product Design and Analysis
- Make or Buy Decision
- Managing Quality

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

- Layout Strategies
- Location Strategies

**UNIT – IV: Forecasting and Requirement Planning (4 Hours)**

- Material Requirement Planning
- JIT
- New Research in understanding Demand
- Demand Forecasting

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

- Work Study and Measurement
- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry

- Case studies
- Use of Software's to solve various problems

### Prescribed Text Books:

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9<sup>th</sup> ed.), Pearson: New Delhi.
2. 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

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

## Lecture Plan

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S. No.	Lectur es	Topics	Prescribe d Text Book	Chapters	Case Study	Presen tation
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1	--	1
2.	1	Role of Operations Management	Book – 1	Chapter – 1	--	1
3.	1	Operations in Global Environment	Book – 1	Chapter – 2	--	1
4.	1	Product Design and Analysis	Book – 1	Chapter – 4	--	1
5.	1	House of Quality, Issues in Product Design	Book – 1	Chapter – 4	--	1
6.	2	Quality, Cost of Quality, International Quality Standards	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
7.	1	Total Quality Management, Six Sigma	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
8.	1	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	1
9	1	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	--
10	1	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--
11	1	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--
12	1	Material Requirement Planning Structure	Book – 2 Book – 1	Chapter – 7 Chapter – 13	--	--
13	1	JIT	Book – 2 Book – 1	Chapter – 8 Chapter – 15	1	1

14	1	Forecasting – Strategic Importance	Book – 1	Chapter – 3	--	1
15	1	Forecasting Methods	Book – 1	Chapter – 3	1	
16	1	Human Resource and Job Design	Book – 1	Chapter – 9	--	1
17	1	Work Study and Measurement	Book – 1	Chapter – 9	1	--
18	1	Inventory Management	Book – 2 Book – 1	Chapter – 6 Chapter – 11	1	--
19	1	Productivity and Efficiency	Book – 1	Chapter – 1	1	1
<b>Total</b>	<b>20</b>				<b>7</b>	<b>12</b>



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**Course Code:** MSO 408

**Course Name:** Operations Research

**Faculty Name:** Dr Sanjeev Gupta

**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 Management Science/Operation Research.
- Acquaint the students about tools used in Management Science for Decision Making.
- Enable the students to understand the application of Management Science in decision making process related to activity 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:**

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

3. Continuous Internal Assessment : 25%

- Class participation: 5%
- Presentations: 5%
- Assignment: 5%
- Case studies and case lets: 10%

**Course Contents:**

**UNIT – I:Introduction to Management Science**

**(5 Hour)**

- Operations Research: Definition &Characteristics
- The tools of Operations Research
- Operations Research Models
- The management science process
- Managerial problems
- Managerial decision making

**UNIT – II:Linear programming**

**(4 Hour)**

- Meaning of linear programming andBasic concepts
- Graphic solution
- Simple method
- Applications of Linear programming
- Limitations of linear programming

**UNIT – III:Transportation and Assignment**

**(5 Hours)**

- Transportation problem
- Transshipment problem
- Unbalance transportation problem
- Assignment Problem
- Travelling sales man problem

**UNIT – IV:Decision making in Management Science**

**(4 Hours)**

- Decision making under risk
- Decision making under uncertainty
- Decision making under certainty
- Decision making under conflict
- Decision tree

**UNIT – V:Markov Chains, Simulation and Applications of Management Science (2 Hours)**

- Markov Chains
- Simulation
- Application of Management Science/Operations Research in Industry
- Case studies
- Use of Software's to solve various problems

**Prescribed Text Books:**

1. Vohra, N.D. (2007). **Quantitative Techniques in Management(4<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi



- Anderson, David R.; Sweeney, Dennis J. and Williams Thomas A. (2006). **An Introduction to management Science: Quantitative Approaches to Decision Making (11<sup>th</sup> ed.)**, Cengage Learning: New Delhi.

### Suggested Readings

- Albright, S. Christian and Winston, Wayne L. (2012). **Management Science Modeling (4<sup>th</sup> ed.)**, Cengage Learning: Delhi.
- Baumol, W. J. (2000). **Economic Theory and Operations Analysis**, PHI: New Delhi
- Hiller, F.S. and G. J. Liberman (2001), **Introduction to Operations Research(7<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi
- Grayson, C.G. (1973). "Management Science and Business Practice"; Harvard Business Review, Vol.51. Pp.41-48.
- Hira, D.S. and P.K Gupta (1996). **Operations Research**, S. Chand & Co.: New Delhi.
- Lee, S. M.(et.al) (1989). **Management Science**, Wm.C.Publishers: Iowa.
- Murthy, P Rama (2007).**Operations Research (2<sup>nd</sup> edition)**, New Age: New Delhi
- Panneerselvam, R. (2002).**Operations Research**, Prentice Hall of India: New Delhi
- Swarup, Kanti, Gupta, P.K and Manmohan (2012). **An Introduction to Management Science: Operations Research**, Sultan Chand & Sons: New Delhi.
- Taha, H.A. (1992), **Operations Research**, Prentice Hall of India: New Delhi
- Taylor III, Bernard W. (2007).**Introduction to Management Science, (9<sup>th</sup> ed.)**, Prentice Hall
- Tulsian, P. C. and Pandey, Vishal (2012). **Quantitative Techniques: Theory and Problems**, Pearson: Delhi.

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

### Lecture Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1.	1	Management Science: Definition & Characteristics	Book – 2	Chapter – 1	--	1
2.	1	The tools of management science	Book – 2	Chapter – 1	--	1
3.	1	The management science process	Book – 2	Chapter – 1	--	1
4.	1	Managerial problems	Book – 2	Chapter – 1	--	1
5.	1	Managerial decision making	Book – 2	Chapter – 1	--	1

6.	1	Meaning of linear programming and Basic concepts	Book – 1	Chapter – 2	--	--
7.	1	Graphic solution	Book – 1	Chapter – 2	--	1
8.	1	Simplex method	Book – 1	Chapter – 5	1	--
9.	1	Applications of Linear programming	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
10.	1	Transportation problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
11.	1	Transshipment problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
12.	1	Unbalance transportation problem	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
13.	1	Travelling salesman problem	Book – 1 Book – 2	Chapter – 5 Chapter – 7	1	--
14.	1	Assignment Problem	Book – 1	Chapter – 5	1	--
15.	1	Decision making under risk	Book – 1	Chapter – 13	--	1
16.	1	Decision making under uncertainty and Decision making under certainty	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
17.	1	Decision making under conflict	Book – 1	Chapter – 13	--	--
18.	1	Decision tree	Book – 1	Chapter – 13	--	1
19.	1	Markov Chains	Book – 1	Chapter – 14	1	--
20.	1	Simulation	Book – 1	Chapter – 17	1	--
21.	<b>Lab Session</b>	Application of Management Science in Industry	Journals	Research Papers	--	--
22.	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				6	9



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code: MSO 601**

**Course Name: Research Methods for Business**

**Faculty Name: DrSanjeev Gupta**

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key applications of of research.
- To acquaint the various research tools used in different functional areas of Management.
- Use data for analysis and interpretation.

### **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
  - Seminar: 10 marks
  - Assignments: 15 marks

## **UNIT I: BASICS OF RESEARCH METHODOLOGY**

Fundamentals of research, problem identification and formulation, review of literature, research design and methods, writing research proposals, ethical's issues about research, collection of data, analysis and interpretation of data and outliers.

Presentation of data, funding for research, dissemination of research.

## **UNIT II: RESEARCH METHODS**

Classification of research, pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research, surveys, case studies, field study, research planning, sampling.

## **UNIT III: TOOLS AND TECHNIQUES-I**

Review of Measure of Central Tendency, dispersion, relative dispersion, skewness and kurtosis, Moments, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.

## **UNIT IV: TOOLS AND TECHNIQUES-II**

R-square, adjusted R-square, normality plots, multiple regression and its assumptions, multicollinearity, heteroscedasticity, autocorrelation, Factor Analysis, Introduction to Confirmatory Factor Analysis, Conjoint Analysis.

## **UNIT V: APPLICATIONS**

Applications in Marketing, HRM, Capital Market, Foreign Exchange Market and Business Policy. Data analysis by using demo version of SPSS Eviews, Gretl, MS- Excel and its implication in business and industry.

### **Suggested Readings:**

1. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
2. Goon A. M., Gupta M. K., Dasgupta B. (2001): Fundamentals of Statistics (V-2), World Press
3. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
4. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
5. Rustagi R.P. (1999) Financial Management, 4th Revised Edition, Taxmann's Publications (P.) Ltd
6. Prasanna Chandra (2010) Fundamentals of Financial Management, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.
7. Pandey I M (2010) Financial Management, 10<sup>th</sup> Edition, Vikas Publishing House, New Delhi.
8. Vyuptakesh S. (2010) Fundamentals of Financial Management, 2<sup>nd</sup> Edition, Pearson, New Delhi.
9. Amarchand, D. and Jayraj, B. J. 1992. Organization Culture and Effectiveness, Global Business Press, New Delhi.
10. Brislin, R.W, Lonner, W. and Thorndike, R.M., 1973, Cross Cultural Research Methods, John Wiley and Sons, New York.
11. Bryman, A. 2001. Social Research Methods, Oxford University Press, New York.
12. Cameron, K.S. and Whetten, D.A. 1983. Organizational Effectiveness: A Comparison of Multiple Models, Academic Press, New York.
13. George P. Huber and Andrew H. Van de Ven, 1995, Longitudinal field research methods: Studying Processes Of Organizational Change, Sage Publications India Pvt. Ltd., New Delhi

14. Steven G. Rogelberg, 2004, Handbook of Research Methods in Industrial and Organizational Psychology, Blackwell Publishing Ltd., UK.
15. Valerie Anderson, 2004, Research Methods in Human Resource Management, CIPD, London.
16. Y. Pal, P.P. Arya, and Y. Pal, 2005, Research Methodology in Management, Deep & Deep Publications, New Delhi.
17. Boyd, W., Harper Westfall, Ralph Stasch F. Stanley, Marketing Research Latest Edition, McGraw-Hill, New Delhi.
18. Shiu Eric, Hair Jr., Joseph, Bush Robert, Ortinau David.(2014) Marketing Research ,Tata McGraw Hill, New Delhi.
19. Chisnall Peter (2010) Marketing Research, Tata McGraw Hill, New Delhi.
20. Malhotra K. Naresh (2014), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education.
21. David (2014), Strategic Management: Concept and Cases, 12th Edition, Phi Learning Pvt Ltd.

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Fundamentals of research, problem identification and formulation	Book – 1	Chapter – 1	--	1
2	1	Review of literature	Book – 2	Chapter – 1	--	1
3	2	Research design and methods	Book – 2	Chapter – 1	1	1
4	1	Writing research proposals	Book – 2	Chapter – 1	--	1
5	2	Ethical's issues about research	Book – 2	Chapter – 1	--	1
6	1	Research collection of data	Book – 1	Chapter – 2	--	--
7	2	Analysis and interpretation of data and outliers.	Book – 1	Chapter – 2	--	1
8	1	Presentation of data, funding for research, dissemination of	Book – 1	Chapter – 5	1	1

		research				
9	1	Classification of research				1
10	2	Pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research,	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Surveys, case studies, field study, research planning, sampling.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
12	1	Review of Measure of Central Tendency				1
13		dispersion, relative dispersion	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	1
14	1	Skewness and kurtosis, Moments	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Concept of Regression	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Principles of least squares	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Rank correlation – Spearman’s and Kendall’s measures.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	2	Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.	Book – 1	<b>Chapter – 5</b>	1	--
19	2	R-square, adjusted R-square	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	1	

20	2	Normality plots, multiple regression and its assumptions,	Book – 2	Chapter – 3	1	1
21	2	Multicollinearity, heteroscedasticity, autocorrelation	Book – 2	Chapter – 4		
22	1	Factor Analysis,	Book – 1	Chapter – 6		
23	2	Introduction to Confirmatory Factor Analysis	Book – 1	Chapter – 7	--	1
24	1	Conjoint Analysis.	Book – 1	Chapter – 6		
25	2	Applications in Marketing HRM, Capital Market, Foreign Exchange Market and Business Policy.	Book – 1	Chapter – 6		
26	2	Data analysis by using demo version of SPSS	Practical work			1
27	2	Eviews, Gretl, MS-Excel and its implication in business and industry.	Practical work			1
28	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				7	16

## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** SAS 403

**Course Name:** Business Statistics

**Faculty Name:** DrSanjeev Gupta

**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.

**Lesson plan**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Meaning, Nature statistics	Book – 1	Chapter – 1	--	1
2	1	Need of Statistics	Book – 2	Chapter – 1	--	1
3	1	Collection of data Primary and Secondary Data	Book – 2	Chapter – 1	1	1
4	1	Classification	Book – 2	Chapter – 1	--	1
5	1	Tabulation of Data	Book – 2	Chapter – 1	--	1
6	1	Presentation of Data	Book – 1	Chapter – 2	--	--

7	1	Measures of Central Tendency	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Arithmetic Mean Median Mode	Book – 1	<b>Chapter –5</b>	1	--
9	1	Quartiles, Percentiles				
10	1	Measures of Dispersion	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Range, Mean Deviation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Standard Deviation				
13	1	Measurement of Correlation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	1	Karl Pearson’s Coefficient of Correlation, Rank Coefficient of Correlation	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Regression lines Determination of Regression lines and Regression Coefficients	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--

16	1	Use of Index Numbers Kinds of Index Numbers	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	1	Price Index Number, Quantity Index Number Methods of Constructing Index Numbers	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Basic concepts of probability, Laws of Probability	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Addition Law, Multiplication Law	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 6</b>	1	
20	1	Conditional Probability Bayes Theorem	Book – 1	<b>Chapter – 11</b>	1	1
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				7	8

**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
**HPKV Business School, SCMS**



**Course Code:** ECN 460

**Course Name:** Managerial Economics

**Instructor:** Prof. Sanjeev Gupta

**Participants:** MBA

**Credits Equivalent:** 4 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 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 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.

### Evaluation Criteria:

1. Mid Term Examination: **20%**
2. End Term Examination: **60%**
3. Continuous Internal Assessment: **20%**  
(Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

### SYLLABUS

Unit	Contents	Hours
<b>I</b>	<b>Basics of Managerial Economics</b> <ul style="list-style-type: none"><li>• The Nature and Scope of Managerial Economics</li><li>• Optimization Techniques and New Management Tools</li></ul>	<b>5</b>
<b>II</b>	<b>Demand Analysis</b> <ul style="list-style-type: none"><li>• Demand Theory</li><li>• Demand Estimation</li><li>• Demand Forecasting</li></ul>	<b>10</b>
<b>III</b>	<b>Production and Cost Analysis</b> <ul style="list-style-type: none"><li>• Production Theory and Estimation</li><li>• Cost Theory and Estimation</li></ul>	<b>10</b>

<b>IV</b>	<b>Market Structures</b> <ul style="list-style-type: none"> <li>• Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly</li> </ul>	<b>10</b>
<b>V</b>	<b>Pricing Practices and Emerging trends in Managerial Economics</b> <ul style="list-style-type: none"> <li>• Pricing Practices</li> <li>• Emerging trends in Managerial Economics during COVID-19 Era</li> </ul>	<b>5</b>

### **Detailed Course Contents**

#### **Unit – 1**

**The Nature and Scope of Managerial Economics-** Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits, Business Ethics, International framework of ME, ME and the internet.

**Optimization Techniques and New Management Tools-** Methods of expressing economic relationships, Total, Average and Marginal Relationships, optimisation analysis, Constrained optimisation, New and other management tools for optimisation, new management tools and functional specialisation.

#### **Unit – 2**

**Demand Theory-** The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making, international convergence of taste, electronic commerce **Demand Estimation-** The identification problem, Marketing research approaches to demand estimation, introduction to regression analysis, simple regression analysis, multiple regression analysis, problem in regression analysis, demand estimation by regression analysis. **Demand Forecasting-** Qualitative forecasts, time-series analysis, smoothing techniques, barometric methods, econometric methods, input-output forecasting.

#### **Unit – 3**

**Production Theory and Estimation-** The organisation of production and the production function, the production function with one variable input, optimal use of the variable input,

the production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness. **Cost Theory and Estimation-** The nature of costs, short-run cost functions, long-run cost curves, plant size and economies of scale, learning curves, minimising cost internationally- the new economies of scale, logistics of supply chain management, cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.

#### **Unit – 4**

##### **Market Structure: Perfect Competition, Monopoly, and Monopolistic Competition-**

Market structure and degree of competition, perfect competition, competition in the global economy, monopoly, monopolistic competition.

**Oligopoly** - Oligopoly and market concentration, oligopoly models, profitability and efficiency implications of oligopoly, the sales maximisation model, the march of global oligopolists.

#### **Unit – 5**

**Pricing Practices-** Pricing of multiple products, price discrimination, international price discrimination and dumping, transfer pricing, pricing in practice.

**Emerging trends in Managerial Economics-** Emerging trends in Managerial Economics during COVID-19.

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

1. **Salvatore, D. (2015). Managerial Economics: Principles and Worldwide Applications, Oxford University Press, New Delhi.**
2. Christopher R. Thomas & S. Charles Maurice (latest edition), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Jain TR and Khanna OP (2016), V K Publication, New Delhi
4. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, 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 Book Distributors and Publishers.

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

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition.

2. Yogesh Maheswari (2012), Managerial Economics, PHI Learning, New Delhi.
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics, McGraw Hill, New Delhi.



S.No	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits.	Book – 1	Chapter – 1	--	1
2	1	Business Ethics, International framework of ME, ME and the internet.	Book – 2	Chapter – 1	--	1
3	2	Methods of expressing economic relationships, Total, Average and Marginal Relationships	Book – 2	Chapter – 2		1
4	2	Optimisation analysis, Constrained optimisation, New and other management tools for optimization.	Book – 2	Chapter – 1	--	1
5	Lecture-3	The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making	Book – 2	Chapter – 2	--	1
6	1	International convergence of taste, electronic commerce	Book – 1	Chapter – 1	--	--

7	2	<b>Demand Estimation-</b> The identification problem, Marketing research approaches to demand estimation	Book – 1	<b>Chapter – 3</b>	--	1
8	1	Regression analysis, simple regression analysis	Book – 1	<b>Chapter –5</b>	1	--
9	2	Multiple regression analysis				
10	1	Problem in regression analysis	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Demand estimation by regression analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 5</b>	1	--
12	2	The organisation of production and the production function, the production function with one variable input, optimal use of the variable input	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 8</b>		
13	3	The production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness.	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 7</b>	--	--
14	2	The nature of costs, short-run cost functions, long-run cost curves	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	2	plant size and economies of scale, learning curves, minimising cost internationally	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--



16	1	The new economies of scale, logistics of supply chain management	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Market structure and degree of competition, perfect competition,	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Competition in the global economy,	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>		
20	2	Monopoly, monopolistic competition	Book – 1	<b>Chapter – 13</b>	--	1
21	1	Oligopoly and market concentration,	Book – 1 Book – 2	<b>Chapter – 12</b> <b>Chapter – 13</b>	--	--
22	2	Oligopoly models, profitability and efficiency implications of oligopoly,	Book – 1	<b>Chapter – 14</b>	--	--
23	1	The sales maximisation model, the march of global oligopolists.	Book-2	<b>Chapter – 13</b>		
24	1	Pricing of multiple products ,price discrimination	Book – 1	<b>Chapter – 13</b>	--	1
25	1	International price discrimination and dumping	Book – 1	<b>Chapter – 16</b>	1	--
26	1	Transfer pricing,	Book – 2	<b>Chapter</b>		

		pricing in practice.		- 16		
27	1	<b>Emerging trends in Managerial Economics-</b> Emerging trends in Managerial Economics during COVID-19.	Notes	<b>Web Notes</b>		
<b>Total</b>	<b>40</b>				10	15



# 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)

**Course Code:** MGT 621

**Course Name:** Qualitative Research

**Credits:** 4

**Course In-charge and Contents designed by:** Dr Manpreet Arora

Programme: Course work Ph.d

Year of Introduction and Improvement: 2018

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

### **Course Objectives:**

The course is designed to:

- To enable the students to consider the nature of Qualitative Research and equip them to understand its theory and design.
- To make them understand various tools of Qualitative Research
- To help them learn the peculiarities of thesis and research paper writing.

### **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:**

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

Library Work Assignment: 5%

Subjective Assignment: 5%

Quizzes/Games/Puzzles: 5%

Personality Assessment: 5%

Live Projects: 5%

### **Course Contents:**

#### **UNIT - I: An overview of Qualitative Research (8 Hours)**

- Premise for using Qualitative Research Methods
- Limitations of Quantitative Research
- History of Qualitative Research
- Distinguishing Qualitative and Quantitative Data Methods
- Approaches to Qualitative Research
- Ethics in Qualitative Research

#### **UNIT - II: Qualitative Research: Theory and Design (12 Hours)**

- Using the Existing Literature



### **Suggested Extra Readings:**

7. Merriam, Sharan B. *Qualitative Research and Case Study Applications in Education. Revised and Expanded from " Case Study Research in Education. "* Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104, 1998.
8. Morehouse, Richard E., and Pamela Maykut. *Beginning qualitative research: A philosophical and practical guide.* Routledge, 2002.
9. Silverman, David, ed. *Qualitative research.* Sage, 2016.
10. Glaser, Barney G., and Anselm L. Strauss. *Discovery of grounded theory: Strategies for qualitative research.* Routledge, 2017.
11. L BERG, B. R. U. C. E. "Qualitative research methods for the social sciences." (2001).
12. Malterud, Kirsti. "Qualitative research: standards, challenges, and guidelines." *The lancet* 358.9280 (2001): 483-488.

# **Course Contents SBMS** **2018**

**School of Business and Management Studies**

**CENTRAL UNIVERSITY OF HIMACHAL**

## **Internet Based Marketing (IBM)**

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**Course Code:**

MSC 520

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

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

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

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

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

### **Attendance**

#### **Requirement:**

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

### **Evaluation**

#### **Criteria:**

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

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

**Course**

**Contents:**

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

**(4 Hours)**

- History of Internet
- Customers and the Internet
- Evolving Technology
- Business and Internet
  - Business & Marketing
  - Introducing Internet Based Marketing (IBM)
    - Case Studies based on IBM

**UNIT – II: Internet Marketing Fundamentals**

**(6 Hours)**

- The abbreviations used while working/marketing on internet
- The Internet micro-environment
- The Internet macro-environment
  - Category Based Case Studies

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

**(8 Hours)**

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

**UNIT – IV: Emerging Trends in Web Marketing**

**(6 Hours)**

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

**UNIT V: Internet Strategy Development**

**(6 Hours)**

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

**Prescribed Text Books:**

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



## **Global Markets**

**and the power of B2B Internet Marketing**, Pearson Education

4. Susan Sweeney, Andy MacLellan, Ed Dorey, **3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 7<sup>th</sup> Edition**, Maximum Press

### **Suggested Additional Readings:**

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

## **CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES  
ACT 2009]

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

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

### **Strategic Management**

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**Course Code:** MSO 506  
**Course Name:** Strategic Management  
**Faculty Name:** Dr. Bhagwan Singh, Head, Dept. of M&SCM

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

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

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

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

**Evaluation Criteria:**

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

**Course Contents:**

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

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

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

- Environmental appraisal: The external assessment, Six Sigma, Mckinsey 7s framework Model, Porters five force model, Gap Analysis etc.
- Organization appraisal: Dynamics of internal environment. Organizational capability factors.  
Methods and techniques used for organizational appraisal
- The internal analysis: Resource based view, value chain analysis, and internal factor evaluation
- Strategic Business Units (SBUs) strategy: Evaluating and choosing business strategies: BCG matrix, JoHarri Window, GE 9 cell model etc.

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

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

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

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

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

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

**Prescribed Text Books:**

1. Wheelen L. Thomas, J. David Hunger (2010). Concepts in Strategic Management and

Business

Policy. 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. Campbell (2011). Crafting and Executing Strategy.

18<sup>th</sup> Edition. Tata McGraw 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.

## **CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

TAB SHAHPUR, DISTRICT KANGRA - 176206 (HP)

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

### **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 & Francis.
4. Yeshin, T. (1998). *Integrated marketing communication: The Holistic Approach*. Elsevier Group.

**Suggested Additional Readings:**

1. Percy, L. (2008). *Strategic integrated marketing communication: theory and practice*. Routledge.
2. Yeshin, T. (2012). *Integrated marketing communications*. Routledge.
3. Jani Rakesh R. (2011), *Services Marketing ethics, Values & cases*, Paradise Publishers
4. Jugenheimer (2010), *Advertising and Public Relations Research*, 1st Ed. PHI Learning.
5. George E Belch, George E. & Belch, Micheal E (2003 ). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. McGraw Hill

**CENTRAL UNIVERSITY OF HIMACHAL  
PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT  
2009]

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

## Web Based Advertising (WBA)

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**Course Code:**

MSC 522

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

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

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

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

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

### Attendance

#### Requirement:

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

### Evaluation

#### Criteria:

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

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

### Course

#### Content

#### UNIT – I: Starting with Foundation

**(3 Hours)**

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

- Need of Website for Business

**UNIT – II: Understanding Web Environment**

**(5 Hours)**

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

**UNIT – III: Web Based Advertising**

**(4 Hours)**

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

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

**(5 Hours)**

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

**UNIT – V: Recent Trends in Digital Marketing**

**(3 Hours)**

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

**Prescribed Text Books:**

5. Dave Chaffey ,Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 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

4. 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
6. 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>

**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[Established under the Central Universities Act 2009]

TAB – Shapur and Dharamshala (HQ), District Kangra - 176215 (HP)

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## Digital Marketing

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**Course Code:** MSC 430 SD-4

**Course Name:** Digital Marketing

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

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

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

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

**Attendance Requirement:**

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

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



the examination.

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Overview about Digital Marketing and its environment (5 Hours)**

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

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

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

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

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

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

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

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

- Mobile Based Marketing

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

**Prescribed Text Books:**

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>

**CENTRAL UNIVERSITY OF HIMACHAL  
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ac.in](http://www.cuhimachal.ac.in)

**Advance Topics in Strategic Marketing & Management**

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**Course**

**Code:**

MSC 607

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

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

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

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

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

#### **Attendance**

##### **Requirement:**

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

#### **Evaluation**

##### **Criteria:**

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

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

#### **Course**

##### **Contents:**

#### **UNIT – I: Strategy and Marketing**

**(8 Hours)**

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

#### **UNIT – II: Tools of Strategic Marketing**

**(8 Hours)**

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

#### **UNIT – III: Sales & Customer Acquisition with new Tools**

**(8 Hours)**

- Sales Management & Sales Tools

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

**UNIT – IV: Strategic Marketing Management for various approaches**

**(8 Hours)**

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

**UNIT – V: Recent Trends in Strategic Marketing & Management**

**(8 Hours)**

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

**Prescribed Text Books:**

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

## Stock Market Operations

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**Course Code:** AFA 415

**Course Name:** Stock Market Operations

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

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

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

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

	criteria of Mutual Funds.	
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### Prescribed Text Books:

1. Pathak V. Bharati (2018), Indian Financial System, Pearson
2. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
3. Mishkin frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
4. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2<sup>nd</sup> ed.). New Delhi: Sage Publications.
5. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
6. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
7. 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.vtssystems.com/resources/helps/0000/HTML\\_VTtrader\\_Help\\_Manual/index.html?technicalindicators.html](http://www.vtssystems.com/resources/helps/0000/HTML_VTtrader_Help_Manual/index.html?technicalindicators.html)

Lectures No	Topics	Prescribed Text Book	Chapter No.
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 India		
9.	Reforms in Indian Stock Markets		
10.	Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs		
11.	Role of brokers and, merchant bankers		
12.	Indian Stock Market- BSE and NSE		
13.	<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 Sto		

	Markets		
18.	Technical Analysis basics: Stock charts & Chart types, Trend lines, Support & Resistance and Volume		
19.	<b>Mutual Fund Basics:</b> Meaning, structure, types, benefits		
20.	regulation and performance evaluation criteria of Mutual Fu		

## Managerial Economics

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**Course Code:** MSO- 413

**Course Name:** Managerial Economics

Course Coordinator: 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>Basics of Managerial Economics</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>• Basic Principles of Managerial Economics</li> <li>• Business Objective and Theory of firms</li> </ul>	5



<b>II</b>	<b>Demand Analysis</b> <ul style="list-style-type: none"> <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>	<b>10</b>
<b>III</b>	<b>Cost Analysis</b> <ul style="list-style-type: none"> <li>• Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use</li> <li>• Cost Volume &amp; Profit Analysis/ Break even Analysis</li> </ul>	<b>5</b>
<b>IV</b>	<b>Production Analysis</b> <ul style="list-style-type: none"> <li>• Production function, single variable, law of variable proportion, two variable, Law of returns to scale</li> </ul>	<b>10</b>
<b>V</b>	<b>Market Analysis</b>  Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.  Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.	<b>10</b>

**Prescribed Text Books:**

1. Jain TR and Khanna OP (2016), V K Publication, New Delhi
2. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
4. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill
5. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
6. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
7. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

**Suggested Extra Readings:**

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
2. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2012
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
5. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

Lectures No	Topics	Prescribed Text Book	Chapter No.
1.	Meaning of Managerial Economics-its Nature & Scope	1, 2 & 5	1
2.	Relationship of Managerial economics with other branches & disciplines	1, 2 & 5	1-2
3.	Usefulness of Managerial Economics	3 & 5	2
4.	Basic Principles of Managerial Economics	2 & 6	3
5.	Theory of Firms & business objective of Firm	4, 6 & 7	4
6.	Meaning & Definition of Demand	4, 6 & 7	5
7.	Determinants of Demand	6 & 7	5
8.	Demand Function & Law of Demand & Exceptions to the Law of Demand	4, 5 & 6	5-6
9.	Elasticity of Demand- Meaning & Degrees of Elasticity of Demand	3, 4 & 7	6
10.	Price, Factors determining Price Elasticity & Income Elasticity of Demand	2, 3 & 7	7
11.	Cross and Advertising Elasticity of Demand	5 & 7	7
12.	Measurement Methods of Elasticity of Demand	2, 4 & 5	8
13.	Usefulness of Elasticity of demand for Managerial Decision Making	2, 3 & 5	8
14.	Demand Forecasting-Meaning & Significance	1, 5 & 6	9
15.	Methods of Demand Forecasting	2, 3 & 6	9
16.	Production Function- Meaning & understanding, Single & Two Variables	2 & 3, 4	10
17.	Factors of Production, Fixed & Variable Factors of Production	1, 4 & 7	11
18.	Law of Variable Proportions & Law of Returns to Scale, Difference	1, 5 & 7	12
19.	Law of Variable Proportions with help of Equal Product Curves	2, 4 & 3	12-13
20.	Iso-quants & Properties of Iso-Quants	1, 3, 6 & 7	14
21.	Marginal Rate of Technical Substitution	6 & 7	12-13

22.	Factor Elasticity of Substitution	1,3 &4	12
23.	Optimum Factor Combination & Product Mix	2,3 & 5	14
24.	Producer's Equilibrium	2,5, & 7	14-15
25.	Economies & Diseconomies of Scale	4 & 6	13
26.	Cost analysis-concept of Cost & Types of Costs	3,6 & 7	15
27.	Short & Long Run Cost Curves	3,6 & 7	15
28.	Break-even-Analysis- Introduction & its Assumptions	2 & 5	16
29.	BEP in terms of sales volume, Contribution & Margin of Safety	2, 5 & 6	16-17
30.	Managerial Uses of Cost Analysis	1 & 5	17
31.	Market Structure-Meaning & Types of Market Structure	2, 3 & 6	19
32.	Perfect Competition-Meaning & Features	4, 5 & 7	20
33.	Price Determination under Perfect Competition	1, 2 & 3	20-21
34.	Monopoly-Meaning & Features	2, 3 &4	22
35.	Price Discrimination & Pricing under Monopoly	1, 7 & 6	23
36.	Monopolistic Competition-Meaning & Features	2, 6 & 7	24
37.	Product Differentiation & Pricing under Monopolistic Competition	5, 6 & 7	24
38.	Oligopoly-Meaning & Features	3 & 7	25
39.	Kinked Demand Curve, Cartels & Price Leadership, Pricing Strategies	1, 4 & 6	25-26
40.	Price Determination, Full cost & product line Pricing, Price Skimming & Penetration Pricing	3,5 & 7	26

## Financial Management

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**Course Code:** AFA 403

**Course Name:** Financial Management, Dr Mohinder Singh

Faculty Name : Dr Manpreet Arora

**Year of Introduction /Revision :2018**



- Interrelationship between Financial Management and other functional areas of business, Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off

**UNIT - II: Time Value of Money (6 Hours)**

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique, Discounting Technique, Present Value of Annuity and Annuity Due
- Future Value of an Annuity, Compound Value of an Annuity Due
- Elementary valuation of Bonds and Stocks

**UNIT – III: Investment Decisions (10 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI

**UNIT - IV: Cost of Capital, Leverages and Capital Structure (12 Hours)**

- Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Under and Over Capitalization
- 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.

Lectures No	Topics	Prescribed Text Book
1,2	<b>Introduction to Financial Management</b> Nature and Scope of Finance, Financial Management, Objective of the firm	1&2
3,4	Finance Functions, Sources of Finance, Forms of business Organisation and their financial decisions	1&2
5,6	Valuation- Compounding, present value and Discounting	1&2
7,8	<b>Valuation</b> Time value of Money: Interest rate, simple and compounded	1&2
9,10	The valuation of long term security, Bond and Equity shares Risk and return	1&2
11,12	<b>Corporate Investment Decisions</b> Introduction, Capital budgeting process, Cash Flow Projection, Capital budgeting Technique	1&2
13,14	Capital Rationing, Adjusted Net Present Value	1&2
15,16	Replacement decisions and Impact of inflation	1&2
17,18	exchange rate on capital budgeting decisions	1&2
19,20	<b>Financing and Dividend Decisions</b> Calculating Cost of Capital, Calculating Cost of Specific Funds	1&2
21,22	Calculating Weighted Average Cost of Capital	1&2
23,24	Capital Structure Decision, Modigliani-Millar propositions I and II, Capital structure theories	1&2
25,26	Dividend policy and issue of bonus shares	1&2
27,28	<b>Working Capital Management</b> , Working Capital Planning	1&2

<b>29,30</b>	Monitoring and Control of Working Capital	<b>1&amp;2</b>
<b>31,32</b>	Working Capital Financing, Managing the Components of Working Capital	<b>1&amp;2</b>
<b>33,34</b>	Cash Management, Receivable Management, Inventory Management	<b>1&amp;2</b>
<b>35,36</b>	<b>Operating and Financial Leverage</b> Foreign Direct Investment, Foreign Institutional Investment	<b>1&amp;2</b>
<b>37,38</b>	Raising of capital abroad - American Depository Receipts, Global Depository Receipts	<b>1&amp;2</b>
<b>39,40</b>	External Commercial Borrowings and Foreign Currency Convertible B International Capital Budgeting	<b>1&amp;2</b>

# Corporate Governance & Social Responsibility

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**Course Code:** CSR 403

**Course Name:** Corporate Governance & Social Responsibility

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

## **Year of Introduction /Revision :2018**

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 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%



Unit	Topic	Duration
I	<b>Ethics and Business</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Business Ethics and its importance</li> <li>• Morality of profits, theories of Ethic</li> <li>• 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</li> </ul>	
II	<b>Conceptual Framework of Corporate Governance</b>	<b>(5 Hours)</b>
	<ul style="list-style-type: none"> <li>• Introduction, Need and Scope</li> <li>• Elements of Good Corporate Governance</li> <li>• Evolution of Corporate Governance</li> <li>• Developments in India</li> <li>• Corporate Governance Theories and Models</li> </ul>	
III	<b>Legislative Framework and agents in Corporate Governance</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Legal and Regulatory Aspects of the Corporate Governance</li> <li>• Shareholders- The prime stakeholders</li> <li>• Other Stakeholders of the Company</li> <li>• The role of Board of Directors in Corporate Governance</li> <li>• The role of Board of Auditors in Corporate Governance</li> </ul>	
IV	<b>Components and Facilitation of Corporate Governance</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Financial Reporting and Corporate Governance</li> <li>• Whistle Blowing Mechanism and Corporate Governance</li> <li>• Role of Government in Corporate Governance</li> <li>• Media and Corporate Governance</li> </ul>	
V	<b>Corporate Social Responsibility</b>	<b>(3 Hours)</b>
	<ul style="list-style-type: none"> <li>• Meaning, Definitions, Need, Factors,</li> <li>• Principles of CSR, CSR in India, CSR under the Companies Act, 2013</li> <li>• Corporate Governance and CSR</li> <li>• Environment Concern and Corporate</li> </ul>	

#### **Books recommended**

1. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education
2. Business Ethics- Concepts and Cases – Manuel G. Velasquez
3. Corporate Governance – IICA, Taxmann
4. Corporate Governance 1st Edition (English, Paperback, T. N. Satheesh Kumar)
5. Mandal, S.K. (2012): Ethics in Business and Corporate Governance, Tata McGraw--Hill Education, Private Limited
6. Benn, S. and Bolton, D.(2011): Corporate Social Responsibility, SAGE Publications, Inc
7. The Art of Corporate Governance – Dr. Joffy George
8. Journals-
  - a. ICSI – Chartered Secretary
  - b. ICSI – Student Company Secretary – E-bulletin

#### **Suggested Readings**

##### **A. Online Journals**

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

**B. Articles**

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

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

39.	Principles of CSR, CSR in India (under Companies Act, 2013)	4, 8 & 9	15, 16
40.	CSR Audit , Performance Evaluation & CSR Reporting	2, 3,7 & 8	9

## Research Methodology for Business

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**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Mohinder Singh and Dr. Chaman Kashyap, Assistant Professor(s), SBMS

### Year of Introduction /Revision :2018

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

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

- Familiarize the students to the basics of scientific methodology of business research
- Develop the analytical skills of students to conduct the business research
- Enable students to communicate the results scientifically for business decision making

### Attendance Requirement:

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

### Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. 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. Research Paper Development=20%

### Course Contents

#### UNIT – I: Overview of Research & Research Designs (7 Hours)

- Motivation in Research and Why to Conduct Research
- Meaning of Research, Components of Research Work and Criteria of a good research
- Research Process and Types of Research
- Research Design, types and errors in research design
- Problem Identification and problem statement formulation
- Literature review, Formulation of research objectives and research hypothesis

#### UNIT – II: Measurement and Sampling (7 Hours)

- Variables in Research
  - Measurement and Scaling and different scales
  - Construction of instrument and its validity and reliability
  - Data collection methods and validation of instruments
  - Sample design, sampling techniques and sample size determination
- UNIT – III: Data Collection and Preparation (8 Hours)**
- Field Work and Data Collection
  - Data Preparation: Editing, coding and classification of data
  - Frequency distribution, Tabulation and Graphical Presentations of the Data
  - Descriptive Analysis : Central Value, Dispersion, Symmetry
- UNIT – IV: Bi-variate, Multivariate analysis and Theoretical Distribution (9 Hours)**
- Correlation and Regression Analysis
  - Theoretical Distribution: Discrete and Continuous, sampling Distribution (Basics)
- UNIT – V: Inferential Analysis (9 Hours)**
- Basics of Hypothesis Testing
  - Parametric and Non Parametric Tests
  - Factor Analysis, Discriminate analysis, Cluster analysis and Conjoint analysis

**Prescribed Text Books:**

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Malhotra N.K & Dash S, (2011), Marketing Research: An applied orientation, 6<sup>th</sup> Edition, Pearson, India.
3. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi.
4. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
5. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi
6. Black Ken. (2009). Business Statistics for Contemporary Decision Making. Wiley India, New Delhi
7. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
8. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

**Suggested Additional Readings:**

1. Lee Nick & Lings Ian. (2010). Doing Business Research: A Guide to Theory and Practice, Sage Publications India Pvt Ltd, New Delhi.
2. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
3. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
4. Gupta SP (2010), Statistical Methods, Sultan chand and Sons, New Delhi.
5. Malhotra Naresh K & Das Satyabhusan (2011), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education, New Delhi.

6. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
7. Paneerselvam, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
8. Dooley, 2013 4<sup>th</sup> , edition, Social Research Methods, Prentice Hall of India Private Limited
9. Gupta and Gupta, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
10. Taylor, 2013, Research Methodology a guide for Management and Social Sciences, Prentice Hall of India Private Limited
11. Ghauri, Latest edition, Research Methods in Business Studies, Pearson, New Delhi.
12. Weblinks  
<https://www.youtube.com/watch?v=KiiC92ynGfM&list=PLZDZwPW7xRmFHK1ak8xK1dRowlv1pm3tS>

Lectures No	Topics	Prescribed Text Book	Chapter no.
41.	Research-Definition, types	3	1
42.	Different Approaches to Research	2&3	1
43.	Research Process	1&2	2
44.	Formulation of Research Problem	1&3	3-4
45.	Nature of Research Design & its formulation	1&2	4-5
46.	Classification of Research Design	1&3	5
47.	Sources of Secondary Data	1&2	7
48.	Methods of Primary Data Collection	1&3	6
49.	Meaning of Scaling & its types	2 & 3	7-8
50.	Questionnaire Designing, Reliability & Validity	2 & 3	6
51.	Sampling-meaning, sampling design	2 & 3	9
52.	Sampling Process	1&3	9-10
53.	Random sampling methods	2 & 3	10
54.	Non-random sampling methods	3	10-11
55.	Sampling & non-sampling Errors	1& 3	12
56.	Data processing-meaning & coding of Data	2 & 3	13
57.	Entering data in software	2 & 3	14
58.	Significance of Report-writing	1 & 3	15
59.	Different types of Research Report	3	15
60.	Layout of Research Report	2 & 3	15-16



MONSOON 2018

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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.

### Attendance Requirements:

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

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Attendance and Class Participation: 5%
  - Library Assignment: 5%
  - Presentation/Seminar: 10%
  - Quiz: 5%

### Course Contents

#### UNIT I Introduction to Organizational Behaviour

4 Hours

- Definition and Importance of OB
- Multidisciplinary Nature of OB

- Roles and Skills of a Manager
- Challenges , Opportunities and Models of OB

**UNIT II Perception, Attitude and Job Satisfaction** **4 Hours**

- Perception, 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 and Behavioural 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 , Types of Group
- Stages of Group Development
- Team and Types of Team
- Organizational Culture- Dimensions and Types

**Text Books**

1. 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.

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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## Leadership Development

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**Course Code:** CSR 408

**Course Name:** Leadership Development

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

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

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

### **Course Contents:**

#### **UNIT I: INTRODUCTION TO LEADERSHIP (4 Hours)**

- Definition and Significance, Leadership and Management, Leadership Myths
- Multiple intelligences of a Leader
- Characteristics of Effective Leaders
- The Interactional Framework for Leadership Effectiveness

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

- Leadership Traits and Behaviors
- Learning from Experience and Building Technical Competence
- Building Effective Relationship with Superiors and Peers
- Development Planning



**UNIT III: BUILDING CREDIBILITY AND INFLUENCING OTHERS****(4 Hours)**

- Building Credibility
- Effective Stress Management
- Problem Solving
- Improving Creativity

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

- Methods of Leader Development
- Setting Goals, Providing Constructive Feedback
- Building High Performance Teams
- Delegating, Coaching and Mentoring

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

- Power and Empowerment
- Leadership and Change
- Managing Conflict and Negotiation
- Leadership Ethics and Values

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360<sup>0</sup> Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.
8. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.



## Diversity & Cross Cultural Management

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**Course Code:** HRM 411

**Course Name:** Diversity & Cross Cultural Management

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

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

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

### Attendance Requirements:

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

### Evaluation Criteria:

4. Mid Term Examination: 25
5. End Term Examination: 50
6. Continuous Internal Assessment: 25
  - Attendance: 10
  - Presentation: 5
  - Class Participation: 5
  - Quiz: 5

### Course Contents

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

- Understanding Culture
- Determinants/ dimensions of Culture
- Major Models of National Culture- Hofstede's Model, Hall's Model
- Trompenaars Cultural Dimensions, GLOBE Study

#### **UNIT II Communicating across Cultures** **4 Hours**

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

#### **Unit III Negotiating across Cultures** **4 hours**

- Principles and Types of Negotiation
- Intercultural Communication and the Negotiation Process
- Negotiation Framework and Cultural Variables
- Dimensions of Organizational Culture Influencing Negotiations

#### **UNIT IV Managing Global Teams**

**4 Hours**

- Meaning and Purpose of Global Business Teams
- Difference between Traditional Teams and Global Teams
- Challenges created by Cultural Differences
- Team Strategies and the Influence of Culture

#### **Unit V International Assignments and Expatriate Management**

**4 Hours**

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

#### **Text Book**

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12<sup>th</sup> Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd.

#### **Suggested Reading**

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

# 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)

## Leadership- Concept and Theories

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**Course Code:** HRM 409

**Course Name:** Leadership- Concept and Theories

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

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

1. To gain an insight into the core themes, concepts, theories and practices of leadership.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.
3. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.

### Attendance Requirement:

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

### Evaluation Criteria:

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

Course Contents:

UNIT I: THE NATURE AND IMPORTANCE OF LEADERSHIP (4 Hours)

- Introduction: Nature and Importance of Leadership
- Leadership and Management
- Effective Leadership: Obstacles to Effective Leadership
- Roles and Functions of Leaders
- Leadership Styles and Followership Styles

UNIT II: TRAIT APPROACH FOR LEADERSHIP (4 Hours)

- Traits Perspective of Leadership
- Individual Differences and Traits
- Demographic Characteristics of Leaders
- Personality Traits that contribute to Leadership

UNIT III: BEHAVIORAL THEORIES OF LEADERSHIP (4 Hours)

- The Ohio State Studies
- The University of Michigan Studies
- The Blake and Mouton's Grid
- Likert's Management System

UNIT IV: CONTINGENCY THEORIES OF LEADERSHIP (4 Hours)

- Fiedler's (Least Preferred Co-worker) Contingency Model
- Hersey and Blanchard's Situational Leadership Theory (SLT)
- Path Goal Theory of Leadership
- Leader-Member Exchange Theory

UNIT V: CONTEMPORARY THEORIES OF LEADERSHIP (4 Hours)

- Charismatic Leadership
- Transactional Leadership
- Transformational Leadership
- Servant Leadership

**Prescribed Text Books:**

1. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt Ltd, New Delhi.

**Suggested Additional Readings:**

3. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience, Edition 7e, McGraw Hill, New Delhi.
4. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt Ltd, New Delhi.
5. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.
6. Maxwell, John C. 2005. The 3600 Leader: Developing Your Influence from Anywhere in the Organization, Pearson, New Delhi.
7. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
8. Singh, Kavita. 2013. Organizational Behaviour: Text and Cases, 2nd Edition, Pearson, New Delhi.
9. Chitale, Avinash K., Mohanty, Rajendra Prasad and Dubey, Nishith Rajaram. 2013. Organizational Behaviour: Text and Cases, PHI Learning Private Limited, Delhi.
10. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika. 2012. Organizational Behavior, 14<sup>th</sup> Edition, Pearson, New Delhi.



**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[Established under the Central Universities Act 2009]

## 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:**

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. 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**

**4 Hours**

- Meaning and Components of Compensation
- Compensation Management and its Significance
- Principles of Compensation Determination
- Factors influencing Compensation Decisions

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

**4 Hours**

- Wages: Types of Wages, Methods of Wage Payment, Wage Determination Process
- Theories of Wage Determination
- Methods of Wage Fixation: Unilateral, Bipartite and Tripartite
- National Wage Policy and its Objectives, Wage Policy at Company Level

**UNIT III Legal Framework of Compensation in India****6 Hours**

- Workmen’s Compensation Act, 1923
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Equal Remuneration Act, 1976
- Employee’s Provident Funds Act, 1952
- Employee’s State Insurance Act, 1948

**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 in India

**Unit V Compensation of Special Groups and International Compensation****2 Hours**

- Compensation strategy for Special Groups
- International Pay System, Objectives of International Compensation
- Components of International Compensation
- Various Approaches to International Compensation

**Text Books**

1. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., “Compensation”, Ninth Edition, 2013, McGraw Hill, New Delhi.
2. Bhattacharya, Dipak Kumar, “Compensation Management”, Sixth Impression, 2012, Oxford University Press, New Delhi.
3. Bhatia, Dr. Kanchan, “Compensation Management”, 2012, Himalaya Publishing House Pvt. Ltd., Mumbai.

**Suggested Reading**

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

**International Business Environment**


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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MIB 411
<b>Course Name:</b>	International Business Environment
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction /Revision :**

**2018**

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

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

- Enable the student to know about global trade environment and the factors influencing international trade.
- It also emphasizes on the role of GATT, WTO and other international organizations influencing international trade majorly.

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents**

**UNIT I Overview of International Business**

**(5 Hours)**

- Factors effecting environment- Micro and Macro
- The Growing relevance of globalization, International/Global Marketing, Why go International?
- International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization
- Internationalization Business Decisions
- Types of International Business
- Case Study

**UNIT II International Business Environment and its Components**

**(5 Hours)**

- Determinants of Entry Mode, the trade mode,
- Economic Environment, Economic Structures, Socio/Cultural Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychromic cultures, universalism and particularism, individualism and communitarism, neutral v/s emotional cultures, specific v/s diffuse



culture, cultural stereotypes , Religion, Language, O Culture and OB, Demographic, Political, Regulatory, Natural, Technological Environment

**UNIT III International Trading Environment**

**(3 Hours)**

- Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non Tariff barriers Forms of Integration, Types of Tariff and Non tariff barriers
- Case study

**UNIT IV Dropping Barriers to World Trade**

**(4 Hours)**

- Gatt to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South- South Cooperation, SAARC, SAPTA
- GATT, WTO
- WTO and India
- Case study

**UNIT V International Institutions and their Workings**

**(3Hours)**

- Bretton woods system, breakdown of Bretton woods system
- IMF and World Bank
- UNO and UNESCO

**Case Study:**

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

**Text Books:**

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

**Additional Readings:**

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

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Factors effecting environment- Micro and Macro	Book – 1
Lecture – 2	The Growing relevance of globalization, International/Global Marketing, Why go International?	Book – 1
Lecture – 3	International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization	Book – 1
Lecture – 4	Internationalization Business Decisions	Book – 1
Lecture – 5	Types of International Business Case Study	-----
Lecture – 6 & 7	Determinants of Entry Mode, the trade mode,	Book –1,2&3
Lecture – 8	Economic Environment, Economic Structures, Socio/Cultural	Book – 1&2
Lecture – 9 & 10	Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychronic cultures, universalism and particularism, individualism and communitarism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes , Religion, Language, O Culture and OB, Demographic, Political, Regulatory, Natural, Technological Environment	Book – 3
Lecture –11&12	Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non Tariff barriers Forms of Integration,	Book – 1
Lecture – 13	Types of Tariff and Non tarrif barriers Case study	Book – 2&3

Lecture – 14	Gatt to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South-South Cooperation	Book – 1&3
Lecture – 15	SAARC, SAPTA, GATT, WTO	Book – 1
Lecture –16&17	WTO and India Case study	Book – 1&3
Lecture – 18	Bretton woods system, breakdown of Bretton woods system	Book – 1&3
Lecture –19& 20	IMF and World Bank UNO and UNESCO	Book – 3

## Mergers and Acquisitions

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**Programme of Study**            MBA  
**Course Code:**                AFA 508  
**Course Name:**                Mergers and Acquisitions  
**Designed by Faculty**        Dr Manpreet Arora

**Year of Introduction /Revision :**                **2018**

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

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



- Case Study: Corporate Valuation and Indian Politics: Privatization of Balco
- Approaches to Corporate Valuation
- Corporate valuation techniques: Net Asset Valuation Model, Optimized Deprival Valuation Model, Price Earning Valuation Model, Tobin'S Q Model, The Free Cash Valuation Model
- Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank

**UNIT - IV:      Takeover Tactics      (3 Hours)**

- Preliminary Takeover steps, Establishing a Toehold
- Bidding Strategies, Bear Hugs
- Tender Offers, Proxy Fights
- Case lets on takeover strategies
- Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)

**UNIT – V:      Review of Research Papers      (2 Hours)**

- Review of Trends and prospective on Corporate Mergers in Contemporary India
- Review of Types of Merger
- Review of Mergers in Telecom Sector

**Prescribed Text Books:**

1. Ray Ghosh Kamal, (2010).Mergers and Acquisitions Strategy, Valuation and Integration. Eastern Economy Edition. PHI, New Delhi.
2. Gaughan A. Patrick. (2011). Mergers Acquisitions and Corporate Restructurings. Fifth Edition.Wiley India (P) Ltd. New Delhi.
3. Kumar Rajesh B., (2011). Mergers and Acquisitions: Text and Cases. Tata McGraw Hill, New Delhi.

**Suggested Additional Readings:**

1. Sudarsanam Sudi., (1985). Creating Values from Mergers and Acquisitions: The Challenges. Pearson Education, Delhi.
2. Boeh, Beamish, (2009). Mergers and Acquisitions: Text and Cases. Sage South Asia Edition. New Delhi.
- 3.Sofat, Hiro,(2011). Strategic Financial Management. PHI Private Limited,New Delhi.
- 4.Weston, Chung,Hoag,(1990). Mergers, Restructiuring and Corporate Control. PHI Private Limited,New Delhi.

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Motives for mergers and acquisitions	Book – 1
Lecture – 2	Forms of Mergers and Acquisitions, Theories of Mergers	Book – 1
Lecture – 3	Case Study: Merger of ICICI Ltd. With ICICI Bank	Book – 1
Lecture – 4	Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.	Book – 1
Lecture – 5	Strategies for entering into new markets.	-----
Lecture – 6	Value creation Strategy in Mergers and Acquisitions.	Book –1,2
Lecture – 7&8	Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis	Book – 1,2&3
Lecture – 9 & 10	Divestment, LBO'S, Spin offs	Book – 3
Lecture –11&12	Basics of Valuation Various expressions of value-Fair market value, intrinsic value, market value and other types of values used in the field of mergers and acquisitions Objectives of valuation, comparison in New Asset development and Mergers and acquisitions	Book – 1
Lecture – 13	Public sector valuation Case Study: Corporate Valuation and Indian Politics: Privatization of Balco	Book – 2&3
Lecture – 14&15	Approaches to Corporate Valuation Corporate valuation techniques: Net Asset Valuation Model, Optimized Deprival Valuation Model, Price Earning Valuation Model,Tobin'S Q Model, The Free Cash Valuation Model	Book – 1&3
Lecture – 16	Case Study: Swap Ratio and the failed Merger,Between Global Trust Bank and UTI Bank	Book – 1
Lecture –17	Preliminary Takeover steps, Establishing a Toehold	Book – 1&3

	Bidding Strategies, Bear Hugs, Tender Offers, Proxy Fights	
Lecture – 18	Case lets on takeover strategies, Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)	Book – 1&3
Lecture –19& 20	Review of Trends and prospective on Corporate, Mergers in Contemporary India, Review of Types of Merger, Review of Mergers in Telecom Sector	Book – 3

## PERSONAL FINANCE

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 404
<b>Course Name:</b>	Personal Finance
<b>Designed by Faculty</b>	Dr Manpreet Arora
<b>Year of Introduction/Revision :</b>	<b>2018</b>

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

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

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

### Attendance Requirement:

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

### Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%

- i. Library Work Assignment: 10%
- ii. Case study: 5%
- iii. Group Presentation: 10%

**Course Contents:**

**UNIT - I: Personal finance Basics and Time Value of Money (4 Hours)**

- The financial planning process
- Developing personal finance goals
- Opportunity cost and time

**UNIT - II: Risk Management and Insurance Products (5 Hours)**

- Risk management by Insurance
- General insurance , Types of general Insurance policies available in market, Major players in general insurance in market
- Commercial insurance- Types of commercial insurance, various players and the available insurance policies relating to commercial insurance
- Life insurance- Nature, Principles and various players and the available insurance policies relating to life insurance

**UNIT – III: Fundamental Investment concepts (4 Hours)**

- Risk reward trade off
- Rational choices
- Diversification
- Investment timing
- Direct investments

**UNIT - IV: Investment Products (4 Hours)**

- Managed funds
- Mutual Funds-Types, nature
- Portfolio management schemes
- Insurance bonds
- Examples of managed funds
- Evaluating managed funds

**UNIT – V Contemporary issues in Personal Financing Decisions (3 Hours)**

- Deductions and rebates for individuals
- Tax Saving Schemes
- Behavioural Financial Aspects of Individual
- Provident funds

**Prescribed Text Books:**

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

**Suggested Additional Readings:**



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

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	The financial planning process	Book – 1
Lecture – 2	Developing personal finance goals	Book – 1
Lecture – 3	Opportunity cost and time	Book – 1
Lecture – 4	Risk management by Insurance	Book – 1
Lecture – 5	General insurance , Types of general Insurance policies available in market, Major players in general insurance in market	-----
Lecture – 6	Commercial insurance- Types of commercial insurance, various players and the available insurance policies relating to commercial insurance	Book –1,2
Lecture – 7&8	Life insurance- Nature, Principles and various players and the available insurance policies relating to life insurance	Book – 1,2&3
Lecture – 9 & 10	Risk reward trade off, Rational choices , Diversification	Book – 3
Lecture –11&12	Investment timing, Direct investments	Book – 1
Lecture – 13	Managed funds Mutual Funds-Types, nature	Book – 2&3
Lecture – 14&15	Portfolio management schemes Insurance bonds	Book – 1&3

	Examples of managed funds	
Lecture – 16	Evaluating managed funds	Book – 1
Lecture –17	Deductions and rebates for individuals	Book – 1&3
Lecture – 18	Tax Saving Schemes	Book – 1&3
Lecture –19& 20	Behavioural Financial Aspects of Individual , Provident funds	Book – 3

## Management of Financial Institution

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**Programme of Study**                      MBA

**Course Code:**                              AFA 411

**Course Name:**                              Management of Financial Institutions

**Designed by Faculty**                      Dr Manpreet Arora

**Year of Introduction/Revision :**                      **2018**

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

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

- Acquaint students with Indian Financial System
- Enable students to understand a framework for working of Financial Markets
- Enable the students to know about various Financial Intermediaries

### 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.            Group Activity :10%
  - II.          Individual Presentation : 10%
  - III.         Quiz: 5%

### Course Contents:

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

- The Indian Financial System
- Components of formal financial system,
- Functions of a financial system
- Pillars of financial system

**UNIT - II: Financial markets, Regulatory and Promotional Institutions (6 Hours)**

- Financial Markets : The Money market ; Functions,
- Money market Instruments: T Bills, Commercial Bills, Commercial Papers, Certificate of Deposits, Call and short notice
- Tools for managing liquidity in money markets (CRR, SLR, REPOS, Interest rates, Refinance, LAF)
- Capital Markets : Functions, Primary Capital market, Secondary Capital market,
- The Reserve Bank of India, Roles of RBI, Techniques of monetary Control
- The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions

**UNIT - III: Development and other Financial Institutions (2 Hours)**

- Developments Financial Institutions – Development Banks, IFCI
- EXIM BANK, NABARD

**UNIT - IV: Banking Institutions (4 Hours)**

- Banking Institutions, Functions of a Bank, Scheduled Commercial Banks
- Cooperative Banking

**UNIT – V: Overview of Emerging concepts in Banking Concepts (4 Hours)**

- Micro finance, Financial Inclusion, Bancassurance, Merchant banking, Retail Banking

**Prescribed Text Books:**

1. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
2. Bhole L M, Mahakhud Jitendra (2012).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

**Supplementary Reading**

1. Khan M Y (2010). Indian Financial System. Tata McGraw Hill, New Delhi.
2. Gordon, Natarajan (2010). Financial Markets and Services. Himalaya Publishing House, New Delhi.
3. Kohn Meir (1999).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.
4. Gomez, Clifford (2010).Financial Markets, Institutions and Financial Services. Eastern Economy Edition. PHI Learning, New Delhi.
5. Mithani D.M. (2012).Money, Banking, International Trade and Public Finance. 16<sup>th</sup> Edition. Himalaya Publishing House, New Delhi.

6. Sundharam , Dutt. (2011). Indian Economy. 62<sup>nd</sup> Edition. S.Chand. New Delhi.
7. Burton,Brown. (2009). The Financial System and The Economy, Principles of Money and Banking. Eastern Economy Edition (5<sup>th</sup>). PHI Learning, New Delhi.

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	The Indian Financial System	Book – 1
Lecture – 2	Components of formal financial system	Book – 1
Lecture – 3	Functions of a financial system	Book – 1
Lecture – 4	Pillars of financial system	Book – 1
Lecture – 5	Financial Markets : The Money market ; Functions	-----
Lecture – 6	Money market Instruments: T Bills, Commercial Bills, Commercial Papers, Certificate of Deposits, Call and short notice	Book –1,2
Lecture – 7&8	Tools for managing liquidity in money markets (CRR, SLR, REPOS, Interest rates, Refinance, LAF) Capital Markets : Functions, Primary Capital market, Secondary Capital market	Book – 1,2&3
Lecture – 9 & 10	The Reserve Bank of India, Roles of RBI, Techniques of monetary Control The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions	Book – 3
Lecture –11&12	Developments Financial Institutions – Development Banks, IFCI	Book – 1
Lecture – 13	EXIM BANK, NABARD	Book – 2&3
Lecture – 14&15	Banking Institutions, Functions of a Bank	Book – 1&3
Lecture – 16	Scheduled Commercial Banks	Book – 1
Lecture –17	Cooperative Banking	Book – 1&3
Lecture – 18	Micro finance, Financial Inclusion, Bancassurance	Book – 1&3
Lecture –19& 20	Merchant banking, Retail Banking	Book – 3

## Financial Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 403
<b>Course Name:</b>	Financial Management
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction/Revision :**                   **2018**

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

**Course 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:**



- 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.

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Introduction to Financial Management, Meaning of Financial Management	Book – 1
Lecture – 2	Scope of Financial Management	Book – 1
Lecture – 3	Objectives of Financial Management, Financial Goal: Profit Versus Wealth Maximization	Book – 1
Lecture – 4	Finance Functions, Financial Decisions, Sources of Finance	Book – 1
Lecture – 5	Interrelationship between Financial Management and other functional areas of business	-----
Lecture – 6	Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off	Book –1,2
Lecture – 7&8	Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique	Book – 1,2&3
Lecture – 9 & 10	Discounting Technique, Present Value of Annuity and Annuity Due, Future Value of an Annuity	Book – 3
Lecture –11&12	Compound Value of an Annuity Due, Elementary valuation of Bonds and Stocks	Book – 1
Lecture – 13	Meaning of Capital Budgeting, Importance of Capital Budgeting	Book – 2&3
Lecture – 14,15&16	Methods of capital budgeting	Book – 1&3
Lecture – 17,18,19&20	Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR	Book – 1&3
Lecture – 21,22&23	Modern Techniques: NPV, IRR and PI	Book – 1&3
Lecture – 24&25	Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital	
Lecture – 26	Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital	-----
Lecture – 27&28	Marginal Cost of Capital, Under and Over Capitalization, Leverages, Types of Leverages	Book –1,2
Lecture – 29	Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage, Introduction to Capital Structure	Book – 1,2&3



Lecture – 30	Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure	Book – 3
Lecture – 31&32	Importance of Capital Structure, Optimal Capital Structure Theories of Capital Structure	Book – 1
Lecture – 33	Net Income Approach, Net Operating Income Approach	Book – 2&3
Lecture – 34	The Traditional Approach, Pecking order theory, Modigliani-Miller Approach	Book – 1&3
Lecture – 35&36	Dividend Policy, Types of Dividend Policy	Book – 1
Lecture – 37	Factors Influencing Dividend Policy	Book – 1&3
Lecture – 38	Dividend Policy and Firm Value	Book – 1&3
Lecture – 39&40	Dividend Theories: Walter’s Model, Gordon’s Model, Modigliani-Miller	Book – 3

## Strategic Management

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**Programme of Study**                      MBA

**Course Code:**                              MSO 506

**Course Name:** Strategic Management

**Designed by Faculty** Dr Manpreet Arora

**Year of Introduction/Revision :** 2018

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

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

- 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%
  - a. Class participation : 5% (*Less than 75% attendances will be awarded 0%*)
  - 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 Arthashastra: Relevance in today's Business
- Case Studies

#### **UNIT – III: Strategy Formulation and Choice**

**(7 HOURS)**

- Corporate Level Strategy
- 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
- Functional Strategies
- Case Studies

#### **UNIT – V: Strategic Leadership and Control**

**(8HOURS)**

- 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. 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

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

## Project Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 502
<b>Course Name:</b>	Project Management
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction/Revision :**                   **2018**

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

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

- 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%
  - Library Work Assignment: 5%
  - Subjective Assignment: 5%
  - Quizzes/Games/Puzzles: 5%
  - Personality Assessment:5%
  - Live Projects: 5%

### Course Contents

#### UNIT I Project Initiation

**(5 Hours)**

- Project Management –Project hierarchy, Project Lifecycle, Project and Strategic Management
- Project Origination – Political, Legal, Economic, Socio-demographic, Technological factors
- Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis, Project Appraisal and Selection

## **UNIT II Project Planning**

**(5 Hours)**

- 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, Theoretical aspects of PERT, CPM
- Resource Allocation – Types of Project Constraints
- Risk Management – Process, Identifications, Analysis
- **Case let discussions**

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

**(3 Hours)**

- Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team, Matrix Organizations, Choice of Organizations, Organizational Culture, Staffing and related issues
- Project Monitoring and Control – Setting a Baseline, Monitoring and Controlling Time Performance, Indices to Monitor Progress, Forecasting Final Project Cost
- **Case study**

## **UNIT IV Project Financing**

**(4 Hours)**

- Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances
- Venture Capital and Private Equity – Venture Capital Investor, VC & PE comparison, The VC investment appraisal

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

**(3Hours)**

- Project Audit – When to audit, How to audit, Who should audit, The Audit Report, Project Closure, Project Closure Process, Performance 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	Prescribed Text Book
Lecture – 1	Project Management –Project hierarchy, Project Lifecycle, Project and Strategic Management	Book – 1
Lecture – 2	Project Origination – Political, Legal, Economic	Book – 1
Lecture – 3	Socio-demographic, Technological factors	Book – 1
Lecture – 4	Project Feasibility – Market Analysis, Technical Analysis	Book – 1
Lecture – 5	Financial Analysis, Project Appraisal and Selection	-----
Lecture – 6	Project Definition – Project Scope, Project Planning model, Work Breakdown Structure, Organizational Breakdown Structure	Book –1,2
Lecture – 7	Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimate	Book – 1,2&3
Lecture – 8	Scheduling, Networking, Theoretical aspects of PERT, CPM	Book – 3
Lecture –9	Resource Allocation – Types of Project Constraints	Book – 1
Lecture – 10	Risk Management – Process, Identifications, Analysis <b>Case let discussions</b>	Book – 2&3
Lecture – 11	Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team, Matrix Organizations	Book – 1&3
Lecture – 12	Choice of Organizations, Organizational Culture, Staffing and related issues, Project Monitoring and Control – Setting a Baseline, Monitoring and Controlling Time	Book – 1

	Performance	
Lecture –13	Indices to Monitor Progress, Forecasting Final Project Cost  <b>Case study</b>	Book – 1&3
Lecture – 14	Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals	Book – 1&3
Lecture – 15	Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances	
Lecture – 16&17	Venture Capital and Private Equity – Venture Capital Investor, VC & PE comparison, The VC investment appraisal	
Lecture – 18	Project Audit – When to audit, How to audit, Who should audit	
Lecture – 19	The Audit Report, Project Closure	
Lecture – 20	Project Closure Process, Performance Evaluation	

## Legal Aspects of Business

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MSO 402
<b>Course Name:</b>	Legal Aspects of Business
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction/Revision :**                   **2018**

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

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

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

**Attendance Requirements:**



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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I:      THE INDIAN CONTRACT ACT 1872      (7 Hours)**

- Law its nature, Sources of Law
- Law of Contract : Valid Contract and its elements
- Nature and kinds of Contract
- Offer and acceptance
- Capacity of parties to contract
- Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake
- Lawful Consideration and elements of consideration
- Modes of 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. Sulphey, 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., Kanakattee 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.

**LECTURE PLAN**

Lectures	Topics	Prescribed Text Book
Lecture – 1	Law its nature, Sources of Law	Book – 1
Lecture – 2	Law of Contract : Valid Contract and its elements	Book – 1
Lecture – 3	Nature and kinds of Contract	Book – 1
Lecture – 4	Offer and acceptance	Book – 1
Lecture – 5	Capacity of parties to contract	-----
Lecture – 6	Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake	Book –1,2
Lecture – 7	Lawful Consideration and elements of consideration, Modes of Discharge of Contract	Book – 1,2&3
Lecture – 8&9	Indemnity and Guarantee	Book – 3
Lecture –10&11	Bailment and Pledge	Book – 1
Lecture – 12	Sales contract : Characteristics, Difference in Sale and Agreement to Sell	Book – 2&3

Lecture – 13	Guarantees and Warranties in sales contract	Book – 1&3
Lecture – 14	Doctrine of <i>Caveat Emptor</i> , Delivery and Rules regarding Delivery	Book – 1
Lecture –15&16	Major principles – Characteristics of a company and types of companies	Book – 1&3
Lecture – 17	Lifting of the Corporate Veil	Book – 1&3
Lecture – 18	Nature of Partnership	Book – 2&3
Lecture – 19	Rights and Duties of Partners	Book – 1
Lecture – 20	Types of Partners	Book – 1

## Accounting for Managerial Decisions

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**Programme of Study**                      MBA

**Course Code:**                              AFA 407

**Course Name:**                             Accounting For Managerial Decisions

**Designed by Faculty**                      Dr Manpreet Arora

**Year of Introduction/Revision :**                      **2018**

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

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

- 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, Meaning of 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.

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Meaning and Objectives of Working Capital, Operating Cycle Concept, Types of working capital	Book – 1
Lecture – 2	Working Capital Requirement, Determination of Working Capital: Internal and External Factors	Book – 1
Lecture – 3	Working capital management strategies, Planning and financing of working capital	Book – 1
Lecture – 4	Sources of Working Capital	-----
Lecture – 5&6	Liquidity and Its role, Measurement of Liquidity through ratios, Liquidity Ratios	Book –1,2
Lecture – 7	Investment in Marketable Securities, Working Capital Financing	Book – 1,2&3

Lecture – 8	Kingfisher Failure an evaluation of Liquidity aspects	Book – 3
Lecture –9	Meaning of Cash, Motives of Holding Cash, Objective of Cash Management.	Book – 1
Lecture – 10&11	Factors Determining the Cash Needs, Management of Cash Balance.	Book – 2&3
Lecture – 12	Sources and Types of Float, Cash Management Models.	Book – 1&3
Lecture – 13	Case Study on Issues and Management of Cash	Book – 1
Lecture –14&15	Meaning and Concept of Cash Budgeting, Technique of Preparation of Cash Budget	Book – 1&3
Lecture –16&17	Cash Flow Statement : Operating, financing and investing activities, Theoretical Aspects Only.	Book – 2&3
Lecture –18	Types and Need of holding Inventory.	Book – 1&3
Lecture – 19	Inventory Control Techniques.EOQ, Order point, Monitoring and control of Inventories, Inventory Control Ratios	Book – 1
Lecture – 20	Inventory System and ABC Analysis, Credit terms, Monitoring of Accounts receivable	Book – 1



**UNIT - II:      Liquidity and sources of working capital finance      (4 Hours)**

- Liquidity and Its role
- Measurement of Liquidity through ratios, Liquidity Ratios
- Investment in Marketable Securities
- Working Capital Financing
- **Kingfisher Failure an evaluation of Liquidity aspects**

**UNIT - III:      Cash Management and Relevant Case Study      (5Hours)**

- Meaning of Cash
- Motives of Holding Cash
- Objective of Cash Management.
- Factors Determining the Cash Needs.
- Management of Cash Balance.
- Sources and Types of Float.
- Cash Management Models.
- **Case Study on Issues and Management of Cash**

**UNIT - IV:      Cash Budgeting and the theoretical concepts of Cash Flow Statement**

**(4 Hours)**

- Meaning and Concept of Cash Budgeting.
- Technique of Preparation of Cash Budget.
- Cash Flow Statement : Operating, financing and investing activities, Theoretical Aspects Only.

**UNIT - V      Inventory and Receivable Management      (3 Hours)**

- Types and Need of holding Inventory.
- Inventory Control Techniques.EOQ, Order point, Monitoring and control of Inventories, Inventory Control Ratios
- Inventory System and ABC Analysis
- Credit terms, Monitoring of Accounts receivable

**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.
4. Dr. Periasamy .P, (2010).Working Capital Management. Second Edition. Himalaya Publishing House, New Delhi.

### LECTURE PLAN

Lectures	Topics	Prescribed Text Book
Lecture – 1	Law its nature, Sources of Law	Book – 1
Lecture – 2	Law of Contract : Valid Contract and its elements	Book – 1
Lecture – 3	Nature and kinds of Contract	Book – 1
Lecture – 4	Offer and acceptance	Book – 1
Lecture – 5	Capacity of parties to contract	-----
Lecture – 6	Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake	Book –1,2
Lecture – 7	Lawful Consideration and elements of consideration, Modes of Discharge of Contract	Book – 1,2&3
Lecture – 8&9	Indemnity and Guarantee	Book – 3
Lecture –10&11	Bailment and Pledge	Book – 1
Lecture – 12	Sales contract : Characteristics, Difference in Sale and Agreement to Sell	Book – 2&3
Lecture – 13	Guarantees and Warranties in sales contract	Book – 1&3
Lecture – 14	Doctrine of <i>Caveat Emptor</i> , Delivery and Rules regarding Delivery	Book – 1
Lecture –15&16	Major principles – Characteristics of a company and types of companies	Book – 1&3
Lecture – 17	Lifting of the Corporate Veil	Book – 1&3
Lecture – 18	Nature of Partnership	Book – 2&3
Lecture – 19	Rights and Duties of Partners	Book – 1
Lecture – 20	Types of Partners	Book – 1

## Marketing Management

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Course Code: MSC 401

**Course Name:** Marketing Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

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

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

- 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:**

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
  - c. Class participation = 5%
  - d. Assignments = 5%
  - e. Presentations =5%
  - f. Case studies =5%
  - g. Surprise test/Activity =5%

**Course Contents:**

**UNIT - I: Introduction to Marketing**  
**Hours)**

**(8**

- Meaning, Nature, Scope, and Importance of Marketing
- A history of schools of marketing thoughts
- Marketing Management Process: An overview
- Core Marketing Concepts and Philosophies
- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Growing Marketing Opportunities in India
- Customer Value

**UNIT - II: Environmental Scanning and Information Gathering**

**(7 Hours)**

- Analyzing the Marketing Environment; Needs and Trends

- Impact of Environmental factors on marketing Decisions
- Developing Marketing Strategies and Plans
- 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: Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning (8 Hours)**

- Buyer Roles, The Buying Decision Process and Factors Influencing the Consumer Behavior
- Consumer Versus Organizational Buyer Behaviour
- Levels of Market Segmentation and Bases for Segmentation
- Selection of Target Markets and Target Market Strategies
- Market Positioning; Elements, strategies, errors
- Repositioning

**UNIT - IV: Marketing Mix-I (10 Hours)**

**Product Decisions:**

- Product Concept, Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Brand Positioning
- Designing and Managing Services
- Packaging, Labeling, Warranties, and Guarantees
- Product Life Cycle and Marketing Strategies
- New Product Development Process

**Pricing Decisions:**

- Consumer Psychology and Pricing; Role, Objectives, and Relevance
- Pricing Decisions: Determinants of Price, Pricing Process
- Pricing Policies, Methods or Strategies
- Effect of Internet on Pricing

***Pricing (Case Study): Arvind Mills: Re-evaluating Profitability***

***Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young***

**UNIT - V: Marketing Mix-II and Contemporary Marketing (7 Hours)**

**Distribution Decisions:**

- Marketing Channels and Channel System
- Types, Selection and Management of Intermediaries
- E-commerce practices

**Promotion Decisions:**

- Marketing Communication, IMC and Its Determinants

**Contemporary Marketing:**

- Emerging Trends in Marketing
- Technology implications on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, e-commerce, etc.), Impact of Artificial Intelligence & Cloud Computing on 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, 14 e.**; Pearson Education, New Delhi.
4. Kumar Arun and Meenakshi N (2011). **Marketing Management, 2nd Edition**, Vikas Publishing House Pvt. Ltd., New Delhi
5. 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. Balakrishna Sidharth (2011). **Case Studies in Marketing, 1<sup>st</sup> Edition**, Pearson Education, New Delhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, 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. Govindarajan M. (2009). **Marketing Management: Concepts; Cases; Challenges and Trends, 2/e**, Prentice Hall of India.
6. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
7. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.
8. Sherlekar, S. A. (2010). **Marketing Management, 14/e.**; Himalaya Publishing House Pvt. Ltd., Mumbai.

## 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

# 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** 2018

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

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

- 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 Retailing

**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, 11<sup>th</sup> Edition, Pearson Education, New Delhi.
3. Sharma, D.P. (2009), e-Retailing, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi.

**Suggested Additional Readings:**

1. Cox Roger, Brittain Paul (2011), Retailing, 5<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Srinivasan R. Srin, Srinivasan K. R. (2009), Cases in Retail Management, Bizantra.
3. Varley Rosemary, Retail Product Management, 2<sup>nd</sup> 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		

## Rural Marketing

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**Course Code:** MSC 507

**Course Name:** Rural Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

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

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

- Enable 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  
Hours)**

**(6**

- 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  
Hours)**

**(7**

- 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  
Hours)**

**(6**

**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.

- Balram, Dogra and Ghuman Kharminder (2008), Rural Marketing: Concept and Practices, Tata McGraw Hill, New Delhi.

**Suggested Additional Readings:**

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

**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:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

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

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

- 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	Chapter 18
		Book 2	Chapter 12

## Entrepreneurship 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** 2019

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Fundamentals of Entrepreneurship**

**(7 Hours)**

- Concept of Entrepreneur and Entrepreneurship
  - Entrepreneur Versus Manager
  - Why Entrepreneurship?
  - Theories of Entrepreneurship
  - Classification of Entrepreneurs/Entrepreneurship
- UNIT – II: Entrepreneurial Development (6 Hours)**
- Factors Influencing Entrepreneurial Development & Models of Entrepreneurship
  - Entrepreneurship Development Programme
  - Entrepreneurial Competencies
  - Entrepreneurship: Emerging Areas
- UNIT – III: Entrepreneurial Support (6 Hours)**
- Entrepreneurial Policies in India
  - Institutional Support to Entrepreneurs
  - Clustering
- UNIT – IV: Creating and Starting the Venture (6 Hours)**
- Creativity and Business Idea.
  - Legal Issues for the Entrepreneur
  - Feasibility Analysis
  - The Business Plan
- UNIT – V: Entrepreneurship Management (5 Hours)**
- Selection of types of ownership
  - Strategies for Growth
  - Entrepreneurial Sickness
  - Case Study

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., 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, Mu

### 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

## 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** 2019

**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	Book 1	Chapter 6&7

	Satisfaction, Customer Loyalty	Book 3	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** 2019

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Introduction to Sales Management**

**(7 Hours)**

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

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

**(6 Hours)**

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



**UNIT - III: Sales Force Management**

(6

Hours)

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

**UNIT - IV: Distribution Management-I**

(5 Hours)

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

**UNIT - V: Distribution Management-II**

(6 Hours)

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India.
2. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi.
3. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi.
4. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Pearson 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 Book 2	Chapter 1 Chapter 2
Lecture – 3&4	Role & Success factors of professional sales people	Book 3 Book 2	Chapter 1 Chapter 1
Lecture – 5&6	Selling, Modern Selling and Theories of Selling	Book 2 Book 1 Book 3	Chapter 2 Chapter 2 Chapter 1
Lecture-7	Organizational Vs Consumer Buyer Behaviour	Book 3	Chapter 3
Lecture – 8	Sales Planning & Sales Forecasting	Book 1	Chapter 3
Lecture – 9	Sales Budgets	Book 1 Book 2	Chapter 3 Chapter 20
Lecture – 10&11	Management of Key Accounts, Sales Territories and Quotas	Book 1 Book 2 Book 3	Chapter 4 Chapter 21&22 Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1 Book 2 Book 3	Chapter 5 Chapter 7 Chapter 10
Lecture – 14	Personnel Management in the Selling Field	Book 1 Book 2	Chapter 5 Chapter 10
Lecture – 15	Recruiting and Selecting Sales Personnel	Book 2	Chapter 11&12
Lecture – 16	Training, Motivating and Compensation	Book 1 Book 2	Chapter 6 Chapter 13-16
Lecture – 17&18	Managing Expenses of Sales Personnel, Sales Meeting and Contests	Book 2 Book 1	Chapter 17&18 Chapter 7
Lecture – 19	Sales Control	Book 1 Book 2 Book 3	Chapter 7 Chapter 19 Chapter 16
Lecture – 20&21	Meaning and Need of Distribution Channel,	Book 1	Chapter 8

	Distribution Channel Strategy		
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

### **Research Advances in Supply Chain and Retail Management**

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**Course Code** : MSC 604

**Course Name** : Research Advances in Supply Chain and Retail Management

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

**Year of Introduction/Revision of Course Contents** 2019

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - a. Class participation = 5%  
(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)
  - b. Assignments/Presentations= 10%
  - c. Case studies = 10%

**Course Contents:**

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

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

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

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

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

- Retail Scenario: Global Vs Indian; Liberalization and its impact on Retail Industries
- Determinants of Retail Store Choice, Retail Location and Merchandise Management Strategies

- Retail Communication Mix, Retail Atmospherics, Store Layout, Design & Visual Merchandising
- CVM, technology in retailing, e-tailing and rural retailing
- Managing retail dynamics through relationship marketing
- Components of CRM and managerial issues

**UNIT - IV: Understanding Rural Market and Management Approaches**

**(8 Hours)**

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

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

**(6 Hours)**

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

**UNIT – VI: Application of Marketing Research and Retail Supply Chain Analytics**

**(4 Hours)**

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

**Prescribed Text Books:**

1. Biswas, Supriya (2011). **Relationship Marketing: Concepts, Theories and Cases**, PHI Learning, Delhi.

2. Bruce, Margret, Christopher Moore and Crete Birtwistle; eds (2006). **International Retail Marketing: A Case Study Approach**, Butterworth-Heinemann: An imprint of Elsevier (Elsevier Ltd, Indian reprint edition), New Delhi.
3. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
4. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e**, Pearson: New Delhi.
5. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
6. Harland, Christine, Guido Nasimbeni and Eugene Schneller; eds(2013). **The SAGE Handbook on Strategic Supply Management**, Sage Publication Ltd: London.
7. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
8. Havaldar Krishna and Cavale Vasant (2011). **Sales and Distribution Management**, Tata McGraw Hill Education.
9. Kashyap, Pradeep (2012). **Rural Marketing, 2/e**, Pearson Education, India.
10. Levy M., Weitz B.A and Pandit A. (2008). **Retailing Management, 6/e**, Tata McGraw Hill, New Delhi.
11. Rai, Alok Kumar (2013). **Customer Relationship Management: Concepts and Cases, 2/e**, PHI Learning Pvt. Ltd., Delhi.
12. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.

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

1. Baron, Conway and Warnaby (2010). **Relationship Marketing: A consumer Experience Approach**, SAGE Publications Ltd.
2. Buttle Francis (2009). **Customer Relationship Management: Concepts and Technologies, 2/e**, Elsevier and Taylor & Francis Group.
3. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
4. Berman B., Evans J. R. and Mathur, Mini (2011). **Retail Management, 11/e**, Pearson Education, New Delhi.
5. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadjewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
6. Gosney John W and Thomas P Boehm (). **Customer Relationship Management Essentials**, Prentice Hall, New Delhi.
7. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
8. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
9. Kotler, Keller, Koshy and Jha (2009). **Marketing Management: A South Asian Perspective, 13/e**, Peason Education, India.
10. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**, Pearson: New Delhi.
11. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011). **Rural Marketing: Text and Cases, 2/e**, Pearson Education, India.

12. Lowson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
13. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
14. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
15. Seth Jagdish N et. al,(.). **Customer Relationship Management**, Tata McGraw Hill Publishing Co., New Delhi.
16. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.
17. Tadajewski, Mark and D. G. Brian Jones; ed. (2016). **Historical Research in marketing Management**; Routledge and Westburn Publishers Ltd., New York.

## Research Methodology for Business

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**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Mohinder Singh and Dr. Chaman Kashyap, Assistant Professor(s), SBMS

**Year of Introduction/Revision of Course Contents** 2019

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

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

- Familiarize the students to the basics of scientific methodology of business research
- Develop the analytical skills of students to conduct the business research
- Enable students to communicate the results scientifically for business decision making

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End 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. Research Paper Development=20%

### Course Contents

#### **UNIT – I: Overview of Research & Research Designs (7 Hours)**

- Motivation in Research and Why to Conduct Research
- Meaning of Research, Components of Research Work and Criteria of a good research
- Research Process and Types of Research
- Research Design, types and errors in research design
- Problem Identification and problem statement formulation
- Literature review, Formulation of research objectives and research hypothesis

#### **UNIT – II: Measurement and Sampling (7 Hours)**

- Variables in Research
- Measurement and Scaling and different scales
- Construction of instrument and its validity and reliability
- Data collection methods and validation of instruments
- Sample design, sampling techniques and sample size determination

#### **UNIT – III: Data Collection and Preparation (8 Hours)**

- Field Work and Data Collection
- Data Preparation: Editing, coding and classification of data
- Frequency distribution, Cross-Tabulation and Hypothesis Testing

#### **UNIT – IV: Data Analysis and Tools-I (9 Hours)**

- Univariate statistical techniques: Applications and limitations
- Bivariate and Multivariate statistical techniques: Applications and limitations

#### **UNIT – V: Data Analysis and Tools-II (9 Hours)**

- Factor Analysis, Discriminant analysis, Cluster analysis and Conjoint analysis
- Application of statistical software for data analysis
- Interpretation and result presentation
- Ethics in research

### Prescribed Text Books:



1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Malhotra N.K & Dash S, (2011), Marketing Research: An applied orientation, 6<sup>th</sup> Edition, Pearson, India.
3. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi.
4. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
5. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi
6. Black Ken. (2009). Business Statistics for Contemporary Decision Making. Wiley India, New Delhi
7. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
8. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

**Suggested Additional Readings:**

1. Lee Nick & Lings Ian. (2010). Doing Business Research: A Guide to Theory and Practice, Sage Publications India Pvt Ltd, New Delhi.
2. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
3. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
4. Gupta SP (2010), Statistical Methods, Sultan chand and Sons, New Delhi.
5. Malhotra Naresh K & Das Satyabhusan (2011), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education, New Delhi.
6. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
7. Paneerselvam, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
8. Dooley, 2013 4<sup>th</sup> , edition, Social Research Methods, Prentice Hall of India Private Limited
9. Gupta and Gupta, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
10. Taylor, 2013, Research Methodology a guide for Management and Social Sciences, Prentice Hall of India Private Limited
11. Ghauri, Latest edition, Research Methods in Business Studies, Pearson, 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 Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2019

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

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

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

### **Attendance Requirements:**

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

### **Evaluation Criteria:**

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Internal Assessment: 50
  - i. Attendance: 10
  - ii. Presentation: 10
  - iii. Assignment/Dissertation/Field Work: 10
  - iii. Case Presentation/ Role Play: 10
  - iv. Quiz/ Management Games or Activities: 10

### **Course Contents:**

#### **UNIT - I: Introduction to HRM (8 Hours)**

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

#### **UNIT - II: Human Resource Planning (8 Hours)**

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

#### **UNIT – III: Recruitment, Selection and HR Development (8 Hours)**

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

**UNIT – IV: Performance Management and Performance Appraisal (8 Hours)**

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360 appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

**UNIT – V: Job Evaluation, Compensation and Industrial Relations (8 Hours)**

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

Industrial Relations–Definition and Importance of Industrial Relations;

**Prescribed Text Books:**

1. Dessler, G., 2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi
2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi
3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi

**Suggested Extra Readings:**

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

**Lecture Plan**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2 Book - 3	Chapter – 1 Chapter – 1 Chapter -1
Lecture – 2	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2 Book - 3	Chapter – 1 Chapter – 1 Chapter -1
Lecture – 3	Difference between Personnel Management and HRM	Book – 1 Book – 2	Chapter – 1 Chapter – 1

Lecture –4	Strategic Human Resource Management	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 5	Objectives and Importance of HRM	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 6	Functions of HRM	Book- 1 Book – 2	Chapter- 2 Chapter – 2
Lecture – 7	Role of HR Manager	Book – 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 8	Jobs and Careers in HR	Book – 1 Book – 2	Chapter – 2,3 Chapter – 2
Lecture – 9	Importance and Process of Human Resource Planning	Book – 1 Book – 2 Book -3	Chapter – 3 Chapter – 3 Chapter -2
Lecture – 10	Demand and Supply forecasting Techniques- Managerial Judgment	Book – 1 Book -3	Chapter – 4 Chapter – 3
Lecture – 11	Trend Analysis, Ratio Analysis	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 12	Delphi Techniques, Replacement Chart	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 13	Job Analysis Process and Methods - Interview, Questionnaires	Book – 2 Book – 3	Chapter – 5 Chapter – 4
Lecture – 14	Observation, Participant diary/log	Book – 2	Chapter –5
Lecture – 15	Job Description; Job Specification	Book – 1 Book – 3	Chapter – 6 Chapter –5
Lecture – 16	Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment	Book – 1 Book – 3	Chapter – 6 Chapter – 5
Lecture – 17	Meaning and process of recruitment	Book -3	Chapter – 6
Lecture – 18	Sources of recruitment, developing and using application forms	Book -3	Chapter – 6
Lecture – 19	Selection - Tests, Interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture – 20	Types of interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-21	Difference between Recruitment and Selection	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-22	Concept and contents of induction and orientation, objectives of induction	Book – 1	Chapter – 8
Lecture-23	Training and Development- Importance of training, training methods	Book – 1	Chapter – 8
Lecture-24	Management Development -	Book – 1	Chapter – 8

	methods and techniques of management development		
Lecture-25	Performance Appraisal- Traditional Techniques of Performance Appraisal	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-26	Annual Confidential Report	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-27	Checklist Method	Book -3	Chapter – 9
Lecture-28	Forced Choice Method, Forced Distribution Method	Book -3	Chapter – 9
Lecture-29	Critical Incident, Field Review, Essay Method	Book -3	Chapter – 9
Lecture-30	Modern Techniques of Performance Appraisal- 3600 appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-31	Assessment Centers, MBO	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-32	Bias in Performance Appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-33	Methods of Job Evaluation-	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-34	Ranking Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-35	Job Grading Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-36	Point Rating Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-37	Factor Comparison Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-38	Base Compensation and Supplementary Compensation	Book – 3	Chapter – 14
Lecture-39	Factors affecting Employee Remuneration	Book – 3	Chapter – 14
Lecture-40	Industrial Relations–Definition and Importance of Industrial Relations	Book – 3	Chapter – 14
Total -40			

## Management Principles & Practices

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MSO 401
<b>Course Name:</b>	Management Principles & Practices
<b>Designed by Faculty</b>	Dr Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2019

**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
2. 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:**

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

7. Dr. P. Subba Rao & C. HimaBindu (2010), Management Theory and Practice, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
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 –	Control Techniques	Book – 2	Chapter –





- Managing self – emotions, ego, pride.

**UNIT II: Developing Soft Skills (4hours)**

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

**UNIT III: Understanding Self Development (2hours)**

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

**UNIT IV: Art of Communication (4hours)**

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

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

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

**Text Books:**

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

**Additional Readings:**

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

**Lecture Plan**

Lectures	Topics	Chapter and Book
1.	Self-Management and Self-Evaluation	Chapter 2, Book 3
2.	Self-Discipline	Chapter 2, Book 3
3.	Self-Awareness, Identifying one’s strengths and weaknesses	Chapter 2, Book 2

4.	Planning & Goal setting	Chapter-3 Book 3
5.	Managing self – emotions, ego, pride.	Chapter-1, Book 1
6.	Developing Positive Attitude	Chapter-4, Book 2
7.	Team building and Teamwork	Chapter 1, Book 3
8.	Time Management	Chapter 1, Book 1
9.	Stress Management	Chapter 5, Book 3
10.	Concept of Self Development, Personal Development	Chapter 5, Book 3
11.	Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory	Chapter-7, Book 2
12.	Definition and Process	Chapter 6, Book 1
13.	Formal and Informal communication	Chapter 8, Book 2
14.	Barriers to communication	Chapter 7, Book 1
15.	Art of listening, reading and writing	Chapter 9, Book 2
16.	Process of career management	Chapter 10, Book 2
17.	Career Path and Development	Chapter 9, Book 1
18.	Career development interventions	Chapter 9, Book 1
19.	Contemporary issues in career management: work- family conflict	Chapter 12, Book 3
20.	Career management and quality of life	Chapter 12, Book 3

## Total Quality Management

**Programme of Study**

MBA

**Course Code:**

POM 505

**Course Name:**

Total Quality Management

**Designed by Faculty**

Dr Rita Devi

**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 technique (4 Hours)**

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

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

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

**UNIT – V:Quality Management Systems****(4 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Readings:**

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran’s Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (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**

<b>Lectures</b>	<b>Topics</b>	<b>Chapter</b>
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

## **Organizational Theory, Design and Effectiveness**

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

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

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

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

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

**Evaluation Criteria:**

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

**Course Content:**

**UNIT I: Organizations and the Emergent Paradigm 4 Hours**

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

**UNIT II: Organization Theories: An Overview 4 Hours**

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

**UNIT III: Organization Design: Principles and Dimensions 4 Hours**

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

**UNIT IV: Organization Design: Process and Culture 3 Hours**

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

**UNIT V: Organization Effectiveness 5 Hours**

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

**Prescribed Text Books:**

- Organizational Theory, Design and Change: Global Edition, Gareth R Jones, Pearson Education Limited

- Organizational Effectiveness: A Behavioral view, Richard M. Steers, Goodyear Publication
- Organization Design & Development: Concepts and Applications, Bhupen Srivastava, Biztantra Publication

### Lecture Plan

S. No.	Lecture	Topics	Prescribed text Book	Chapters
1.	1.	Organization, Types of organization, Organizational Environment	Book -1 Book-2	Chapter-1 Chapter-1
2.	2.	Classical Theories: Scientific Management Theory	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3.	3.	Administrative Management Theory, Theory of Bureaucracy	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4.	4.	Classical Theories: Assumptions and Limitations	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
5.	5.	Behavioral Science Theories: Human Relations Approach,	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
6.	6.	Management Science Theory	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3



7.	7.	System Theory: General System Theory, Open and Closed system, Organization and its sub systems	Book -1 Book-2	Chapter-3,4 Chapter-3
8.	8.	Contingency Approach	Book -1 Book-2 Book-3	Chapter-4 Chapter-4 Chapter-3,5
9.	9.	Organization Design, Components of Organization Design	Book -1 Book-2	Chapter-6 Chapter-5
10.	10.	Organization Structure, Eight Dimensions of Structure	Book -1 Book-2	Chapter-6 Chapter-6
11.	11.	Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit	Book -1 Book-2	Chapter-6 Chapter-6
12.	12.	Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization	Book -1 Book-2 Book-3	Chapter-7 Chapter-9 Chapter-7
13.	13.	Organizational Conflict, Conflict and Organization Design	Book -1 Book-3	Chapter-8 Chapter-8
14.	14.	Power and Authority	Book -1	Chapter-9
15.	15.	Organizational Culture: Dimensions and Types	Book -1	Chapter-9
16.	16.	Introduction, Organizational Efficiency and Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
17.	17.	Approaches to Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
18.	18.	Perspectives of Organizational Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
19.	19.	Monitoring Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
20.	20.	Criteria for Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
<b>Total</b>	<b>20</b>			

## Organization Development

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	COD 404
<b>Course Name:</b>	Organization Development
<b>Designed by Faculty</b>	Dr Rita Devi

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

### Lecture Plan

Lectur es	Topics	Chapter and Book
1.	Organizational Change	Chapter 2, Book 3
2.	Theories of Planned change	Chapter 2, Book 3
3.	Theories of Planned change	Chapter 2, Book 3
4.	Leading and Managing Change	Chapter-3 Book 3

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

## Human Resource Management

**Programme of Study**

**Course Code:**

MBA

MGT -102

**Course Name:** Human Resource Management  
**Designed by Faculty** Dr Rita Devi  
**Year of Introduction/Revision of Course Contents** 2019

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Internal Assessment: 50
  - i. Attendance: 10
  - ii. Presentation: 10
  - iii. Assignment/Dissertation/Field Work: 10
  - iii. Case Presentation/ Role Play: 10
  - iv. Quiz/ Management Games or Activities: 10

**Course Contents:**

**UNIT - I: Introduction to HRM (8 Hours)**

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

**UNIT - II: Human Resource Planning (8 Hours)**

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

**UNIT – III: Recruitment, Selection and HR Development (8 Hours)**

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

**UNIT – IV: Performance Management and Performance Appraisal (8 Hours)**

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360 appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

**UNIT – V: Job Evaluation, Compensation and Industrial Relations (8 Hours)**

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

Industrial Relations–Definition and Importance of Industrial Relations;

**Prescribed Text Books:**

1. Dessler, G.,2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi
2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley& Sons Inc., New Delhi
3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi

**Suggested Extra Readings:**

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

**Lecture Plan**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2 Book - 3	Chapter – 1 Chapter – 1 Chapter -1
Lecture – 2	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2	Chapter – 1 Chapter – 1

		Book - 3	Chapter -1
Lecture – 3	Difference between Personnel Management and HRM	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture –4	Strategic Human Resource Management	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 5	Objectives and Importance of HRM	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 6	Functions of HRM	Book- 1 Book – 2	Chapter- 2 Chapter – 2
Lecture – 7	Role of HR Manager	Book – 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 8	Jobs and Careers in HR	Book – 1 Book – 2	Chapter – 2,3 Chapter – 2
Lecture – 9	Importance and Process of Human Resource Planning	Book – 1 Book – 2 Book -3	Chapter – 3 Chapter – 3 Chapter -2
Lecture – 10	Demand and Supply forecasting Techniques- Managerial Judgment	Book – 1 Book -3	Chapter – 4 Chapter – 3
Lecture – 11	Trend Analysis, Ratio Analysis	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 12	Delphi Techniques, Replacement Chart	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 13	Job Analysis Process and Methods - Interview, Questionnaires	Book – 2 Book – 3	Chapter – 5 Chapter – 4
Lecture – 14	Observation, Participant diary/log	Book – 2	Chapter –5
Lecture – 15	Job Description; Job Specification	Book – 1 Book – 3	Chapter – 6 Chapter –5
Lecture – 16	Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment	Book – 1 Book – 3	Chapter – 6 Chapter – 5
Lecture – 17	Meaning and process of recruitment	Book -3	Chapter – 6
Lecture – 18	Sources of recruitment, developing and using application forms	Book -3	Chapter – 6
Lecture – 19	Selection - Tests, Interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture – 20	Types of interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-21	Difference between Recruitment and Selection	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-22	Concept and contents of induction and orientation, objectives of induction	Book – 1	Chapter – 8
	Training and Development-	Book – 1	Chapter – 8



Lecture-23	Importance of training, training methods		
Lecture-24	Management Development - methods and techniques of management development	Book – 1	Chapter – 8
Lecture-25	Performance Appraisal- Traditional Techniques of Performance Appraisal	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-26	Annual Confidential Report	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-27	Checklist Method	Book -3	Chapter – 9
Lecture-28	Forced Choice Method, Forced Distribution Method	Book -3	Chapter – 9
Lecture-29	Critical Incident, Field Review, Essay Method	Book -3	Chapter – 9
Lecture-30	Modern Techniques of Performance Appraisal- 3600 appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-31	Assessment Centers, MBO	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-32	Bias in Performance Appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-33	Methods of Job Evaluation-	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-34	Ranking Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-35	Job Grading Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-36	Point Rating Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-37	Factor Comparison Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-38	Base Compensation and Supplementary Compensation	Book – 3	Chapter – 14
Lecture-39	Factors affecting Employee Remuneration	Book – 3	Chapter – 14
Lecture-40	Industrial Relations–Definition and Importance of Industrial Relations	Book – 3	Chapter – 14

Total -40			

## Self Management and Development

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 502
<b>Course Name:</b>	Self Management and Development
<b>Designed by Faculty</b>	Dr Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2019

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

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

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

### Attendance Requirement:

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

### Evaluation Criteria:

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

## Course Content

### UNIT I: Understanding Self Management

(4 Hours)

- Self Management and Self Evaluation
- Self Discipline
- Self Awareness, Identifying one’s strengths and weaknesses

- Planning & Goal setting

**UNIT II: Developing Soft Skills** (4 Hours)

- Soft skills: Types, Importance
- Communication skills, Developing Positive Attitude
- Team building and Teamwork
- Time Management, Stress Management

**UNIT III: Understanding Self Development** (4 Hours)

- Concept of Self Development/Personal Development
- Personality Development
- Theories of Self Development: Cooley’s Theory, Mead’s Theory, Freud’s Theory

**UNIT IV: Art of Communication** (4 Hours)

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

**UNIT V: Career Management Process and Development** (4 Hours)

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

**Text Books:**

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

**Additional Readings:**

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

**Lecture Plan**

Lecture	Topics	Prescribed text Book	Chapters
1	Self Management and Self Evaluation	Book -1 Book-2	Chapter-1 Chapter-1
2	Self Discipline	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3	Self Awareness, Identifying one’s strengths and weaknesses	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4	Planning & Goal setting	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2

5	Soft skills: Types, Importance	Book -1 Book-2	Chapter-3 Chapter-3
6	Communication skills, Developing Positive Attitude	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
7	Team building and Teamwork	Book -1 Book-2	Chapter-3,4 Chapter-3
8	Time Management, Stress Management	Book -1 Book-2 Book-3	Chapter-4 Chapter-4 Chapter-3,5
9	Concept of Self Development/Personal Development	Book -1 Book-2	Chapter-6 Chapter-5
10	Personality Development	Book -1 Book-2	Chapter-6 Chapter-11
11	Theories of Self Development: Cooley's Theory, Mead's Theory,	Book -1 Book-2	Chapter-6 Chapter-7
12	Freud's Theory	Book -1 Book-2 Book-3	Chapter-8 Chapter-9 Chapter-7
13	Definition and Process	Book -1 Book-3	Chapter-8 Chapter-8
14	Formal and Informal communication	Book -1	Chapter-9
15	Barriers to communication	Book -1	Chapter-9
16	Art of listening, reading and writing	Book -2 Book-3	Chapter-8 Chapter-9
17	Process of career management	Book -2 Book-3	Chapter-10 Chapter-9
18	Career Path and Development	Book -2 Book-3	Chapter-11 Chapter-9
19	Career development interventions	Book -1 Book-2	Chapter-9 Chapter-10
20	Contemporary issues in career management: Work- family conflict, Career management and quality of life	Book -1 Book-2	Chapter-9 Chapter-11
<b>20</b>			

## Human Resource Development

Programme of Study

MBA

Course Code:

HRM 503

**Course Name:** Human Resource Development  
**Designed by Faculty** Dr Rita Devi  
**Year of Introduction/Revision of Course Contents** 2019

**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 help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies.
- To identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organization.
- To Train students to apply HRD 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:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
- Attendance and Participation: 10%
- Assignment: 5%
- Case Discussion/Quiz: 5%
- Presentation: 5%

**Course Contents:**

**UNIT – I: The Fundamentals of Human Resource Development (5 Hours)**

Introduction to HRD: Meaning, scope and evolution of HRD

Functions of HRD: Roles and competencies of HRD professionals, framework for HRD process, challenge to organization and HRD professionals.

Factors Influencing Employee Behavior : Model of employee behavior, external and internal factors influencing employee behavior

HRD Matrix

**UNIT – II: Frame work of Human Resource Development (4 Hours)**

Assessing HRD Needs: Task analysis, person analysis, the HRD process

Designing and implementing effective HRD Program: HRD Intervention, identifying training needs, implementation of training programs, training methods and media, training delivery methods

Evaluation of HRD Program: The purpose of HRD evaluation, models and Framework of evaluation, assessing the Impact of HRD Programs

**UNIT – III: Learning and Training**

**(3 Hours)**

Learning Principles

Learning Styles

Training Methods

**UNIT - IV: Human Resource Development Applications**

**(4 Hours)**

Career Management and Development: Career concepts, models of career development, issues in career development.

Management Development: Strategies for management development, approaches used to develop managers.

Organization Development and Change: OD theories and concepts, designing intervention strategy

**V: Emerging Issues in HRD**

**(4 Hours)**

Strategic HRD

Globalization of business and their Impact on HRD

Managing Diversity of Workforce

Employee Counselling and Wellness Services : Employee assistance programme, stress management and intervention, issues in employee counselling

**Prescribed Text Books:**

1. Werner M. John and Simone L. Randy (2011). **Human Resource Development. Sixth edition.** Cengage Learning, Inc. Florence, KY.
2. **Mankind David (2010). Human Resource Development and Management. Oxford Printing Press.** New Delhi.
3. Bhattacharyya, D.R. (2009). Human Resource Development. Himalaya Publishing House.

**Suggested Extra Readings:**

1. Pareek, V. and Rao, T.V. (2010). Designing and Managing Human Resources System. Oxford and IBH Publishing Co. New Delhi.
2. Sheikh A.M. (2010). Human Resource Development and Management. Third Edition. S. Chand and Co. Ltd. New Delhi.

**Lecture Plan**

Lectures	Topics	Chapter and Book
1.	Introduction to HRD: Meaning, scope and evolution of HRD	Chapter 2, Book 3
2.	Functions of HRD: Roles and competencies of HRD professionals, framework for HRD process	Chapter 2, Book 3

3.	Challenge to organization and HRD professionals	Chapter 2, Book 2
4.	Factors Influencing Employee Behavior : Model of employee behavior, External and internal factors influencing employee behavior	Chapter-3 Book 3
5.	HRD Matrix	Chapter-3, Book3
6.	Assessing HRD Needs: Task analysis, person analysis, the HRD process	Chapter-4, Book 2
7.	Designing and implementing effective HRD Program: HRD Intervention, identifying training needs, implementation of training programs, training methods and media, training delivery methods	Chapter 1, Book 3
8.	Evaluation of HRD Program: The purpose of HRD evaluation,	Chapter 1, Book 1
9.	Models and Framework of evaluation, assessing the Impact of HRD Programs	Chapter 5, Book 3
10.	Learning Principles	Chapter 5, Book 3
11.	Learning Styles	Chapter-7, Book 2
12.	Training Methods	Chapter 6, Book 1
13.	Career Management and Development: Career concepts,	Chapter 8, Book 2
14.	Models of career development, issues in career development.	Chapter 7, Book 1
15.	Management Development: Strategies for management development, approaches used to develop managers.	Chapter 9, Book 2 Chapter 8, Book 3
16.	Organization Development and Change: OD theories and concepts, designing intervention strategy	Chapter 10, Book 2
17.	Strategic HRD	Chapter 9, Book 1
18.	Globalization of business and their Impact on HRD	Chapter 9, Book 1
19.	Managing Diversity of Workforce	Chapter 12, Book 3
20.	Employee Counselling and Wellness Services : Employee assistance programme, stress management and intervention, issues in employee counselling	Chapter 12, Book 3

### **Organization Development & Transformation**

**Programme of Study**

MBA

**Course Code:**

HRM 525

**Course Name:**

Organization Development & Transformation

**Designed by Faculty**

Dr Rita Devi

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

**Lecture Plan**

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

12.	Individual based interventions	Chapter 5, Book 3
13.	Life and Career Planning , Transaction Analysis	Chapter-7, Book 2
14.	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
15.	Process Consultations and Role Negotiations	Chapter 8, Book 1
16.	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
17.	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
18.	Employee Involvement	Chapter 10, Book 3
19.	MBO	Chapter 9, Book 1
20.	Grid OD	Chapter 9, Book 1
21.	Confrontation Meeting	Chapter 12, Book 3
20.	Total Quality Management	Chapter 12, Book 3

### **Diversity & Cross Cultural Management**

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**Programme of Study** MBA  
**Course Code:** HRM 411  
**Course Name:** Diversity & Cross Cultural Management  
**Designed by Faculty** Dr Rita Devi  
**Year of Introduction/Revision of Course Contents** 2019

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

**Course Objectives:** The course is designed to: • Understand the importance of cross-cultural management in work and employment • Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

**Attendance Requirements:** Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. Evaluation Criteria: • Mid Term Examination: 25 • End Term Examination: 50 • Continuous Internal Assessment: 25 • Attendance: 10 • Presentation: 5 • Class Participation: 5 • Quiz: 5

## **Course Contents**

### **UNIT I**

#### **Introduction to Diversity and Cross-Cultural Management 4 Hours**

- Understanding Culture
- Determinants/ dimensions of Culture
- Major Models of National Culture- Hofstede's Model, Hall's Model
- Trompenaar's Cultural Dimensions, GLOBE Study

### **UNIT II**

#### **Communicating across Cultures 4 Hours**

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

### **Unit III**

#### **Negotiating across Cultures 4 hours**

- Principles and Types of Negotiation
- Intercultural Communication and the Negotiation Process
- Negotiation Framework and Cultural Variables
- Dimensions of Organizational Culture Influencing Negotiations

### **UNIT IV**

#### **Managing Global Teams 4 Hours**

- Meaning and Purpose of Global Business Teams
- Difference between Traditional Teams and Global Teams
- Challenges created by Cultural Differences
- Team Strategies and the Influence of Culture

### **Unit V**

#### **International Assignments and Expatriate Management 4 Hours**

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

### Text Books

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI
4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications
5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
9. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell
10. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
11. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
12. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
13. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.
14. Journals: International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review

### Lecture Plan

Lecture	Topics	Prescribed text Book	Chapters
2.	Understanding Culture	Book -1 Book-2	Chapter-1 Chapter-1
3.	Determinants/ dimensions of Culture	Book -1 Book-3 Book-5	Chapter-2 Chapter-2 Chapter-2
4.	Major Models of National Culture- Hofstede's Model, Hall's Model	Book -1 Book-5 Book-6	Chapter-2 Chapter-2 Chapter-2
5.	Trompenaar's Cultural Dimensions, GLOBE Study	Book -1 Book-3	Chapter-2 Chapter-2
6.	Introduction to Intercultural Communication	Book -8 Book-10	Chapter-3 Chapter-7
7.	Barriers to Intercultural Communication	Book -4 Book-5	Chapter-7 Chapter-5

8.	Non-verbal Communication and Culture Enhancing Intercultural Communication	Book -7 Book-2	Chapter-3,4 Chapter-3
9.	Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)	Book -1 Book-9	Chapter-4 Chapter-4
10.	Meaning and Purpose of Global Business Teams	Book -10	Chapter-6
11.	Difference between Traditional Teams and Global Teams	Book -7	Chapter-4
12.	Challenges created by Cultural Differences	Book -7	Chapter-4
13.	Team Strategies and the Influence of Culture	Book -4 Book-5	Chapter-6 Chapter-9
14.	Meaning and Purpose of Global Business Teams	Book-3	Chapter-8
15.	Difference between Traditional Teams and Global Teams	Book -11	Chapter-9
16.	Challenges created by Cultural Differences	Book -11	Chapter-9
17.	Team Strategies and the Influence of Culture	Book -12	Chapter-10
18.	Meaning of Expatriates, Reasons for using Expatriates, Challenges faced by Expatriates	Book -2 Book-13	Chapter-10 Chapter-9
19.	Expatriate Failure: Reasons and Consequences	Book -2 Book-13	Chapter-10 Chapter-9
20.	Factors Influencing the Success of a Foreign Assignment	Book -7 Book-11	Chapter-9 Chapter-10
21.	Repatriation Issues, Improving the Repatriation Process	Book -1 Book-2	Chapter-9 Chapter-10



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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.

### Evaluation Criteria:

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

**Course Contents:**

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

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

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

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique
- Doubling Period, Effective Rate of Interest, Future Value of Series of Payments
- Future Value of an Annuity, Compound Value of an Annuity Due
- Discounting or Present Value Technique, Present Value of a Series of Payments, Present Value of an Annuity
- Elementary valuation of Bonds and Stocks

**UNIT – III: Investment Decisions (8 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI, Compare and Contrast NPV with IRR
- Capital Rationing

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

- Sources of Finance, Classification of Sources of Finance, Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital
- Leverages, Types of Leverages, Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage
- Introduction to Capital Structure, Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure, Optimal Capital Structure

- Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, The Traditional Approach, Pecking order theory, Modigliani-Miller Approach

**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.





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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 (4 Hours)**

- Day count conventions, Quotations for treasury bond and bills, Treasury bond futures





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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:

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

## Course Contents:

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

7. Mid Term Examination: 25%
8. End Term Examination: 50%
9. 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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**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:**

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 Portfolio Management (3 Hours)**

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

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

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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



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### Options, Futures and other Derivatives

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**Course Code:** AFA 524

**Course Name:** Options, Futures and other Derivatives

**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 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 (6 Hours)**

- Derivatives- Meaning and Definition, Types of Derivatives, Uses of Derivatives
- Needs of Derivatives, Features and types of Financial Derivatives
- Critiques of Derivative, Myth about derivatives
- Development in Derivative market, Practical Classification of derivatives
- Types of Traders, Overview of the Indian derivatives market, Trading and types of orders

#### **UNIT - II: Futures Market and Contracting (8 Hours)**

- Introduction, Financial Futures contracts, Types of Financial Futures contracts
- Functions of Futures market, how futures work?
- Future market trading mechanism, The operation of Margin
- Closing a Futures position (Settlement)
- Hedging Strategies using Futures, Cross hedging, Rolling the hedge forward

#### **UNIT – III: Forward and Options market (12 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, Options Strategies, Options Payoffs
- The Options clearing corporation



#### **UNIT - IV: Interest Rate Futures and Swaps**

**(8 Hours)**

- 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
- Nature of Swap rates, Valuation of interest rate swaps, Currency Swaps, Debt- equity Swap

#### **UNIT - V: Advanced Financial Derivatives and Credit Derivatives**

**(6 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. Fundamentals of Futures and Options Market, Fifth Edition, Pearson, New Delhi.
2. Gupta S L. Financial Derivatives, First Edition, PHI Learning, New Delhi.
3. Parasuraman N R. Fundamentals of Financial Derivatives, Second Edition, Wiley India Pvt. Ltd., New Delhi.
4. Hull and Basu. 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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## 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:**

4. Mid Term Examination: 25%
  5. End Term Examination: 50%
  6. 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 in Stock Exchanges (5 hours)**

- Meaning and Functions of Stock exchanges
- Organization of Stock 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
- Role of SEBI

**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:**

4. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
5. 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.



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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.



- 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 (2017) Financial Management, Eleventh Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2017) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2017) Financial Management, Ninth 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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## Business Research Methods

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**Course Code:** MSO 601

**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:**

10. Mid Term Examination: 25%
11. End Semester Examination: 50%
12. Continuous Internal Assessment : 25%
  - Class participation: 10%
  - Assignment: 15%

### Course Contents

**UNIT – I: Research Process, Problem, & Research Designs**

**(4 Hours)**

- Research : Definition and Types
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem

- Research Design, Parts of Research Design
- Different Research Design

**UNIT – II: Sampling and Sampling Methods (4 Hours)**

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure
- Characteristics of a good Sample Design
- Types of Sample Designs
- Sampling Process
- Random Sampling Methods
- Sampling and non-Sampling errors

**UNIT – III: Data Collection Methods (4 Hours)**

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules
- Sources of Secondary Data
- Secondary Data collection Methods
- Selection of appropriate method of data collection

**UNIT – IV: Measurement, Scaling, Processing and Analysis of data (4 Hours)**

- Measurement in Research
- Errors in measurement
- Validity and Reliability in Measurement
- Scaling and important scaling techniques
- Fundamental Statistical Tools of analysis
- Basics of Chi-square test, Introduction to Parametric Tests

**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, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M, 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.

## Accounting for Managerial Decisions

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**Course Code:** MGT 101  
**Course Name:** Accounting For Managerial Decisions  
**Name of Faculty:** Dr Manpreet Arora

**Year of Introduction/Revision: 2018**

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

**Course 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 (8 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 (8 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 (10 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 (8 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 (6 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, Management Accounting. Pearson Education.
2. Khan, Jain, Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
3. Maheswari S.N., Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

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

1. Hugh Coombs, Ellis Jenkins and David Hobbs, Management Accounting: Principles and Applications. Sage South Asia Edition.
2. Horngren, Introduction to Management Accounting. Pearson India.
3. Singhvi and Bodhanwala, 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, Management Accounting. Tata McGraw Hill Education Pvt. Limited, India.
6. Maheswari S.N. Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

7. Arora M.N. Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
8. Kuppapally,. Accounting for Managers. Eastern Economy Edition. PHI India.
9. Jiambalvo, Managerial Accounting. Wiley India.
10. Jawaharlal, Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
11. Proctor Ray, Managerial Accounting for Business Decisions. Pearson India.
12. Gupta Ambrish,. Financial Accounting for Management: An Analytical Perspective. Pearson India.
13. Ghosh T P.(2007). Accounting and Finance for Managers. Taxmann.
14. Mathur Satish B.. Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.



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### Investment Analysis and Portfolio Management

**Course Code:** AFA 512

**Course Name:** Investment Analysis and Portfolio 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 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:**

1. Mid Term Examination: 25%



- 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, Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
2. K Sasidharan and Alex k Mathews, Security Analysis and Portfolio Management, First Edition, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.

**Suggested Extra Readings:**

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

4. Mid Term Examination: 25%
  5. End Term Examination: 50%
  6. 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 in Stock Exchanges (5 hours)**

- Meaning and Functions of Stock exchanges
- Organization of Stock 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
- Role of SEBI

#### **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.

### **CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

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#### **Managing Innovation, Incubation and Creativity**

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**Course Code:** EDM 406 (Semester: January 2018 to June 2018) (Spring 2018)  
**Course Name:** Managing Innovation, Incubation and Creativity  
**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, Department of Marketing &SCM, SBMS, CUHP.

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

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

- Understand the role of innovation in having competitive advantage, activities involved in new product development, skills and techniques required for innovation management.
- Recognize steps involved in implementation of innovation from R & D to product launch.

**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%
  - Assignment: 5%
  - Case study: 5%
  - Presentation: 5%
  - Class participation: 5%
  - Quiz: 5%

**Course Contents**

**UNIT – I: Innovation, Incubation and Creativity: an overview (5 Hours)**

- Introduction to Innovation
- Types of Innovation, Stages of Innovation Cycle
- Significance and Applications of Innovation
- Innovation and creativity
- Innovation, creativity and Incubation

**UNIT – II: Basics of Innovation Management (4 Hours)**

- Innovation Management
- Managing Innovation, Process Innovation, Product Innovation
- New Product Development
- Market Research and its Influence on New Product Development



**UNIT – III: Strategies for Innovation (4 Hours)**

- Innovation and Entrepreneurship
- Innovations Diffusion, Towards Innovative Society
- Globalization of Innovation
- Management of Research and Development

**UNIT – IV: Disruptive Technology, Managing Technology and Knowledge (3 Hours)**

- Disruptive Technology
- Managing Organisational Knowledge
- The Role of Technology Transfer in Innovation

**UNIT – V: Technology Business Incubation and IPR (5 Hours)**

- Incubation of Idea to Business
- Business development through Innovation and Creativity
- Major Challenges in Innovation, creativity and Incubation
- Introduction to Technology Business Incubation (TBI)
- Business Models and Managing Intellectual Property

**Prescribed Text Books:**

1. Chesbrough, Henry W. (2003). Open Innovation - The New Imperative for Creating and Profiting from Technology; Harvard Business School Press, Boston.
2. Evans, Nicholas D. (2003). Business Innovation and Disruptive Technology Harnessing the Power of Breakthrough Technology or Competitive Advantage; Financial Times Prentice Hall, Upper Saddle River, New Jersey.
3. Fagerberg, Jan; David C. Mowery and Richard R. Nelson; eds (2005). The Oxford Handbook of Innovation, Oxford University Press, Oxford.
4. Kelley, Tom and Jonathan Littman (2001). The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm; Currency Book, New York.

**Suggested Extra Readings:**

1. Hippel, Eric von (1988). The Sources of Innovation; Oxford University Press, New York.
2. Krishnamachayulu G.S. and Lalitha R. (2009). Innovations Management, 2e, Himalaya Publishing House, New Delhi.
3. Tidd, J., Bessant, J. and Pavitt, K. (2010). Managing Innovation, 7e; John Wiley & Sons Ltd.
4. Trott P. (2010). Innovations Management and New Product Development, 4e; Pearsons Publication, New Delhi.
5. Ulrich, K.T., Eppinger, S.D. (2010). Product Design and Development, 6e; Tata McGraw-Hill, New Delhi.



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## Research Advances in Supply Chain and Retail Management

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**Course Code** : MSC 604

**Course Name** : Research Advances in Supply Chain and Retail Management (Spring 2018)

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

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

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

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

### Attendance Requirement:

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

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - h. 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)
  - i. Assignments/Presentations = 10%
  - j. Case studies = 10%

### Course Contents:

#### **UNIT - I: Logistics, Supply Chain Management and retailing**

**(6 Hours)**

- Introduction to SCM, Understanding Supply Chain

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

**UNIT - II: Strategic Approach in SCM decision**

**(8 Hours)**

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

**UNIT - III: Retail Management Strategies and Role of CRM**

**(8 Hours)**

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

**UNIT - IV: Understanding Rural Market and Management Approaches**

**(8 Hours)**

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

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

**(6 Hours)**

- Sustainable Supply Chain Management: A Literature Review and Future Research Directions.
- The scope of e-commerce in retail strategy
- Food and Life Science Supply Chain and retailing:
  - Food Grain Supply Chain: FCI and Food Security as case study for Food Supply Chain,

- Cold Chain Networking:, Milk transportation, Vegetable supply chain (Case study: Changing role of middleman), Modern necessity for Biotechnology and Life Science related industry.
- Future research exploration in the field of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Supply Chain Management reconfiguring organized retailing

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

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

**Prescribed Text Books:**

1. Biswas, Supriya (2011). **Relationship Marketing: Concepts, Theories and Cases**, PHI Learning, Delhi.
2. Bruce, Margret, Christopher Moore and Crete Birtwistle; eds (2006). **International Retail Marketing: A Case Study Approach**, Butterworth-Heinemann: An imprint of Elsevier (Elsevier Ltd, Indian reprint edition), New Delhi.
3. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
4. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e**, Pearson: New Delhi.
5. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
6. Harland, Christine, Guido Nasimbeni and Eugene Schneller; eds(2013). **The SAGE Handbook on Strategic Supply Management**, Sage Publication Ltd: London.
7. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
8. Havaladar Krishna and Cavale Vasant (2011). **Sales and Distribution Management**, Tata McGraw Hill Education.
9. Kashyap, Pradeep (2012). **Rural Marketing, 2/e**, Pearson Education, India.
10. Levy M., Weitz B.A and Pandit A. (2008). **Retailing Management, 6/e**, Tata McGraw Hill, New Delhi.
11. Rai, Alok Kumar (2013). **Customer Relationship Management: Concepts and Cases, 2/e**, PHI Learning Pvt. Ltd., Delhi.
12. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.

**Suggested Additional Readings:**

1. Baron, Conway and Warnaby (2010). **Relationship Marketing: A consumer Experience Approach**, SAGE Publications Ltd.

2. Buttle Francis (2009). **Customer Relationship Management: Concepts and Technologies, 2/e**, Elsevier and Taylor & Francis Group.
3. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
4. Berman B., Evans J. R. and Mathur, Mini (2011). **Retail Management, 11/e**, Pearson Education, New Delhi.
5. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
6. Gosney John W and Thomas P Boehm (). **Customer Relationship Management Essentials**, Prentice Hall, New Delhi.
7. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
8. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
9. Kotler, Keller, Koshy and Jha (2009). **Marketing Management: A South Asian Perspective, 13/e**, Peason Education, India.
10. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**, Pearson: New Delhi.
11. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011). **Rural Marketing: Text and Cases, 2/e**, Pearson Education, India.
12. Lowson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
13. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
14. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
15. Mentzer, John T. and Mark A Moon (2009). **Sales Forecasting Management: A Demand Management Approach, 2/e**, Response Books, New Delhi.
16. Seth Jagdish N et. al,(). **Customer Relationship Management**, Tata McGraw Hill Publishing Co., New Delhi.
17. 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.
18. Tadajewski, Mark and D. G. Brian Jones; ed. (2016). **Historical Research in marketing Management**; Routledge and Westburn Publishers Ltd., New York.



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### Supply Chain Management

Course Code: MSC 408 (Spring 2018)

**Course Name:** Supply Chain Management (Semester: January 2018 to June 2018)

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, SBMS

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

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

- Enable the students to understand basic concepts of Supply Chain Management.
- Conceptualize supply chain designs, which are aligned with business models for manufacturing and service companies.
- Help the students to use the understanding of supply chain for effective implementation of supply chain relationships in dynamic business environment.

**Attendance Requirement:**

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

**Evaluation Criteria:**

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Assignments/Presentations/Case Studies: 10%
  - Quiz /Activities/Live Projects: 10%

**Course Contents:**

**UNIT - I: SUPPLY CHAIN BASICS (4 Hours)**

- Introduction to SCM, Understanding Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM ,
- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain

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

- Supply Chain Planning and Procurement Methods

- E-Procurement and Strategic Sourcing
- Inventory Management and Lean Manufacturing

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

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

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

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

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

**CHALLENGES (5 Hours)**

- Food and Life Science Supply Chain:
  - Food Grain Supply Chain, Transportation and Freight Management: FCI as case study for Food Supply Chain,
  - Cold Chain Networking: Milk transportation, Modern necessity for Biotechnology and Life Science related industry
  - Vegetable supply chain (Case study: Changing role of middleman),
- Supply Chain Management reconfiguring organized retailing
- Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges.
- Future of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Introduction to Supply Chain Analytics

**Prescribed Text Books:**

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

## Suggested Readings:

1. Altekar, V.Rahul (2010). **Supply Chain Management: Concepts and Cases**, PHI Learning Pvt. Ltd. New Delhi.
2. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service (2<sup>nd</sup> ed.)**, Pearson: New Delhi.
3. Cohen, Shoshanah and Roussel, Joseph (2005). **Strategic Supply Chain Management: The 5 Disciplines for top performance**, McGraw-Hill: New York.
4. Coyle, John J.; C. John Langley, Brian J. Gibson, Robert A. Novack and Edward J. Bardi (2009). **A Logistics Approach to Supply Chain Management**; Cengage Learning India Pvt. Ltd.: Delhi.
5. Harland, Christine, Guido Nasimbeni and Eugene Schneller (2013). **The SAGE Handbook of Strategic Supply Management**, Sage Publication Ltd: London.
6. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
7. Mentzer, John T (2012). **Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage**, Sage Publication: New Delhi
8. Robert Monczka, Robert Trent & Robert Handfield (2005). **Purchasing: An Integrated Supply Chain Approach**, Cengage learning India Private Limited, New Delhi.
9. Sanders, Nada R. (2012). **Supply Chain Management: A Global Perspective**, Wiley India Edition: New Delhi.

## Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Understanding Supply Chain	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Role of Logistics in Supply Chain	Book – 1 Book – 2	Chapter – 2 Chapter – 4 to7
Lecture – 3	Supply Chain vs. Demand Chain	Book – 1	Chapter – 3
Lecture – 4	Value Creation Through Supply Chain	Book – 1	Chapter – 4
Lecture – 5	Supply Chain Planning and Procurement Methods	Book – 1 Book – 2	Chapter – 5, 6 Chapter – 13
Lecture – 6	E-Procurement and Strategic Sourcing	Book – 1 Book – 2	Chapter – 7, 8 Chapter – 16
Lecture – 7	Lean Manufacturing	Book – 1	Chapter – 9



Lecture – 8	Distribution Decisions	Book – 1	Chapter - 10
Lecture – 9	Transportation and Freight Management	Book – 1	Chapter - 11
Lecture – 10	Inventory Management	Book – 1	Chapter – 12
Lecture – 11	Network Designing	Book – 1	Chapter – 13
Lecture – 12	Information System and IT Enablement	Book – 1	Chapter – 14
Lecture –13	Alliances and Outsourcing	Book – 1	Chapter – 15
Lecture – 14	Agile, Global and Reverse Supply Chain	Book – 1	Chapter – 16, 17, 18
Lecture – 15	Re-engineering SC to Differential Strategies	Book – 1	Chapter – 20
Lecture – 16	Supply Chain Integration Strategies	Book – 1 Book – 2	Chapter – 21 Chapter – 8
Lecture – 17	Supply Chain Risk Management	Book – 1	Chapter – 24
Lecture – 18	Pricing, Costing and Financial Decisions	Book – 1	Chapter – 25
Lecture – 19	Performance Measurement and Controls	Book – 1 Book – 2	Chapter – 26 Chapter – 18
Lecture – 20	Supply Chain Challenges for the Future	Book – 2	Chapter – 21
	Supply Chain Challenges: Building Relationship, Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges	Book – 3	Pg 171 to Pg 214



## Operations Management

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**Course Code:** POM 401 (Spring 2018)

**Course Name:** Operations Management (*Spring Semester: January 2018 - June 2018*)

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, Dept. 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 as transformation process.
- Acquaint the students about Production and Operations functions.
- Equip the students to understand the decision making process tuned to Operations management behavior in the ever changing global 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:

- |   |              |
|---|--------------|
| <b>7. Mid Term Examination</b>                          | <b>: 25%</b> |
| <b>8. End Semester Examination</b>                      | <b>: 50%</b> |
| <b>9. Continuous Internal Assessment</b>                | <b>: 25%</b> |
| • Class participation                                   | : 5%         |
| • Presentations/Seminar/Viva/Quiz                       | : 5%         |
| • Numerical Assignments/ Case Studies::                 | 10%          |
| • Activity/ Process Observation (production & Service): | 5%           |

### Course Contents:

**UNIT – I: Introduction to Operations Management**

**(3 Hours)**

- Nature and Scope of Production and Operations Management
- History and Philosophies of Operations Management Thoughts, Operations as transformation process, Services and Supply Chain view of OM
- Influence of Japanese Management on OM
- **Continuous Internal Assessment** : Process Observation & Case Study: *Indian Metals Corporation*

**UNIT – II: Managing Inventory, Forecasting and Requirement Planning (4 Hours)**

- New Research in understanding Demand, Demand Forecasting
- Forecasting Methods, Forecasting – Strategic Importance
- Inventory Management
- Material Requirement Planning (MRP) I and MRP II
- **Continuous Internal Assessment** : Seminar & Presentation

**UNIT – III: Designing Operations and TQM Integration (5 Hours)**

- Product Design and Analysis, Issues in Product Design
- Productivity, Productivity and Efficiency, Quality Management techniques
- Managing Quality, Total Quality Management (TQM), Quality Circle
- Kaizen, Kanban, Six Sigma, Jidoka, Poka-yoke, JIT, Lean Manufacturing, Toyota Production System (TPS)
- International Quality Standards, ISO 9000, ISO 14000
- **Continuous Internal Assessment** : Case Study - TPS

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

- Types of Layout, Factors that affect Layout
- Layout Strategies, Strategic Importance of Layout Strategies, Robotics and their uses in assembly line.
- Location Decision, Methods of Evaluating Location Alternatives
- Location Strategies, Strategic Importance of Location Strategies
- **Continuous Internal Assessment** : Field Observation & Seminar

**UNIT – V: Strategic Operations Management (4 Hours)**

- Work Study and Measurement, Human Resource Strategy
- The process of operations strategy – substitute for strategy? Lean Operations, BPR, ERP, SCM, Strategic role of Operations Management in Global Environment
- Operations Management Behaviour, Introduction of Analytics to Operations Management
- **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. Slack, Nigel and Michael Lewis (2013). **Operations Strategy, 2/e** (Ninth Impression), Pearson: New Delhi.

## Suggested Readings

1. Besterfield, Dale H.; Carol Besterfield – Michna; Glen H. Besterfield, Mary Besterfield – Sacre; Hemant Urdhwareshe and Rashmi Urdhwareshe (2013). **Total Quality Management (Revised Third Edition)** [Seventh Impression], Pearson: New Delhi.
2. Bhat, K. Shridhara (2014). **International Operations Management, 1/e**, Himalaya Publishing House: New Delhi.
3. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
4. Escobar, Stacy (2015). **Total Quality Management and Six Sigma**, Clanrye International: New Jersey.
5. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
6. Klassen, Robert D. and Larry J. Menor (2008). **Cases in Operations Management**, Sage Publication: New Delhi
7. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
8. Lawson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
9. Monden, Yasuhiro (1998). **Toyota Production System: An Integrated Approach to Just-In-Time, 3/e**, Engineering and Management Press: Georgia.

## Lecture Plan

S. No.	Lect ures	Topics	Prescribed Text Book	Chapters
1.1	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 3	Chapter – 1 Chapter – 1
2.	1	History and Philosophies of Operations Management Thoughts	Class Notes	Class Notes
3.	1	Influence of Japanese Management on OM	Book – 1	Chapter – 2
4.	1	Demand, Demand Forecasting	Book – 1	Chapter – 3
5.	1	Forecasting Methods, Forecasting – Strategic Importance	Book – 1	Chapter – 3
6.	1	Inventory Management	Book – 1 Book – 2	Chapter – 12 Chapter – 12
7.	1	Material Requirement Planning Structure MRP-I and MRP-II	Book – 1 Book – 2	Chapter – 14 Chapter – 15
8.	1	Product Design and Analysis, Issues in Product Design	Book – 1	Chapter – 4

			Book – 3	<b>Chapter – 7</b>
9.	1	Productivity, Productivity and Efficiency, SPC	Book – 1	<b>Chapter – 1</b>
10.	1	Managing Quality, Total Quality Management (TQM), Quality Circle	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 5</b>
11.	1	Kaizen, Kanban, Six Sigma, JIT, Lean Manufacturing, Toyota Production System (TPS)	Book – 1 Book – 2 Book – 1	<b>Chapter – 5</b> <b>Chapter – 8</b> <b>Chapter – 15</b>
12.	1	International Quality Standards, ISO9000, ISO 14000	Book – 2	<b>Chapter – 5</b>
13.	1	Types of Layouts, Factors that affect Layout	Book – 1	<b>Chapter – 8</b>
14.	1	Strategic Importance of Layout Strategies, Robotics and their uses in assembly line	Book – 1 Book – 3	<b>Chapter – 8</b> <b>Chapter – 11</b>
15.	1	Location Decision, Methods of Evaluating Location Alternatives	Book – 1 Book – 2	<b>Chapter – 11</b> <b>Chapter – 11</b>
16.	1	Strategic Importance of Location Strategies	Book – 1 Book – 2	<b>Chapter – 9</b> <b>Chapter – 11</b>
17.	1	Human Resource and Job Design	Book – 1	<b>Chapter – 9</b>
18.	1	Work Study and Measurement	Book – 1	<b>Chapter – 9</b>
19.	1	The process of operations strategy – substitute for strategy?  Lean Operations, BPR, ERP, SCM, Strategic Role of Operations Management & Operations in Global Environment	Book – 2 Book – 3 Book – 1 Book – 2 Book – 3	<b>Chapter – 8, 9</b> <b>Chapter – 9</b> <b>Chapter – 1</b> <b>Chapter – 1</b> <b>Chapter – 1, 10</b>
20.	1	Operations Management Behaviour, Introduction to Analytics to Operations Management	<b>Class Note</b>	<b>Class Note</b>
<b>Total</b>	<b>20</b>			

**Book 1:** Heizer, Jay; Barry Render and Jagadeesh Rajashekhar (2011). *Operations Management*, 9/e, Pearson: New Delhi.

**Book 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.

**Book 3:** Slack, Nigel and Michael Lewis (2013). *Operations Strategy*, 2/e (Ninth Impression), Pearson: New Delhi.

## Organizational Behaviour

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	<b>HRM 401</b>
<b>Course Name:</b>	<b>Organizational Behaviour</b>
<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-

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

**Course Outcome :**

The students would be able to manage and understand their own behaviour and behaviour of the people working in the organizations. They would be able to manage themselves and others by adopting a more humane approach

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

- Quiz: 5

## Course Contents

### UNIT I Introduction to Organizational Behaviour

4 Hours

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

### UNIT II Perception, Attitude and Job Satisfaction

4 hours

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction

### UNIT III Leadership and Motivation

5 Hours

- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

### UNIT IV Personality

3 Hours

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

### UNIT V Group, Work Teams and Organizational Culture

4 Hours

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

### Text Books

16. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> Edition

### Suggested Reading

6. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
7. Luthan, F.Organizational Behaviour.McGraw Hills.1995
8. Ashwathapa, K.. “Organizational Behaviour”Himalyan Publishing House.
9. Pareek, U. ‘Understanding Organizational Behaviour’. Orford University Press. Second Edition
10. Prasad, L.M. “Organizational Behaviour “Sultan Chand and Sons, New Delhi.

## Employability Skills

Programme of Study

MBA

**Course Code:** HRM 416  
**Course Name:** Employability Skills  
**Designed by Faculty** Dr Aditi Sharma

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

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

**Course Objectives:** The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

**Course Outcome:**

- The course intends to make students job ready equipped with skill set required by the industry.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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**

<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><li>• Listening Skills</li></ul>	
<b>UNIT III</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Communication Skills</li><li>• 7Cs of Communication</li><li>• Etiquettes</li></ul>	
<b>UNIT IV</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Creativity</li></ul>	



- 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,

## Business Statistics

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	SAS 403
<b>Course Name:</b>	Business Statistics
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2018

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

#### Course 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**

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.

## 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

<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:**

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

**Course Contents:**

<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> </ul>	

- Social Insurance
- Mutual Benefits
- ILO and Social Security

**UNIT III Development of Labour Welfare**

**4 Hours**

- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare

**UNIT IV Welfare Provisions**

**4 Hours**

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare
- Welfare of Special Categories of Labour

**UNIT V Welfare Measures**

**4 Hours**

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

**Text Books:**

1. Sarma, A.M.(1981). Aspects of Labour Welfare and Social Security. Himalaya Publishing House, Mumbai.

**Additional Readings:**

1. Punekar, S.D., Deodhar, S.B. and Sankaran, S. (2011). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House, Mumbai.

2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

3. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

4. Mishra, B.N. (1993). International Social Security Systems. Anmol Publications, New Delhi.

5. Friedlander, W.A. (1967). An Introduction to Social Welfare. Prentice Hall of India Pvt. Ltd., New Delhi.

## **Human Resource Management**

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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:**

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.



## 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**

<b>UNIT – I: Research Process, Problem, &amp; Research Designs</b>	<b>(4 Hours)</b>
<ul style="list-style-type: none"><li>• Research : Definition and Types and Approaches</li><li>• Research Process</li><li>• Formulation of Research Problem</li><li>• Nature of Research Design, Formulation of Research Design</li><li>• Classification of Research Design</li></ul>	
<b>UNIT – II: Data Collection Methods</b>	<b>(4 Hours)</b>
<ul style="list-style-type: none"><li>• Sources of Secondary Data</li><li>• Secondary Data collection Methods</li><li>• Quantitative Methods of Data Collection</li></ul>	
<b>UNIT – III: Measurement Design, Respondents Selection</b>	<b>(4 Hours)</b>
<ul style="list-style-type: none"><li>• Types of Scaling</li><li>• Validity and Reliability in Measurement</li><li>• Questionnaire Designing</li></ul>	

**UNIT – IV: Sampling and Sampling Methods (4 Hours)**

- sampling Design
- Sampling Process
- Random Sampling Methods
- Non random Sampling Methods
- Sampling and non-Sampling errors

**UNIT – V: Data preparation and reporting (4 Hours)**

- Data Processing-Coding, entering and entering the data in software
- Significance of Report Writing
- Type of Research Report
- Layout of Research Report

**Prescribed Text Books:**

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R (2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 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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**Programme of Study** MBA

**Course Code:** HRM 509

**Course Name:** Performance Management-System and Strategies

**Designed by Faculty** Dr Aditi Sharma

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

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

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

- Acquaint students with Performance Management System.
- Enable students to understand the significance of performance management System and appraisal mechanisms in the organization.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT I: Introduction to Performance Management (4 Hours)**

- Concept and Components of Performance Management
- Advantages and Disadvantages of Performance Management system
- Characteristics of Ideal Performance Management system
- Difference between Performance Appraisal and Performance Management

**UNIT II: Managing Performance (4 Hours)**

- Performance Planning
- Performance Measurement and evaluation
- Performance Analysis
- Performance Management Documentation

**UNIT - III: Performance Monitoring, Mentoring & Managee Development (4 Hours)**

- Implementing Performance Management Systems
- Monitoring and its objectives
- Coaching
- Mentoring

**UNIT - IV: Key Issues in Performance Management****(4 Hours)**

- E-Performance Management System
- Performance Management Practices in Indian Organizations

**UNIT V: Performance Management and Strategic Planning****(4 Hours)**

- Linking Performance Management to Strategy
- International Performance Management

**Prescribed Text Books:**

1. Sarma A.M. (2010). Performance Management System. Second Revised Edition. Himalaya Publishing House Pvt. Limited, New Delhi.
2. Sharma Devender (2011). Performance Appraisal and Management. First Edition. Himalaya Publishing House Pvt. Limited, New Delhi.

**Suggested Additional Readings:**

1. Kornel Terplan (2000). Intranet Performance Management, First Edition, New India Publishing, New Delhi.
2. Smith Malcolm (2005). Performance Measurement Management, First Edition, SAGE Publication, New Delhi.
3. Rao T.V. (2004). Performance Management and Appraisal Systems - HR Tools for Global Competitiveness, First Edition, SAGE Publication, New Delhi.
4. Bacal Robert (1998), Performance Management, First Edition, Himalaya Publishing House Pvt. Limited, New Delhi.

**Labour Laws**


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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]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. 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:**

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

**Suggested Additional Readings:**

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

**Lesson Plan**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	<b>Chapter – 1</b>	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	<b>Chapter – 2</b>	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	<b>Chapter – 1</b>	1	1



4	1	Classification of Research Design	Book – 1	<b>Chapter – 2</b>	--	1
5	1	Sources of Secondary Data	Book – 2	<b>Chapter – 1</b>	--	1
6	1	Secondary Data collection Methods	Book – 2	<b>Chapter – 3</b>	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	<b>Chapter – 4</b>	1	1
8	1	Questionnaire Designing	Book – 1	<b>Chapter –5</b>	1	--
9	1	Attitude Measurement	Book – 1	<b>Chapter –7</b>	--	
10	1	Types of Scaling	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 6</b>	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	1	--
12	1	Sampling Design	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 8</b>	--	1
14	1	Data Preparation	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 7</b>	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Bivariate Analysis of Data	Book – 1	<b>Chapter –</b>	--	--

			Book - 2	6 Chapter – 7		
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests ( with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10



## Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 602

**Course Name:** Analytics of Research

**Faculty Name:** Dr Sanjeev Gupta

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.

- Use various statistics to test the hypotheses for analysis of data.

### **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
  - Seminar: 10 marks
  - Assignments: 15 mark

### **Course Contents**

#### **UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

#### **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

#### **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems – conditions for solvability.

#### **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## UNIT V: SAMPLING DISTRIBUTIONS

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means. SPSS and its applications in business and industry.

### References:

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different	Book – 2	Chapter – 1	--	1

		types of scales.				
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	<b>Chapter – 1</b>	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	<b>Chapter – 1</b>	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	<b>Chapter – 1</b>	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	<b>Chapter – 2</b>	1	--
7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter – 5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter – 5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--

		probability, Probability of occurrence of exactly $m$ and at least $m$ events out of $n$ events.				
12	1	Conditional probability and Independence of events, Bayes' Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	<b>Chapter – 5</b>	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	<b>Chapter – 13</b>	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses,	Book – 1 Book – 2	<b>Chapter – 13</b>	--	--

		Simple and Composite hypotheses		<b>Chapter – 14</b>		
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	<b>Chapter – 13</b>	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	<b>Chapter – 13</b>	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	<b>Chapter – 13</b>	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	<b>Chapter – 14</b>	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means.	Book – 2	<b>Chapter – 15</b>	--	--
27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--
48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1
<b>Total</b>	<b>40</b>				9	15



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PO Box: 21, Dharamshala, District Kangra - 176215 (HP)  
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**Course Code:** AFA-529

**Course Name:** Quantitative Finance

**Faculty Name:** Dr. Sanjeev Gupta

**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 To develop a conceptual and practical understanding of the range of mathematical functions and use them to solve Finance problems
- The goal of this course is to give students insights in the functioning of financial markets, understanding of measuring and forecasting financial risks.
- Aimed at giving students instruments required in order to analyze issues in asset pricing and market finance.
- Improve familiarity of the students with recent empirical findings based on financial econometric models, have a good command of basic econometric techniques and understand practical issues

**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:**

7. Mid Term Examination: 25%
8. End Semester Examination: 50%
9. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations/viva: 10%
  - Case studies & Field Surveys, etc: 10%

**Course Contents:**

**UNIT – I: Introduction to Quantitative Finance and Financial Mathematics**

**Quantitative Finance:** Meaning, Basic concepts, Scope, relevance, relationship & difference with other discipline. Role of quantitative finance in modelling, Types of data in Finance



Matrices: terminology, Operations with matrices, rank of a matrix, the inverse of a matrix.

**Statistical analysis:** Some Examples of descriptive statistics and its purpose, comparison of inferential statistics with descriptive statistics and mathematical expectation. Need for and methods of data transformation. Moments of a Probability Distribution, Some Important Probability Distributions

#### **UNIT – II: Statistical Techniques for Finance**

Correlation - Karl person correlation, rank correlation, Multiple Correlation, Regression - The Meaning of Regression Analysis, The Regression Model and its Statistical Parameters, Actual and Fitted Values – the Regression Line and the Error Term, The Meaning of the Linearity Assumption, The Method of Ordinary Least Squares (OLS) and Monte Carlo Simulation.

#### **UNIT – III: Modelling in Finance**

Efficient market hypothesis testing, CAPM modelling, Modelling high frequency financial data, Verification and testing of financial modelling, Basic Time Series Concepts, Structural breaks.

#### **UNIT – IV: Modelling Asset Returns volatility and Forecasting**

Modelling asset return volatility, leverage effect, ARCH, GARCH, EGARCH and T-GARCH models, Forecasting for Univariate and multivariate data, Single Exponential Smoothing, ARIMA modelling, VAR model, Single equation modelling and Delphi method.

#### **UNIT – V: Applications and Data Analysis**

**Software's:** Introduction to E-Views and SPSS, Gretl for data analysis in Finance with data from, CPI Index, IIP, NSE, BSE, Foreign Exchange Market.

#### **Recommended Books:**

1. Patton, A. (2007). Quantitative Finance, UoL Study Guide. (*AP*)
2. Diebold, F.X. *Elements of Forecasting*. (Thomson South-Western, Canada, 2006) fourth edition. (*FD*)
3. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
4. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
5. Enders W. Applied Econometric Time Series. 2nd ed., John Wiley & Sons, Inc., 2004
6. Ruey S. Tsay (2002). Analysis of Financial Time Series.
7. Brooks (2002). Introductory econometrics for finance, Cambridge University Press.
8. Franke/ Haerdle/ Hafner (2004). Statistics of Financial Markets, Springer.
9. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton

#### **Lesson plan-**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Quantitative Finance: Meaning, Basic concepts	Book – 1	Chapter – 1	--	1
2	2	Scope, relevance, relationship & difference with other discipline	Book – 2	Chapter – 1	--	1
3	3	Role of quantitative finance in modeling,	Book – 2	Chapter – 1	1	1
		Types of data in Finance				
4	4	Matrices: terminology	Book – 2	Chapter – 1	--	1
5	5	Operations with matrices rank of a matrix.	Book – 2	Chapter – 1	--	1
		The inverse of a matrix.				
6	6	Some Examples of descriptive statistics and its purpose.	Book – 1	Chapter – 2	--	--
7	7	Comparison of inferential statistics with descriptive statistics and mathematical expectation.	Book – 1	Chapter – 2	--	1
8	8	Need for and methods of data transformation.	Book – 1	Chapter – 5	1	--
9	9	Moments of a Probability Distribution.		Chapter – 5	1	
10	10	Some Important Probability Distributions	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	11	Correlation - Karl person correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	12	Rank correlation.	Book – 1	Chapter – 5	---	---
13	13	Multiple Correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--

14	14	Regression - The Meaning of Regression Analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	–	–
15	15	The Regression Model and its Statistical Parameters,	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	16	Actual and Fitted Values – the Regression Line and the Error Term.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	–	–
17	17	The Meaning of the Linearity Assumption,.	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	18	The Method of Ordinary Least Squares (OLS)	Book – 1	<b>Chapter – 5</b>	1	--
19	19	Monte Carlo Simulation	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	–	–
20	20	Efficient market hypothesis testing.	Book – 1	<b>Chapter – 13</b>	--	1
21	21	CAPM modeling, Modelling high frequency financial data.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	22	Verification and testing of financial modeling. Basic	Book – 1	<b>Chapter – 13</b>	--	--
23	23	Time Series Concepts, Structural breaks.	Book-2	<b>Chapter – 13</b>	—	—
24	24	Modelling asset return volatility, leverage effect,	Book – 1	<b>Chapter – 13</b>	--	1
25	25	ARCH Model	Book – 1	<b>Chapter – 14</b>	1	--
26	26	GARCH Model	Book – 2	<b>Chapter – 15</b>	—	—
27	27	EGARCH	Book – 1	<b>Chapter – 16</b>	—	—
28	28	T-GARCH models.	Book – 2	<b>Chapter – 16</b>	—	—

29	29	Forecasting for Univariate and multivariate data.	Book – 2	<b>Chapter – 17</b>	1	--
30	30	Single Exponential Smoothing	Book – 1	<b>Chapter – 15</b>	—	1
31	31	ARIMA modelling	Book – 1	<b>Chapter – 16</b>	—	1
32	32	VAR model	Book – 2	<b>Chapter – 16</b>	—	—
33	33	Single equation modelling and Delphi method.	Book – 2	<b>Chapter – 17</b>	—	—
34	34	Introduction to E-Views and SPSS.	Book – 2	<b>Chapter – 15</b>		1
35	35	Gretl for data analysis in Finance with data from	Book – 1	<b>Chapter – 16</b>		
36	36	CPI Index	Book – 1	<b>Chapter – 16</b>		1
37	37	IIP Index	Book – 2	<b>Chapter – 17</b>		
38	38	NSE	Book – 2	<b>Chapter – 15</b>	1	1
39	39	BSE	Book – 2	<b>Chapter – 16</b>	1	1
40	40	Foreign Exchange Market	Book – 1	<b>Chapter – 16</b>	—	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	16

# Financial Econometrics

**Course Code:** AFA 530

**Course Name:** **Financial Econometrics**

**Credits:** 4

**Faculty Name:** Dr Sanjeev Gupta

## **Course objectives:**

By the end of this course, participants will:

(1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;

(2) understand the interplay between econometric techniques and modeling assumptions;

(3) have used computational methods to solve econometric exercises;

(4) know how to estimate parameters of structural models using simulation-based estimators;

(5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

## **COURSE CONTENTS**

### **UNIT-I**

**(15 Hours)**

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation

of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

#### **UNIT-II**

**(10 Hours)**

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

#### **UNIT-III**

**(10 Hours)**

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

#### **UNIT-IV**

**(15**

**Hours)**

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

Time Series Analysis: Testing Causality in Economics: Granger Causality Test. Stationary, Test of Stationary, Spurious Regression, Unit Roots, Dickey-Fuller Test and Forecasting.

#### **UNIT-V**

**(10 Hours)**

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

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

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4<sup>th</sup> Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2<sup>nd</sup> Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4<sup>th</sup> Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

#### **Supplementary Readings:**

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4<sup>th</sup> Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Meaning and rationale of Financial Econometric,	Book – 1	Chapter – 1	1	1
2	1	Scope of financial econometric	Book – 1	Chapter – 1	--	--
3	1	Methodology	Book – 2	Chapter – 2	--	1
4	1	types of data	Book – 2	Chapter – 3	--	1
5	1	steps involved in formulating econometric model	Book – 1	Chapter – 4	--	--
6	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 1	1	1
7	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 5	--	1
8	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -1	Book – 1	Chapter – 6	--	--
9	1	Estimation of the Two Variable and Multiple	Book – 2	Chapter –	--	--

		Regression Models with the Method of Ordinary -2		6		
10	1	Least Squares (OLS);	Book – 2	Chapter – 4	--	1
11	1	BLUE Properties.	Book – 2	Chapter – 5	--	1
12	1	Nature	Book – 2	Chapter – 6	--	--
13	1	Consequences	Book – 2	Chapter – 9	--	--
14	1	Detection & Remedial Measures for the problems of: Multicollinearity,	Book – 1	Chapter – 7	--	--
15	1	Multicollinearity	Book – 1	Chapter – 7	1	--
16	1	Heteroscedasticity	Book – 1	Chapter – 2	--	1
17	1	Autocorrelation.	Book – 1	Chapter – 5	1	--
18	1	Specification Errors,	Book – 1	Chapter – 5	--	--
19	1	Tests of Specification and Misspecification,	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	1
20	1	Models and Criteria for	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--
21	1	Model Selection.	Book – 1	Chapter – 5		
22	1	Dummy Variables:	Book – 1 Book - 2	Chapter – 7 Chapter – 9	--	--
23	1	Introduction and Uses.	Book – 1 Book - 2	Chapter – 8	--	--



				<b>Chapter – 9</b>		
24	1	Distributed Lag	Book – 1 Book – 2	<b>Chapter – 9</b> <b>Chapter – 7</b>	--	--
25	1	Autoregressive Models:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
26	1	Introduction and Nature of Distributed Lag (DL) ..	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
27	1	Auto Regressive (AR) Model.	Book – 1	<b>Chapter – 5</b>	1	--
28	1	Time Series Analysis:	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
29	1	Testing Causality in Economics	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
30	1	Granger Causality Test.	Book – 1	<b>Chapter – 13</b>	--	1
31	1	Stationary, Test of Stationary.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
32	1	Spurious Regression,	Book – 1	<b>Chapter – 13</b>	--	--
33	1	Unit Roots.	Book-2	<b>Chapter – 13</b>	--	--
34	1	Dickey-Fuller Test	Book – 1	<b>Chapter – 13</b>	--	1
35	1	Forecasting with DF test	Book – 1	<b>Chapter – 13</b>	--	--
36	1	Modeling volatility:	Book – 1	<b>Chapter – 14</b>	1	--

37	1	Models for volatility,	Book – 2	<b>Chapter – 15</b>	--	1
38	1	ARCH	Book – 1	<b>Chapter – 16</b>	--	1
39	1	GARCH..	Book – 2	<b>Chapter – 16</b>	--	1
40	1	Econometrics packages for modeling financial data	Book – 2	<b>Chapter – 17</b>	--	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	15



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 602

**Course Name:** Analytics of Research

**Faculty Name:** Dr Sanjeev Gupta

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

### **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
  - Seminar: 10 marks
  - Assignments: 15 marks

### **Course Contents**

#### **UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series

data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

## **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

## **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems – conditions for solvability.

## **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## **UNIT V: SAMPLING DISTRIBUTIONS**

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population,  $t$ ,  $z$  and  $F$  distributions, distributions of means. SPSS and its applications in business and industry.

### **References:**

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen

4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2),World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. &Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed),McGraw Hill
9. Rao A.R. &Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification,	Book – 1	Chapter – 2	1	--

		diagrammatic representations, frequency distributions and cumulative frequency distributions.				
7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter –5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter –5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and	Book – 1	<b>Chapter – 6</b>	--	--

		Matrices, Matrix operations.	Book - 2	Chapter – 7		
15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book – 2	Chapter – 5 Chapter – 7	1	--
16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	Chapter – 5	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	Chapter – 13	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	Chapter – 13	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	Chapter – 13	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	Chapter – 13	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	Chapter – 14	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random	Book – 2	Chapter – 15	--	--

		sample from a normal population, t, z and F distributions, distributions of means.				
27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--
48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1
<b>Total</b>	<b>40</b>				9	15

## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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### Quantitative Analysis for Management

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**Programme of Study**

MBA

**Course Code:**

MGT 107

**Course Name:**

Quantitative Analysis for Management



**Designed by Faculty**

Prof. Sanjeev Gupta/Dr Aditi Sharma

**Year of Introduction/Revision of Course Contents** 2020

**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 make the students connect how various quantitative techniques are applied in the real management world.

**Course Outcome:**

- The students would be able understand, solve and make sound decisions when they join the corporate world.

**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: 50%
11. End Term Examination: 100%
12. Continuous Internal Assessment : 50%
  - VII. Class Participation- 10%
  - VIII. Presentations - 20%
  - IX. Assignment/Case study/problem solving-20%

**Course Contents:**

- Attendance and Class Participation: 20%
- Presentation: 15%
- Case Discussion:15%

**Course Contents**

**UNIT I Introduction**

**8 Hours**

- Quantitative Analysis Approach
- Defining the problem
- Developing a model
- Acquiring Input Data
- Developing a solution
- Testing the Solution
- Analyzing and Implementing the Results

**UNIT II Descriptive Statistics**

**8 Hours**

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles

- Measures of Dispersion, Range, Mean Deviation , Standard Deviation
- UNIT III Correlation and Regression** **8Hours**
- Measurement of Correlation
  - Karl Pearson’s Coefficient of Correlation, Computation, Properties
  - Rank Coefficient of Correlation
  - Method of Concurrent Deviations
  - Regression Model Building
  - Simple Linear Regression
  - Least Square Estimation
  - Determination of Regression lines and estimation of Regression Coefficients
  - Interpretation of Output
- UNIT IV Time Series Analysis** **8 Hours**
- Introduction to time series
  - Components of time series
  - Mathematical Models for time series
  - Measurement of trend
- UNIT V: Matrix and Application in Business** **8 hours**
- Matrix and its General forms
  - Matrix Representation of Multivariate Data
  - Types of matrices
  - Operations on matrices
  - Inverse of matrix
  - Rank of matrix
  - Applications of matrices

**Prescribed Text Books:**

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

**Supplementary Reading**

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

**LECTURE PLAN**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 13	Quartiles, Percentiles	Text Book-2	6
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation, Computation, Properties	Text Book-1 Text Book-2	4 8
Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9

Lecture – 24	Least Square Estimation	Text Book-1 Text Book-2	4 9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

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# **Financial Econometrics**

**Course Code:** MGT 311

**Course Name:** **Financial Econometrics**

**Faculty Name:** Dr Sanjeev Gupta

**Credits:** 4

### **Course objectives:**

By the end of this course, participants will:

- (1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;
- (2) understand the interplay between econometric techniques and modeling assumptions;
- (3) have used computational methods to solve econometric exercises;
- (4) know how to estimate parameters of structural models using simulation-based estimators;

(5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

## **COURSE CONTENTS**

### **UNIT-I** **(15 Hours)**

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

### **UNIT-II** **(10 Hours)**

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

### **UNIT-III** **(10 Hours)**

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

### **UNIT-IV** **(15 Hours)**

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

### **UNIT-V** **(10 Hours)**

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

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

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4<sup>th</sup> Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2<sup>nd</sup> Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4<sup>th</sup> Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

#### **Supplementary Readings:**

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.

2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4<sup>th</sup> Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>

### Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Introduction: Meaning and rationale of Financial Econometric.	Book – 1	Chapter – 1	1	1
2	3	Methodology, types of data, steps involved in formulating econometric model	Book – 2	Chapter – 1	1	1
3	3	Functional Forms of Regression Models.	Book – 2	Chapter – 1	1	1
4	2	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties	Book – 2	Chapter – 1	--	1
5	4	Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and	Book – 2	Chapter – 1	--	1

		Autocorrelation.				
6	1	Specification Errors	Book – 1	<b>Chapter – 2</b>	--	1
7	3	Tests of Specification and Misspecification	Book – 1	<b>Chapter – 2</b>	--	1
8	2	Models and Criteria for Model Selection.	Book – 1	<b>Chapter – 5</b>	1	1
9	2	Dummy Variables: Introduction and Uses.				
10	3	Distributed Lag and Autoregressive Models:	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	3	Introduction and Nature of Distributed Lag (DL)	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
12	2	Auto Regressive (AR) Model.				1
13	3	Modeling volatility: Models for volatility,	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
14	2	ARCH	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		1
15	2	GARCH..	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
16	3	Econometrics packages for modeling financial data	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	1	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--



Total	40				8	15
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## Central University of Himachal Pradesh

**Course Name:** Managerial Economics

**Course Code:** MSO- 413

**Faculty Name:** Dr. Sanjeev Gupta

**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 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.

### 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

Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty, Objective of Business Firms and Fundamental Concepts.

### UNIT - II Demand Analysis

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

### UNIT - III Theory of Production and Cost

Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Cost concepts, Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.

### UNIT - IV Market Structure

Market structure and Pricing decisions under under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices

### UNIT - V Macroeconomic aspect of Managerial Economics

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Monetary and Fiscal Policy.

#### Prescribed Text Books:

4. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
5. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
6. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
7. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
8. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.
9. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata Mc Graw Hill Education Pvt. Limited, India.
10. Mathur Satish B. (2011). Accounting For Management. Tata Mc Graw Hill Education Pvt. Limited, India.

#### 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 Deciiion. Biztantra Publication, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics; Micro Economic. McGraw Hill.

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Nature, Scope and Significance of Managerial Economics	Book – 1	Chapter – 1	--	1
2	1	Relationship with other Disciplines	Book – 1	Chapter – 2	--	1
3	1	Role of Managerial Economics in Decision Making	Book – 2	Chapter – 2	1	1
4	1	Decision Making under Risk and Uncertainty	Book – 2	Chapter – 2	--	--
5	1	Objective of Business Firms and Fundamental Concepts.	c	Chapter – 3	--	1
6	1	Demand Analysis; Law of Demand. Exceptions to the law of Demand	Book – 2	Chapter – 1	--	1
7	1	Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity	Book – 2	Chapter – 4	--	--
8	1	Uses of Elasticity of Demand for managerial decision making	Book – 1	Chapter – 5	--	--
9	1	measurement of Elasticity of Demand.	Book – 1	Chapter – 5	--	1
10	1	Demand forecasting meaning, significance and methods.	Book – 2	Chapter –4	1	--
11	1	Managerial uses of Production Function, Short Run and Long Run Production Analysis	Book – 2	Chapter –6	--	1
12	1	Isoquants, Optimal Combination of Inputs, Cost concepts	Book – 1 Book - 2	Chapter – 4 Chapter	--	1

				- 5		
13	1	Traditional and Modern Theory of Cost in Short and Long Runs	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
14	1	Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	1
15	1	Market structure and Pricing decisions under Perfect Competition	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
16	1	Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
18	1	National Income; Concepts and various methods of its measurement	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
19	1	Inflation, types and causes, Business Cycle,	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
20	1	Monetary and Fiscal Policy.	Book – 1	Chapter – 5	1	--
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				5	9

**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)  
[www.cuhimachal.ac.in](http://www.cuhimachal.ac.in)

**Course Code:** MSO 601  
**Course Name:** Business Research Methods  
**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. Continuous Internal Assessment : 25%
- Class participation: 10%
  - Assignment: 15%

### Course Contents

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

- Research : Definition and Types
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem
- Research Design, Parts of Research Design
- Different Research Design

**UNIT – II: Sampling and Sampling Methods (4 Hours)**

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure
- Characteristics of a good Sample Design
- Types of Sample Designs
- Sampling Process
- Random Sampling Methods
- Sampling and non-Sampling errors

**UNIT – III: Data Collection Methods (4 Hours)**

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules
- Sources of Secondary Data
- Secondary Data collection Methods
- Selection of appropriate method of data collection

**UNIT – IV: Measurement, Scaling, Processing and Analysis of data (4 Hours)**

- Measurement in Research
- Errors in measurement
- Validity and Reliability in Measurement

- Scaling and important scaling techniques
- Fundamental Statistical Tools of analysis
- Basics of Chi-square test, Introduction to Parametric Tests

**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, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari CR, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appalyer & Mathirajan M, 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.

**Lesson Plan**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types Motivation in Research	Book – 1	Chapter – 1	--	1
2	1	Research Process, Research Methods Vs. Research Methodology	Book – 2	Chapter – 1	--	1
3		Criteria for good research, Problems for researcher in India	Book – 2	Chapter – 1	--	



4	1	Formulation of Research Problem	Book – 2	<b>Chapter – 1</b>	1	1
5	2	Research Design, Parts of Research Design Different Research Design	Book – 2	<b>Chapter – 1</b>	--	--
6	1	Sampling Design and its Steps Criteria of selecting a Sampling Procedure	Book – 2	<b>Chapter – 1</b>	--	1
7	1	Characteristics of a good Sample Design	Book – 2	<b>Chapter – 1</b>	--	1
8	1	Types of Sample Designs Sampling Process	Book – 2	<b>Chapter – 1</b>	--	1
9	1	Random Sampling Methods Sampling and non-Sampling errors	Book – 1	<b>Chapter – 2</b>	--	--
10	1	Primary Data Collection Methods	Book – 1	<b>Chapter – 2</b>	--	1
11	1	Difference between Questionnaire and Schedules Sources of Secondary Data Secondary Data collection Methods	Book – 1	<b>Chapter – 5</b>	1	--
12	1	Selection of appropriate method of data collection	Book – 1	<b>Chapter – 5</b>	1	--
13	1	Measurement in Research Errors in measurement Validity and Reliability in Measurement Scaling	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
14	1	important scaling techniques Fundamental Statistical Tools of analysis	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--

15	1	Basics of Chi-square test	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
16	1	Introduction to Parametric Tests	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
17	1	Data Processing-Coding	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
18	1	entering and entering the data in software	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
19	1	Significance of Report Writing	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	1
20	1	Type of Research Report Layout of Research Report	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				8	9

## **CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

- 13. Mid Term Examination: 25%
- 14. End Semester Examination: 50%
- 15. 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 Appalyer & 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.

## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data	Book – 1	Chapter – 4	1	1

		Collection				
8	1	Questionnaire Designing	Book – 1	<b>Chapter –5</b>	1	--
9	1	Attitude Measurement	Book – 1	<b>Chapter –7</b>	--	
10	1	Types of Scaling	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 6</b>	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	1	--
12	1	Sampling Design	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 8</b>	--	1
14	1	Data Preparation	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 7</b>	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Non Parametric Tests ( with SPSS)	Book – 1	<b>Chapter –</b>	--	--

		Writing a Business Research Report	Book - 2	7 Chapter – 8		
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10

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**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Sanjeev Gupta

**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:**

- Familiarize students the basic concepts of Applications of Research in Business.
- Understand different strategies and models for Primary and Secondary data based research.
- Understand the applicability of different models in Various function areas of Management
- Train the students with various statistical software’s like SPSS, STATISTICA and MS-EXCEL.

**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. Counseling, Activities and Tutorials (CAT): 25%
  - vii. Class Participation: 5%
  - viii. Assignment: 5%
  - ix. Analysis of various research papers: 5%
  - x. Presentation : 5%
  - xi. Library Work: 5%

**Course Contents:**

**UNIT – I: Research: Nature & Concept**

- Nature of Scientific Methods and its Application to Management
- Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.

**UNIT – II: Research Process and Sampling**

- Steps in the Process of Research - Problem Selection, Formulation and Planning
- Problem formulation: Identification Probable Issue for Research, Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.
- Probability Sampling: Simple Random Sampling, Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.
- Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.

**UNIT – III: Hypotheses, Methods and Tools of Data Collection**

- Hypotheses: Nature, Characteristics, Sources & Types
- Statistical Inference: Point and interval estimates, Parametric and Non Parametric Tests
- Tools of Data Collection: Primary & Secondary, Observation, Interview Schedule, Questionnaire, Types and Formats.
- Secondary data sources

**UNIT – IV: Research Designs**

- Research Design: Concept and Types
- How to write effective research paper
- Factors to keep in mind while writing research methodology part in a research paper

**UNIT – V: Statistical Analysis**

- Graphic and Diagrammatic Presentation, Descriptive Statistics and Inferential Statistics
- Regression: Simple, Multiple, Logistics and Ordinal and violation of assumptions, their diagnostic testing and remedial measures.
- Factor Analysis, conjoint Analysis, Discriminant analysis and Confirmatory Factor Analysis.

**Prescribed Text Books:**

1. David J. Luck and Ronald S. Ruben- Marketing Research 1987, 7th ed. Prentice Hall of India.
2. Kumar, Ranjeet 2- Research Methodology: a step-by-step guide for beginners 2011, New Delhi, Sage Publications India Pvt Ltd.



3. [Naresh K. Malhotra](#), Marketing Research: An Applied Orientation (6th Edition). [Pearson Education](#).

**Suggested Extra Readings:**

1. Bhandarkar, P.L., & Wilkinson, T. S. Methodology and Techniques of Social Research, 2009.  
Bombay: Himalaya.
2. Laldas, D. K. Practice of Social Research, 2004. Jaipur: Rawat.
3. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, 2006. Tata McGraw-Hill Co.Ltd.,
4. Montgomery, Douglas C., 5/e, Design and Analysis of Experiments, 2007. Wiley India.
5. Saunders- Research Methods for Business Students. Pearson Education, 3rd edition.
6. Holstein, J. A., & Gubrium, J. F. Inside interviewing: New lenses, new concerns. Thousand Oaks, 2003. CA: Sage Publications.

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Nature of Scientific Methods and its Application to Management	Book – 1	Chapter – 1	--	1
2	1	Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.	Book – 2	Chapter – 2	--	1
3	2	Steps in the Process of Research - Problem Selection, Formulation and Planning	Book – 2	Chapter – 3	1	1
	1	Problem formulation: Identification Probable Issue for Research				
4	2	Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.	Book – 2	Chapter – 6	--	1

5	1	Probability Sampling: Simple Random Sampling,	Book – 2	<b>Chapter – 4</b>	--	1
6	1	Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.	Book – 1	<b>Chapter – 2</b>	--	--
7	1	Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.	Book – 1	<b>Chapter – 2</b>	--	1
8	2	Hypotheses: Nature, Characteristics, Sources & Types	Book – 1	<b>Chapter – 5</b>	1	--
9	1	Statistical Inference: Point and interval estimates,				
10	2	Parametric and Non Parametric Tests	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Tools of Data Collection: Primary & Secondary	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Observation, Interview Schedule, Questionnaire,				
13	1	Types and Formats. Secondary data sources	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	--
15	2	How to write effective research paper	Book – 1	<b>Chapter – 4</b>	--	--

			Book –2	<b>Chapter – 7</b>		
16	2	Factors to keep in mind while writing research methodology part in a research paper	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Graphic and Diagrammatic Presentation	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	2	Descriptive Statistics and Inferential Statistics	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Regression: Simple,	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>		
20	2	Multiple, Logistics	Book – 1	<b>Chapter – 10</b>	--	1
21	2	Ordinal and violation of assumptions,	Book – 1 Book – 2	<b>Chapter – 11</b> <b>Chapter – 11</b>	1	--
22	2	diagnostic testing and remedial measures.	Book – 1	<b>Chapter – 14</b>	--	--
23	2	Factor Analysis, conjoint Analysis,	Book-2	<b>Chapter – 16</b>		
24	1	Discriminant analysis	Book – 1	<b>Chapter – 16</b>	--	
25	2	Confirmatory Factor Analysis.	Book – 1	<b>Chapter – 15</b>	1	--
25	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				9	15



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**Course Code:** POM 401

**Course Name:** Operations Management

**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations: 5%
  - Assignment: 5%
  - Case studies and case lets: 10%

**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

**UNIT – II: Designing Operations (5 Hours)**

- Product Design and Analysis
- Make or Buy Decision
- Managing Quality

**UNIT – III: Location and Layout**

**(4 Hours)**

- Layout Strategies
- Location Strategies

**UNIT – IV: Forecasting and Requirement Planning**

**(4 Hours)**

- Material Requirement Planning
- JIT
- New Research in understanding Demand
- Demand Forecasting

**UNIT – V: Managing Inventory and Work**

**(4 Hours)**

- Work Study and Measurement
- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry
- Case studies
- Use of Software's to solve various problems

**Prescribed Text Books:**

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9<sup>th</sup> ed.), Pearson: New Delhi.
2. 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

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

## Lecture Plan

S. No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Study	Presentation
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1	--	1
2.	1	Role of Operations Management	Book – 1	Chapter – 1	--	1
3.	1	Operations in Global Environment	Book – 1	Chapter – 2	--	1
4.	1	Product Design and Analysis	Book – 1	Chapter – 4	--	1
5.	1	House of Quality, Issues in Product Design	Book – 1	Chapter – 4	--	1
6.	2	Quality, Cost of Quality, International Quality Standards	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
7.	1	Total Quality Management, Six Sigma	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
8.	1	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	1
9	1	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	--
10	1	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--
11	1	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--

12	1	Material Requirement Planning Structure	Book – 2 Book – 1	Chapter – 7 Chapter – 13	--	--
13	1	JIT	Book – 2 Book – 1	Chapter – 8 Chapter – 15	1	1
14	1	Forecasting – Strategic Importance	Book – 1	Chapter – 3	--	1
15	1	Forecasting Methods	Book – 1	Chapter – 3	1	
16	1	Human Resource and Job Design	Book – 1	Chapter – 9	--	1
17	1	Work Study and Measurement	Book – 1	Chapter – 9	1	--
18	1	Inventory Management	Book – 2 Book – 1	Chapter – 6 Chapter – 11	1	--
19	1	Productivity and Efficiency	Book – 1	Chapter – 1	1	1
<b>Total</b>	<b>20</b>				<b>7</b>	<b>12</b>



## 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)

**Course Code:** MSO 408

**Course Name:** Operations Research

**Faculty Name:** Dr Sanjeev Gupta

**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 Management Science/Operation Research.
- Acquaint the students about tools used in Management Science for Decision Making.
- Enable the students to understand the application of Management Science in decision making process related to activity 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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations: 5%
  - Assignment: 5%
  - Case studies and case lets: 10%

**Course Contents:**

**UNIT – I: Introduction to Management Science**

**(5 Hour)**

- Operations Research: Definition & Characteristics
- The tools of Operations Research
- Operations Research Models
- The management science process
- Managerial problems
- Managerial decision making

**UNIT – II: Linear programming**

**(4 Hour)**

- Meaning of linear programming and Basic concepts
- Graphic solution
- Simple method
- Applications of Linear programming
- Limitations of linear programming

**UNIT – III: Transportation and Assignment**

**(5 Hours)**

- Transportation problem
- Transshipment problem
- Unbalance transportation problem<sub>2</sub>



- Assignment Problem
- Travelling sales man problem

**UNIT – IV:Decision making in Management Science**

**(4 Hours)**

- Decision making under risk
- Decision making under uncertainty
- Decision making under certainty
- Decision making under conflict
- Decision tree

**UNIT – V:Markov Chains, Simulation and Applications of Management Science (2 Hours)**

- Markov Chains
- Simulation
- Application of Management Science/Operations Research in Industry
- Case studies
- Use of Software's to solve various problems

**Prescribed Text Books:**

1. Vohra, N.D. (2007). **Quantitative Techniques in Management(4<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi
2. Anderson, David R.; Sweeney, Dennis J. and Williams Thomas A. (2006). **An Introduction to management Science: Quantitative Approaches to Decision Making (11<sup>th</sup> ed.)**, Cengage Learning: New Delhi.

**Suggested Readings**

1. Albright, S. Christian and Winston, Wayne L. (2012). **Management Science Modeling (4<sup>th</sup> ed.)**, Cengage Learning: Delhi.
2. Baumol, W. J. (2000). **Economic Theory and Operations Analysis**, PHI: New Delhi
3. Hiller, F.S. and G. J. Liberman (2001), **Introduction to Operations Research(7<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi
4. Grayson, C.G. (1973). "Management Science and Business Practice"; Harvard Business Review, Vol.51. Pp.41-48.
5. Hira, D.S. and P.K Gupta (1996). **Operations Research**, S. Chand & Co.: New Delhi.
6. Lee, S. M.(et.al) (1989). **Management Science**, Wm.C.Publishers: Iowa.
7. Murthy, P Rama (2007).**Operations Research (2<sup>nd</sup> edition)**, New Age: New Delhi
8. Panneerselvam, R. (2002).**Operations Research**, Prentice Hall of India: New Delhi
9. Swarup, Kanti, Gupta, P.K and Manmohan (2012). **An Introduction to Management Science: Operations Research**, Sultan Chand & Sons: New Delhi.
10. Taha, H.A. (1992), **Operations Research**, Prentice Hall of India: New Delhi
11. Taylor III, Bernard W. (2007).**Introduction to Management Science, (9<sup>th</sup> ed.)**, Prentice Hall
12. Tulsian, P. C. and Pandey, Vishal (2012). **Quantitative Techniques: Theory and Problems**, Pearson: Delhi.

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

## Lecture Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1.	1	Management Science: Definition & Characteristics	Book – 2	Chapter – 1	--	1
2.	1	The tools of management science	Book – 2	Chapter – 1	--	1
3.	1	The management science process	Book – 2	Chapter – 1	--	1
4.	1	Managerial problems	Book – 2	Chapter – 1	--	1
5.	1	Managerial decision making	Book – 2	Chapter – 1	--	1
6.	1	Meaning of linear programming and Basic concepts	Book – 1	Chapter – 2	--	--
7.	1	Graphic solution	Book – 1	Chapter – 2	--	1
8.	1	Simplex method	Book – 1	Chapter – 5	1	--
9.	1	Applications of Linear programming	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
10.	1	Transportation problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
11.	1	Transshipment problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
12.	1	Unbalance transportation problem	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
13.	1	Travelling salesman problem	Book – 1 Book – 2	Chapter – 5 Chapter – 7	1	--
14.	1	Assignment Problem	Book – 1	Chapter – 5	1	--
15.	1	Decision making under risk	Book – 1	Chapter – 13	--	1
16.	1	Decision making under uncertainty and Decision	Book – 1	Chapter – 13	--	--

		making under certainty	Book – 2	<b>Chapter – 14</b>		
17.	1	Decision making under conflict	Book – 1	<b>Chapter – 13</b>	--	--
18.	1	Decision tree	Book – 1	<b>Chapter – 13</b>	--	1
19.	1	Markov Chains	Book – 1	<b>Chapter – 14</b>	1	--
20.	1	Simulation	Book – 1	<b>Chapter – 17</b>	1	--
21.	<b>Lab Session</b>	Application of Management Science in Industry	Journals	<b>Research Papers</b>	--	--
22.	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				6	9



## Central University of Himachal Pradesh

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code: MSO 601**

**Course Name: Research Methods for Business**

**Faculty Name: DrSanjeev Gupta**

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key applications of of research.
- To acquaint the various research tools used in different functional areas of Management.
- Use data for analysis and interpretation.

### **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
  - Seminar: 10 marks
  - Assignments: 15 marks

## **UNIT I: BASICS OF RESEARCH METHODOLOGY**

Fundamentals of research, problem identification and formulation, review of literature, research design and methods, writing research proposals, ethical's issues about research, collection of data, analysis and interpretation of data and outliers.

Presentation of data, funding for research, dissemination of research.

## **UNIT II: RESEARCH METHORDS**

Classification of research, pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research, surveys, case studies, field study, research planning, sampling.

## **UNIT III: TOOLS AND TECHNIQUES-I**

Review of Measure of Central Tendency, dispersion, relative dispersion, skewness and kurtosis, Moments, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

Logistic regression, Non-linear regression, one way and two wat ANOVA, GLM.

## **UNIT IV: TOOLS AND TECHNIQUES-II**

R-square, adjusted R-square, normality plots, multiple regression and its assumptions, multicollinearity, heteroscedasticity, autocorrelation, Factor Anaysis, Introduction to Confirmatory Factor Analysis, Conjoint Analysis.

## **UNIT V:APPLICATIONS**

Applications in Marketing, HRM, Capital Market, Foreign Exchange Market and Business Policy. Data analysis by using demo version of SPSS Eviews, Gretl, MS- Excel and its implication in business and industry.

## **Suggested Readings:**

1. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
2. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2),World Press
3. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta

4. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
5. Rustagi.R.P. (1999) Financial Management, 4th Revised Edition, Taxmann's Publications (P.) Ltd
6. Prasanna Chandra (2010) Fundamentals of Financial Management, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.
7. Pandey I M (2010) Financial Management, 10<sup>th</sup> Edition, Vikas Publishing House, New Delhi.
8. Vuyyakesh S. (2010) Fundamentals of Financial Management, 2<sup>nd</sup> Edition, Pearson, New Delhi.
9. Amarchand, D. and Jayraj, B. J. 1992. Organization Culture and Effectiveness, Global Business Press, New Delhi.
10. Brislin, R.W, Lonner, W. and Thorndike, R.M., 1973, Cross Cultural Research Methods, John Wiley and Sons, New York.
11. Bryman, A. 2001. Social Research Methods, Oxford University Press, New York.
12. Cameron, K.S. and Whetten, D.A. 1983. Organizational Effectiveness: A Comparison of Multiple Models, Academic Press, New York.
13. George P. Huber and Andrew H. Van de Ven, 1995, Longitudinal field research methods: Studying Processes Of Organizational Change, Sage Publications India Pvt. Ltd., New Delhi
14. Steven G. Rogelberg, 2004, Handbook of Research Methods in Industrial and Organizational Psychology, Blackwell Publishing Ltd., UK.
15. Valerie Anderson, 2004, Research Methods in Human Resource Management, CIPD, London.
16. Y. Pal, P.P. Arya, and Y. Pal, 2005, Research Methodology in Management, Deep & Deep Publications, New Delhi.
17. Boyd, W., Harper Westfall, Ralph Stasch F. Stanley, Marketing Research Latest Edition, McGraw-Hill, New Delhi.
18. Shiu Eric, Hair Jr., Joseph, Bush Robert, Ortinau David. (2014) Marketing Research, Tata McGraw Hill, New Delhi.
19. Chisnall Peter (2010) Marketing Research, Tata McGraw Hill, New Delhi.
20. Malhotra K. Naresh (2014), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education.
21. David (2014), Strategic Management: Concept and Cases, 12th Edition, Phi Learning Pvt Ltd.

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Fundamentals of research, problem identification and formulation	Book – 1	Chapter – 1	--	1
2	1	Review of literature	Book – 2	Chapter – 1	--	1
3	2	Research design and methods	Book – 2	Chapter – 1	1	1
4	1	Writing research proposals	Book – 2	Chapter – 1	--	1

5	2	Ethical's issues about research	Book – 2	<b>Chapter – 1</b>	--	1
6	1	Research collection of data	Book – 1	<b>Chapter – 2</b>	--	--
7	2	Analysis and interpretation of data and outliers.	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Presentation of data, funding for research, dissemination of research	Book – 1	<b>Chapter – 5</b>	1	1
9	1	Classification of research				1
10	2	Pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research,	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Surveys, case studies, field study, research planning, sampling.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
12	1	Review of Measure of Central Tendency				1
13		dispersion, relative dispersion	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	1
14	1	Skewness and kurtosis, Moments	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Concept of Regression	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Principles of least squares	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter</b>		

				- 7		
17	2	Rank correlation – Spearman’s and Kendall’s measures.	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
18	2	Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.	Book – 1	Chapter – 5	1	--
19	2	R-square, adjusted R-square	Book – 1 Book - 2	Chapter – 7 Chapter – 8	1	
20	2	Normality plots, multiple regression and its assumptions,	Book – 2	Chapter – 3	1	1
21	2	Multicollinearity, heteroscedasticity, autocorrelation	Book – 2	Chapter – 4		
22	1	Factor Analysis,	Book – 1	Chapter – 6		
23	2	Introduction to Confirmatory Factor Analysis	Book – 1	Chapter – 7	--	1
24	1	Conjoint Analysis.	Book – 1	Chapter – 6		
25	2	Applications in Marketing HRM, Capital Market, Foreign Exchange Market and Business Policy.	Book – 1	Chapter – 6		
26	2	Data analysis by using demo version of SPSS	Practical work			1
27	2	Eviews, Gretl, MS-Excel and its implication in business and industry.	Practical work			1
28	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				7	16

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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**Course Code:** SAS 403

**Course Name:** Business Statistics

**Faculty Name:** DrSanjeev Gupta

**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:**

19. Mid Term Examination: 25%
20. End Term Examination: 50%
21. 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:**

8. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
9. 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.

**Lesson plan**

S.No.	Lectures	Topics	Prescribed	Chapters	Case	Presentations

			<b>Text Book</b>		<b>Studies</b>	
1	1	Meaning, Nature statistics	Book – 1	<b>Chapter – 1</b>	--	1
2	1	Need of Statistics	Book – 2	<b>Chapter – 1</b>	--	1
3	1	Collection of data Primary and Secondary Data	Book – 2	<b>Chapter – 1</b>	1	1
4	1	Classification	Book – 2	<b>Chapter – 1</b>	--	1
5	1	Tabulation of Data	Book – 2	<b>Chapter – 1</b>	--	1
6	1	Presentation of Data	Book – 1	<b>Chapter – 2</b>	--	--
7	1	Measures of Central Tendency	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Arithmetic Mean Median Mode	Book – 1	<b>Chapter – 5</b>	1	--
9	1	Quartiles, Percentiles				
10	1	Measures of Dispersion	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Range, Mean Deviation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Standard Deviation				

13	1	Measurement of Correlation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	1	Karl Pearson’s Coefficient of Correlation, Rank Coefficient of Correlation	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Regression lines Determination of Regression lines and Regression Coefficients	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Use of Index Numbers Kinds of Index Numbers	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	1	Price Index Number, Quantity Index Number Methods of Constructing Index Numbers	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Basic concepts of probability, Laws of Probability	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Addition Law, Multiplication Law	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 6</b>	1	
20	1	Conditional Probability Bayes Theorem	Book – 1	<b>Chapter – 11</b>	1	1
21	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--

<b>Total</b>	<b>20</b>				7	8
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**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
**HPKV Business School, SCMS**



**Course Code:** ECN 460

**Course Name:** Managerial Economics

**Instructor:** Prof. Sanjeev Gupta

**Participants:** MBA

**Credits Equivalent:** 4 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 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 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.

**Evaluation Criteria:**

1. Mid Term Examination: **20%**
2. End Term Examination: **60%**
3. Continuous Internal Assessment: **20%**  
(Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

**SYLLABUS**

<b>Unit</b>	<b>Contents</b>	<b>Hours</b>
<b>I</b>	<b>Basics of Managerial Economics</b> <ul style="list-style-type: none"> <li>• The Nature and Scope of Managerial Economics</li> <li>• Optimization Techniques and New Management Tools</li> </ul>	<b>5</b>
<b>II</b>	<b>Demand Analysis</b> <ul style="list-style-type: none"> <li>• Demand Theory</li> <li>• Demand Estimation</li> <li>• Demand Forecasting</li> </ul>	<b>10</b>

<b>III</b>	<b>Production and Cost Analysis</b> <ul style="list-style-type: none"><li>• Production Theory and Estimation</li><li>• Cost Theory and Estimation</li></ul>	<b>10</b>
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<b>IV</b>	<b>Market Structures</b> <ul style="list-style-type: none"> <li>• Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly</li> </ul>	<b>10</b>
<b>V</b>	<b>Pricing Practices and Emerging trends in Managerial Economics</b> <ul style="list-style-type: none"> <li>• Pricing Practices</li> <li>• Emerging trends in Managerial Economics during COVID-19 Era</li> </ul>	<b>5</b>

### **Detailed Course Contents**

#### **Unit – 1**

**The Nature and Scope of Managerial Economics-** Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits, Business Ethics, International framework of ME, ME and the internet.

**Optimization Techniques and New Management Tools-** Methods of expressing economic relationships, Total, Average and Marginal Relationships, optimisation analysis, Constrained optimisation, New and other management tools for optimisation, new management tools and functional specialisation.

#### **Unit – 2**

**Demand Theory-** The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making, international convergence of taste, electronic commerce **Demand Estimation-** The identification problem, Marketing research approaches to demand estimation, introduction to regression analysis, simple regression analysis, multiple regression analysis, problem in regression analysis, demand estimation by regression analysis. **Demand Forecasting-** Qualitative forecasts, time-series analysis, smoothing techniques, barometric methods, econometric methods, input-output forecasting.

#### **Unit – 3**

**Production Theory and Estimation-** The organisation of production and the production function, the production function with one variable input, optimal use of the variable input,

the production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness. **Cost Theory and Estimation-** The nature of costs, short-run cost functions, long-run cost curves, plant size and economies of scale, learning curves, minimising cost internationally- the new economies of scale, logistics of supply chain management, cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.

#### **Unit – 4**

##### **Market Structure: Perfect Competition, Monopoly, and Monopolistic Competition-**

Market structure and degree of competition, perfect competition, competition in the global economy, monopoly, monopolistic competition.

**Oligopoly** - Oligopoly and market concentration, oligopoly models, profitability and efficiency implications of oligopoly, the sales maximisation model, the march of global oligopolists.

#### **Unit – 5**

**Pricing Practices-** Pricing of multiple products, price discrimination, international price discrimination and dumping, transfer pricing, pricing in practice.

**Emerging trends in Managerial Economics-** Emerging trends in Managerial Economics during COVID-19.

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

1. **Salvatore, D. (2015). Managerial Economics: Principles and Worldwide Applications, Oxford University Press, New Delhi.**
2. Christopher R. Thomas & S. Charles Maurice (latest edition), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Jain TR and Khanna OP (2016), V K Publication, New Delhi
4. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, 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 Book Distributors and Publishers.

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

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition.

2. Yogesh Maheswari (2012), Managerial Economics, PHI Learning, New Delhi.
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics, McGraw Hill, New Delhi.



S.No	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits.	Book – 1	Chapter – 1	--	1
2	1	Business Ethics, International framework of ME, ME and the internet.	Book – 2	Chapter – 1	--	1
3	2	Methods of expressing economic relationships, Total, Average and Marginal Relationships	Book – 2	Chapter – 2		1
4	2	Optimisation analysis, Constrained optimisation, New and other management tools for optimization.	Book – 2	Chapter – 1	--	1
5	Lecture-3	The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making	Book – 2	Chapter – 2	--	1
6	1	International convergence of taste, electronic commerce	Book – 1	Chapter – 1	--	--



7	2	<b>Demand Estimation-</b> The identification problem, Marketing research approaches to demand estimation	Book – 1	<b>Chapter – 3</b>	--	1
8	1	Regression analysis, simple regression analysis	Book – 1	<b>Chapter –5</b>	1	--
9	2	Multiple regression analysis				
10	1	Problem in regression analysis	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Demand estimation by regression analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 5</b>	1	--
12	2	The organisation of production and the production function, the production function with one variable input, optimal use of the variable input	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 8</b>		
13	3	The production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness.	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 7</b>	--	--
14	2	The nature of costs, short-run cost functions, long-run cost curves	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	2	plant size and economies of scale, learning curves, minimising cost internationally	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--

16	1	The new economies of scale, logistics of supply chain management	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Market structure and degree of competition, perfect competition,	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Competition in the global economy,	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>		
20	2	Monopoly, monopolistic competition	Book – 1	<b>Chapter – 13</b>	--	1
21	1	Oligopoly and market concentration,	Book – 1 Book – 2	<b>Chapter – 12</b> <b>Chapter – 13</b>	--	--
22	2	Oligopoly models, profitability and efficiency implications of oligopoly,	Book – 1	<b>Chapter – 14</b>	--	--
23	1	The sales maximisation model, the march of global oligopolists.	Book-2	<b>Chapter – 13</b>		
24	1	Pricing of multiple products ,price discrimination	Book – 1	<b>Chapter – 13</b>	--	1
25	1	International price discrimination and dumping	Book – 1	<b>Chapter – 16</b>	1	--
26	1	Transfer pricing,	Book – 2	<b>Chapter</b>		

		pricing in practice.		- 16		
27	1	<b>Emerging trends in Managerial Economics-</b> Emerging trends in Managerial Economics during COVID-19.	Notes	<b>Web Notes</b>		
<b>Total</b>	<b>40</b>				10	15



# 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)

**Course Code:** MGT 621

**Course Name:** Qualitative Research

**Credits:** 4

**Course In-charge and Contents designed by:** Dr Manpreet Arora

Programme: Course work Ph.d

Year of Introduction and Improvement: 2018

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

### **Course Objectives:**

The course is designed to:

- To enable the students to consider the nature of Qualitative Research and equip them to understand its theory and design.
- To make them understand various tools of Qualitative Research
- To help them learn the peculiarities of thesis and research paper writing.

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:**

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

Library Work Assignment: 5%

Subjective Assignment: 5%

Quizzes/Games/Puzzles: 5%

Personality Assessment: 5%

Live Projects: 5%

### **Course Contents:**

#### **UNIT - I: An overview of Qualitative Research (8 Hours)**

- Premise for using Qualitative Research Methods
- Limitations of Quantitative Research
- History of Qualitative Research
- Distinguishing Qualitative and Quantitative Data Methods
- Approaches to Qualitative Research
- Ethics in Qualitative Research

#### **UNIT - II: Qualitative Research: Theory and Design (12 Hours)**

- Using the Existing Literature



### **Suggested Extra Readings:**

1. Merriam, Sharan B. *Qualitative Research and Case Study Applications in Education. Revised and Expanded from " Case Study Research in Education."*. Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104, 1998.
2. Morehouse, Richard E., and Pamela Maykut. *Beginning qualitative research: A philosophical and practical guide*. Routledge, 2002.
3. Silverman, David, ed. *Qualitative research*. Sage, 2016.
4. Glaser, Barney G., and Anselm L. Strauss. *Discovery of grounded theory: Strategies for qualitative research*. Routledge, 2017.
5. L BERG, B. R. U. C. E. "Qualitative research methods for the social sciences." (2001).
6. Malterud, Kirsti. "Qualitative research: standards, challenges, and guidelines." *The lancet* 358.9280 (2001): 483-488.

# **Course Contents SBMS**

**2017**

**CENTRAL UNIVERSITY OF HIMACHAL  
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[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT  
2009]  
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(HP)

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### **Internet Based Marketing (IBM)**

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**Course Code:**

MSC 520

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

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

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

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

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

**Attendance**

**Requirement:**

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

**Evaluation**

**Criteria:**

1. Mid Term

Examination: 25%

2. End Semester

Examination: 50%

3. Continuous Internal

Assessment: 25%

- Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
- Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher



Remark)

(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)

- Case studies & Survey: 10%
- Assignments/Surprise test/Activity: 5%

### **Course**

### **Contents**

:

#### **UNIT – I: Overview about Internet & Marketing (4 Hours)**

- History of Internet
- Customers and the Internet
- Evolving Technology
- Business and Internet
  - Business & Marketing
  - Introducing Internet Based Marketing (IBM)
    - Case Studies based on IBM

#### **UNIT – II: Internet Marketing Fundamentals (6Hours)**

- The abbreviations used while working/marketing on internet
- The Internet micro-environment
- The Internet macro-environment
  - Category Based Case Studies

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

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

#### **UNIT – IV: Emerging Trends in Web Marketing (6 Hours)**

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

#### **UNIT V: Internet Strategy Development (6 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

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176215 (HP)

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[n](#)

**Strategic Management**

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**Course Code:** MSO 506  
**Course Name:** Strategic Management  
**Faculty Name:** Dr. Bhagwan Singh, Head, Dept. of M&SCM

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

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

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

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

**Evaluation Criteria:**

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

**Course Contents:**

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

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

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

- Environmental appraisal: The external assessment, Six Sigma, Mckinsey 7s frame work Model, Porters five force model, Gap Analysis etc.
- Organization appraisal: Dynamics of internal environment. Organizational capability factors.  
Methods and techniques used for organizational appraisal
- The internal analysis: Resource based view, value chain analysis, and internal factor evaluation
- Strategic Business Units (SBUs) strategy: Evaluating and choosing business strategies: BCG matrix, JoHarri Window, GE 9 cell model etc.

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

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

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

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

- Strategic alliances

**Unit – V: Current Strategic Evaluation & Innovation**

**(8 Hours)**

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

**Prescribed Text Books:**

1. Wheelen L. Thomas, J. David Hunger (2010). Concepts in Strategic Management and Business Policy. 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. Campbell (2011). Crafting and Executing Strategy. 18<sup>th</sup> Edition. Tata McGraw 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.

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

TAB SHAHPUR, DISTRICT KANGRA - 176206 (HP)

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

## 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

## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT  
2009]

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

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

### Web Based Advertising (WBA)

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**Course Code:**

MSC 522

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

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

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

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

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

#### Attendance

#### Requirement:

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

to appear in the examination.

### **Evaluation**

#### **Criteria:**

1. Mid Term

Examination: 25%

2. End Semester

Examination: 50%

3. Continuous Internal

Assessment: 25%

- Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
- Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)

(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)

- Case studies & Survey: 10%
- Assignments/Surprise test/Activity: 5%

### **Course**

#### **Contents**

:

#### **UNIT – I: Starting with Foundation**

**(3 Hours)**

- History of Internet
- A Marketing Perspective in the Internet Age
- Internet marketing v/s traditional marketing
- Need of Website for Business

#### **UNIT – II: Understanding Web Environment**

**(5 Hours)**

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

#### **UNIT – III: Web Based Advertising**

**(4 Hours)**

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

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

**(5 Hours)**

- Types of WBA
- Model of WBA
- Revenue Models of WBA



- Popular Terms of Web Advertising Trade

#### **UNIT – V: Recent Trends in Digital Marketing**

**(3 Hours)**

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

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

5. Dave Chaffey ,Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 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
4. 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
6. 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>

## Digital Marketing

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**Course Code:** MSC 430 SD-4

**Course Name:** Digital Marketing

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

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Overview about Digital Marketing and its environment**

**(5 Hours)**

- History of Internet
- Customers & Internet
- Digital Micro Environment

- Digital Macro Environment
- Basic Abbreviations of Digitalization

**UNIT – II: Foundations for Digital Marketing**

**(5 Hours)**

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

**UNIT – III: Website Planning & Designing**

**(4 Hours)**

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

**UNIT – IV: Web Based Advertising**

**(3 Hours)**

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

**UNIT – V: Recent Trends in Digital Marketing**

**(3 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Text Books:**

1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 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:** MSC  
607

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

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

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

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

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

#### **Attendance**

##### **Requirement:**

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

#### **Evaluation**

##### **Criteria:**

1. Mid Term

Examination: 25%

2. End Semester

Examination: 50%

3. Continuous Internal

Assessment: 25%

- Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100

- Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)

(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)

- Case studies & Survey: 10%
- Assignments/Surprise test/Activity: 5%

### **Course**

### **Contents**

:

#### **UNIT – I: Strategy and Marketing (8 Hours)**

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

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

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

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

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

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

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

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

- Changing Marketing environment
- Virtual Reality Means of Advertising

- Green Marketing & Sustainability
- Online & Fashion Retailing
- Strategies for Online Education

**Prescribed Text Books:**

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

## Stock Market Operations

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**Course Code:** AFA 415

**Course Name:** Stock Market Operations

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment: 25%

- Library Work Assignment: 5%
- Subjective Assignment: 5%
- Quizzes/Games/Puzzles: 5%
- Personality Assessment: 5%
- Live Projects: 5%

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

**Prescribed Text Books:**

1. Fabozzi and Modigliani (2010), *Capital Markets Institutions and Instruments*, Fourth Edition, PHI Learning, New Delhi.
2. Mishkin Frederic S. (2013), *Financial Markets and Institutions Tenth Edition*, PHI Learning, New Delhi.
3. Gordan and Natrajan (2011), *Financial Market Operation*, First Edition, Himalaya Publishing House, New Delhi.
4. Chakrabarti (2010) *Capital Markets in India*, Second Edition, Response Books (Sage), New Delhi.
5. Alok Goyal, *Financial Market Operation*, 2012 Edition, VK Publications, New Delhi.

**Suggested Extra Readings:**

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

**WEBSITES**

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

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

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

• [http://www.vtssystems.com/resources/helps/0000/HTML\\_VTtrader\\_Help\\_Manual/index.html?technicalindicators.html](http://www.vtssystems.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	Prescribed Text Book	Chapter No.
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 India		
9.	Reforms in Indian Stock Markets		
10.	Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs		
11.	Role of brokers and, merchant bankers		
12.	Indian Stock Market- BSE and NSE		
13.	<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, Trend lines, Support & Resistance and Volume		

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

## Statistics for Finance

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**Course Code:** AFA 554

**Course Name:** Statistics for Finance

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

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

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

## Managerial Economics

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**Course Code:** MSO- 413

**Course Name:** Managerial Economics

Course Coordinator: Prof. Mohinder Singh

**Credits Equivalent:** 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/

optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

### Course Objectives:

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

### Course Outcome

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

### Evaluation Criteria:

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

### Course Contents

Unit	Contents	Hours
I	<b>Basics of Managerial Economics</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>• Basic Principles of Managerial Economics</li> <li>• Business Objective and Theory of firms</li> </ul>	5
II	<b>Demand Analysis</b> <ul style="list-style-type: none"> <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
III	<b>Production and Cost Analysis</b> <ul style="list-style-type: none"> <li>• Production Analysis: Production function, single variable, law of variable proportion, two variable, Law of returns to scale</li> <li>• Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use</li> <li>• Cost Volume &amp; Profit Analysis/ Break even Analysis</li> </ul>	10
IV	<b>Market Analysis</b>  Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under	10

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

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

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

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

## Stock Market Operations

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**Course Code:** AFA 415

**Course Name:** Stock Market Operations

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

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

- Help students in understanding Basic concepts of Stock market.
- Understand the working of Indian Stock market.

- It is also aimed at helping student equip themselves with the various terminology used in stock markets as well as practical Implication of stock markets.

### Attendance Requirements:

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

### Evaluation Criteria:

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

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



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

### Prescribed Text Books:

6. Pathak V. Bharati (2018), Indian Financial System, Pearson
1. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
2. Mishkin frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
3. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2<sup>nd</sup> ed.). New Delhi: Sage Publications.
4. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
5. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
6. Alok Goyal, Financial Market Operation, 2012 Edition, VK Publications, New Delhi.

### Suggested Extra Readings:

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

### WEBSITES

•*[www.investopedia.com](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	Prescribed Text Book	Chapter No.
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 India		
9.	Reforms in Indian Stock Markets		
10.	Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs		
11.	Role of brokers and, merchant bankers		
12.	Indian Stock Market- BSE and NSE		
13.	<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, Trend lines, Support & Resistance and Volume		

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

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

## 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.

### Evaluation Criteria:

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

3. Continuous Internal Assessment: 25%

- Library Work Assignment: 5%
- Subjective Assignment: 5%
- Quizzes/Games/Puzzles: 5%
- Personality Assessment: 5%
- Live Projects: 5%

**Course Contents:**

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

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

**UNIT - II: Time Value of Money (6 Hours)**

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique, Discounting Technique, Present Value of Annuity and Annuity Due
- Future Value of an Annuity, Compound Value of an Annuity Due
- Elementary valuation of Bonds and Stocks

**UNIT – III: Investment Decisions (10 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI

**UNIT - IV: Cost of Capital, Leverages and Capital Structure (12 Hours)**

- Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Under and Over Capitalization
- 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.

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

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

## Tax Management

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**Course Code:** AFA 427

**Course Name:** Tax Management

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led

activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

### Course Objectives:

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

### Attendance Requirement:

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

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Presentations: 10%
  - Assignment: 10%

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



Supply and Input Tax Credit (Basics only)
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**Prescribed Text Books:**

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

**Suggested Additional Readings:**

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

**E-resources**

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

## Foreign Exchange Risk Management

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**Course Code:** AFA 432

**Course Name:** Foreign Exchange Risk Management

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

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

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

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

**Attendance Requirement:**

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

### Evaluation Criteria:

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. Continuous Internal Assessment : 25%
- Class participation: 5%
  - Presentations: 10%
  - Assignment: 10%
  - **Course Contents**

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

### Books recommended

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

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

## Suggested Readings

- A Guide to Forex Dealing and Operating, Published by State Bank of Hyderabad, 1993.
- Allayannis, George and Ofek, Eli, 2001, *Exchange rate exposure, hedging, and the use of foreign currency derivatives*, *Journal of International Money and Finance* 20 (2001) 273–296
- Asani Sarkar, 2006, *Indian Derivative Markets from the Oxford Companion to Economics in India*. Available at [http://www.newyorkfed.org/research/economists/sarkar/derivatives\\_in\\_india.pdf](http://www.newyorkfed.org/research/economists/sarkar/derivatives_in_india.pdf)
- Baril, Charles P.: “Managing Risks with Derivatives” *Management Accountant*, November p.34-42 (1996)
- Bauman, Joseph; Saratore, Steve and Liddle, William : “A Practical Framework for Corporate Risk Management” *Journal of Applied Corporate Finance*, Vol. 7, No. 3, Fall (1994)
- Bibek Debroy: *The Convertible Rupee & How to Profit from it*, Global Business Press.
- Bodnar, M. Gordon, Hayt, S. Gregory and Marston, C. Richard : “1998 Wharton Survey of Financial Risk Management by US Non-Financial Firms”, *Financial Management*, Winter, Vol. 27, No. 4, pp 70-91 (1998)
- Broll,Udo,1993, *Foreign Production and International Hedging in a Multinational Firm*, *Open economies review* 4: 425-432
- Buckley, Adrian : *Multinational Finance*, New Delhi: Prentice Hall of India Private Limited, (1998)
- Jeevanandam C.(2011), *Foreign Exchange*, Sultan Chand & Sons New Delhi.
- Collier, P. and Davis, E. W. : “The Management of Currency Transaction Risk by UK Multinational Companies”, *Accounting and Business Research*, Autumn, pp 327-334 (1985)
- Copeland, Tom and Copeland, Maggie: “Managing Corporate Foreign Exchange Risk: A Value Maximising Approach” *Financial Management*, Vol. 28, No. 3, pp 68-75, Autumn (1999)
- Cornel and Shapiro : *International Financial Management*, New York: John Wiley & Sons,(1985)
- Cummins, David J.; Phillips, Richard D. and Smith, Stephen D. : “Derivatives and Corporate Risk Management: Participation and Volume Decisions in the Insurance Industry” *Journal of Risk & Insurance*, Vol. 68, Issue 1, pp 51-90, March (2001)
- Dash, Shridhar Kumar: “Efficiency of Indian Foreign Exchange Market”, *Journal of Foreign Exchange and International Finance*, Vol. 12, No. 1, pp 35-44 (1998)
- David S. Kidwell, Richard L. Peterson, David W. Blackwell: *Financial Institutes, Market and Money*, Harcourt Brace Jovanovion, 1993
- De Ceuster, Marc J.K., Durinck, Edward, Leveren, Eddy and Lodewyckx, Jozef : “A Survey into the Use of Derivatives by Large Non-financial Firms Operating in Belgium”, *European Financial Management*, Sep, Vol. 6, Issue 3, pp 301-319 (2000)
- Eiteman, David K., Arthus I. Stonehill, and Michael H. Moffett, *Multinational Business Finance*, Prentice Hall, 12th edition, 2009.
- Feenstra, Robert C.; Taylor, Alan M., (2011), *Essentials of International Economics*, 2nd edition, Worth Publishers.
- Gambhir, Neeraj and Goel,Manoj, *Foreign Exchange Derivatives Market in India -Status and Prospects*, Available at: <http://www.iief.com/Research/CHAP10.PDF> 31
- Giddy, Ian H and Dufey, Gunter, 1992, *The Management of Foreign Exchange Risk*, Available at: <http://pages.stern.nyu.edu/~igiddy/fxrisk.htm>.
- Bhardwaj H.P: *Foreign Exchange Handbook*, Wheeler publishing, New Delhi.
- Hentschel, L. and S.P. Kothari, (2000), *Are Corporations Reducing or Taking Risks with Derivatives?* Massachusetts Institute of Technology Working Paper July

- Howton, D. Shawn and Perfect, B. Steven : “Currency and Interest-Rate Derivatives Use in US Firms”, *Financial Management, Winter*, Vol. 27, No. 4, pp. 111-121 (1998)  
[http://www.arvindmills.com/finance/docs/qtr/0405/Arvind%20Mills%20Annual%](http://www.arvindmills.com/finance/docs/qtr/0405/Arvind%20Mills%20Annual%20)
- Judge, Amrit, Aug 2003, *How Firms Hedge Foreign Currency Exposure: Foreign Currency Derivatives versus Foreign Currency Debt*, available at  
[http://www.mubs.mdx.ac.uk/Research/Discussion\\_Papers/Economics/DPAP%20](http://www.mubs.mdx.ac.uk/Research/Discussion_Papers/Economics/DPAP%20)
- Levich, Richard, (2011), Second Edition International Financial Markets, McGraw-Hill/Irwin.
- Machraju, H.R. (2011), Second edition, International Financial Management, Himalaya Publishing House., New Delhi.
- Meera, Ahamed Kameel Mydin, 2004 *Hedging Foreign Exchange Risk with Forwards, Futures, Options and the Gold Dinar: A Comparison Note* available at: <http://www.americanfinance.com/knowledge-center/articles/pdf/Malaysia>
- Muller and Verschoor, March, 2005, *The Impact of Corporate Derivative Usage on Foreign Exchange Risk Exposure*, Available at <http://ssrn.com/abstract=676012>
- Soenen L.A and Madura, Jeff, 1991, *Foreign Exchange Management: A Strategic Approach*, Long Range Planning, Vol. 24, NO. 5, pp. 119 to 124.
- Soenen, L.A, 1979, *Efficient Market Implications for Foreign Exchange Exposure Management*, DE ECONOMIST 127, NR. 2.
- Stephen A. Ross, Randolph W. Westerfield and Jeffrey Jaffe (RWJ), (2005), 7th edition, *Corporate Finance*, Irwin Mc-Graw Hill.
- Treasury and Risk Management in Banks – 13 BF Taxmann- 2010.
- Woochan Kim and Taeyoon Sung, June 2005, *What makes firms manage FX risk?*, Emerging Markets Review 6 (2005) 263– 288
- Goel M., Gupta S.L. And Goel L, “An Analysis Of Foreign Exchange Exposure Management by MNCS In India, Zenith : International Journal of Multidisciplinary Research Vol.1 Issue 5, September 2011, ISSN 2231 5780
- [http://www.infosys.com/investor/reports/annual/Infosys\\_AR06.pdf](http://www.infosys.com/investor/reports/annual/Infosys_AR06.pdf)
- [http://www.infosys.com/investor/reports/annual/Infosys\\_AR06.pdf](http://www.infosys.com/investor/reports/annual/Infosys_AR06.pdf)
- [http://www.rbi.org.in/Scripts/BS\\_FemaNotifications.aspx](http://www.rbi.org.in/Scripts/BS_FemaNotifications.aspx)
- [http://www.rbi.org.in/Scripts/BS\\_FemaNotifications.aspx](http://www.rbi.org.in/Scripts/BS_FemaNotifications.aspx)
- <http://www.ril.com/rportal/jsp/eportal/ListDownloadLibrary.jsp?DLID=866>
- <http://www.ril.com/rportal/jsp/eportal/ListDownloadLibrary.jsp?DLID=866>
- <http://www.iem.com>
- <http://nibmindia.org>
- <http://export.gov/tradefinanceguide>

## Lecture Plan

**Course Code:** AFA 432

**Course Name:** Foreign Exchange Risk Management

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

## Corporate Governance & Social Responsibility

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**Course Code:** CSR 403

**Course Name:** Corporate Governance & Social Responsibility

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

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

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

The course is designed:

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

## Course Contents

Unit	Topic	Duration
<b>I</b>	<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> <li>• Ethics in compliance, finance, HR, Marketing and Production</li> <li>• 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</li> </ul>	
<b>II</b>	<b>Conceptual Framework of Corporate Governance</b>	<b>(5 Hours)</b>
	<ul style="list-style-type: none"> <li>• Introduction, Need and Scope</li> <li>• Elements of Good Corporate Governance</li> <li>• Evolution of Corporate Governance</li> <li>• Developments in India</li> <li>• Legislative Framework of Corporate Governance in India</li> </ul>	
<b>III</b>	<b>Board Effectiveness-Issues and Challenges</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Role of Directors, type of Board of Directors, Board Composition</li> <li>• Responsibilities of Board</li> <li>• Board committee</li> </ul>	
<b>IV</b>	<b>Corporate Governance and Stakeholders</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Rights of Shareholders, Protection of Rights of Minority Shareholders</li> <li>• Investor Protection in India and Shareholder Activism</li> <li>• Definition and Evolution of Stakeholders Theory &amp; Types of Stakeholders</li> </ul>	
<b>V</b>	<b>Corporate Social Responsibility</b>	<b>(3 Hours)</b>
	<ul style="list-style-type: none"> <li>• Meaning, Definitions, Need, Factors, Triple Bottom Line Approach</li> <li>• Principles of CSR, CSR in India, CSR under the Companies Act, 2013</li> <li>• CSR Audit</li> <li>• Performance evaluation and Reporting in CSR</li> </ul>	

### Books recommended

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



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

### **Suggested Readings**

#### **A. Online Journals**

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

#### **B. Articles**

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

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



**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
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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.

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### Attendance Requirements:

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

### Evaluation Criteria:

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

### Course Contents

#### UNIT I Introduction to Organizational Behaviour

**4 Hours**

- Concept and Importance of OB, Multidisciplinary Nature of OB

- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

#### **UNIT II Perception, Attitude and Job Satisfaction**

**4 hours**

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction

#### **UNIT III Leadership and Motivation**

**5 Hours**

- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

#### **UNIT IV Personality**

**3 Hours**

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

#### **UNIT V Group, Work Teams and Organizational Culture**

**4 Hours**

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

#### **Text Books**

1. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 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



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### Leadership Development

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**Course Code:** CSR 408

**Course Name:** Leadership Development

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

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

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

#### **Attendance Requirement:**

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

#### **Evaluation Criteria:**

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

#### **Course Contents:**

##### **UNIT I: INTRODUCTION TO LEADERSHIP**

**(4 Hours)**

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

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

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

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

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

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

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

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

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360<sup>0</sup> Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.

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



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### Entrepreneurship Development

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**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



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## Diversity & Cross Cultural Management

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**Course Code: HRM 411**

**Course Name: Diversity & Cross Cultural Management**

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

3. Continuous Internal Assessment: 25

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

**Course Contents**

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

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

**UNIT II Communicating across Cultures 4 Hours**

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

**Unit III Negotiating across Cultures 4 hours**

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

**UNIT IV Managing Global Teams 4 Hours**

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

**Unit V International Assignments and Expatriate Management 4 Hours**

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

**Text Book**

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

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

### **Suggested Reading**

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



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## Compensation Management

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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:**

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

**Course Contents**

**UNIT I Introduction to Compensation Management**

**3 Hours**

- Meaning of Compensation
- Components of Compensation
- Principles of Compensation Determination
- Factors influencing Compensation Decisions

- Compensation Management and its importance

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

**4 Hours**

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

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

**5 Hours**

- Workmen's Compensation Act, 1923
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Equal Remuneration Act, 1976

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

**4 Hours**

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

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

**4 Hours**

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

#### **Text Books**

1. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
2. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.
3. Bhatia, Dr. Kanchan, "Compensation Management", 2012, Himalaya Publishing House Pvt. Ltd., Mumbai.

#### **Suggested Reading**

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

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



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## **Human Resource Management**

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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 / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

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

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

### **Attendance Requirements:**

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

### **Evaluation Criteria:**

1. Mid Term Examination: 50

2. End Term Examination: 100
3. Internal Assessment: 50
  - i. Attendance: 10
  - ii. Presentation: 10
  - iii. Assignment/Dissertation/Field Work: 10
  - iii. Case Presentation/ Role Play: 10
  - iv. Quiz/ Management Games or Activities: 10

**Course Contents:**

**UNIT - I: Introduction to HRM (8 Hours)**

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

**UNIT - II: Human Resource Planning (8 Hours)**

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

**UNIT – III: Recruitment, Selection and HR Development (8 Hours)**

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

**UNIT – IV: Performance Management and Performance Appraisal (8 Hours)**

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360° appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

**UNIT – V: Job Evaluation, Compensation and Industrial Relations (8 Hours)**

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



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

**Prescribed Text Books:**

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



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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 / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

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

### Attendance Requirements:

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

### Evaluation Criteria:

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

### Course Contents

#### UNIT I Introduction to Business Communication

**4 Hours**

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

- Strategies for Improving Communication

**UNIT II Effective Listening and Reading Skills 4 Hours**

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

**Unit III Non-verbal Communication Skills 4 Hours**

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

**Unit IV Verbal Communication Skills for Business 4 Hours**

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

**Unit V Written Communication Skills for Business 4 Hours**

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

**Text Book**

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

**Suggested Reading**

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



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## Leadership Development

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**Course Code:** CSR 408

**Course Name:** Leadership Development

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

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

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

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

### **Course Contents:**

#### **UNIT I: INTRODUCTION TO LEADERSHIP**

**(4 Hours)**

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

- Multiple Intelligences of a Leader

**UNIT II: LEADERSHIP APPROACHES**

**(4 Hours)**

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

**UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER**

**(5 Hours)**

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

**UNIT IV: SKILLS FOR DEVELOPING OTHERS**

**(4 Hours)**

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

**UNIT V: SKILLS TO DEAL WITH SITUATIONS**

**(3 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360<sup>0</sup> Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.

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

## **Industrial Psychology**

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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:**

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

**Course Contents:**

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

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

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

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

- Assessment Centres

**UNIT III: Individual Psychology at Workplace (4 Hours)**

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

**UNIT IV: Social Psychology at Workplace (4 Hours)**

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

**UNIT V: Organizational Psychology (4 Hours)**

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

**Prescribed Text Books:**

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai

**Suggested Additional Readings:**

- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi





## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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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. Tata McGraw Hill, New Delhi.

#### **Additional Readings:**

1. Edward, T (2011) International Human resource Management. Pearson, New Delhi.
2. Subba Rao, P (2010). International Human Resource Management, First Edition, New Delhi
3. Brewster, C., Sparrow, P and Vernon, G.(2008). International Human Resource Management Universities Press(India).
4. Briscoe, D., Schuler,R. and Claus,L.(2008).International Human Resource Management. Routledge Publication.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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2017

#### **PERSONAL FINANCE**

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**Course Code:** AFA 404

**Course Name:** Personal Finance

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

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

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

## Course Contents:

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

### Prescribed Text Books:

1. Indian Institute of Banking and Finance. Introduction to financial planning. Taxmann's publishing House, New Delhi.
2. Kapoor et al. Personal Finance. Eighth Edition. McGraw Hill Education (India) Pvt Ltd.
3. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann's publishing House, New Delhi.

### Suggested Additional Readings:

1. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi.
2. Khan and Jain, Financial Management: Text and Problems. Third Edition Tata McGraw-Hill Publishing House, New Delhi.
3. Chandra. Prasanna, (2009). Financial Management: Theory and Practice. Sixth Edition. Tata McGraw- Hill Publishing House, New Delhi.
4. Pandey. I M, (2009). Essential of Financial Management. Third Edition. Vikas Publishing House, New Delhi.

## Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	Overview of financial planning process	Books1
Lecture2	Components of a financial plan	Books1
Lecture3	Tools of financial planning	Books1
Lecture4	Opportunity cost and time	Books1
Lecture5	Risk management by Insurance	Books1
Lecture6	General insurance	Book2&3
Lecture7	Commercial insurance	Book3
Lecture8	Life insurance	Book3
Lecture9	Risk reward trade off	Book2&3
Lecture10	Rational choices, Investment styles	Book4
Lecture11	Speculation, Gambling, Trading	Book4
Lecture12	Hedging, Diversification	Book 3&4
Lecture13	Arbitrage, leveraging	Book 3 &4
Lecture14	Equity shares, preference shares, debentures, Fixed deposits	Book 3&4
Lecture15	Saving Bonds	Book 3&4
Lecture16	Managed funds, Mutual Funds	Book 3&4
Lecture17	Derivatives- Forward, Futures, options Swaps	Book4
Lecture18	Home loans, Personal loans	Book4
Lecture19	Consumer loans, Car loans	Book4
Lecture20	Types of collaterals, their characteristics	Book4



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## **Management of Financial Institutions**

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**Course Code:** AFA 411

**Course Name:** Management of Financial Institutions

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to

- Acquaint students with historic overview as well as recent trends in merger waves.
- Enable students to understand a framework for examining the rationale for different types of mergers and acquisitions driven by different corporate strategies.
- Enable the students to know about strategies as well as valuation techniques followed by corporate houses in Mergers and Acquisitions.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

**Evaluation Criteria:**

4. Mid Term Examination: 25%
  5. End Term Examination: 50%
  6. Continuous Internal Assessment : 25%
- i. Group Activity :10%
  - ii. Individual Presentation : 10%
  - iii. Quiz: 5%

**Course Contents:**

**UNIT – I: Introduction to Financial System (4 Hours)**

- The Indian Financial System
- Components of formal financial system
- Functions of a financial system
- Financial Markets : The Money market, Capital Market

**UNIT - II: Instruments of Money market and Capital Market (3 Hours)**

- Treasury Bills
- Call / Notice money
- Commercial papers
- Certificate of Deposits
- Commercial bills

**UNIT - III: Regulatory and Promotional Institutions (5 Hours)**

- The Reserve Bank of India
- Roles of RBI
- Techniques of monetary Control (CRR, SLR, Bank rate, OMO, SCC)
- The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions

**UNIT - IV: Development and other Financial Institutions (3 Hours)**

- Developments Financial Institutions – Development Banks, SIDBI, IDFC,
- EXIM BANK, NABARD

**UNIT - V: Banking Institutions and Emerging concepts in banking (5 Hours)**

- Banking Institutions, Functions of a Bank, Scheduled Commercial Banks
- Cooperative Banking
- Financial Inclusion
- Retail Banking,
- Micro finance,
- Bancassurance,
- Merchant banking

**Prescribed Text Books:**

1. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
2. Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian

**Supplementary Reading**

1. Khan M Y (2010). Indian Financial System. Tata McGraw Hill, New Delhi.
2. Gordon, Natarajan (2010). Financial Markets and Services. Himalaya Publishing House, New Delhi.
3. Kohn Meir (1999).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.
4. Gomez, Clifford (2010).Financial Markets, Institutions and Financial Services. Eastern Economy Edition. PHI Learning, New Delhi.
5. Mithani D.M. (2012).Money, Banking, International Trade and Public Finance. 16<sup>th</sup> Edition. Himalaya Publishing House, New Delhi.
6. Sundharam , Dutt. (2011). Indian Economy. 62<sup>nd</sup> Edition. S.Chand. New Delhi.
7. Burton,Brown. (2009). The Financial System and The Economy, Principles of Money and Banking. Eastern Economy Edition (5<sup>th</sup>). PHI Learning, New Delhi.
8. Bhole L M, Mahakhud Jitendra (2012).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

## Lecture Plan

<b>Lecture</b>	<b>Topics</b>	<b>Prescribed Text Books</b>
Lecture1	The Indian Financial System	Books1
Lecture2	Components of formal financial system	Books1
Lecture3	Functions of a financial system	Books1
Lecture4	Financial Markets : The Money market, Capital Market	Books1
Lecture5	Treasury Bills	Books1
Lecture6	Call / Notice money	Book2&3
Lecture7	Commercial papers	Book3
Lecture8	Certificate of Deposits	Book3
Lecture9	Commercial bills	Book2&3
Lecture10	The Reserve Bank of India	Book4
Lecture11	Roles of RBI	Book4
Lecture12	Techniques of monetary Control (CRR, SLR, Bank rate, OMO, SCC)	Book 3&4
Lecture13	The Securities and Exchange Board of India – Genesis, Organization, Objectives and Functions	Book 3 &4
Lecture14	Developments Financial Institutions	Book 3&4
Lecture15	Development Banks, SIDBI, IDFC	Book 3&4
Lecture16	EXIM BANK, NABARD	Book 3&4
Lecture17	Banking Institutions, Functions of a Bank, Scheduled Commercial Banks	Book4
Lecture18	Cooperative Banking	Book4
Lecture19	Financial Inclusion	Book4
Lecture20	Retail Banking,	Book4
Lecture21	Micro finance	Book4
Lecture22	Bancassurance, Merchant banking	Book4





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## International Business Environment

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**Course Code:** MIB 411

**Course Name:** International Business Environment

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to enable the student to know about global trade environment and the factors influencing international trade. It also emphasizes on the role of GATT, WTO and other International organizations influencing international trade majorly.

### Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Attendance 5%
  - Quiz 5%
  - Case study 5%
  - Presentation 10%

### Course Contents

#### UNIT I Overview of International Business

(5 Hours)

- Factors effecting environment- Micro and Macro
- The Growing relevance of globalization, International/Global Marketing, Why go International?

- International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization
- Internationalization Business Decisions
- Types of International Business
- Case Study(Mc Donald's Sells Hamburgers in India)

**UNIT II International Business Environment and Trading Strategies (6 Hours)**

- Determinants of Entry Mode, the trade mode,
- Economic Environment, Economic Structures, The Balance of payments, Socio/Cultural Environment, Religion, Language, Culture and OB, Demographic, Political, Regulatory, Natural, Technological Environment
- Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non Tariff barriers Forms of Integration
- Case study

**UNIT III International Trading Environment (4 Hours)**

- Dropping Barriers to World Trade: GATT to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, SAARC, SAPTA, Indo – Lanka Free Trade Agreement,
- FTA's
- WTO, TRIMS, TRIPS, Anti Dumping Measures
- Evaluation of Uruguay Round and WTO,

**UNIT IV International Institutions (4 Hours)**

- IMF and World Bank
- UNESCO
- United Nations
- UNCTAD

**UNIT V International orientations of India and Recent trends (2Hours)**

- Look East Policy of India (Assignment)
- Ethical Dimensions of International trade(Assignment)

**Case Study:**

1. South East Asian Economic Crises
2. Whose Basmati it is?
3. Mc Donald's Sells Hamburgers in India
4. Resolution of Trade Conflicts under the WTO'S Dispute Settlement Understanding

**Text Books:**

1. Cherunilam Francis (2010). International Business. Prentice Hall of India Private Limited. New Delhi.
2. Cullen. (2010). International Business. Routledge.
3. Paul Justin (2010). Business Environment-Text and Cases. Tata McGraw Hill, New Delhi.
4. Bennett Roger (2011). International Business. Pearson Education, New Delhi.

**Additional Readings:**

1. Levi Maurice D. (2009). International Finance. Routledge.
2. Conklin David W. (2011). The Global Environment of Business. Sage Publications.
3. Mithani D M. (2009). Economics of Global Trade and Finance. Himalaya Publishing House New Delhi.
4. Cherunilam Francis (2011). International Business Environment. Himalaya Publishing House, New Delhi.
5. Saleem Shaikh (2010). Business Environment. Pearson Education, New Delhi.
6. Sundharam K.P.M. and Datt Ruddar (2010). Indian Economy, S. Chand & Sons, New Delhi.
7. Sharan Vytakesh (2003). International Business: Concept, Environment and Strategy. Pearson Education, New Delhi

## Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	Factors effecting environment- Micro and Macro	Book 1
Lecture2	The Growing relevance of globalization, International/Global Marketing, Why go International?	Book 1
Lecture3	International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization	Book 1
Lecture4	Internationalization Business Decisions	Book 1
Lecture5	Types of International Business	Book 1
Lecture6	Case Study(Mc Donald's Sells Hamburgers in India)	Book 1
Lecture7	Determinants of Entry Mode, the trade mode	Book 1
Lecture8	Economic Environment, Economic Structures	Book 1
Lecture9	The Balance of payments, Socio/Cultural Environment,	Book 2
Lecture10	Religion, Language, Culture and OB, Demographic, Political	Book 2
Lecture11	Regulatory, Natural, Technological Environment	Book 2
Lecture12	Trade strategies, Free Trade	Book 3
Lecture13	Methods of Protection, Dumping, Tariffs	Book 3
Lecture14	Quantitative Restrictions	Book 3
Lecture15	other non Tariff barriers Forms of Integration	Book 1
Lecture16	Case study	Book 1
Lecture17	Dropping Barriers to World Trade: GATT to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, SAARC, SAPTA, Indo – Lanka Free Trade Agreement, FTA's	Book 1
Lecture18	WTO, TRIMS, TRIPS, Anti Dumping Measures	Book 1
Lecture19	Evaluation of Uruguay Round and WTO,	Book 1
Lecture 20	IMF and World Bank	Book 1
Lecture 21	UNESCO, United Nations, UNCTAD	Book 1
Lecture 22	Look East Policy of India (Assignment)	Book 1
Lecture 23	Ethical Dimensions of International trade(Assignment)	Book 1



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## 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.

**Lecture Plan**

Lecture	Topics	Prescribed Text Books
Lecture1	Introduction to Financial Management, Meaning of Financial Management	Book1
Lecture2	Scope of Financial Management	Book1
Lecture3	Objectives of Financial Management, Financial Goal	Book1
Lecture4	Profit Versus Wealth Maximization, Finance Functions,	Book1

	Financial Decisions	
Lecture5	Interrelationship between Financial Management	Book1
Lecture6	ther functional areas of business, Functions /Role of Finance Manager in the Changing Scenario	Book1
Lecture7	Risk-Return Trade-off	Book1
Lecture8	Concept of Time Value of Money	Book1
Lecture9	Technique of Time Value of Money	Book1
Lecture10	Compounding Technique	Book1
Lecture11	Doubling Period	Book1&2
Lecture12	Effective Rate of Interest	Book1&2
Lecture13	Future Value of Series of Payments	Book1&2
Lecture14	Future Value of an Annuity	Book1&2
Lecture15	Compound Value of an Annuity Due	Book1&2
Lecture16	Discounting or Present Value Technique	Book1&2
Lecture17	Present Value of a Series of Payments	Book1&2
Lecture18	Present Value of an Annuity	Book2&3
Lecture19	Elementary valuation of Bonds and Stocks	Book2&3
Lecture20	Meaning of Capital Budgeting	Book2&3
Lecture21	Importance of Capital Budgeting	Book2&3
Lecture22	Methods of capital budgeting	Book2&3
Lecture23	Investment Evaluation Criteria	Book2&3
Lecture24	Traditional Techniques, Pay Back Period	Book2&3
Lecture25	ARR, Modern Techniques	Book2&3
Lecture26	NPV, IRR and PI, Compare and Contrast NPV with IRR	Book2&3
Lecture 27	Sources of Finance, Classification of Sources of Finance	Book2&3
Lecture28	Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital, Classification of Cost	Book2&3
Lecture29	Computation of Cost of Capital, cost of debt	Book2&3
Lecture 30	cost of equity, cost of preference shares, cost of retained earnings	Book2&3
Lecture31	Weighted Average Cost of Capital	Book2&3
Lecture32	Marginal Cost of Capital	Book2&3
Lecture33	Leverages, Types of Leverages	Book2&3
Lecture34	Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage	Book2&3
Lecture35	Introduction to Capital Structure, Capitalization	Book2&3
Lecture36	Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure	Book2&3
Lecture37	Optimal Capital Structure ,Theories of Capital Structure	Book2&3
Lecture38	Net Income Approach, Net Operating Income Approach	Book3
Lecture39	The Traditional Approach, Pecking order theory, Modigliani-Mi Approach	Book3
Lecture40	Dividend Policy	Book3
Lecture41	Types of Dividend Policy	Book3
Lecture42	Factors Influencing Dividend Policy Dividend Policy and Firm Value	Book3
Lecture 43	Dividend Theories, Walter's Model, Gordon's Model	Book3



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## **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. MathurSatish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India

### Lecture plan

Lectures	Topics	Prescribed Text Book
Lecture – 1	Accounting, Book-keeping and Accounting	Book – 1
Lecture – 2	Users of Accounting, Basic Concepts and Conventions,	Book – 1
Lecture – 3	Limitations of Accounting	Book – 1
Lecture – 4	Financial Statements: Meaning and type of financial statements;	Book – 1
Lecture – 5	Objectives and Methods of preparing Financial Statement Analysis	-----
Lecture – 6 & 7	Comparative and Common Size Statements	Book –1,2&3
Lecture – 8	Trend Analysis	Book – 1&2
Lecture – 9 & 10	Marginal costing and Profit planning	Book – 3
Lecture –11&12	P/V ratio	Book – 1
Lecture – 13	Break Even point	Book – 2&3
Lecture – 14	, Make or Buy decision	Book – 1&3
Lecture – 15	Budgeting for profit planning and control: Meaning of Budget and Budgetary control	Book – 1
Lecture –16&17	Objectives; Merits and Limitations of Budgeting	Book – 1&3
Lecture – 18	Types of budgets fixed and flexible budgeting; Cash Budget	Book – 1&3
Lecture –19& 20	Zero Base Budgeting	Book – 3



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## **Working Capital Management**

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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:**

7. Mid Term Examination: 25%

8. End Term Examination: 50%

9. Continuous Internal Assessment: 25%

- |      |                              |
|------|------------------------------|
| i.   | Library Work Assignment: 10% |
| ii.  | Case study: 5%               |
| iii. | Group Presentation: 10%      |

**Course Contents:**

**UNIT - I: Working Capital Planning**

- Meaning and Objectives of Working Capital.
- Operating Cycle Concept.
- Working Capital Requirement.
- Working Capital Management Strategies.
- Estimation of working Capital.
- Characteristics of Current Assets, Level of Current Assets

- Current assets financing policy, Cash requirement for working capital

**UNIT - II:      **Liquidity, Cash and Marketable Securities****

- Liquidity and Its role
- Cash Management and Collections, Long term cash forecasting, Reports for control, Optimum cash Balance and Investment of Surplus funds
- Control of disbursements
- Investment in Marketable Securities
- Liability Management and Short/Medium Term Financing
- Working Capital Financing
- **Kingfisher Failure an evaluation of Liquidity aspects**

**UNIT - III:      **Cash Management and Relevant Case Study****

- Cash assets and liquidity management
- Objective of Cash Management.
- Factors Determining the Cash Needs.
- Management of Cash Balance.
- Issues in Cash Management.
- Sources and Types of Float.
- Cash Management Models.
- Methods of Cash Forecast.
- **Case Study on Issues and Management of Cash**

**UNIT - IV:      **Cash Budgeting and Cash Flow Statement****

- Meaning and Concept of Cash Budgeting.
- Technique of Preparation of Cash Budget.
- Elementary Procedure for preparing Cash Flow Statement.

**UNIT - V          **Inventory and Accounts Receivable****

- Types and Need of holding Inventory.
- Inventory Control Techniques.EOQ, Order point, Pricing of Raw Materials and Valuation of stocks, Monitoring and control of Inventories
- Inventory System and ABC Analysis
- Cost of maintaining accounts receivable
- Formulation of credit policies
- Analysis of customer credit worthiness
- Factors influencing size of receivables

**Prescribed Text Books:**

4. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann's publishing House, New Delhi.
5. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi.
6. Khan and Jain, Financial Management: Text and Problems. Third Edition Tata McGraw-Hill Publishing House, New Delhi.

**Suggested Additional Readings:**

1. Rao P. Mohana, and Alok K. Pramanik. Working Capital Management. Deep and Deep Publishing House, New Delhi
  2. Chandra. Prasanna, (2009). Financial Management: Theory and Practice. Sixth Edition. Tata McGraw- Hill Publishing House, New Delhi.
  3. Pandey. I M, (2009). Essential of Financial Management. Third Edition. Vikas Publishing House, New Delhi.
- Dr. Periasamy .P, (2010).Working Capital Management. Second Edition. Himalaya Publishing House, New Delhi.

**Lecture plan**

<b>lecture</b>	<b>Content</b>	<b>Books</b>
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:**

10. Mid Term Examination: 25%
11. End Term Examination: 50%
12. Continuous Internal Assessment: 25%
  - Attendance 5%
  - Quiz 5%
  - Case study 5%
  - Presentation 10%
  - Written tests 5%

#### **Course Contents**

##### **UNIT I THE INDIAN CONTRACT ACT 1872**

- Law of Contract
- Nature of Contract
- Offer and acceptance
- Capacity of parties to contract
- Free consent. Coercion, Undue Influence, Mistake, Misrepresentation
- Consideration
- Performance of Contract
- Discharge of contract

##### **UNIT II SPECIAL CONTRACTS**

- Indemnity and Guarantee
- Bailment and Pledge
- Agency

##### **UNIT III THE SALE OF GOODS ACT 1930**

- Sales contract
- Guarantees and Warranties in sales contract
- Performance of sales contracts, Unpaid Seller

##### **UNIT IV COMPANY LAW**

- Major principles – Nature and types of companies
- Memorandum and Articles of Association

##### **UNIT V PARTNERSHIP ACT, 1932**

- Nature of Partnership
- Rights and Duties of Partners

- Types of Partners,

**Prescribed Text Books:**

1. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.
2. Tulsian PC(2013). Business Law. Legal Aspects of Business. Tata Mc Graw Hill.

**Suggested Extra Readings:**

1. SethTejpal (2012). Business Law. Pearson India.
2. Sulphey, Basheer (2011). Laws for Business. Eastern Economy Edition. PHI. New Delhi.
3. Gogna P.P.S., (2008).Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
4. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata Mc Graw Hill.
5. Shukla M.C., (2007).Mercantile Law. First Edition. S. Chand & Company Ltd.
6. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
7. Ramachandra K., Chandrashekara B., Kanakattee Chandrakant, (2010).Legal Aspects of Business Text and Cases.1<sup>st</sup> Edition. Himalya Publishing House Pvt. Limited, India.
8. Ramtirthkar R.R. (2009). Legal Aspects of Business. 2009 Edition. Himalaya Publishing House Pvt. Limited, India.
9. Kuchhal M C, (2010). Mercantile Law. Seventh Edition. Vikas Publishing House. New Delhi.
10. Bulchandani K.R, (2010). Business Law for Management. 6<sup>th</sup> Edition. Himalaya Publishing House Pvt. Limited, India.

**Lecture plan**

Lecture	Topic	Prescribed Text Book.
Lecture -1	Law of Contract	Book – 1
Lecture - 2	Nature of Contract	Book – 1
Lecture-3	Offer and acceptance	Book – 1
Lecture- 4	Capacity of parties to contract	Book – 1
Lecture- 5&6	Free consent. Coercion, Undue Influence, Mistake, Misrepresentation And Consideration	-----
Lecture- 7 & 8	Performance of Contract and Discharge of contract	Book –1,2&3
Lecture-9	Indemnity and Guarantee	Book – 1&2
Lecture-10	Bailment and Pledge	Book – 3
Lecture-11	Agency	Book – 1



Lecture-12	Sales contract	Book – 2&3
Lecture-13 & 14	Guarantees and Warranties in sales contract	Book – 1&3
Lecture-15	Performance of sales contracts, Unpaid Seller	Book – 1
Lecture-16	Major principles – Nature and types of companies	Book – 1&3
Lecture-17	Memorandum and Articles of Association	Book – 1&3
Lecture-18	Nature of Partnership	Book – 3
Lecture-19	Rights and Duties of Partners	Book – 1
Lecture- 20	Types of Partners	Book – 2&3



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## **Project Management**

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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**

<b>Lectures</b>	<b>Topics</b>	<b>Chapter No.</b>
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%
  1. Class participation : 5%
  2. Presentations/viva : 10%
  3. Case studies/Activities/Assignments/etc: 10%

### **COURSE CONTENTS:**

#### **UNIT – I: Introduction to Strategic Management**

**(8 HOURS)**

- Strategic Planning and strategic Management
- The Strategic Management Process
- Strategic Intent: Vision, Mission and Objectives
- Case Studies

**UNIT – II: Environmental and Resources Analysis (10 HOURS)**

- Environmental Analysis
- Industry Analysis
- Competitive Analysis
- Internal Analysis
- Sun Tzu: Art of War, application in Business
- Kautilya Arthsastra: Relevance in today's Business
- Strategic Management aspects of Mahabharata
- Case Studies

**UNIT – III: Strategy Formulation and Choice (7 HOURS)**

- Corporate Level Strategy
- Business Level Strategy
- Global Strategy
- Strategic Analysis and Choice
- Case Studies

**UNIT – IV: Strategy Implementation and Functional Strategies (8 HOURS)**

- Strategy Implementation : Structural Issues
- Behavioural Issues in Strategy Implementation
- Functional Strategies
- Case Studies

**UNIT – V: Strategic Leadership and Control (8 HOURS)**

- Strategic Leadership
- Strategy Evaluation and Control

**Prescribed Text Books:**

1. David, Fred R. (2014). Strategic Management: A Competitive Advantage Approach, 14e; Eastern Economy Edition; PHI Learning Private Limited, Delhi.
2. Pitt, Martyn R. and Dimitrios Koufopoulos (2012). Essentials of Strategic Management Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Wheelen, Thomas L. and J. David Hunger (2011). Concepts in strategic management and business policy, 12e; Pearson Education India, New Delhi.
4. Kazmi, Azhar (2012). Strategic Management: A Competitive Advantage Approach; Tata McGraw Hill Private Limited, New Delhi.

**Suggested Additional Readings:**

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). Strategic: Theory & Practice, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). Strategic Management: The challenge of creating value, 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

# 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)

## Marketing Management

**Course Code:** MSC 401

**Course Name:** Marketing Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2017

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Enable the students to understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

### **Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

### **Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - a. Class participation = 5%
  - b. Assignments = 5%
  - c. Presentations =5%
  - d. Case studies =5%
  - e. Surprise test/Activity =5%

### **Course Contents:**

**UNIT - I: Fundamentals of Marketing**

**(6 Hours)**



- Meaning and Importance of Marketing
- Core Marketing Concepts and Philosophies
- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Case Study

**UNIT - II: Environmental Scanning and Information Gathering (5 Hours)**

- Analyzing the Marketing Environment
- Impact of Environmental factors on marketing Decision
- Marketing Information System
- The changing face of consumer markets and role of marketing
- Case Study

**UNIT - III: Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning (6 Hours)**

- The Buying Decision Process and Factors Influencing the Consumer Behavior
- Market Segmentation
- Market Targeting
- Market Positioning
- Case Study

**UNIT - IV: Marketing Mix-I (7 Hours)**

**Product Decisions: -**

- Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Brand Positioning
- Product Life Cycle
- New Product Development Process

**Pricing Decisions: -**

- Pricing Methods or Strategies

**UNIT - IV: Marketing Mix-II (6 Hours)**

**Distribution Decisions: -**

- Distribution Channel System, Retailing and Wholesaling

**Promotion Decisions: -**

- Promotion Mix (IMC)- Advertising, Sales Promotion, Events and Experiences, Public Relations, Personal Selling and Direct Marketing
- Competitive Marketing Strategy
- Emerging Trends in Marketing

**Prescribed Text Books:**

1. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 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:**

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. Saxena Rajan (2009), Marketing Management, 4<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
3. Bose Biplab S. (2010), Marketing Management, 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Sherlekar S.A. (2010), Marketing Management, 14<sup>th</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
5. Prof. Anand Vijay Prakash (2012), Marketing Management: An Indian Perspective, 1<sup>st</sup> Edition, Biztantra Publications, Delhi.
6. Govindarajan M. (2009), Marketing Management: Concepts; Cases; Challenges and Trends, 2<sup>nd</sup> Edition, Prentice Hall of India.
7. Balakrishna Sidharth (2011), Case Studies in Marketing, 1<sup>st</sup> Edition, Pearson Education, New Delhi.

### LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Meaning and Importance of Marketing	Book-1	Chapter-1
Lecture – 2	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 3	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 4	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 5&6	Case Study	Reference material to be provide	
Lecture – 7	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 8&9	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 10&11	Marketing Information System	Book-3	Chapter-4
Lecture – 12&13	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 14&15	Case Study	Reference material to be provide	
Lecture – 16&17	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3
Lecture – 18	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 19	Market Targeting	Book-1&3	Chapter-7

Lecture – 20&21	Market Positioning	Book-1	Chapter-8
Lecture – 22&23	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 24	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 25&26	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 27	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 28	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 29	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 30	Competitive Marketing Strategy	Book-1&2	Chapter-16&17

## Rural Marketing

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**Course Code:** MSC 507

**Course Name:** Rural Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2017

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Enable students to apply the concepts and methods of marketing management to rural markets.
- Understand the characteristics of the evolving rural consumer
- Understand the unique challenges and peculiarities of Indian Rural Markets.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - a. Class participation = 5%
  - b. Field work/Presentation = 10%
  - c. Case studies/Assignment = 5%
  - d. Surprise test/Activity = 5%

**Course Contents:**

**UNIT - I: Rural Marketing**

**(6 Hours)**

- Rural Markets and its unique features, Rural Marketing, Evolution of Rural Marketing, and Difference between Rural Marketing and Urban Marketing.
- Need for Exploring the Rural Markets and Go Rural Decision
- Rural Marketing Models and Rural Marketing: Challenges & Opportunities
- The Rural Marketing Mix

**UNIT - II: Rural Market Environment and Segmenting and Attracting Rural Markets** (5 Hours)

- Rural Marketing Environment and their influences on marketing operations
- Need for Rural Market Segmentation, and Bases for Market Segmentation
- Emerging Segments and guides to effective segmentation
- Market Segmentation, Targeting and Positioning Strategies
- Cases: Selecting and Attracting Rural Markets

**UNIT - III: Rural Consumer Behaviour and Rural Marketing Mix-I** (7 Hours)

- Model of Consumer Behavior
- Buyer Characteristics, Rural Shopping Habits/Buying behavior patterns
- 4As of Rural Marketing
- Product Strategies in Rural Marketing
- Pricing Strategies in Rural Markets

**UNIT - IV: Rural Marketing Mix-II** (6 Hours)

**Distribution Decisions: -**

- Distribution- The availability Challenge
- Distribution Practices and Rural Logistics
- Distribution Decisions
- Guidelines for Achieving Efficiency in Retail Operations

**Promotion Decisions: -**

- Rural Promotion Mix-IMC
- Promotion Strategies
- Rural Specific Promotion Methods and Developing the Sales Force for Rural Markets

**UNIT – V: Applications** (6 Hours)

- Marketing of Consumer Goods and Services
- Social and Agricultural Marketing
- Marketing of Rural Industrial Products
- Marketing in Small Towns

- Future of Rural Marketing in India

**Prescribed Text Books:**

1. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011), Rural Marketing: Text and Cases, Second Edition, Pearson Education, India.
2. Kashyap Pradeep, Rural Marketing (2012), Second Edition, Pearson Education, India.
3. Balram, Dogra and Ghuman Kharminder (2008), Rural Marketing: Concept and Practices, Tata McGraw Hill, New Delhi.

**Suggested Additional Readings:**

1. Gopaldaswamy T P, Rural Marketing, Wheeler Publishers, New Delhi.
2. Kashyap Pradeep, Amp, Raut, Sidhartha (2005), Rural Marketing, Wiley, New Delhi.
3. Neelmeghan S, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi.
4. Krishnamoorthy R(2011), Introduction to Rural Marketing, 3<sup>rd</sup> Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.

**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:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2017

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Understand the unique challenges and peculiarities of industrial Markets.
- Apprise the students about various dimensions of the industrial marketing.
- Enable students to devise the strategies to meet the.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - a. Class participation = 5%
  - b. Field work/Presentation = 10%
  - c. Case studies = 5%
  - d. Surprise test/Activity = 5%

**Course Contents:**

**UNIT - I: Introduction to Industrial Marketing**

**(5**

**Hours)**

- Nature of Industrial/ Business Markets, and Need to study Industrial Marketing.
- Market Structure and Differences in Marketing Practices
- Classifications of Industrial Products
- Economics of Industrial Demand and Organizational Customers
- Unique Characteristics of Organizational Procurement

**UNIT - II: Industrial Marketing Environment and Buyer Behaviour**

**(6 Hours)**



- Industrial Marketing Environment
- Strategies for Managing the Industrial Environment
- The Buygrid Model, Buying Centers and Buying Influencers
- Organizational Buying and Joint Decision Making
- Buying Committee and Supplier Choice
- Case Study

**UNIT - III: Assessing Strategizing and Assessing Market Opportunities (6 Hours)**

- Strategies Over Buying Situations and Phases
- Partnering Marketing
- Macro, Micro, Intermediate, and Nested Approach to Segmentation
- Business-to- Business Targeting, differentiation, and positioning
- Case Study

**UNIT - IV: Managing Marketing Processes (7 Hours)**

**Industrial Product Decisions: -**

- Industrial Product Offerings and Tools for Managing Product Offerings
- Product revitalization/elimination and Business Services Marketing
- New Product Offering Development

**Pricing Policies: -**

- Costs, Customers, and Competitors
- Industrial Pricing Policies and Methods
- Competitive Bidding, Price Negotiation and Leasing

**UNIT – V: Roots to Market and Industrial Marketing Communication (6 Hours)**

**Channel Strategy: -**

- Reaching and Satisfying Customers
- Dual-Channel Strategies and Choosing the Right Distributor
- Improving Channel Performance

**Industrial Communication: -**

- Major Decisions in Industrial Marketing Communication
- Relationship Communication and KAM Approach

**Prescribed Text Books:**

1. Reeder Robert, Brierty Edward and Reeder Betty (2013), Industrial Marketing: Analysis, Planning and Control, Second Edition, PHI Learning, Delhi.
2. Brennan, R., Canning, L., and McDowell, R. (2011), Business-to-Business Marketing(Second Edition), Sage India Publication, New Delhi.
3. Havalder, Krishna K, Industrial Marketing, Tata M. Hill, New Delhi.

**Suggested Additional Readings:**

1. Vitale, Business to Business Marketing, Thomson Learning Mumbai.
2. Corey, E, Industrial Marketing: Cases and Concepts, 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	Chapter 4 Chapter 3

		Book 3	Chapter 7
Lecture – 14&15	Buying Committee and Supplier Choice	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 16	Case Study	Book 3	Chapter 8
Lecture – 17 & 18	Strategies Over Buying Situations and Phases	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Partnering Marketing	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Macro, Micro, Intermediate, and Nested Approach to Segmentation	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 22&23	Business-to- Business Targeting, differentiation, and positioning	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Case Study	Book 2	Chapter 9
Lecture – 25&26	Industrial Product Decisions	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 27	NPD	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Competitive Bidding	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 29	Reaching and Satisfying Customers	Book 2	Chapter 11
Lecture – 30	Dual-Channel Strategies and Choosing the Right Distributor	Book 1 Book 2	Chapter 18 Chapter 12

## Entrepreneurship Development

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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:** 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to

- Develop Entrepreneurship Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an Entrepreneur.
- Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises.
- Make students familiar with different financial institutions which support entrepreneurship development.

**Attendance Requirements:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
  2. End Term Examination: 50%
  3. Continuous Internal Assessment: 25%
- Business Plan : 15%
  - Assignments/Presentation : 5%
  - Class Participation : 5%

**Course Contents:**

**UNIT – I: Fundamentals of Entrepreneurship (6 Hours)**

- Concept of Entrepreneur
- The Nature and Importance of Entrepreneurship
- Theories of Entrepreneurship
- Classification of Entrepreneurs/Entrepreneurship
- Successful Entrepreneurs

- UNIT – II: Entrepreneurial Development (5 Hours)**
- Factors Influencing Entrepreneurial Development
  - Entrepreneurial Development Models
  - Entrepreneurship Development Programme
  - Entrepreneurship: Emerging Areas
- UNIT – III: Creating and Starting the Venture (7 Hours)**
- Creativity and Business Idea.
  - Legal Issues for the Entrepreneur
  - Feasibility Analysis
  - The Business Plan
- UNIT – IV: Entrepreneurship Management (6 Hours)**
- Selection of types of ownership
  - Strategies for Growth
  - Entrepreneurial Sickness
  - Cases: Best management practices
- UNIT – V: Support Institutions (6 Hours)**
- Central Level Institutions: KVIC, SIDO, NSIC, NIESBUD, IIE and EDII.
  - State Level Institutions: DIs, DICs, SFCs, SIDCs and SSIDCs.
  - SIDBI, NABARD and Other Agencies.
  - Clustering

**Prescribed Text Books:**

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.
3. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.

**Suggested Extra Readings:**

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 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.

### 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

## Entrepreneurship 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** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to

- Develop Entrepreneurship Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an Entrepreneur.
- Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises.
- Make students familiar with different financial institutions which support entrepreneurship development.

**Attendance Requirements:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Business Plan : 15%
  - Assignments/Presentation : 5%
  - Class Participation : 5%

**Course Contents:**

**UNIT – I: Fundamentals of Entrepreneurship**

**(7 Hours)**

- Concept of Entrepreneur and Entrepreneurship
- Entrepreneur Versus Manager
- Why Entrepreneurship?
- Theories of Entrepreneurship
- Classification of Entrepreneurs/Entrepreneurship

**UNIT – II: Entrepreneurial Development (6 Hours)**

- Factors Influencing Entrepreneurial Development & Models of Entrepreneurship
- Entrepreneurship Development Programme
- Entrepreneurial Competencies
- Entrepreneurship: Emerging Areas

**UNIT – III: Entrepreneurial Support (6 Hours)**

- Entrepreneurial Policies in India
- Institutional Support to Entrepreneurs
- Clustering

**UNIT – IV: Creating and Starting the Venture (6 Hours)**

- Creativity and Business Idea.
- Legal Issues for the Entrepreneur
- Feasibility Analysis
- The Business Plan

**UNIT – V: Entrepreneurship Management (5 Hours)**

- Selection of types of ownership
- Strategies for Growth
- Entrepreneurial Sickness
- Case Study

**Prescribed Text Books:**

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.
3. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.

**Suggested Extra Readings:**

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 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.

### 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

## Personal Selling and Salesmanship

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**Course Code:** MSC 412

**Course Name:** Personal Selling and Salesmanship

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Enable the students to understand the complexities and process of effective selling.
- Enable students to manage the sales and sales force functions.
- Provide training to students about selling techniques and skills
- Provide experience to handle the real time situations

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%

- a. Class participation = 5%

(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)

- b. Assignment/Presentation/ Surprise Test = 5%

- c.Skill Demonstration = 15%

**Course Contents:**

**UNIT - I: Understanding Marketing**

**(06 Hours)**

- Fundamentals of Marketing
- An effective marketer
- An Effective Marketing Mix
- Consumer Behaviour: Retail Vs. Organizational

**UNIT - II: Personal Selling and Salesmanship**

**(06 Hours)**

- Understanding personal selling and Theories of Selling
- Role and Success factors of Professional Salespeople
- Modern Selling/ Changing Role of a Sales Force
- Sales Preparation and Process
- Team Selling and Handling Objections

**UNIT - III: Selling Goods**

**(06 Hours)**

- Understanding the concept of Product
- Practical/Demonstration: Selling Consumable goods
- Practical/Demonstration: Selling Durable goods
- Field Selling

**UNIT - IV: Selling Services**

**(06 Hours)**

- Complexities with Service selling
- Practical/Demonstration: Selling Services

**UNIT - V: Managing Relations with Customers**

**(06 Hours)**

- Basics of Relationship
- Key Concepts
- Practical Demonstration: Relationship Selling and Service Recovery

**Prescribed Text Books:**

1. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Havaldar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.
3. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.
4. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.

**Suggested Additional Readings:**

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 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		

## 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** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Acquaint students with the basic issues in Customer Relationship Management (CRM).
- Enable students to apply concepts of CRM in creating and building of customer value, satisfaction and loyalty.
- Understand the strategies of attracting and retaining the customers.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%

3. Continuous Internal Assessment : 25%

- a. Class participation = 5%
- b. Assignments/Presentations=10%
- c. Case studies =5%
- d. Surprise test/Activity =5%

**Course Contents:**

**UNIT - I: Introduction to Customer Relationship Management (6 Hours)**

- Relationship in Business, Theoretical Perspective, Models/Levels, Issues in Relationship
- CRM, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders of CRM Objectives, Significance and Benefits of CRM
- Components of Successful Relationship
- CRM: Organization's Biggest Asset

**UNIT - II: Customer Experience and CRM Strategies (6 Hours)**

- Emotion and Customer Experience
- 3Ds of Customer Experience and Customer Experience Management
- Attributes of CRM, Strategic Framework for CRM Success
- Building Blocks of CRM
- Relationship Brands
- Components of CRM Programme and CRM Process

**UNIT - III: Creating/ Building Customer Value, Satisfaction and Loyalty (7 Hours)**

- Data Warehousing, Data Mining, Sales Force Automation
- Customer Value, Customer Perceived Value, Customer Life Time Value
- Customer Satisfaction, Monitoring Satisfaction, and Customer Loyalty
- Customer Equity
- Case Study

**UNIT - IV: Service Quality and CRM Implementation (6 Hours)**

- Service Quality
- Service Failure and Recovery
- Customer Retention
- Steps of CRM Implementation
- Case Study

**UNIT – V: Other Issues of CRM (5 Hours)**

- eCRM
- Employee Factor in CRM
- Social Networks: C2C Exchanges and Relationships
- CRM Practices in Indian Service Business
- Emerging Concepts and Perspectives

**Prescribed Text Books:**

1. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.
2. Biswas Supriya (2011), Relationship Marketing: Concepts, Theories and Cases, PHI Learning, Delhi.
3. Baron, Conway and Warnaby (2010), Relationship Marketing: A consumer Experience Approach, SAGE Publications Ltd.

**Suggested Additional Readings:**

1. Gosney John W and Thomas P Boehm, Customer Relationship Management Essentials, Prentice Hall, New Delhi.
2. Buttle Francis (2009), Customer Relationship Management: Concepts and Technologies, Second Edition, Elsevier and Taylor & Francis Group.
3. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
4. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
5. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.

**LECTURE PLAN**

<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** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Acquaint students with the fundamentals of sales and distribution management.
- Enable students to manage the sales, sales force and distribution functions.
- Provides experience to handle to real time situations

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%.
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - a. Class participation = 5%
  - b. Assignments/Presentations=10%
  - c. Case studies/ Role play =5%
  - d. Surprise test/Activity =5%

**Course Contents:**

**UNIT - I: Introduction to Sales Management (7 Hours)**

- Overview of Sales Management
- Role and Success factors of Professional Salespeople
- Sales Management Positions
- Modern Selling/ Changing Role of a Sales Force
- Theories of Selling
- Buyer Behaviour: Organizational Vs Consumer

**UNIT – II: Sales Process, Sales Planning and Sales Organization (6 Hours)**

- Sales Preparation and Process
- Sales Planning and Sales Forecasting
- Budgeting
- Management of Key Accounts, Sales Territories and Quotas
- Case study

**UNIT - III: Sales Force Management (6 Hours)**

- Sales Force Management
- Recruitment and Selection
- Training, Motivating and Compensating Sales Personnel
- Managing Expenses of Sales Personnel, Sales Meeting and Contests
- Sales Control and Case study

**UNIT - IV: Distribution Management-I (5 Hours)**

- Marketing Channels: Structure and Functions
- Adding Value through Channels
- Channel Institutions
- Case: Distribution Management

**UNIT - V: Distribution Management-II (6 Hours)**

- Designing Channel Systems
- Channel Power and Management
- Channel Information Systems and Implementation
- Logistics and Supply Chain Management

- International Sales and Distribution Management

**Prescribed Text Books:**

1. Havaladar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.
2. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.
3. Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India.

**Suggested Additional Readings:**

1. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India.
2. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi.
3. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi.
4. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
5. Kumar Arun and Meenakshi N (2011), Marketing Management, Second Edition, Vikas Publishing House Pvt. Ltd.
6. Stern, Adell and Anne, Marketing Channels, Prentice Hall, Delhi.

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1&2	Overview of Sales Management	Book 1 Book 2	Chapter 1 Chapter 2
Lecture – 3&4	Role & Success factors of professional sales people	Book 3 Book 2	Chapter 1 Chapter 1
Lecture – 5&6	Selling, Modern Selling and Theories of Selling	Book 2 Book 1 Book 3	Chapter 2 Chapter 2 Chapter 1
Lecture-7	Organizational Vs Consumer Buyer Behaviour	Book 3	Chapter 3

Lecture – 8	Sales Planning & Sales Forecasting	Book 1	Chapter 3
Lecture – 9	Sales Budgets	Book 1 Book 2	Chapter 3 Chapter 20
Lecture – 10&11	Management of Key Accounts, Sales Territories and Quotas	Book 1 Book 2 Book 3	Chapter 4 Chapter 21&22 Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1 Book 2 Book 3	Chapter 5 Chapter 7 Chapter 10
Lecture – 14	Personnel Management in the Selling Field	Book 1 Book 2	Chapter 5 Chapter 10
Lecture – 15	Recruiting and Selecting Sales Personnel	Book 2	Chapter 11&12
Lecture – 16	Training, Motivating and Compensation	Book 1 Book 2	Chapter 6 Chapter 13-16
Lecture – 17&18	Managing Expenses of Sales Personnel, Sales Meeting and Contests	Book 2 Book 1	Chapter 17&18 Chapter 7
Lecture – 19	Sales Control	Book 1 Book 2 Book 3	Chapter 7 Chapter 19 Chapter 16
Lecture – 20&21	Meaning and Need of Distribution Channel, Distribution Channel Strategy	Book 1	Chapter 8
Lecture – 22	Marketing Channels, Prominent Channel Systems	Book 1	Chapter 9
Lecture – 23&24	Channel Institutions and Case Study	Book 1	10&11
Lecture – 25	Channel Design, Planning Process, Channel Design Implementation	Book 1	Chapter 12
Lecture – 26	Channel Management	Book 1	Chapter 13
Lecture – 27&28	Elements of a Channel Information Systems, Performance Evaluation, Implementation and IT Systems for Channels	Book 1	Chapter 14
Lecture – 29	Logistics and SCM	Book 1	Chapter 15

Lecture – 30	International Sales and Distribution Management	Book 1	Chapter 16
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## Research Advances in Supply Chain and Retail Management

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**Course Code** : MSC 604

**Course Name** : Research Advances in Supply Chain and Retail Management

**Course Instructors** : **Dr. Chaman Lal and Dr. Sarvesh Kumar**

**Year of Introduction/Revision of Course Contents** 2018

**Credits Equivalent** : 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Acquaint students with the advance issues in Supply Chain and Retail Management.
- Enable students to apply the concepts in marketing research.
- Acquire the skills for marketing data analysis.

### Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - a. Class participation = 5%  
(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)
  - b. Assignments/Presentations= 10%
  - c. Case studies = 10%

## Course Contents:

### **UNIT - I: Logistics, Supply Chain Management and retailing** (6 Hours)

- Introduction to SCM, Understanding Supply Chain
- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM , Retail Logistics, New Directions in Logistics
- The anatomy of retail buying, Logistics Integration of SCM and retailing

### **UNIT - II: Strategic Approach in SCM decision** (8 Hours)

- Theoretical Debates on Strategic supply Management
- Theory of Complexity: Guideline for Strategic Management and Supply Management
- Time Compression in Supply Chain, Postponement strategy, SCOR
- Formulating Logistics Strategy, Logistics as competitive strategy: Logistics Strategy Vs Strategic Logistics; Green Logistics
- Role of IT in Logistics, 3PL, 4PL
- Retail and Supply Chain Integration Strategies; Hub & Spoke model, Warehouse
- "IT Integration with Retail SCM: DBMS, MIS, CRM, ERP", RFID
- The emergence of supply chain management as a critical success factor for retail organisation

### **UNIT - III: Retail Management Strategies and Role of CRM** (8 Hours)

- Retail Scenario: Global Vs Indian; Liberalization and its impact on Retail Industries
- Determinants of Retail Store Choice, Retail Location and Merchandise Management Strategies
- Retail Communication Mix, Retail Atmospherics, Store Layout, Design & Visual Merchandising
- CVM, technology in retailing, e-tailing and rural retailing
- Managing retail dynamics through relationship marketing
- Components of CRM and managerial issues

### **UNIT - IV: Understanding Rural Market and Management Approaches** (8 Hours)

- Untapped and unexplored nature of rural market, Rural Marketing myths, Approaches and 4As of Rural Marketing
- Rural segments and models of effective segmentation
- Rural shopping habits, product, price, distribution and communication strategies

- Application of rural marketing concepts, small town marketing and future of rural marketing

#### **UNIT - V: SCOPE OF RETAILING AND SCM RESERCH IN CONTEMPRORY INDIAN CONTEXT**

##### **(6 Hours)**

- Sustainable Supply Chain Management: A Literature Review and Future Research Directions.
- The scope of e-commerce in retail strategy
- Food and Life Science Supply Chain and retailing:
  - Food Grain Supply Chain: FCI and Food Security as case study for Food Supply Chain,
  - Cold Chain Networking:, Milk transportation, Vegetable supply chain (Case study: Changing role of middleman), Modern necessity for Biotechnology and Life Science related industry.
- Future research exploration in the field of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Supply Chain Management reconfiguring organized retailing

#### **UNIT – VI: Application of Marketing Research and Retail Supply Chain Analytics (4 Hours)**

- Application of IT in Retail and Supply Chain Research
- Introduction to Supply Chain Analytics
- Introduction to Data mining for Retail and Supply Chain Research

##### **Prescribed Text Books:**

1. Biswas, Supriya (2011). **Relationship Marketing: Concepts, Theories and Cases**, PHI Learning, Delhi.
2. Bruce, Margret, Christopher Moore and Crete Birtwistle; eds (2006). **International Retail Marketing: A Case Study Approach**, Butterworth-Heinemann: An imprint of Elsevier (Elsevier Ltd, Indian reprint edition), New Delhi.
3. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
4. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e**, Pearson: New Delhi.
5. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
6. Harland, Christine, Guido Nasimbeni and Eugene Schneller; eds(2013). **The SAGE Handbook on Strategic Supply Management**, Sage Publication Ltd: London.
7. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston

8. Havaldar Krishna and Cavale Vasant (2011). **Sales and Distribution Management**, Tata McGraw Hill Education.
9. Kashyap, Pradeep (2012). **Rural Marketing, 2/e**, Pearson Education, India.
10. Levy M., Weitz B.A and Pandit A. (2008). **Retailing Management, 6/e**, Tata McGraw Hill, New Delhi.
11. Rai, Alok Kumar (2013). **Customer Relationship Management: Concepts and Cases, 2/e**, PHI Learning Pvt. Ltd., Delhi.
12. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.

#### **Suggested Additional Readings:**

1. Baron, Conway and Warnaby (2010). **Relationship Marketing: A consumer Experience Approach**, SAGE Publications Ltd.
2. Buttle Francis (2009). **Customer Relationship Management: Concepts and Technologies, 2/e**, Elsevier and Taylor & Francis Group.
3. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
4. Berman B., Evans J. R. and Mathur, Mini (2011). **Retail Management, 11/e**, Pearson Education, New Delhi.
5. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
6. Gosney John W and Thomas P Boehm (). **Customer Relationship Management Essentials**, Prentice Hall, New Delhi.
7. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
8. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
9. Kotler, Keller, Koshy and Jha (2009). **Marketing Management: A South Asian Perspective, 13/e**, Pearson Education, India.
10. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**, Pearson: New Delhi.
11. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011). **Rural Marketing: Text and Cases, 2/e**, Pearson Education, India.
12. Lawson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
13. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
14. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
15. Seth Jagdish N et. al,(,). **Customer Relationship Management**, Tata McGraw Hill Publishing Co., New Delhi.
16. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.



17. Tadajewski, Mark and D. G. Brian Jones; ed. (2016). *Historical Research in marketing Management*; Routledge and Westburn Publishers Ltd., New York.

## Management Principles & Practices

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**Programme of Study** MBA  
**Course Code:** MSO 401  
**Course Name:** Management Principles & Practices  
**Designed by Faculty** Dr Rita Devi  
**Year of Introduction/Revision of Course Contents** 2017  
**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to

- Present a thorough and systematic exposure of Management theory and practice.
- Provide a basic understanding of fundamental concepts and principles of Management.
- Enable the students to understand the basic roles, skills and functions of Management.

### Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - i. Library Work Assignment: 5%
  - ii. Media watch: 5%
  - iii. Quizzes/Games/Puzzles: 5%
  - iv. Case study: 5%
  - v. Group Presentation: 5%

### Course Contents:

**UNIT - I: Introduction to Management (4 Hours)**

- 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
2. 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:**

1. P C Tripathi & P N Reddy (2010), Principles of Management, 4<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
2. Harold Koontz & Heinz Weihrich (2010), Essentials of Management, 8<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
3. Chuck Williams & Manas Ranjan Tripathy (2013), MGMT-Principles of Management: A South Asian Perspective, Cengage Learning India Pvt. Ltd., Delhi.
4. Karminder Ghuman & K Aswathappa (2010), Management, 1<sup>st</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
5. Dr. Neeru Vasisht (2011), Principles of Management, 3<sup>rd</sup> Edition, Taxmann Publications Private Limited, New Delhi.
6. Gene Burton & Manab Thakur (2010), Management Today, 13<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.

7. Dr. P. Subba Rao & C. Hima Bindu (2010), Management Theory and Practice, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Meaning and Importance of Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Nature and Functions of Management	Book – 1 Book – 2	Chapter – 1
Lecture – 3	Roles of Managers, Types of Managers	Book – 1 Book – 2	Chapter – 1
Lecture – 4	Evolution of Management Thought	Book – 1 Book – 2	Chapter – 2
Lecture – 5	Social Responsibilities of Business	Book – 1 Book – 2	Chapter – 3 Chapter – 4
Lecture – 6	Nature and Importance of Planning	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 7	Steps in Effective Planning and Limitations of Planning	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 8	Decision Making, Steps to Rational Decision Making	Book – 1 Book – 2	Chapter – 5 Chapter – 5
Lecture – 9	Models of Decision-Making Behaviour, Difficulties in Decision Making	Book – 1 Book – 2	Chapter – 6 Chapter – 5
Lecture – 10	Meaning and Importance of Organization, Principles of Organizing	Book – 1	Chapter – 7
Lecture – 11	Formal and Informal Organization, Span of Management	Book – 1	Chapter – 7
Lecture – 12	Organizational Structures	Book – 2	Chapter – 9
Lecture – 13	Line, Staff and Functional Authority	Book – 1	Chapter – 7
Lecture – 14	Delegation of Authority and Decentralization of Authority	Book – 1	Chapter – 7
Lecture – 15	Need for Coordination, Requisites for Effective Coordination	Book – 1	Chapter – 9
Lecture – 16	Types and Techniques of Coordination, Problems in Coordination	Book – 1	Chapter – 9
Lecture – 17	Steps in Control process	Book – 1	Chapter – 18
Lecture – 18	Types of Control methods	Book – 1	Chapter – 18
Lecture – 19	Control Techniques	Book – 2	Chapter – 18
Lecture – 20	Problems in Control Process	Book – 2	Chapter – 18

## Total Quality Management

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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>	2017

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to

- Enable the students to understand basic concepts of Total Quality Management.
- To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers.
- Help the students to use the understanding of total quality management in current dynamic business environment.

### Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

### Evaluation Criteria:

1. Mid Term Examination: 25%
  2. End Term Examination: 50%
  3. Continuous Internal Assessment: 25%
- i. Library Work Assignment: 5%
  - ii. Media watch: 5%
  - iii. Quizzes/Games/Puzzles: 5%
  - iv. Case study: 5%
  - v. Group Presentation: 5%

### Course Contents:

#### UNIT - I: TQM Movement – Thinkers, philosophies and contributions by thinkers (4 Hours)

- Definition of TQM, TQM framework
- Benefits of TQM, Obstacles in successful implementation of TQM
- Contribution of Japanese management and rise of quality as a business philosophy.
- Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.
- Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)

#### UNIT - II: Building and Sustaining Global Total Quality Organizations (4 Hours)

- Concept of 'zero defect', four absolutes of quality and six C's.

- Quality Function Deployment (QFD): Introduction, Benefits of QFD, Voice of the customer, House Of Quality (HOQ), Building HOQ
- Six Sigma: Concept, Phases in six sigma: DMAIC, application to manufacturing and service sector

**UNIT - III: Quality Improvement Tools and techniques (4 Hours)**

- Kaizen (Continuous Improvement), Cellular manufacturing
- Poka yoke, Benchmarking: Reason to benchmark, Benchmarking process
- Quality Circles, Quality Control and quality assurance

**UNIT – IV: Tools of TQM (Measurement Tools) (4 Hours)**

- Cause-and-effect diagram ("fishbone" or Ishikawa diagram)
- Pareto's Diagram, Check Sheets
- Meaning and Significance of Statistical Process Control: Construction of control charts for variables and attributed

**UNIT – V: Quality Management Systems (4 Hours)**

- Introduction, Benefits of ISO Registration
- ISO 9000 Series of standards: Requirements, Implementation, Documentation, Registration
- ISO 14000 Series Standards: Requirements and Benefits

**Prescribed Text Books:**

1. Besterfield, Dale H.; Carol Besterfield – Michna; Glen H. Besterfield, Mary Besterfield – Sacre; Hemant Urdhwareshe and Rashmi Urdhwareshe (2011). **Total Quality Management (Revised Third Edition)** [Seventh Impression]; Pearson, New Delhi.

**Suggested Readings:**

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (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

## Research Issues in Cross cultural Management

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**Course Code:** HRM 601

**Course Name:** Research Issues in Cross cultural Management

**Course Designed By:** Dr. Rita

**Year of Introduction/Revision of Course Contents** 2018

**Credits Equivalent:** 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objective:**

- Increased understanding and insights to culture and cultural frameworks that will improve cross cultural competencies.
- Understanding about research issues in cross cultural and diversity in the workplace.
- Capitalizing on the creativity and richness that cross cultural management research offers.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - Subjective Assignment: 10%
  - Problem solving : 5%
  - Practical / Library Work: 10%

**Course Contents:**

**UNIT I: Introduction (8 Hours)**

- Cross Cultural Management: The concept of Culture, Comparison of Cross Cultural Behavior
- Dimensions of National culture, National culture V/s Organizational culture, Coping with Cultural Differences
- Frameworks in Cross Cultural Management: Edward T. Hall's Cultural elements, Rokeach Value Survey (RVS), Kluckhohn and Strodtbeck's Framework, Triandis's Cultural Syndrome, Hofstede's Cultural Dimensions, Trompenaars's Cultural Dimensions, GLOBE's Study and Applicability
- International and Cross- Cultural Research: Types and Critiques.

### **UNIT II Methods and Measurements in Cross Cultural Management Research (8 Hours)**

- Methodological and Theoretical issues and advancements in Cross Cultural Management Research: cross cultural equivalence, Functional equivalence, conceptual equivalence, Instrumentation, Scalar equivalence, Methodological equivalence: response equivalence, timing of data collection, Sampling, Data analysis
- Non methodological Issues

### **UNIT III Cultural Diversity at Work (8 Hours)**

- Diversity: Causes of diversity, the paradox of diversity
- Workplace Diversity and Cultural Diversity
- Diversity and Organizational Performance
- Multiculturalism
- Managing Cultural Diversity in the workplace, Cultural diversity as a Resource

### **UNIT IV Cross Cultural Leadership Paradigms (8 Hours)**

- Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles
- Transformational Leadership in Different cultures
- Global Leadership: Behaviour and Operationalization
- Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

### **UNIT V Literature Review (8 Hours)**

- Methodological issues in cross-cultural management research: Problems, solutions, and proposals by LORONG LIM' AND PETER FIRKOLA\*
- Cross-Cultural Management: Issues to Be Faced by Nancy J. Adler

### **Suggested Readings:**

1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.
2. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press, 1996.



3. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey Bass Publishers, San Francisco, USA, 1994.

4. Adler, N J. *International Dimensions of Organisational Behaviour*. Boston, Kent, 1991.

## Lecture Plan

Lectures	Topics
Lecture – 1	Cross Cultural Management: The concept of Culture, Comparison of Cross Cultural Behavior
Lecture – 2	Dimensions of National culture,
Lecture – 3	National culture V/s Organizational culture, Coping with Cultural Differences
Lecture –4	Frameworks in Cross Cultural Management: Edward T. Hall's Cultural elements, Rokeach Value Survey (RVS), Kluckhohn and Strodtbeck's Framework, ,
Lecture – 5	Triandi's Cultural Syndrome, Hofstede's Cultural Dimensions, Trompenaar's Cultural Dimensions
Lecture – 6	GLOBE's Study and Applicability
Lecture – 7	International and Cross- Cultural Research
Lecture – 8	Cultural Research: Types and Critiques
Lecture – 9	Methodological and Theoretical issues and advancements in Cross Cultural Management Research cross cultural equivalence
Lecture – 10	Functional equivalence
Lecture – 11	conceptual equivalence, Instrumentation, Scalar equivalence
Lecture – 12	Methodological equivalence: response equivalence
Lecture – 13	timing of data collection
Lecture – 14	Sampling
Lecture – 15	Data analysis
Lecture – 16	Non methodological Issues
Lecture – 17	Diversity: Causes of diversity,
Lecture – 18	the paradox of diversity
Lecture – 19	Workplace Diversity

Lecture – 20	Cultural Diversity
Lecture-21	Diversity and Organizational Performance
Lecture-22	Multiculturalism
Lecture-23	Managing Cultural Diversity in the workplace
Lecture-24	Cultural diversity as a Resource
Lecture-25	Cross Cultural Communication
Lecture-26	Negotiation Process
Lecture-27	International Negotiation hurdles
Lecture-28	Transformational Leadership in Different cultures
Lecture-29	Global Leadership: Behavior and Operationalization
Lecture-30	Human Resource Management in Global Organizations
Lecture-31	Ethics in International Business
Lecture-32	Western and Eastern Management Thoughts in the Indian Context.
Lecture-33	Methodological issues
Lecture-34	Methodological issues in cross-cultural management research
Lecture-35	Methodological issues in cross-cultural management research: Problems
Lecture-36	Methodological issues in cross-cultural management research: Problems, solutions
Lecture-37	Methodological issues in cross-cultural management research: Problems, solutions
Lecture-38	proposals by LRONG LIM' AND PETER FIRKOLA
Lecture-39	Cross-Cultural Management

Lecture-40	Cross-Cultural Management: Issues to Be Faced by Nancy J. Adler
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## Organizational Theory, Design and Effectiveness

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**Programme of Study**            MBA  
**Course Code:**                    HRM 408

**Course Name:**                    Organizational Theory, Design and Effectiveness

**Designed by Faculty**            Dr. Rita Devi

**Year of Introduction/Revision of Course Contents** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Provide students with the most up-to-date and contemporary treatment of the way managers attempt to increase organizational effectiveness.
- To make the connection between concepts and real world implications of organizational design; recent development in organizational structure; origins of organizational culture; relationship between international strategy and global organizational design.

**Attendance Requirements:** Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%

Attendance and Class Participation: 10%    Presentation: 10%    Quiz: 5%

**Course Content:**

**UNIT I: Organizations and the Emergent Paradigm** **4 Hours**

- Organization, Types of organization, Organizational Environment
- Classical Theories: Scientific Management Theory, Administrative Management Theory, Theory of Bureaucracy
- Classical Theories: Assumptions and Limitations

**UNIT II: Organization Theories: An Overview** **4 Hours**

- Behavioral Science Theories: Human Relations Approach
- Management Science Theory
- System Theory: General System Theory, Open and Closed system, Organization and its sub systems
- Contingency Approach

**UNIT III: Organization Design: Principles and Dimensions** **4 Hours**

- Organization Design, Components of Organization Design
- Organization Structure, Eight Dimensions of Structure
- Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit, Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization

**UNIT IV: Organization Design: Process and Culture** **3 Hours**

- Organizational Conflict, Conflict and Organization Design
- Power and Authority
- Organizational Culture: Dimensions and Types

**UNIT V: Organization Effectiveness** **5 Hours**

- Introduction, Organizational Efficiency and Effectiveness
- Approaches to Effectiveness
- Perspectives of Organizational Effectiveness
- Monitoring Organizational Effectiveness
- Criteria for Organizational Effectiveness

**Prescribed Text Books:**

- Organizational Theory, Design and Change: Global Edition, Gareth R Jones, Pearson Education Limited
- Organizational Effectiveness: A Behavioral view, Richard M. Steers, Goodyear Publication
- Organization Design & Development: Concepts and Applications, Bhupen Srivastava, Biztantra Publication

## Lecture Plan

S. No.	Lecture	Topics	Prescribed text Book	Chapters
1.	1.	Organization, Types of organization, Organizational Environment	Book -1 Book-2	Chapter-1 Chapter-1
2.	2.	Classical Theories: Scientific Management Theory	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3.	3.	Administrative Management Theory, Theory of Bureaucracy	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4.	4.	Classical Theories: Assumptions and Limitations	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
5.	5.	Behavioral Science Theories: Human Relations Approach,	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
6.	6.	Management Science Theory	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
7.	7.	System Theory: General System Theory, Open and Closed system, Organization and its sub systems	Book -1 Book-2	Chapter-3,4 Chapter-3
8.	8.	Contingency Approach	Book -1 Book-2	Chapter-4 Chapter-4 Chapter-

			Book-3	3,5
9.	9.	Organization Design, Components of Organization Design	Book -1 Book-2	Chapter-6 Chapter-5
10.	10.	Organization Structure, Eight Dimensions of Structure	Book -1 Book-2	Chapter-6 Chapter-6
11.	11.	Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit	Book -1 Book-2	Chapter-6 Chapter-6
12.	12.	Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization	Book -1 Book-2 Book-3	Chapter-7 Chapter-9 Chapter-7
13.	13.	Organizational Conflict, Conflict and Organization Design	Book -1 Book-3	Chapter-8 Chapter-8
14.	14.	Power and Authority	Book -1	Chapter-9
15.	15.	Organizational Culture: Dimensions and Types	Book -1	Chapter-9
16.	16.	Introduction, Organizational Efficiency and Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
17.	17.	Approaches to Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
18.	18.	Perspectives of Organizational Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
19.	19.	Monitoring Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10

20.	20.	Criteria for Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
<b>Total</b>	<b>20</b>			

## Business Statistics

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**Programme of Study**                      MBA  
**Course Code:**                              SAS 403  
**Course Name:**                              Business Statistics  
**Designed by Faculty**                      Dr. Rita Devi

**Year of Introduction/Revision of Course Contents** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** After completing this course the students will be able to:

- Learn to understand the main features of traditional and modern statistics.
- Learn to use various statistical techniques for Decision Making.

### Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

### Evaluation Criteria:

1. Mid Term Examination: 25%

2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Subjective Assignment: 10%
  - Quizzes/Games/Puzzles: 5%
  - Case studies: 10%

**Course Contents:**

**Course Contents:**

**UNIT I: Introduction to Statistics (3 hours)**

- Meaning, Nature and Need of Statistics
- Collection of data
- Primary and Secondary Data
- Classification and Tabulation of Data
- Presentation of Data

**UNIT II: Measures of Central Tendency, Dispersion and Symmetry (5 hours)**

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

**UNIT III: Correlation and Regression (4 hours)**

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation
- Rank Coefficient of Correlation
- Regression lines
- Determination of Regression lines and Regression Coefficients

**UNIT IV: Index Number (4 hours)**

- Use of Index Numbers
- Kinds of Index Numbers
- Price Index Number, Quantity Index Number
- Methods of Constructing Index Numbers

**UNIT V: Theory of Probability and Theoretical Distribution (4 hours)**

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law
- Conditional Probability
- Bayes Theorem

**Prescribed Text Books:**



1. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
2. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.

**Supplementary Reading:**

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Arora, Managerial Statistics (2010). S.Chand Publications.
3. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
4. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
5. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.

**Lecture Plan**

<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

## Legal Aspects of Business

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**Course Code:** MSO 402

**Course Name:** Legal Aspects of Business

**Year of Introduction/Revision of Course Contents** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** After completing this course the students will be able to:

- Understand the concepts of Agreement and Contract.
- Know the concepts of Sale of Goods Act 1930.
- Understand the basics of Company Law.
- Know about special contracts.
- Know about Partnership Act 1932.

### **Attendance Requirements:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

### **Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Subjective Assignment: 10%
  - Quizzes/Games/Puzzles: 5%
  - Case studies: 10%

### **Course Contents:**

#### **UNIT – I: THE INDIAN CONTRACT ACT 1872**

**(7 Hours)**

- Law its nature, Sources of Law
- Law of Contract : Valid Contract and its elements
- Nature and kinds of Contract
- Offer and acceptance

- Capacity of parties to contract
- Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake
- Lawful Consideration and elements of consideration
- Discharge of Contract

**UNIT- II: SPECIAL CONTRACTS (4 Hours)**

- Indemnity and Guarantee
- Bailment and Pledge

**UNIT-III: THE SALE OF GOODS ACT 1930 (4 hours)**

- Sales contract : Characteristics, Difference in Sale and Agreement to Sell
- Guarantees and Warranties in sales contract
- Doctrine of *Caveat Emptor*
- Delivery and Rules regarding Delivery

**UNIT – IV: ELEMENTARY COMPANY LAW (2 hours)**

- Major principles – Characteristics of a company and types of companies
- Lifting of the Corporate Veil

**UNIT – V: PARTNERSHIP ACT, 1932 (3 hours)**

- Nature of Partnership
- Rights and Duties of Partners
- Types of Partners

**Prescribed Text Books:**

1. Sulphery, Basheer (2011). Laws for Business. Eastern Economy Edition. PHI. New Delhi.
2. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.

**Suggested Extra Readings:**

1. Gogna P.P.S., (2008). Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
2. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata McGraw Hill.
3. Shukla M.C., (2007). Mercantile Law. First Edition. S. Chand & Company Ltd.
4. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
5. Ramachandra K., Chandrashekara B., Kanakattē 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.

### Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Law its nature, Sources of Law	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Law of Contract : Valid Contract and its elements	Book –1 Book –2	Chapter – 1
Lecture – 3	Nature and kinds of Contract	Book – 1 Book – 2	Chapter – 1
Lecture – 4	Offer and acceptance	Book- 1 Book – 2	Chapter – 2
Lecture – 5	Capacity of parties to contract	Book- 1 Book – 2	Chapter – 3 Chapter – 4
Lecture – 6	Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake	Book- 1 Book – 2	Chapter- 4 Chapter – 5
Lecture – 7	Lawful Consideration and elements of consideration, Discharge of Contract	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 8	Indemnity	Book – 1 Book – 2	Chapter – 5 Chapter – 5
Lecture – 9	Guarantee	Book – 1 Book – 2	Chapter – 6 Chapter – 5
Lecture – 10	Bailment	Book – 1	Chapter – 7
Lecture – 11	Pledge	Book – 1	Chapter – 7
Lecture – 12	Sales contract : Characteristics, Difference in Sale and Agreement to Sell	Book – 2	Chapter – 9

Lecture – 13	Guarantees and Warranties in sales contract	Book – 1	Chapter – 7
Lecture – 14	Doctrine of <i>Caveat Emptor</i>	Book – 1	Chapter – 7
Lecture – 15	Delivery and Rules regarding Delivery	Book – 1	Chapter – 9
Lecture – 16	Major principles – Characteristics of a company and types of companies	Book – 1	Chapter – 9
Lecture – 17	Lifting of the Corporate Veil	Book – 1	Chapter – 18
Lecture – 18	Nature of Partnership	Book – 1	Chapter – 18
Lecture – 19	Rights and Duties of Partners	Book – 2	Chapter – 18
Lecture – 20	Types of Partners	Book – 2	Chapter – 18

## Self-Management and Development

**Course Code:** CSR 405

**Course Name:** Self-Management and Development

**Faculty Name:** Dr. Rita, SBMS

**Year of Introduction/Revision of Course Contents** 2018

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.

**Course Objectives:** The course is designed to:

- Familiarize students to the importance of self-management and development.
- To understand various approaches of self-management and development.
- This course gives students an understanding of the concepts and tools needed for understanding and working on the “Self”. It is useful for harnessing the immense powers hidden “with in” the self and these are the secret tools for self-change. The powers again emerge in the self as it withdraws from body consciousness activity and attitudes.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Attendance: 5%
  - Class Participation: 5%
  - Library Assignment: 5%
  - Presentation: 5%
  - Quiz/Role Play/ Any other activity

**Course Content****UNIT I: Understanding Self-Management (5 hours)**

- Self-Management and Self Evaluation
- Self-Discipline
- Self-Awareness, Identifying one's strengths and weaknesses
- Planning & Goal setting
- Managing self – emotions, ego, pride.

**UNIT II: Developing Soft Skills (4 hours)**

- Developing Positive Attitude
- Team building and Teamwork
- Time Management
- Stress Management

**UNIT III: Understanding Self Development (2 hours)**

- Concept of Self Development, Personal Development
- Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory

**UNIT IV: Art of Communication (4 hours)**

- Definition and Process
- Formal and Informal communication
- Barriers to communication
- Art of listening, reading and writing

**UNIT V: Career Management Process and Development (5 hours)**

- Process of career management
- Career Path and Development
- Career development interventions
- Contemporary issues in career management: work- family conflict, career management and quality of life

**Text Books:**

1. Onkar, R.M., 2008, Personality Development and Career Management, Third Revised Edition 2011, S.Chand, New Delhi
2. Dr. Alex, K., 2009, SoftSkills, Second Revised Edition 2011, S. Chand, New Delhi
3. Greenhaus, J.; Callanan, G.; Godshalk, V. "Career Management" Sage Publication, Fourth Edition

**Additional Readings:**

1. Pande, S.; Basak, S. "Human Resource Management" Text and Cases. Pearson's Publication.
2. Mankin, D.2009"Human Resource Development" Oxford University Press.
3. Covey R. Stephen, 2004, The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press

**Lecture Plan**

<b>Lectures</b>	<b>Topics</b>	<b>Chapter and Book</b>
1.	Self-Management and Self-Evaluation	Chapter 2, Book 3
2.	Self-Discipline	Chapter 2, Book 3
3.	Self-Awareness, Identifying one's strengths and weaknesses	Chapter 2, Book 2
4.	Planning & Goal setting	Chapter-3 Book 3
5.	Managing self – emotions, ego, pride.	Chapter-1, Book 1
6.	Developing Positive Attitude	Chapter-4, Book 2
7.	Team building and Teamwork	Chapter 1, Book 3
8.	Time Management	Chapter 1, Book 1
9.	Stress Management	Chapter 5, Book 3



10.	Concept of Self Development, Personal Development	Chapter 5, Book 3
11.	Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory	Chapter-7, Book 2
12.	Definition and Process	Chapter 6, Book 1
13.	Formal and Informal communication	Chapter 8, Book 2
14.	Barriers to communication	Chapter 7, Book 1
15.	Art of listening, reading and writing	Chapter 9, Book 2
16.	Process of career management	Chapter 10, Book 2
17.	Career Path and Development	Chapter 9, Book 1
18.	Career development interventions	Chapter 9, Book 1
19.	Contemporary issues in career management: work- family conflict	Chapter 12, Book 3
20.	career management and quality of life	Chapter 12, Book 3

## Organization Development & Transformation

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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.)

**Year of Introduction/Revision of Course Contents** 2018

**Course Objectives:** After completing this course the students will be able to:

- Familiarize students to the potency of behavioral science in managing the change and reenergizing the organizations
- .  Understand different interventions that can be used across various cultures with innovative techniques.
- Train students to apply OD interventions for bringing out organizational effectiveness.

### **Attendance Requirements:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

### **Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Subjective Assignment: 10%
  - Quizzes/Games/Puzzles: 5%
  - Case studies: 10%

### **Course Content**

#### **UNIT I: Organizational Change and its Management** (4 hours)

- Nature of Planned Change
- Theories of Planned change: Lewin's Change Model, Action Research Model, The Positive Model
- General Model of Planned Change
- Leading and Managing Change

**UNIT II Organization Development and Organization Transformation** (4 hours)

- Organization Development – History, Concept
- Values, Assumptions and Beliefs of OD
- Organization Transformation
- Organization transformation vs. organization development

**UNIT III OD Interventions –I** (4 hours)

- Definition of Interventions and classification of Interventions
- Individual based interventions – Life and Career Planning
- Transaction Analysis
- Coaching and Counseling and T-Group (Sensitivity Training)

**UNIT IV OD Interventions – II** (4 hours)

- Process Consultations and Role Negotiations
- Fish Bowl and Role Analysis Techniques
- Organization Mirroring and Third Party Peace Making
- Employee Involvement

**UNIT V OD Interventions –III** (4 hours)

- MBO
- Grid OD
- Confrontation Meeting and Total Quality Management

**Text Books:**

1. Wendell L French and Cecil Bell, Jr.; Organization Development Science Interventions for Organization Development, Prentice Hall of India Private Limited, New Delhi, 2005
2. Cummings, Thomas G. and Worely, G. Christopher (2005), Organization Development & Change, Cengage Learning Private Limited, New Delhi
3. French, Wendell L ; Bell,CecilJr. and Zawacki ,Robert A. (2011) Organization Development and Transformation, Tata McGraw Hill, New Delhi

**Additional Readings:**

1. Ian Palmer, Reichard Dunford and Gib Akin; Managing Organization Change – A Multiple Perspective Approach, Tata McGraw Hill Education Private Limited, New Delhi, 2011
2. V. Nilakant and S. Ramnarayan; Change Management, Response Books, New Delhi, 2009
3. Dianne Waddell, Thomas Cummings, Christopher Worley; Organization Development and Change, Cengage Publication, 2008

## Lecture Plan

<b>Lectures</b>	<b>Topics</b>	<b>Chapter and Book</b>
2.	Organizational Change	Chapter 2, Book 3
3.	Theories of Planned change	Chapter 2, Book 3
4.	Theories of Planned change	Chapter 2, Book 3
5.	Leading and Managing Change	Chapter-3 Book 3
6.	Organization Development – History, Concept	Chapter-1, Book 1
7.	Values, Assumptions and Beliefs of OD	Chapter-4, Book 3
8.	Organization Transformation	Chapter 1, Book 1
9.	Organization Transformation	Chapter 1, Book 1
10.	OD Interventions	Chapter 5, Book 3
11.	Individual based interventions	Chapter 5, Book 3
12.	Life and Career Planning , Transaction Analysis	Chapter-7, Book 2
13.	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
14.	Process Consultations and Role Negotiations	Chapter 8, Book 1
15.	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
16.	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
17.	Employee Involvement	Chapter 10, Book 3
18.	MBO	Chapter 9, Book 1
19.	Grid OD	Chapter 9, Book 1



20.	Confrontation Meeting	Chapter 12, Book 3
20.	Total Quality Management	Chapter 12, Book 3

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### Supply Chain Management

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**Course Code:** MSC 408

**Course Name:** Supply Chain Management (Semester: January 2017 to June 2017)

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, SBMS

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.).

**Course Objectives:** The course is designed to:

- Enable the students to understand basic concepts of Supply Chain Management.
- Conceptualize supply chain designs, which are aligned with business models for manufacturing and service companies.
- Help the students to use the understanding of supply chain for effective implementation of supply chain relationships in dynamic business environment.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%

2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Assignments/Presentations/Case Studies: 10%
  - Quiz /Activities/Live Projects: 10%

**Course Contents:**

**UNIT - I: SUPPLY CHAIN BASICS (4 Hours)**

- Understanding Supply Chain
- Logistics, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM , Logistics Strategy & Strategic Logistics, Green Logistics
- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain

**UNIT - II: SUPPLY CHAIN SUB-SYSTEMS (3 Hours)**

- Supply Chain Planning and Procurement Methods
- E-Procurement and Strategic Sourcing
- Inventory Management and Lean Manufacturing

**UNIT - III: TACTICAL AND OPERATIONAL DECISIONS (5 hours)**

- Distribution Decisions, Network Designing, Hub & Spoke model
- Logistics as flow of information
- Logistics as competitive strategy: Logistics Strategy Vs Strategic Logistics
- Role of IT in Logistics, 3PL, 4PL
- Information System and IT Enablement, ITES

**UNIT - IV: STRATEGIC APPROACH in SCM decision (4 Hours)**

- Supply Chain Integration Strategies; “DBMS, MIS, CRM, ERP: IT Integration with SCM”
- Alliances and Outsourcing, Agile, Global and Reverse Supply Chain
- Time Compression in Supply Chain, Postponement strategy, SCOR
- Global Supply Chain

**UNIT – V: CONTEMPORARY ISSUES OF SCM IN INDIAN CONTEXT: OPPORTUNITIES AND**

**CHALLENGES**

**(4 Hours)**

- Food Supply Chain, Food Grain Supply Chain, Transportation and Freight Management: FCI as case study for Food Supply Chain, Cold Chain Networking: Milk transportation, Vegetable supply chain. (Case study: Changing role of middleman),
- Organised retailing: RFID, redefining replenishments SCM perspective,

- Supply Chain Challenges: Building Relationship, Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges.
- Future of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Food Supply Chain, Greening the Logistics and Green Transportation

#### Prescribed Text Books:

4. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.
5. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
6. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
7. Sople, (2012). **Supply Chain Management: Text and Cases**, Pearson Education, New Delhi.

#### Suggested Readings:

1. Altekar, V.Rahul (2010). **Supply Chain Management: Concepts and Cases**, PHI Learning Pvt. Ltd. New Delhi.
2. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service (2<sup>nd</sup> ed.)**, Pearson: New Delhi.
3. Cohen, Shoshanah and Roussel, Joseph (2005). **Strategic Supply Chain Management: The 5 Disciplines for top performance**, McGraw-Hill: New York.
4. Coyle, John J.; C. John Langley, Brian J. Gibson, Robert A. Novack and Edward J. Bardi (2009). **A Logistics Approach to Supply Chain Management**; Cengage Learning India Pvt. Ltd.: Delhi.
5. Mentzer, John T (2012). **Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage**, Sage Publication: New Delhi
6. Robert Monczka, Robert Trent & Robert Handfield (2005). **Purchasing: An Integrated Supply Chain Approach**, Cengage learning India Private Limited, New Delhi.
7. Sanders, Nada R. (2012). **Supply Chain Management: A Global Perspective**, Wiley India Edition: New Delhi.

## Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Understanding Supply Chain	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Role of Logistics in Supply Chain	Book – 1 Book – 2	Chapter – 2 Chapter – 4 to7
Lecture – 3	Supply Chain vs. Demand Chain	Book – 1	Chapter – 3
Lecture – 4	Value Creation Through Supply Chain	Book – 1	Chapter – 4
Lecture – 5	Supply Chain Planning and Procurement Methods	Book – 1 Book – 2	Chapter – 5, 6 Chapter – 13
Lecture – 6	E-Procurement and Strategic Sourcing	Book – 1 Book – 2	Chapter – 7, 8 Chapter – 16
Lecture – 7	Lean Manufacturing	Book – 1	Chapter – 9
Lecture – 8	Distribution Decisions	Book – 1	Chapter - 10
Lecture – 9	Transportation and Freight Management	Book – 1	Chapter - 11
Lecture – 10	Inventory Management	Book – 1	Chapter – 12
Lecture – 11	Network Designing	Book – 1	Chapter – 13
Lecture – 12	Information System and IT Enablement	Book – 1	Chapter – 14
Lecture –13	Alliances and Outsourcing	Book – 1	Chapter – 15
Lecture – 14	Agile, Global and Reverse Supply Chain	Book – 1	Chapter – 16, 17, 18
Lecture – 15	Re-engineering SC to Differential Strategies	Book – 1	Chapter – 20
Lecture – 16	Supply Chain Integration Strategies	Book – 1 Book – 2	Chapter – 21 Chapter – 8
Lecture – 17	Supply Chain Risk Management	Book – 1	Chapter – 24



Lecture – 18	Pricing, Costing and Financial Decisions	Book – 1	Chapter – 25
Lecture – 19	Performance Measurement and Controls	Book – 1 Book – 2	Chapter – 26 Chapter – 18
Lecture – 20	Supply Chain Challenges for the Future	Book – 2	Chapter – 21
	Supply Chain Challenges: Building Relationship, Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges	Book – 3	Pg 171 to Pg 214



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### Consumer Behavior

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**Course Code:** MSC 506

**Course Name:** Consumer Behavior (Semester: January 2017 to June 2017)

**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, Department of Marketing & SCM, SBMS.

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Introduce and familiarize students with important aspects of consumer behavior
- Prepare students for critically analyzing the impact of Individual determinants and external factors that influences consumer behavior and observe how marketers are incorporating these in real life marketing operations.
- Develop the capability to analyze the role consumer behavior plays in the marketing process.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation/ Attendance : 5%
  - Assignments/Live Project : 10%
  - Presentations/ Viva/Quiz : 5%
  - Case Study : 5%

**Course Contents:**

**UNIT – I: Introduction and role of CB in marketing (3 Hours)**

- Consumer Behavior and Marketing Concept
- Customer value, Satisfaction, Trust and Retention
- Impact of new technologies on Marketing Strategies
- Consumer Research Process

**UNIT – II: Consumer as Individual Part 1 (4 Hours)**

- Customer Motivation
- Types and System of Needs
- Consumer Personality
- Brand Personality

**UNIT – III: Consumer as Individual Part 2 (5 Hours)**

- Consumer Perception
- Dynamics and Elements of Perception
- Learning
- Behavioral and Cognitive Learning

**UNIT – IV: Consumer as Individual Part 3 (4 Hours)**

- Consumer Attitude
- Attitude formulation and Change
- Self

**UNIT – V: Consumer in Cultural and Social Setting (4 Hours)**

- Reference Groups
- Social Class

- Culture
- Consumer Decision Making Process

**Prescribed Text Books:**

1. Nair, Suja R. (2010). **Consumer Behaviour in Indian Perspective: Text and Cases**, Himalaya Publishing House: New Delhi.
2. Schiffman, Leon G; Leslie Lazar Kanuk & S. Ramesh Kumar (2013). **Consumer Behavior, 10/e**, Pearson Education, New Delhi.

**Suggested Additional Readings:**

8. Comer, Ronald and Elizabeth Gould (2012). **Psychology Around Us**, Wiley India: New Delhi.
1. Husain, Akbar(2012). **Social Psychology**, Pearson: New Delhi.
2. Kumar, S. Ramesh (2011). **Consumer Behavior and Branding - Concepts, Readings and Cases: The Indian Context**, Pearson: New Delhi.
3. Kumar, S. Ramesh (edited) (2013). **Case Studies in Consumer Behavior**, Pearson: New Delhi.
4. Hawkins, Del; David Mothersonbaugh and Amit Mookerjee. (2010). **Consumer Behavior: Building Marketing Strategy, 11/e**, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi
5. Majumdar, Ramanuj (2011). **Consumer Behavior: Insights from Indian Market**, PHI Learning Pvt. Ltd.: New Delhi.
6. Robert East; Malcolm Wright and Marc Vanhuele (2009). **Consumer Behavior: Application in Marketing**, Sage Publications, New Delhi.

**Lecture Plan:**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Consumer Behavior and Marketing Concept	Book – 1	Chapter - 1
Lecture – 2	Customer value, Satisfaction, Trust and Retention & Impact of new technologies on Marketing Strategies	Book – 1	Chapter - 1
Lecture – 3	Consumer Research Process	Book – 1	Chapter - 2
Lecture – 4	Customer Motivation	Book – 1 Book - 2	Chapter – 4 Chapter -- 4
Lecture – 5	Types and System of Needs	Book – 1 Book – 2	Chapter – 4 Chapter - 4
Lecture – 6	Consumer Personality	Book – 1 Book – 2	Chapter - 5 Chapter – 6
Lecture – 7	Brand Personality	Book – 1 Book – 2	Chapter – 5 Chapter – 6
Lecture – 8	Consumer Perception	Book – 1 Book – 2	Chapter – 6 Chapter – 2
Lecture – 9	Dynamics of Perception	Book – 1 Book – 2	Chapter – 6 Chapter – 2
Lecture – 10	Elements of Perception	Book – 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 11	Consumer Learning	Book – 1 Book – 2	Chapter – 7 Chapter – 3
Lecture – 12	Behavioral and Cognitive Learning	Book – 1 Book – 2	Chapter – 7 Chapter – 3
Lecture – 13	Consumer Attitude	Book – 1 Book – 2	Chapter - 8 Chapter - 7
Lecture – 14	Attitude Formulation and Change	Book – 1	Chapter – 8

		Book – 2	Chapter – 7
Lecture – 15	Self	Book – 1 Book – 2	Chapter – 5 Chapter - 5
Lecture – 16	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



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### Marketing Research

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**Course Code:** MSC 502

**Course Name:** Marketing Research (Semester: January 2017 to June 2017)

**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, Department of Marketing & SCM, SBMS.

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** The course is designed to:

- Introduce and familiarize students with important aspects of marketing research.

- Examine the characteristics of marketing management from the standpoints of the components of decisions and generic types of decision that have to be made in dynamic business environment.
- Prepare students for critically analyzing the nature of marketing research and its relation to decision making.

**Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Marketing Research Design : 5%
  - Marketing Research Action oriented Assignments (Ongoing for the semester): 10 %
  - Presentations on Marketing Research Action oriented Assignments : 5%

**Course Contents:**

**UNIT – I: Marketing Research Information and Technology (4 Hours)**

- The Role of Marketing Research in Strategic Planning
- The Marketing Research Process
- Defining the Marketing Research Problem
- Developing a Marketing Research Approach

**UNIT – II: Marketing Research Design Formulation (5 Hours)**

- Marketing Research design
- Exploratory Research Design in Marketing Research: Secondary data
- Exploratory Research Design in Marketing Research: Qualitative Research
- Descriptive Research Design in Marketing Research: Survey and Observation
- Causal Research Design in Marketing Research: Experimentation

**UNIT – III: Data Collection, Sampling, Analysis & Reporting in Marketing Research (5 Hours)**

- Research methodology (Measurement, Scaling and Questionnaire and Form Design, Sampling in Marketing Research, Data Collection, Analysis) in Marketing Research
- Case Study in Marketing Research
- Reporting in Marketing Research

**UNIT – IV: Marketing Research in Action (4 Hours)**

- Marketing Research in Action : Case study(Brand Switching) Marketing Research in Action: case study

#### **UNIT – V: Application of IT in Marketing Research**

**(2 Hours)**

- Application of IT in Marketing Research

#### **Prescribed Text Books:**

1. Hair, Joseph F.; Robert P Bush and David J. Ortinau (2002). **Marketing Research: Within a changing Information Environment 2/e**, Tata McGraw Hill: New Delhi.
2. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.

#### **Suggested Additional Readings:**

7. Aakar, David A; V. Kumar, George S. Day and Robert P. Leone (2011). **Marketing Research, 10/e**, Wiley India: New Delhi.
8. Beri, G. C. (2011). **Marketing Research, 4/e**, Tata McGraw Hill Education Pvt. Ltd.: New Delhi.
9. Bradley, Nigel (2010). **Marketing Research Tools and Techniques, 2e**, Indian edition, Oxford: New Delhi.
10. Churchill, Gilbert A. Jr. and Dawn Iacobucci (2005). **Marketing Research: Methodological Foundations,9e**, South – Western Cengage Learning, New Delhi
11. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
12. Hamel, Jacques; Atephane Dufour and Dominic Fortin (1993). **Case Study Methods**, Sage Publications: New Delhi
13. McDaniel, Carl (Jr.) and Roger Gates (2011). **Marketing Research, 8/e**, Wiley India: New Delhi.
14. Sontakki, C. N. (2013). **Marketing Research**, Himalaya Publishing House, Mumbai
15. Stake, Robert E. (1995). **The Art of Case Study Research**, Sage Publications: New Delhi
16. Travers, Max (2001). **Qualitative Research through Case Studies**, Sage Publications: New Delhi.
17. Tull, Donald S. and Del I. Hawkins (2011). **Marketing Research: Measurement and Method, 6/e**, PHI: New Delhi.
18. Yin, Robert K. (1984).**Case Study Research: Design and Methods**, Sage Publications: New Delhi

## Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	The Role of Marketing Research in Strategic Planning	Book – 1	Chapter – 1
Lecture – 2	The Marketing Research Process	Book – 1	Chapter – 1
Lecture – 3	Defining the Marketing Research Problem	Book – 1 Book – 2	Chapter – 3 Chapter – 2
Lecture – 4	Developing a Marketing Research Approach	Book – 2	Chapter – 2
Lecture – 5	Marketing Research design	Book – 2	Chapter – 3
Lecture – 6	Exploratory Research Design in Marketing Research: Secondary data	Book – 2	Chapter – 4
Lecture – 7	Exploratory Research Design in Marketing Research: Qualitative Research	Book – 2	Chapter – 5
Lecture – 8	Descriptive Research Design in Marketing Research: Survey and Observation	Book – 2	Chapter – 6
Lecture – 9	Causal Research Design in Marketing Research: Experimentation	Book – 2	Chapter – 7
Lecture – 10	Measurement, Scaling and Questionnaire and Form Design in Marketing Research	Book – 1 Book – 2	Chapter – 12 Chapter – 8
Lecture – 11	Sampling in Marketing Research	Book – 1 Book – 2	Chapter – 11 Chapter – 11
Lecture – 12	Data Collection in Marketing Research	Book – 1 Book – 2	Chapter – 11 Chapter – 13
Lecture – 13	Analysis in Marketing Research	Book – 1 Book – 2	Chapter – 17 Chapter – 16,18
Lecture – 14	Case Study in Marketing Research	Handout	Handout
Lecture – 15	Reporting in Marketing Research	Book – 1 Book – 2	Chapter – 19 Chapter – 23
Lecture – 16	Marketing Research in Action (Brand Switching): Markov Analysis	Handout	Handout



Lecture – 17	Marketing Research in Action: Conjoint Analysis (Marketing)	Book – 2	Chapter – 21
Lecture – 18	Application of IT in Marketing Research - Lecture I	Computer Lab	Computer Lab
Lecture – 19	Application of IT in Marketing Research - Lecture II	Computer Lab	Computer Lab
Lecture – 20	Application of IT in Marketing Research - Lecture III	Computer Lab	Computer Lab

## Organizational Behaviour

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	<b>HRM 401</b>
<b>Course Name:</b>	<b>Organizational Behaviour</b>
<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-

- Familiarize students to the field of Organizational Behaviour and provide a clear understanding of Concepts, processes and practices of Organizational Behaviour
- To show how concepts and theories can and have been put into practice in a variety of organizations
- Train students to apply the Knowledge of Organizational Behaviour for bringing out organisational effectiveness.

**Course Outcome :**

The students would be able to manage and understand their own behaviour and behaviour of the people working in the organizations. They would be able to manage themselves and others by adopting a more humane approach

**Attendance Requirements:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Continuous Internal Assessment: 25
  - Attendance: 10
  - Class Participation: 5
  - Presentation: 5
  - Quiz: 5

## Course Contents

### UNIT I Introduction to Organizational Behaviour 4 Hours

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

### UNIT II Perception, Attitude and Job Satisfaction 4 hours

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction

### UNIT III Leadership and Motivation 5 Hours

- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

### UNIT IV Personality 3 Hours

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

### UNIT V Group, Work Teams and Organizational Culture 4 Hours

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

## Text Books

1. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 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:

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

<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></ul>	

<ul style="list-style-type: none"> <li>• Assertiveness</li> <li>• Reading Skills</li> <li>• Listening Skills</li> </ul>	<b>4 Hours</b>
<b>UNIT III</b>	
<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Verbal Communication</li> <li>• Non Verbal Communication</li> </ul>	<b>4 Hours</b>
<b>UNIT IV</b>	
<ul style="list-style-type: none"> <li>• Creativity</li> <li>• Methods of Enhancing Creativity</li> <li>• Innovations and Innovative Process</li> </ul>	<b>4 Hours</b>
<b>UNIT V</b>	
<ul style="list-style-type: none"> <li>• Negotiation skills</li> <li>• Power and Politics</li> </ul>	<b>4 Hours</b>

**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:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - IV. Class Participation- 10%
  - V. Presentations - 10%
  - VI. Assignment- 5%

**Course Contents:**

**UNIT I Social Security**

**4 Hours**

- Evolution of Social Security
- Approaches to Social Security
- Characteristics of Social Security

**UNIT II**

**4 Hours**

- Social Assistance
- Social Insurance
- Mutual Benefits
- ILO and Social Security

**UNIT III Development of Labour Welfare**

**4 Hours**

- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare

**UNIT IV Welfare Provisions**

**4 Hours**

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare
- Welfare of Special Categories of Labour

## UNIT V Welfare Measures

4 Hours

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

### Text Books:

1. Sarma, A.M.(1981). Aspects of Labour Welfare and Social Security. Himalaya Publishing House, Mumbai.

### Additional Readings:

1. Punekar, S.D., Deodhar, S.B. and Sankaran, S. (2011). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House, Mumbai.

2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

3. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

4. Mishra, B.N. (1993). International Social Security Systems. Anmol Publications, New Delhi.

5. Friedlander, W.A. (1967). An Introduction to Social Welfare. Prentice Hall of India Pvt. Ltd., New Delhi.

## Human Resource Management

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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:**

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.

## 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 C R (2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 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.





# **Course Contents SBMS** **2016**

*School of Business and Management Studies*  
*(Now School of Commerce and Management Studies)*

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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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. Cambel (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>th</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.

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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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 & Francis.
4. Yeshin, T. (1998). *Integrated marketing communication: The Holistic Approach*. Elsevier Group.

**Suggested Additional Readings:**

1. Percy, L. (2008). *Strategic integrated marketing communication: theory and practice*. Routledge.
2. Yeshin, T. (2012). *Integrated marketing communications*. Routledge.
3. Jani Rakesh R. (2011), *Services Marketing ethics, Values & cases*, Paradise Publishers
4. Jugenheimer (2010), *Advertising and Public Relations Research*, 1st Ed. PHI Learning.



5. George E Belch, George E. & Belch, Micheal E (2003 ). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw Hill

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### 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

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### 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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### 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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## 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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2016

## Legal Aspects of Business

**Course Code:** MSO 402

**Course Name:** Legal Aspects of Business

**Credits Equivalent:** 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

**Course Objectives:** After completing this course the students will be able to:

- Understand the concepts of Agreement and Contract.

- Know the concepts of Sale of Goods Act 1930.
- Understand the basics of Company Law.
- Know about special contracts.
- Know about Partnership Act 1932.

**Attendance Requirements:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Attendance 5%
  - Quiz 5%
  - Case study 5%
  - Presentation 10%
  - Written tests 5%

**Course Contents**

**UNIT I THE INDIAN CONTRACT ACT 1872**

- Law of Contract
- Nature of Contract
- Offer and acceptance
- Capacity of parties to contract
- Free consent. Coercion, Undue Influence, Mistake, Misrepresentation
- Consideration
- Performance of Contract
- Discharge of contract

**UNIT II SPECIAL CONTRACTS**

- Indemnity and Guarantee
- Bailment and Pledge
- Agency

**UNIT III THE SALE OF GOODS ACT 1930**

- Sales contract
- Guarantees and Warranties in sales contract
- Performance of sales contracts, Unpaid Seller

**UNIT IV COMPANY LAW**

- Major principles – Nature and types of companies
- Memorandum and Articles of Association

**UNIT V PARTNERSHIP ACT, 1932**

- Nature of Partnership
- Rights and Duties of Partners
- Types of Partners,

**Prescribed Text Books:**

1. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.
2. Tulsian PC(2013). Business Law. Legal Aspects of Business. Tata Mc Graw Hill.

**Suggested Extra Readings:**

1. SethTejpal (2012). Business Law. Pearson India.
2. 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.

- Kumar Arun & Meenakshi N (2011), Marketing Management, 2<sup>nd</sup> Edition, Vikas Publishing House Pvt. Ltd., New Delhi

**Suggested Additional Readings:**

- Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 2<sup>nd</sup> Edition, Pearson Education, New Delhi.
- Saxena Rajan (2009), Marketing Management, 4<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
- Bose Biplab S. (2010), Marketing Management, 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
- Sherlekar S.A. (2010), Marketing Management, 14<sup>th</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
- Prof. Anand Vijay Prakash (2012), Marketing Management: An Indian Perspective, 1<sup>st</sup> Edition, Biztantra Publications, Delhi.
- Govindarajan M. (2009), Marketing Management: Concepts; Cases; Challenges and Trends, 2<sup>nd</sup> Edition, Prentice Hall of India.
- Balakrishna Sidharth (2011), Case Studies in Marketing, 1<sup>st</sup> Edition, Pearson Education, New Delhi.

**LECTURE PLAN**

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Meaning and Importance of Marketing	Book-1	Chapter-1
Lecture – 2	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 3	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 4	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 5&6	Case Study	Reference material to be provide	
Lecture – 7	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 8&9	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 10&11	Marketing Information System	Book-3	Chapter-4
Lecture – 12&13	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 14&15	Case Study	Reference material to be provide	
Lecture – 16&17	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3

Lecture – 18	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 19	Market Targeting	Book-1&3	Chapter-7
Lecture – 20&21	Market Positioning	Book-1	Chapter-8
Lecture – 22&23	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 24	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 25&26	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 27	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 28	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 29	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 30	Competitive Marketing Strategy	Book-1&2	Chapter-16&17



## Rural Marketing

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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:**

**UNIT – I: Fundamentals of Entrepreneurship (6 Hours)**

- Concept of Entrepreneur
- The Nature and Importance of Entrepreneurship
- Theories of Entrepreneurship
- Classification of Entrepreneurs/Entrepreneurship
- Successful Entrepreneurs

**UNIT – II: Entrepreneurial Development (5 Hours)**

- Factors Influencing Entrepreneurial Development
- Entrepreneurial Development Models
- Entrepreneurship Development Programme
- Entrepreneurship: Emerging Areas

**UNIT – III: Creating and Starting the Venture (7 Hours)**

- Creativity and Business Idea.
- Legal Issues for the Entrepreneur
- Feasibility Analysis
- The Business Plan

**UNIT – IV: Entrepreneurship Management (6 Hours)**

- Selection of types of ownership
- Strategies for Growth
- Entrepreneurial Sickness
- Cases: Best management practices

**UNIT – V: Support Institutions (6 Hours)**

- Central Level Institutions: KVIC, SIDO, NSIC, NIESBUD, IIE and EDII.
- State Level Institutions: DIs, DICs, SFCs, SIDCs and SSIDCs.
- SIDBI, NABARD and Other Agencies.
- Clustering

**Prescribed Text Books:**

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.
3. Khanka, S.S., (2012), Entrepreneurial Development, First Edition (Revised). S. Chand & Company Ltd., New Delhi.

**Suggested Extra Readings:**

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 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.

### 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. 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, Pearson 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

S. No.	Lectures	Topics	Prescribed Text Book	Chapters
1.	1.	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1
2.	2.	Role of Operations Management	Book – 1	Chapter – 1
3.	3.	Operations in Global Environment	Book – 1	Chapter – 2
4.	4.	Product Design and Analysis	Book – 1	Chapter – 4
5.	5.	House of Quality	Book – 1	Chapter – 4
6.	6.	Issues in Product Design	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5
8.	7.	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8
9	8.	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8
10	9.	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 2 Book – 1	Chapter – 2 Chapter – 7
11	10.	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	Chapter – 2 Chapter – 7
12	11.	Material Requirement Planning Structure	Book – 2 Book – 1	Chapter – 7 Chapter – 13
13	12.	JIT	Book – 2 Book – 1	Chapter – 8 Chapter – 15
14	13.	Forecasting – Strategic Importance	Book – 1	Chapter – 3

15	14.	Forecasting Methods	Book – 1	<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

Lectures	Topics	Chapter and Book
1.	Meaning, Nature and Need of Statistics	Chapter-1, Book 1
2.	Collection of data, Primary and Secondary Data	Chapter-2, Book 1
3.	Classification and Tabulation of Data	Chapter-2, Book 1
4.	Presentation of Data	Chapter-2, Book 1
5.	Measures of Central Tendency, Arithmetic Mean	Chapter-3, Book 2
6.	Median, Mode	Chapter-3, Book 2
7.	Quartiles, Percentiles	Chapter-3, Book 2
8.	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Chapter -3, Book 1
9.	Measurement of Correlation	Chapter-7, Book 1
10.	Karl Pearson's Coefficient of Correlation, Rank Coefficient of Correlation	Chapter-7, Book 1
11.	Regression lines, Determination of Regression lines	Chapter-7, Book 1
12.	Regression Coefficients	Chapter-7, Book 1
13.	Use of Index Numbers	Chapter-10, Book 2
14.	Kinds of Index Numbers	Chapter-10, Book 2
15.	Kinds of Index Numbers	Chapter-10, Book 2
16.	Methods of Constructing Index Numbers	Chapter-10, Book 2
17.	Basic concepts of probability	Chapter 11, Book 1
18.	Laws of Probability	Chapter 11, Book 1

19.	Laws of Probability	Chapter 11, Book 1
20.	Bayes Theorem	Chapter 11, Book 1

## Strategic Human Resource Management

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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



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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.



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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,

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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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.



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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.

### **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 Portfolio Management (3 Hours)**

- What is portfolio Management
- Phases of Portfolio Management, Securities Market, Securities Analysis
- Portfolio Analysis, Portfolio Selection, Portfolio revision, Portfolio evaluation
- Meaning of Financial Derivatives

#### **UNIT - II: Investment: Objectives and Risks (5 Hours)**

- Meaning of Investment, Financial and economic meaning of Investment, Characteristics of investment
- Objectives of Investment, Investment Vs Speculation, Investment Vs Gambling, Types of Investors, Investment Avenues
- Stock market Indices, Depository System and Listing of securities
- Risks of Investments: Business and Financial Risk, Elements of Risk, Systematic Risk, Unsystematic Risk, Use of Beta, Measurement of risk

#### **UNIT - III: Fundamental, Industry and Company Analysis (3 hours)**

- Fundamental Analysis, EIC Framework, Economy Analysis
- Economic Forecasting and its techniques, Anticipatory surveys, Barometric or indicator Approach, Econometric Model Building, Opportunistic Model building
- Industry Analysis and Company Analysis

**UNIT - IV: Technical Analysis and Bond Valuation****(5 Hours)**

- Share Valuation, Bond returns
- Bond prices, Bond pricing Theorems, Bond Risks, Default risk, Interest rate risk, Bond duration
- Technical analysis concept, Basic Principles of technical Analysis, Technical Vs. Fundamental analysis
- Dow theory, Price charts, Trend and trend reversals, Chart patterns
- Elliot Wave Theory, Market Indicators

**UNIT – V: Efficient Market Theory, Portfolio Analysis, Portfolio Selection, Portfolio Revision and Portfolio Evaluation****(4 Hours)**

- Efficient Market theory Efficient Market Hypothesis Vs Fundamental and Technical Analyses
- Efficient Market Hypothesis Vs Fundamental and Technical Analyses, Competitive Market Hypothesis,
- Introduction to Markowitz Model, Portfolio Selection, Portfolio Revision, Portfolio Evaluation

**Prescribed Text Books:**

1. Donald E. Fischer and Ronald J. Jordan (2012). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
2. K Sasidharan and Alex k Mathews (2012). Security Analysis and Portfolio Management, First Edition, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.

**Suggested Extra Readings:**

1. M.Ranganatham and R. Madhumati (2012). Security Analysis and Portfolio Management, First Edition, Pearson, New Delhi.
2. V.K. Bhalla (2011). Investment Management (Security Analysis and Portfolio Management), Seventeenth Edition, S. Chand, New Delhi.
3. V.A Avadhani (2011). Investment Analysis and Portfolio Management, First Edition, Himalaya Publishing House, New Delhi.
4. Suyash N Bhatt (2011). Security Analysis and Portfolio Management, First Edition, Wiley Publishing, New Delhi.
5. S. Kevin (2011). Security Analysis and Portfolio Management, First Edition, PHI Learning, New Delhi.



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## 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 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

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[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*)
  - f. Class participation :5%(Less than 75% attendances will be awarded 0%)
  - g. Case Study/Assignments / Field Survey :10%
  - h. Presentations/Viva/Quiz : 10%

**Course Contents:**

**UNIT - I: Fundamentals of Marketing (16 Hours)**

- Importance of Marketing: Meaning, Nature, Scope, and Importance of Marketing
- Core Marketing Concepts and Philosophies
- A history of schools of marketing thought
- Macromarketing as a Pillar of Marketing Thought
- An effective marketer and Customer-oriented Company
- Marketing Management Process: An overview
- Growing Marketing Opportunities in India

**UNIT - II: Environmental Scanning and Analyzing Consumer Behaviour (10 Hours)**

- Analyzing the Marketing Environment
- Impact of Environmental factors on marketing Decision
- The Buying Decision Process and Factors Influencing the Consumer Behavior
- Components of Modern Marketing Information System
- The changing face of consumer markets and role of marketing
- **Environmental Analysis (Case Studies): ITC in Rural India**

**UNIT - III: STP & Marketing Mix-I (Product Decisions) (14 Hours)**

- The Family and Consumer Decision Making: A Cultural View
- Market Segmentation, Market Targeting and Market Positioning
- Product Life Cycle: Innovation and R&D, New Product Development Process
- Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Creating Brand Equity & Crafting the Brand Positioning

**UNIT - IV: Marketing Mix-II (10 Hours)**

- Pricing Decisions



- Distribution Decisions
- Promotion Decisions
- **Pricing (Case Study): Arvind Mills: Re-evaluating Profitability**
- **Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop –**

**Targeting the Young**

**UNIT - V: Implication of new technology and emerging trends in marketing (10 Hours)**

- Technology implication on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, Internet Based Marketing, e-commerce, etc.) and Biotechnology implication (Gene revolution related issue) on Marketing
- Green Marketing (Environmental aspects)
- Social Marketing and Services Marketing
- Ethical issues in Marketing
- **Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?**

**Prescribed Text Books:**

1. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). **Marketing Management: A South Asian Perspective, 14e.**; Pearson Education, New Delhi.
4. Research Articles:
  - a. Wilkie, William L. and Elizabeth S Moore (2006). **Macromarketing as a Pillar of Marketing Thought**, Journal of Macromarketing, Vol.26 No.2, December 2006, pg: 224-232.
  - b. Wilson Brown, D. B. A (1979). **The Family and Consumer Decision Making: A Cultural View**, Academy of Marketing Science, Vol.7 No.4, Fall 1976, pg: 335 - 345.
  - c. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.

**Suggested Additional Readings:**

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, New Delhi.
2. Kumar, Arun and N. Meenakshi (2011). **Marketing Management, 2e.**; Vikas Publishing House Pvt. Ltd., New Delhi
3. Karunakaran, K. (2012). **Marketing Management: Text and Cases in Indian Context**; Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
5. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
6. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.

7. Sherlekar, S. A. (2010). **Marketing Management, 14e.** ;Himalaya Publishing House Pvt. Ltd., Mumbai.

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture: 1-4	Importance of Marketing	MTB	Chapter – 1
Lecture: 5-6	Core Marketing Concepts and Philosophies	MTB	Chapter – 2, 3 & 4
Lecture: 7-10	<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)



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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



## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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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:**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
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.***