



CENTRAL UNIVERSITY OF HIMACHAL PRADESH
[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Course Code: CSR 405

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

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, Soft Skills, 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

Accounting for Managerial Decisions

Course Code: AFA 407

Course Name: Accounting For Managerial Decisions

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents

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

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

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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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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- 3600
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.



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Course Code: MSC 401

Course Name: Marketing 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 understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- 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 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:

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:

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, 1st 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.

9.

**HPKVV BUSINESS SCHOOL, SCHOOL OF COMMERCE & MANAGEMNET
CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

Course Code: MSO- 413

Course Name: Managerial Economics

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.

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	Contents	Hours
I	Basics of Managerial Economics <ul style="list-style-type: none">• Meaning, Nature and Scope of managerial economics-relationship to other branches of learning-usefulness of managerial economics,• Basic Principles of Managerial Economics• Business Objective and Theory of firms	5
II	Demand Analysis <ul style="list-style-type: none">• Demands, Determinants of Demand, Demand Function, Law of Demand• Elasticity of Demand- Price, Income, Cross and Advertising, Uses of Elasticity of Demand for managerial decision making and measurement of Elasticity of Demand.• Demand forecasting meaning, significance and methods.	10
III	Cost Analysis <ul style="list-style-type: none">• Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use• Cost Volume & Profit Analysis/ Break even Analysis	5
IV	Production Analysis <ul style="list-style-type: none">• Production function, single variable, law of variable proportion,	10

	two variable, Law of returns to scale	
V	Market Analysis 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.	10

Prescribed Text Books:

4. Jain TR and Khanna OP (2016), V K Publication, New Delhi
5. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
6. AHUJA H.L. (2012), MANAGERIAL ECONOMICS, S. CHAND PUBLISHING HOUSE, NEW DELHI
7. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill
8. DWIVEDI D.N. - MANAGERIAL ECONOMICS (VIKAS PUBLICATION, 7TH EDITION)
9. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
10. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

Suggested Extra Readings:

15. IVAN PNG, (2013), MANAGERIAL ECONOMICS, ROUTLEDGE, TAYLOR AND FRANCIS GROUP PUBLICATION, FOURTH EDITION)
16. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2012
17. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
18. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Decion. Biztantra Publication, New Delhi.
19. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.



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

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Course Code: POM 401

Course Name: Operations 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 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)

- 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 and latest
 - 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**, (9th 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

Accounting for Managerial Decisions

Course Code: AFA 407

Course Name: Accounting For Managerial Decisions

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:

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

11. Bhattacharyya Debarshi, Management Accounting. Pearson Education.
12. Khan, Jain, Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
13. Maheswari S.N., Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

Suggested Extra Readings:

20. Hugh Coombs, Ellis Jenkins and David Hobbs, Management Accounting: Principles and Applications. Sage South Asia Edition.
21. Horngren, Introduction to Management Accounting. Pearson India.

22. Singhvi and Bodhanwala, Management Accounting- Text and Cases. PHI.
23. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
24. Murthy and Gurusamy, Management Accounting. Tata McGraw Hill Education Pvt. Limited, India.
25. Maheswari S.N. Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.
26. Arora M.N. Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
27. Kuppapally,. Accounting for Managers. Eastern Economy Edition. PHI India.
28. Jiambalvo, Managerial Accounting. Wiley India.
29. Jawaharlal, Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
30. Proctor Ray, Managerial Accounting for Business Decisions. Pearson India.
31. Gupta Ambrish,. Financial Accounting for Management: An Analytical Perspective. Pearson India.
32. Ghosh T P.(2007). Accounting and Finance for Managers. Taxmann.
33. Mathur Satish B.. Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.

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[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Course Code: EDM 406 (Semester: July 2019 to December 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:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. 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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Course Code: MSC 401

Course Name: Marketing Management (*Monsoon Semester: August 2019 to December 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.
- 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 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:

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

- f. Assignments/Presentation = 10%
- g. Case studies/Field Survey = 5%
- h. 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

(4 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
- Emerging Trends in Marketing, Gorilla marketing

Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?

UNIT - VI: Contemporary Marketing under Technological advancement on Modern Marketing, and Ethical issues in marketing

(3 Hours)

- **Technology implication on Modern Marketing:**
 - IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, Internet Based Marketing, e-commerce, etc.)
 - Nanotechnology and Biotechnology implication (Gene revolution related issue) on Marketing,
 - Neuromarketing
 - Impact of Artificial Intelligence & Cloud Computing on Marketing
- Ethical Issues in Marketing

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:
 - d. 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.
 - e. 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.
 - f. 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:

10. Balakrishna Sidharth (2011). **Case Studies in Marketing, 1st Edition**, Pearson Education, New Delhi.
11. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, New Delhi.
12. Karunakaran, K. (2012). **Marketing Management: Text and Cases in Indian Context**; Himalaya Publishing House Pvt. Ltd., Mumbai.
13. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
14. Georges, Patrick M; Annesophie Bayle-Tourtoulou and Michael Badoc (2014). **Neuromarketing in Action: How to talk and sell to the brain**, Kogan Page, London
15. Govindarajan M. (2009). **Marketing Management: Concepts; Cases; Challenges and Trends, 2/e**, Prentice Hall of India.
16. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
17. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective –Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.
18. Sherlekar, S. A. (2010). **Marketing Management, 14/e.**; Himalaya Publishing House Pvt. Ltd., Mumbai.
19. Tadajewski, Mark and D. G. Brian Jones; ed. (2016). **Historical Research in marketing Management**; Routledge and Westburn Publishers Ltd., New York.