



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: 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%
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 (6 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 (10 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 (6 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 (10 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 (8 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, 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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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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Course Code: MSC 501 (*Prerequisite/Co-requisite: MSC 401 – Marketing Management*)

Course Name: Social 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 Social Marketing; a new perspective of marketing techniques that can be applied to broad range of social issues.
- Impart philosophies of Social Marketing with business studies keeping in view the evidence – based approach from the developed and developing worlds.
- Help the students to use the understanding of Social Marketing; being persuasive evidence that social marketing can influence governments, corporations and NGOs as well as individual behaviour.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to 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% (Attendance less than 75% will be awarded 0%)
 - Presentations/ viva : 10%
 - Case Studies/ Assignments/Live Projects/Activity: 10%

Course Contents:

UNIT - I: Introduction to Social Marketing

(4 Hours)

- Introduction to Social Marketing
- Defining social marketing
- Social marketing and social change tools
- Difference between commercial and social marketing

UNIT - II: Social Marketing and the Environment (4 Hours)

- Environmental determinant of health and wellbeing
- Social class and self efficacy
- Social capital & social ecology; Advocacy and environmental change
- Models of attitude and behaviour change

UNIT - III: Structure of Social Marketing (4 Hours)

- Social Marketing: Segmenting and Targeting
- Social Marketing: the marketing mix
- Social Marketing: the competition
- Social Marketing: research and evaluation

UNIT – IV: Integrated Marketing Communication in Social Marketing (4 Hours)

- Principles of Communication & persuasion
- Using media in Social Marketing
- Using sponsorship to change the people, place and policies
- Planning and developing social marketing campaigns and programmes

UNIT – V: Contemporary Issues in Social Marketing (4 Hours)

- Ethical issues in social marketing
- Criticism of power imbalance in Social Marketing
- Managerial implications of Social Marketing
- Case Studies: the Act – Belong – Commit Campaign promoting positive mental health

Prescribed Text Books:

4. Donovan, Rob & Nadine Henley (2010). **Principles and Practice of Social Marketing: an international perspective**, Cambridge University Press, New Delhi.
5. Jha, S. M. (2012). **Social Marketing**, Himalaya Publishing House, New Delhi.
6. Deshpande, Sameer and Nancy R. Lee (2013). **Social Marketing in India**, Sage Publication, New Delhi.
7. Kotler, Philip and Nancy R Lee (2012). **Social Marketing: Influencing Behaviors for Good (Fourth Edition)**, Sage Publication, New Delhi.

Suggested Readings:

1. Barbara Harriss-White (2005). **India's Market Society**, Three Essays Collective, Gurgaon.
2. Buzan, Barry (2004). **From International to World Society? English School Theory and the Social Structure of Globalisation**, Cambridge University Press, Cambridge.
3. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2009, 13th edition). **Marketing Management: A South Asian Perspective**, Pearson Education, New Delhi.
4. R. Craig Lefebvre (2013). **Social Marketing (Six-Volume Set)**, Sage Publication Ltd., New Delhi.
5. Liidicke, Marius K. (2006). **A Theory of Marketing Outline of a Social Systems Perspective**, Deutscher Universitats-Verlag, Wiesbaden.

6. Gillin, Paul and Eric Schwartzman (2011). **Social Marketing to the Business Customer**, John Wiley & Sons, Inc., New Jersey.
7. Castle, David, Cheryl Cline, Abdallah S. Daar, Charoula Tsamis and Peter A. Singer (2007). **SCIENCE, SOCIETY, AND THE SUPERMARKET: The Opportunities and Challenges of Nutrigenomics**; John Wiley & Sons, Inc., New Jersey.

Suggested Reading from Allied Body of Knowledge:

1. Hussain, Akbar (2011). **Social Psychology**, Pearson Education: New Delhi..
2. May, Tim and Jason L. Powell (2008, 2nd edition). **Situating Social Theory**, Open University Press-McGraw-Hill Education, Berkshire.

Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Introduction to Social Marketing	Book – 1/ 2	Chapter – 1 /1
Lecture – 2	Defining social marketing	Book – 1/3	Chapter – 1/1
Lecture – 3	Social marketing and social change tools	Book – 1	Chapter – 1
Lecture – 4	Difference between commercial and social marketing	Book – 1/2	Chapter – 2/2
Lecture – 5	Environmental determinant of health and wellbeing	Book – 1/3	Chapter – 3/2
Lecture – 6	Social class and self efficacy & Social capital & social ecology	Book – 1	Chapter – 3
Lecture – 7	Advocacy and environmental change	Book – 1/2	Chapter – 4/2
Lecture – 8	Models of attitude and behaviour change	Book – 1/2	Chapter – 6/2
Lecture – 9	Social Marketing: Segmenting and Targeting	Book – 1/3	Chapter – 10/3
Lecture – 10	Social Marketing: the marketing mix	Book – 1/3	Chapter – 11/4
Lecture – 11	Social Marketing: the competition	Book – 1	Chapter – 9
Lecture – 12	Social Marketing: research and evaluation	Book – 1	Chapter – 7
Lecture – 13	Principles of Communication & persuasion	Book – 1	Chapter – 5
Lecture – 14	Using media in social marketing	Book – 1	Chapter – 12
Lecture – 15	Using sponsorship to change the people, place and policies	Book – 1/3	Chapter – 13/5
Lecture – 16	Planning and developing social marketing campaigns and programmes	Book – 1/2	Chapter – 14/3
Lecture – 17	Ethical issues in social marketing	Book – 1	Chapter – 8
Lecture – 18	Criticism of power imbalance in social marketing	Book – 1	Chapter – 8
Lecture – 19	Managerial implications of Social Marketing	Handout	Handout
Lecture – 20	Case Studies: the Act – Belong – Commit Campaign promoting positive mental health	Book – 1	Chapter – 15
Lecture 21-30	Presentations, Case Study, Activity, Group Task		

Strategic Management

Course Code: MSO 506

Course Name: Strategic 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 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:

7. Mid Term Examination: 25%
8. 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 (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 (8 HOURS)

- Strategic Leadership
- Strategy Evaluation and Control
- Strategy and Technology Management
- 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. David Hunger (2011). **Concepts in strategic management and business policy, 12e**; Pearson Education India, New Delhi.
4. Kazmi, Azhar (2012). **Strategic Management: A Competitive Advantage Approach**; Tata McGraw Hill Private Limited, New Delhi.

Suggested Additional Readings:

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). **Strategic: Theory & Practice**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). **Strategic Management: The challenge of creating value, 2nd ed.**, Routledge: Oxon special Indian Edition.
3. Hamel, Gary and C. K Prahalad (1996). **Competing for the Future**; Harvard Business School Press, Boston.
4. 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.

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

Course Code: AFA 415

Course Name: Stock Market Operations

Credits Equivalent: 4 Credits

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:

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

Unit	Contents	Hours
I	Basics of Financial Markets Meaning & Functions of Financial System, Financial Assets-features & Type, Financial Markets, role and classifications. Overview of Market participants, Fundamentals of Financial Institutions, Financial Market and their Functions.	6
II	Basics of Primary Capital Market Meaning, Function, instruments and importance of Capital Markets. Dematerialisation and role of Depository System. New Issue Market: Functions, Eligibility Conditions for issue, offer documents and different method New Issue, Allotment process, Listing of securities, Advantages and Procedure.	10
III	Basics of Stock Markets Stock market, functions, Organisation of Stock Exchanges in India, Reforms in Indian Stock Markets, Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs, Role of brokers, merchant bankers. Indian Stock Market- BSE and NSE.	10
IV	Stock Market Trading Mechanics Trading system, market segments, market functioning, type of trading, trading orders, Short selling, transaction cycle, Clearing and Settlement, Online Trading, Speculative Transactions, Margin Trading, Stock Indices and Risk management in Stock Markets Technical Analysis basics: Introduction to Stock charts & Chart types, Trends and trend lines, Support & Resistance and Volume.	10
V	Mutual Fund Basics Meaning, structure, types, benefits, regulation and performance evaluation criteria of Mutual Funds.	4

Prescribed Text Books:

8. Pathak V. Bharati (2018), Indian Financial System, Pearson
9. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
10. Mishkin frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
11. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2nd ed.). New Delhi: Sage Publications.
12. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
13. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
14. Alok Goyal, Financial Market Operation, 2012 Edition, VK Publications, New Delhi.

Suggested Extra Readings:

1. Sharma (2011), Banking and Financial System, First Edition, Foundation Books, New Delhi.
2. Bhalla (2011) Investment Management, Seventeenth Edition, S. Chand, New Delhi.

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

WEBSITES

- www.investopedia.com
- www.chartschool.com
- www.stockcharts.com
- http://www.vtsystems.com/resources/helps/0000/HTML_VTtrader_Help_Manual/index.html?technicalindicators.html
- www.stocks-n-options.com
- <http://www.mywealthguide.com/invest.htm>
- <http://www.capitalmarket.com>
- <https://www.arthayantra.com/index.php>

Project Management

Course Code: AFA 502

Course Name: Project Management

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

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

Attendance Requirements:

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

Evaluation Criteria:

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



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

www.cuhimachal.ac.in

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
hours)**

(3

- 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:

15. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
16. 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 Hill, New Delhi.
10. Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi.

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[Established under the Central Universities Act 2009]

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

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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: • 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

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[Established under the Central Universities Act 2009]
PO Box: 21, Dharamshala, District Kangra - 176215 (HP)
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Course Code: HRM 503

Course Name: Human Resource 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:

- 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.



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Course Code: HRM 525

Course Name: Organization Development and Transformation

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: 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



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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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Course Code: MSC 404
Course Name: Industrial Marketing

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:

7. Mid Term Examination: 25%
8. End Term Examination: 50%
9. 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
- Economics of Industrial Demand and Organizational Customers
- Classifications of Industrial Products
- 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. (2014), Business Marketing (4 ed.), Tata M. Hill, New Delhi.

Suggested Additional Readings:

4. Vitale, Business to Business Marketing, Thomson Learning Mumbai.
5. Corey, E, Industrial Marketing: Cases and Concepts, 3rd Edition, Prentice Hall Inc.

6. Gross, A C, (1993), Business Marketing, Houghton Mifflin.
7. Webster, F. E., Industrial Marketing Strategy, Second Edition, John Wiley.
8. 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.



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

www.cuhimachal.ac.in

Course Code: MSC 440

Course Name: Retail 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

- 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:

10. Mid Term Examination: 25%

11. End Term Examination: 50%

12. Continuous Internal Assessment : 25%

- Assignment/Presentation: 10%
- Field Survey: 5%
- Case Studies/ Surprise Test: 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: Hours)	Retailing Strategy	(4
	<ul style="list-style-type: none"> • Retail Market and Financial Strategy • Retail Location Strategy • Retail Information System • Customer Relationship Management • Case Study 	
UNIT – III: Hours)	Merchandise Management	(4
	<ul style="list-style-type: none"> • Managing Merchandise Assortments • Merchandise Planning Systems • Buying Merchandise • Retail Pricing • Retail Communication Mix 	
UNIT – IV: Hours)	Store Management and CVM	(4
	<ul style="list-style-type: none"> • Retail Atmospherics • Store Layout, Design & Visual Merchandising • Customer Value Management • Technology in Retailing 	
UNIT – V: Hours)	Rural & e-Retailing	(3
	<ul style="list-style-type: none"> • 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, 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.



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Course Code: MSC 507
Course Name: Rural Marketing

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 and peculiarities of unexplored and untapped market of India.
- Develop the adaptive and innovative strategies to tap the largest and growing 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 the examination.

Evaluation Criteria:

13. Mid Term Examination: 25%
14. End Term Examination: 50%
15. 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. Field work/Presentation = 10%
- g. Case studies/Assignment = 5%
- h. 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 and Urban Marketing.
- Need for Exploring the Rural Markets and Go Rural Decisions
- Rural Marketing Models and Rural myths

- 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 Rural Segments and Models of effective segmentation
- Targeting and Positioning Strategies for Rural Market
- 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
- Case Study

UNIT - IV: Rural Marketing Mix-II

(6 Hours)

Distribution Decisions: -

- Distribution- The availability Challenge
- Distribution Decisions
- Guidelines for Achieving Efficiency in Retail Operations

Promotion Decisions: -

- Rural Promotion Mix
- 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
- Small Towns Marketing
- Future of Rural Marketing in India
- Case Study

Prescribed Text Books:

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

Suggested Additional Readings:

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

Strategic Management

Course Code: MSO 506

Course Name: Strategic 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 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:

16. Mid Term Examination: 25%

17. 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 (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:

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

Suggested Additional Readings:

6. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). **Strategic: Theory & Practice**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
7. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). **Strategic Management: The challenge of creating value, 2nd ed.**, Routledge: Oxon special Indian Edition.
8. Hamel, Gary and C. K Prahalad (1996). **Competing for the Future**; Harvard Business School Press, Boston.
9. Kazmi, Azhar (2012). **Strategic Management: A Competitive Advantage Approach**; Tata McGraw Hill Private Limited, New Delhi.
10. Subba Rao, P. (2011). **Business Policy and Strategic Management: Text and Cases, 2e.**; Himalaya Publishing House Pvt. Ltd., New Delhi.