

हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय
Central University of Himachal Pradesh
School of Commerce and Management Studies

Minutes
of the
1st School Board (SB) Meeting
Of
School of Commerce and Management Studies (SCMS)



Date: October 26th, 2020, at 11.30 AM Online

Venue: Seminar Hall, Dhauladhar Parisar-I, Dharamshala, Kangra (Himachal Pradesh)

School of Commerce and Management Studies (SCMS)
Central University of Himachal Pradesh
Dhaultadhar Parisar-II, Dharamshala, Kangra (Himachal Pradesh), 176215



Central University of Himachal Pradesh School of Commerce and Management Studies

Dhauladhar-II, Dharamshala, Kangra, HP, 176215

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File No. SCMS/3-5/CUHP/SB/2019/910

Dated: 26.10.2020

Minutes of 1st Meeting of School Board

of

School of Commerce and Management Studies (SCMS) held on 26th October, 2020

The First meeting of School Board of Business and Management Studies was held online on 26th October, 2020 at 11.30 A.M through Google Meet platform (**Meeting id: <https://meet.google.com/mmo-prot-vmc>**). The meeting was chaired by Professor Mohinder Singh, Dean of the School. The following members were present in the meeting:

| S. No | Name of the Member | Designation |
|-------|---|---------------------------|
| 1. | Professor Mohinder Singh Dean, School of Commerce and Management Studies | Chairman |
| 2. | Prof. J.B Nadda Director, The Consortium for Educational Communication (CEC), I.U.A.C. | External Expert |
| 3. | Prof. Pawan Garga, Professor and Director, Institute of Management Science , HPU, Shimla | External Expert |
| 4. | Prof. Prashant Kumar Gautam Professor, University Institute of Hotel & Tourism Management, Punjab University, Chandigarh | External Expert |
| 5. | Prof. Roshan Lal Sharma Professor, School of Languages, CUHP | Vice Chancellor's Nominee |
| 6. | Prof. Sandeep Sood Professor, School of Mathematics, Computer & Information Science, CUHP | Vice Chancellor's Nominee |
| 7. | Dr. Sanjeev Gupta | Member |

| | | |
|-----|--|--------|
| | Professor & Head, HPKVBS | |
| 8. | Dr. Dipankar Sharma Professor, HPKVBS | Member |
| 9. | Dr. Chaman Lal Hon. Director, Center for Entrepreneurship and Innovation | Member |
| 10. | Dr Gitanjali Upadhaya Assistant Professor, HPKVBS | Member |

All the faculty members of the School of Commerce and Management Studies were the special invitee for this meeting.

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

Agenda Item No. - SCMS-SB-1/20-1

Regulations to conduct the School Board (SB) meeting

Regulations to conduct the School Board meeting of the School of Commerce and Management Studies were placed before the School Board for approval.

Decision: The School Board approved the regulations to conduct the meeting of the School Board with modification in clause no. 3,8,9,17 and 19 (**Annexure-I**).

Agenda Item No. - SCMS-SB-1/20-2

To place before the School Board the minutes of the 3rd School Board (SB) meeting of School of Business and Management Studies (SBMS) for approval

The minutes of the 3rd meeting of the School Board of School of Business and Management Studies (SBMS) held on 13th October, 2016 were placed before the School Board for its consideration and approval.

Decision: The School Board considered the minutes of 3rd meeting of School Board of School of Business and Management Studies (SBMS) and approved the same (**Annexure-II**).

Agenda Item No. - SCMS-SB-1/20-3

To place before the School Board the Report about the action taken on the decisions of 3rd School Board (SB) meeting of School of Business and Management Studies (SBMS)

Chairman of the School Board presented the report about the action taken on decisions of the 3rd School Board meeting of School of Business and Management Studies held on 13th October, 2016 for discussion and suggestions of the School Board.

Decision: The School Board discussed and deliberated on the report presented by the Chairman of the School Board. All the members of the School Board appreciated the efforts of the School of Commerce and Management Studies to implement the decisions taken by the School Board. Prof. J.B. Nadda suggested that the Action Taken Report (ATR) should be prepared in tabular form. The **annexure-III** was circulated and the same has been approved.

Agenda Item No. - SCMS-SB-1/20-4

To place before the School Board the minutes of the 4th Board of Studies meeting of the Department of Accounting & Finance for approval

The minutes of the 4th meeting of the Board of Studies (BoS) of the Department of Accounting and Finance held on 1st December, 2017 were placed before the School Board for its consideration and approval.

Decision: The School Board considered the minutes of 4th Board of Studies meeting of Department of Accounting and Finance and approved the same (**Annexure-IV**).

Agenda Item No. - SCMS-SB-1/20-5

To place before the School Board the minutes of the 5th Board of Studies meeting of the Department of HRM & OB for approval

The minutes of 5th meeting of the Board of Studies of the Department of HRM & OB held on 17th October, 2018 were placed before the School Board for its consideration and approval.

Decision: The School Board considered the minutes of 5th Board of Studies meeting of Department of HRM & OB and approved the same (**Annexure-V**).

Agenda Item No. - SCMS-SB-1/20-6

To place before the School Board the minutes of the 6th Board of Studies meeting of the Department of Marketing and Supply Chain Management for approval

The minutes of 6th meeting of the Board of Studies of the Department of Marketing and Supply Chain Management held on 6th August, 2018 through circulation were placed before the School Board for its consideration and approval.

Decision: The School Board considered the minutes of 6th Board of Studies meeting of Department of Marketing and Supply Chain Management and approved the same (**Annexure-VI**).

Agenda Item No. - SCMS-SB-1/20-7

To place before the School Board the minutes of the 1st Board of Studies meeting of the Department of CUHP Business School for approval

The minutes of 1st Board of Studies meeting of the Department of CUHP Business School which was held on 29th September 2020 through online mode using google meet (ID - sqj-jzeb-pfz) were placed before the School Board (SB) for consideration and approval.

Decision: The School Board considered the minutes of 1st Board of Studies meeting of Department of CUHP Business School and approved the same (**Annexure-VII**).

Agenda Item No. - SCMS-SB-1/20-8

To place before the School Board the list of the courses offered to the MBA students in the Department of CUHP Business School for approval

In accordance with the CUHP Ordinance No 4 clauses 4.b (i), the courses and course contents along with detailed list of courses offered by the Department of CUHP Business School to MBA students of 2017-19, 2018-20 and 2019-21 which was reviewed by the Board of Studies of HPKVBS were placed before the School Board for consideration and approval.

Decision: The School Board reviewed the courses and its contents offered by the Department of CUHP Business School and approved as per **annexure VIII-X**.

Agenda Item No. - SCMS-SB-1/20-9

To place before the School Board the panel of the external paper setters and evaluators for the end semester examination of the MBA programme for approval

The panel of the external paper setters and evaluators for the end semester examination of MBA programme duly approved by the Board of Studies of the Department of HPKVBS in its meeting held on 29th September, 2020 were placed before the School Board for consideration and approval.

Decision: The School Board considered the panel of paper setters and evaluators and approved as per **annexure XI**.

Agenda Item No. - SCMS-SB-1/20-10

To place the names of Research Degree (RD) scholars before the School Board for the Award of Ph. D degree

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

The list of 22 Research Degree Scholars those who have completed all the Ph.D Credits required for award of Ph.D degree in all respects and have been awarded or are to be awarded Ph.D degree was placed before the School Board for report and further recommendation to AC for the award of Ph.D degree.

Decision: The School Board considered the names of the RD Scholars who have been awarded Ph.D degree and recommended the names for the award of PhD degree to the Research Degree Students enrolled in the School of Business and Management Studies for the approval of the Academic Council as per list given below:

| Sr. No. | Roll No. | Name of the student | Name of the Supervisor | Remarks (If any) |
|--|-----------------|---------------------|--|------------------|
| 1 | CUHP11RDMGM T04 | Ms. Jatinder Kaur | Supervisor: Dr. Ashish Pareek Associate Professor, MDSU, Ajmer Co-Supervisor: Dr. Gitanjali Upadhaya Assistant Professor | Awarded |
| Topic: Evaluation of Financial and Non-Financial Parameters as Corporate Governance Indicators - A Comparative Study of Public and Private Sector Banks | | | | |
| 2 | CUHP11RDMGM T05 | Mr. Kamal Gupta | Supervisor: Dr. Gitanjali Upadhaya Assistant Professor | Awarded |
| Topic: Mutual Fund Performance: A study on Selectivity and Timing abilities of Mutual Fund Managers in India | | | | |
| 3 | CUHP11RDMGMT 07 | Mr. Puneet Sood | Supervisor: Prof. Y.S. Verma Professor | Awarded |
| Topic: An Appraisal of Employability Skills of Vocational Students: A Study of Himachal Pradesh. | | | | |
| 4 | CUHP11RDMGMT 08 | Mr. Sachin Kumar | Supervisor: Dr. Bhagwan Singh Associate Professor | Awarded |
| Topic: A Study of Green Marketing in North India. | | | | |
| 5 | CUHP11RDMGMT 09 | Mr. Sanjeev Kumar | Supervisor: Dr. Mohinder Singh Assistant Professor | Awarded |
| Topic: Impact of Corporate Governance on Corporate Financing Decisions during Crises. | | | | |
| 6 | CUHP12RDMGMT 01 | Mr. Jagdish Saini | Supervisor: Dr. Sanjeev Gupta Associate Professor | Awarded |
| Topic: An Empirical Investigation of Effect of Fundamental and Non-Fundamental Factors on Foreign Exchange | | | | |
| 7 | CUHP12RDMGMT 02 | Mr. Sachin Lal | Supervisor: Dr. Sanjeev Gupta Associate Professor | Awarded |
| Topic: Trend, Volatility & Forecasts of Exchange Rate: Indian Perspective | | | | |
| 8 | CUHP12RDMGMT 03 | Mr. Devender Kumar | Supervisor: Dr. Bhagwan Singh Associate Professor | Awarded |
| Topic: A Study of Acceptance & Diffusion of Mobile Marketing in North India | | | | |
| 9 | CUHP12RDMGMT 06 | Mr. Parveen Kumar | Supervisor: Dr. Aditi Sharma Assistant Professor | To be awarded |
| Topic: An Empirical Study of Job Stress, Job Burnout & Their Impact on Job Satisfaction Among Ayurvedic Doctors | | | | |
| 10 | CUHP12RDMGMT 07 | Mr. Rishi Kant | Supervisor: Dr. Bhagwan Singh Associate Professor Co-Supervisor: Dr. Sarvesh Kumar Assistant Professor | Awarded |
| Topic: An Empirical Study of Performance Evaluation of Indian Public Sector Banks: A Strategic Perspective | | | | |
| 11 | CUHP12RDMGMT 09 | Ms. Swati Singh | Supervisor: Dr. Manpreet Arora Assistant Professor | Awarded |
| Topic: Micro Financing Through Self Help Group Bank Linkage Programme: An Impact Assessment in Himachal Pradesh | | | | |
| 12 | CUHP12RDMGMT 11 | Mr. Himanshu Rajput | Supervisor: Prof. Y.S. Verma Professor | Awarded |
| Topic: Understanding Users' Continuance of Social Networking Sites: An | | | | |

To place before the School Board the list of Supervisors/ Co-Supervisors allotted to the Research Degree (RD) Scholars for ratification and approval

List of Supervisors / Co Supervisors allotted to the candidates registered in Research Degree (RD) Programme during the years 2014, 2015, 2017 & 2018 in the different Departments of the school as approved by the BOS of the departments, was placed before the School Board for its consideration and approval.

Decision: The School Board considered and approved the allotment of Supervisor and Co-Supervisor as per details given below:

| Sr. No. | University Roll No. | Name of the Scholar | Supervisor |
|----------------|----------------------------|----------------------------|------------------------|
| 1. | CUHP14RDMGMT04 | Mr. Vikas | Prof. Mohinder Singh |
| 2. | CUHP14RDMGMT01 | Mr. Akhil Sharma | Prof. Sanjiv Gupta |
| 3. | CUHP15RDMGMT07 | Ms. Shagun Sood | Prof. Yoginder S Verma |
| 4. | CUHP17RDMGMT01 | Ms. Jyoti | Dr. Sarvesh Kumar |
| 5. | CUHP17RDMGMT02 | Ms. Nisha Devi | Dr. Gitanjali Upadhaya |
| 6. | CUHP17RDMGMT03 | Ms. Priyanka Chadha | Dr. Gitanjali Upadhaya |
| 7. | CUHP17RDMGMT04 | Mr. Rajat Sharma | Dr. Rita Sharma |
| 8. | CUHP17RDMGMT05 | Ms. Smriti Nautiyal | Dr. Chaman Lal |
| 9. | CUHP17RDMGMT06 | Ms. Vijesh Chaudhary | Dr. Aditi Sharma |
| 10. | CUHP17RDMGMT07 | Mr. Vikrant Singh | Dr. Aditi Sharma |
| 11. | CUHP18RDMGMT01 | Ms. Anshu | Prof. Mohinder Singh |
| 12. | CUHP18RDMGMT03 | Ms. Monika | Dr. Chaman Lal |
| 13. | CUHP18RDMGMT04 | Ms. Mridul | Dr. Aditi Sharma |
| 14. | CUHP18RDMGMT08 | Ms. Samya | Dr. Ashish Nag |
| 15. | CUHP18RDMGMT09 | Ms. Shiwangi Sethi | Prof. Mohinder Singh |
| 16. | CUHP18RDMGMT10 | Ms. Sunaina Rathore | Dr. Manpreet Arora |
| 17. | CUHP18RDMGMT11 | Mr. Sunil Kumar | Dr. Manpreet Arora |
| 18. | CUHP18RDMGMT12 | Mr. Sunil Kumar | Prof. Mohinder Singh |
| 19. | CUHP18RDMGMT13 | Ms. Vaishali | Dr. Manpreet Arora |
| 20. | CUHP19RDMGMT01 | Mr. Vipul Sharma | Dr. Ashish Nag |

To place before the School Board the list of courses offered for completion of Ph.D course work for approval

List of the courses offered for completion of course work to the students enrolled in Research Degree program, in the Department of HPKV Business School duly approved by the BoS was placed before the School Board for its consideration and approval.

Decision: The School Board considered and approved the following courses for the completion of Ph.D course work:

| Course Code | Course Name | Course Credits |
|--------------------|---|-----------------------|
| MSO 602 | Research Methodology | 04 |
| MSC 604* | Research Advances in Supply Chain and Retail Management | 04 |
| MSC 607* | Advance Topics in Strategic Marketing and Management | 04 |
| HRM 601** | Research Issues in Cross Cultural Management | 04 |
| HRM 694** | Contemporary Issues in Human Resource Management | 04 |

Agenda Item No. - SCMS-SB-1/20-13

To place before the School Board the Research Advisory Committee (RAC) for approval

Research Advisory Committee (RAC) constituted to monitor the research progress of each Research Degree Scholar as per CUHP Ordinance no. 42, Clause 9 and further reviewed and approved by the Board of Studies was placed before the School Board for its consideration and approval.

Decision: The School Board considered and approved the Research Advisory Committee (RAC) as per **annexure-XII**.

Agenda Item No. - SCMS-SB-1/20-14

To place before the School Board the Ph.D synopsis for approval and confirmation of registration of Research Degree Scholars

In accordance to the CUHP Ordinance no. 42, Clause 8, PhD students who have completed Ph.D from the Department of Accounting and Finance (A&F), HRM &OB, Marketing and Supply Chain Management (M&SCM), School of Business and Management Studies, and pursuing the Ph.D from the Department of Himachal Pradesh Kendriya Vishwavidyalaya Business School, synopses of such students which are recommended by the BoS were placed before the School Board for ratification, approval and confirmation of registration.

Decision: The School Board reviewed, Considered and approved the synopsis of the Research Degree Scholars and confirms the registration in the research degree programme as per annexure-XIII.

Agenda Item No. – SCMS-SB-1/20-15

To place before the School Board the proposal for consideration to start PG and RD program in the Department of Commerce, SCMS

Considering the repeated requests from public and commerce graduate students across the state and nearby states, a proposal was placed before the School Board for consideration and further recommendation to make Commerce department of School of Commerce and Management Studies functional and start the Post Graduate and Research Degree Programme under this department.

Decision: The School Board considered the proposal to start Post Graduate and Research Degree Programmes under the Department of Commerce and recommended the same to the Academic Council.

Agenda Item No. – SCMS-SB-1/20-16

To place before the School Board the proposal for consideration to register the Commerce and Management Society in the School

To provide a platform for the students to showcase their organizational skills and to apply their classroom learning in the practical world, a proposal was placed before the School Board regarding registration of Commerce and Management Society.

Decision: The School Board discussed the proposal and suggested that the same should be brought in the next meeting with detail by laws of the society.

Agenda Item No. – SCMS-SB-1/20-17

To discuss various points for improving the quality of education in PG and RD program in the department of CUHP Business School

To improve the quality of teaching learning in Post Graduate and Research Degree programmes of the CUHP Business School, discussion was held on the various issues.

Decision: The School Board deliberated upon the issues and following suggestions were made:

- a. The School should promote inter disciplinary approach and may offer courses under SWAYAM to enhance the reach of the School.
- b. The School Board deliberated upon the admission process of MBA program and decided that the present admission process should continue in the upcoming academic session.

The meeting ended with a vote of thanks to the Chair.

— Sd —

Prof. J.B. Nadda
(External Expert)

online approval

— Sd —

Prof. Pawan Garg
(External Expert)

online statement


— Sd —

Prof. Prashant Kumar Gautam
(External Expert)

online statement



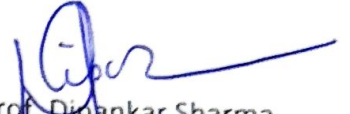
Prof. R.L. Sharma
(VC Nominee)



Prof. Sandeep Sood
(VC Nominee)



Prof. Sanjeev Gupta
(Member)



Prof. Dipankar Sharma
(Member)



Dr. Chaman Lal
(Member)



Dr. Gitanjali Upadhaya
(Member)



Prof. Mohinder Singh
Chairman and Dean

School of Commerce and Management Studies (SCMS)

Compose

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 Categories

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Updates

Meet

New meeting

My meetings

Hangouts

 Dean +

 Respected OB members, please provide your commi



Prashant Gautam

to me

Dear sir

Please find this mail as my approval for the minutes.

Best Regards

Prashant Gautam



Dean SCMS

to Prashant

Thanks a lot.

Prof. (Dr.) Mohinder Singh

Professor and Dean,

School of Commerce and Management Studies

Dhauladhar Parisar-II, Central University of Himachal Pradesh

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हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय
Central University of Himachal Pradesh
School of Commerce and Management Studies

Agenda
For the
1st School Board (SB) Meeting
Of
School of Commerce and Management Studies (SCMS)



Date: October 26th, 2020-10-20 at 11.30 AM

Venue: Seminar Hall, Dhauladhar Parisar-I, Dharamshala, Kangra (Himachal Pradesh)

School of Commerce and Management Studies (SCMS)
Central University of Himachal Pradesh
Dhaultadhar Parisar-II, Dharamshala, Kangra (Himachal Pradesh), 176215



Central University of Himachal Pradesh

School of Commerce and Management Studies

Dhauladhar-II, Dharamshala, Kangra, HP, 176215

<http://cuhimachal.ac.in>, Email: dean_scms@hpcu.ac.in Fax : 01892-229331

File No. SCMS/3-5/CUHP/SB/2019.....

Dated.....

Agenda for the 1st School Board (SB) Meeting School of Commerce and Management Studies (SCMS)

Agenda for the 1st School Board (SB) Meeting of School of Commerce and Management Studies(SCMS), Central University of Himachal Pradesh, to be held on October 26th, 2020 (Monday) at 11.30 AM, at Seminar Hall, Dhauladhar Parisar-I, Central University of Himachal Pradesh, Dharamshala. The 1st School Board (SB) Meeting shall have the following agendas:

| Index of Agenda Items | | |
|-----------------------|---|-----------|
| Agenda Item No. | Items | Annexure |
| | Agenda of the meeting | |
| | Welcome of all the members by the Chairman | |
| | Introduction of the School Board members | |
| SCMS-SB-1/20-1 | To place before the School Board the regulation for the conduct of the School Board (SB) meeting of School of Commerce and Management Studies(SCMS) for approval | I |
| SCMS-SB-1/20-2 | To place before the School Board the minutes of the 3rd School Board (SB) meeting of School of Business and Management Studies (SBMS) held on 13th October, 2016 for the approval of the School Board. | II |
| SCMS-SB-1/20-3 | To place before the School Board the Report about the action taken on the decisions of its 3rd School Board (SB) meeting of School of Business and Management Studies (SBMS) held on 13th October, 2016 | |
| SCMS-SB-1/20-4 | To place before the School Board the minutes of the 4th Board of Studies meeting of the Department of Accounting & Finance held on December 1st, 2017 | III |
| SCMS-SB-1/20--5 | To place before the School Board the minutes of the 5th meeting of the Board of Studies of the Department of HRM & OB held on 17th October, 2018 | IV |
| SCMS-SB-1/20--6 | To place before the School Board the minutes of the 6th meeting of the Board of Studies of the Department of Marketing & Supply Chain Management held on 6th August, 2018 | V |
| SCMS-SB-1/20--7 | To place before the School Board the minutes of the first Board of Studies (BoS) meeting of the Department of CUHP Business School | VI |
| SCMS-SB-1/20-8 | To place before the School Board the course baskets offered to the MBA | VII to IX |

| | | |
|------------------|--|-----------|
| | students in the Department of HPKV Business School to the Batch 2018-20, 2020- 21 and Master Course List. | |
| SCMS-SB-1/20-9 | To place before the School Board the panel of external paper setters and evaluators for the end semester examinations of the MBA students. | X |
| SCMS-SB-1/20-10 | To place before the School Board for the Award of Ph. D degree of the Research Degree (RD) scholars who have completed all Credits required for Ph. D in all respects in the Department of A&F/HRM&OB/Marketing & SCM/ CUHP Business School. | |
| SCMS-SB-1/20--11 | To place before the School Board the allotment of Supervisors / Co Supervisors to the candidates registered in Research Degree (RD) Programme during the years 2017 & 2018 in the Department of HPKV Business School for ratification and approval. | |
| SCMS-SB-1/20-12 | To place before the School Board the list of the courses offered for completion of course work to the students enrolled for Research Degree program, in the department of CUHP Business School. | |
| SCMS-SB-1/20-13 | To place before the School Board, the duly approved Research Advisory Committees (RAC) constituted for the students enrolled for Research Degree program, in the department of HPKV Business School, for its consideration and approval. | |
| SCMS-SB-1/20-14 | To place before the School Board, the duly approved Ph.D. Synopsis of the students enrolled for Research Degree program, in the department of Accounting & Finance/HRM&OB/Marketing and Supply Chain/ CUHP Business School, for ratification, approval and confirmation of registration. | XI-XXXIII |
| SCMS-SB-1/20-15 | To place before the School Board the proposal for consideration to start PG and RD program in the Department of Commerce, SCMS. | |
| SCMS-SB-1/20-16 | To place before the School Board the proposal for consideration to constitute the Commerce and Management Society in the School. | |
| SCMS-SB-1/20-17 | To discuss various points for improving the quality of education in PG and RD program in the department of CUHP Business School | |
| | Any other item with permission of the Chair | |

| Members of the School Board of School of Commerce and Management Studies (SCMS) | | |
|--|---|-----------------|
| Ex-Officio Members | | |
| | 1. Prof. Mohinder Singh (Dean of the School) | Chairman |
| | 2. Prof. Sanjiv Gupta , Head, CUHP Business School | Member |
| | 3. Prof. Dipankar Sharma , CUHP Business School | Member |
| | 4. Dr. Chaman Lal (Hon. Directors Centers for E&I) | Member |
| One Associate Professor from each Department / Centre in the School | | |
| | 5. Vacant (but being Dr. Bhagwan Singh is on Lien, has been invited) | Member |
| One Assistant Professor from each Department/Centre in the School | | |
| | 6. Dr Gitanjali Upadhaya , CUHP Business School | Member |
| Subject Experts | | |
| | 7. Prof. J.B Nadda Director, The Consortium for Educational Communication (CEC) I.U.A.C. Campus, Aruna Asaf Ali Marg, New Delhi – 110 067 | Member |
| | 8. Prof. Pawan Garga , Professor and Director, Institute of Management Science , Himachal Pradesh University, Shimla | Member |
| | 9. Prof. Prashant Kumar Gautam Professor, University Institute of Hotel & Tourism Management, Punjab University, Chandigarh | Member |
| Professors (Nominated by the Hon'ble Vice-Chancellor) | | |
| | 10. Prof. Roshan Lal Sharma | Member |
| | 11. Prof. Sandeep Sood | Member |

1. Agenda Item No.SCMS-SB-1/20-1

To place before the School Board the regulation for the conduct of the School Board (SB) meeting of School of Commerce and Management Studies(SCMS)

As required by *Ordinance 22 Clause 9*, the proposed regulations for the conduct of the meeting of the School Board (SB), School of Commerce and Management Studies (SCMS) are being placed before the School Board members for its consideration and approval(***Annexure-I***)

2. Agenda Item No.SCMS-SB-1/20-2

To place before the School Board the minutes of the 3rd School Board (SB) meeting of School of Business and Management Studies (SBMS) held on 13th October, 2016 for the approval of the School Board.

The 3rd School Board (SB) meeting of School of Business and Management Studies (SBMS) was held on 13th October 2016 at 11.00 (AM) at TAB Shahpur under the Chairmanship of Prof. Yoginder Singh Verma, Dean of the School, the minutes of the meeting are being placed before the School Board (SB) for review & formal confirmation (***Annexure-II***).

3. Agenda Item No.SCMS-SB-1/20-3

To place before the School Board the Report about the action taken on the decisions of its 3rd School Board (SB) meeting of School of Business and Management Studies (SBMS) held on 13th October, 2016

4. Agenda Item No.SCMS-SB-1/20-4

To place before the School Board the minutes of the 4th Board of Studies meeting of the Department of Accounting & Finance held on December 1st, 2017

The 4th Board of Studies meeting of the Department of Accounting & Finance held on December 1st, 2017 at 11.00 (AM) at TAB Shahpur under the Chairmanship of Prof. Sanjiv Gupta, Head of the Department, the minutes of the meeting are being placed before the School Board (SB) for review & formal confirmation in ***Annexure-III***.

5. Agenda Item No.SCMS-SB-1/20-5

To place before the School Board the minutes of the 5th meeting of the Board of Studies of the Department of HRM & OB held on 17th October, 2018

The 5th BoS meeting of the Board of Studies of the Department HRM & OB was held on 17th October, 2018 under the Chairmanship of Prof. Sanjiv Gupta, Head of the Department, the minutes of the meeting are being placed before the School Board (SB) for review & formal confirmation in *Annexure-IV*.

6. Agenda Item No.SCMS-SB-1/20-6

To place before the School Board the minutes of the 6th meeting of the Board of Studies of the Department of Marketing & Supply Chain Management held on 6th August, 2018

The 6th BoS meeting of the Board of Studies of the Department Marketing & Supply Chain Management was held on 6th August, 2018 by circulation under the Chairmanship of Dr. Bhagwan Singh, Head of the Department, the minutes of the meeting are being placed before the School Board (SB) for review & formal confirmation in *Annexure-V*.

7. Agenda Item No.SCMS-SB-1/20-7

To place before the School Board the minutes of the first Board of Studies (BoS) meeting of the Department of HPKV Business School

The 1st Board of Studies meeting of the Department HPKV Business School was held on 29th September 2020 through online mode using google meet (ID – sqj-jzeb-pfz) under the Chairmanship of Prof. Sanjiv Gupta, Head of the Department, the minutes of the meeting are being placed before the School Board (SB) for review & formal confirmation in *Annexure-VI*.

8. Agenda Item No.SCMS-SB-1/20-8

To place before the School Board the course baskets offered to the MBA students in the Department of HPKV Business School to the Batch 2017-19, 2018-20, 2020- 21 and master course list.

As required by CUHP Ordinance No 4 clauses 4.b (i), the Course Contents offered to the MBA students, for the batch 2017-19, 2018-20 and 2020-21 approved by the BoS, Department of CUHP Business School, are placed before the School Board for its consideration and approval (*Annexure-VII, VIII & IX*)

9. Agenda Item No.SCMS-SB-1/20-9

To place before the School Board the panel of external paper setters and evaluators for the end semester examinations of the MBA students.

As required by CUHP Ordinance No: 4 clause 4.b (i), the question papers for End-Semester examination of each course shall be set and evaluated by the external examiner. The list of external paper setters/ evaluators approved by the BoS, Department CUHP Business School, is placed before the School Board for its consideration and approval (Annexure-X)

10. Agenda Item No.SCMS-SB-1/20-10

To place before the School Board for the Award of Ph. D degree of the Research Degree (RD) scholars who have completed all Credits required for Ph. D in all respects in the Department of A&F/HRM&OB/Marketing &SCM/ CUHP Business School.

As per norms of Ordinance No. 22(3 (i) the School Board recommends the award of PhD Degree to Academic Council (AC) in favour of the Research Degree (RD) Scholars. Further, in second School Board meeting of School of Business and Management Studies (SBMS), Dean of the School was authorised to recommend the award of PhD to Academic Council. Hence, the Research Degree Scholars those who have completed all the PhD Credits required for award of PhD degree in all respects and have been awarded or are to be awarded PhD degree, the list of 22 RD Scholars given below is placed before the School Board for report and further recommendation to AC for the award of PhD degree.

| Sr. No. | Roll No. | Name of the student | Name of the Supervisor | Remarks (If any) |
|--|----------------|---------------------|---|------------------|
| 1 | CUHP11RDMGMT04 | Ms. Jatinder Kaur | Supervisor: Dr. Ashish Pareek Associate Professor, MDSU, Ajmer Co-Supervisor: Dr. Gitanjali Upadhaya Assistant Professor | Awarded |
| Topic: Evaluation of Financial and Non-Financial Parameters as Corporate Governance Indicators – A Comparative Study of Public and Private Sector Banks | | | | |
| 2 | CUHP11RDMGMT05 | Mr. Kamal Gupta | Supervisor: Dr. Gitanjali Upadhaya Assistant Professor | Awarded |
| Topic: Mutual Fund Performance: A study on Selectivity and Timing abilities of Mutual Fund Managers in India | | | | |
| 3 | CUHP11RDMGMT07 | Mr. Puneet Sood | Supervisor: Prof. Y.S. Verma Professor | Awarded |
| Topic: An Appraisal of Employability Skills of Vocational Students: A Study of Himachal Pradesh. | | | | |
| 4 | CUHP11RDMGMT08 | Mr. Sachin Kumar | Supervisor: Dr. Bhagwan Singh Associate Professor | Awarded |
| Topic: A Study of Green Marketing in North India. | | | | |
| 5 | CUHP11RDMGMT09 | Mr. Sanjeev Kumar | Supervisor: Dr. Mohinder Singh Assistant Professor | Awarded |
| Topic: Impact of Corporate Governance on Corporate Financing Decisions during Crises. | | | | |
| 6 | CUHP12RDMGMT01 | Mr. Jagdish Saini | Supervisor: Dr. Sanjeev Gupta Associate Professor | Awarded |
| Topic: An Empirical Investigation of Effect of Fundamental and Non-Fundamental Factors on Foreign Exchange | | | | |
| 7 | CUHP12RDMGMT02 | Mr. Sachin Lal | Supervisor: Dr. Sanjeev Gupta Associate Professor | Awarded |
| Topic: Trend, Volatility & Forecasts of Exchange Rate: Indian Perspective | | | | |
| 8 | CUHP12RDMGMT03 | Mr. Devender Kumar | Supervisor: Dr. Bhagwan Singh Associate Professor | Awarded |
| Topic: A Study of Acceptance & Diffusion of Mobile Marketing in North India | | | | |
| 9 | CUHP12RDMGMT06 | Mr. Parveen Kumar | Supervisor: Dr. Aditi Sharma Assistant Professor | To be awarded |
| Topic: An Empirical Study of Job Stress, Job Burnout & Their Impact on Job Satisfaction Among Ayurvedic Doctors | | | | |
| 10 | CUHP12RDMGMT07 | Mr. Rishi Kant | Supervisor: Dr. Bhagwan Singh Associate Professor Co-Supervisor: Dr. Sarvesh Kumar Assistant Professor | Awarded |
| Topic: An Empirical Study of Performance Evaluation of Indian Public Sector Banks: A Strategic Perspective | | | | |
| 11 | CUHP12RDMGMT09 | Ms. Swati Singh | Supervisor: Dr. Manpreet Arora Assistant Professor | Awarded |

| | | | | |
|---|----------------|--------------------|---|---------------|
| Topic: Micro Financing Through Self Help Group Bank Linkage Programme: An Impact Assessment in Himachal Pradesh | | | | |
| 12 | CUHP12RDMGMT11 | Mr.Himanshu Rajput | Supervisor: Prof. Y.S. Verma Professor | Awarded |
| Topic: Understanding Users' Continuance of Social Networking Sites: An Integrated Social- Psychological Study | | | | |
| 13 | CUHP13RDMGMT01 | Mr. Abdul Rishad | Supervisor: Dr. Sanjeev Gupta Professor | To be awarded |
| Topic: Currency Risk Management: A Comparative Study of BRICS Countries | | | | |
| 14 | CUHP13RDMGMT02 | Mr. Bhushan Singh | Supervisor: Dr. Mohinder Singh Assistant Professor | Awarded |
| Topic: Financial Literacy and Investment Behaviour of Schedule Tribe: A Study of Himachal Pradesh | | | | |
| 15 | CUHP13RDMGMT05 | Ms. Svati Kumari | Supervisor: Dr. Ashish Nag Assistant Professor | Awarded |
| Topic: Impact of Financial Inclusion on Rural Development: A study of Northern India | | | | |
| 16 | CUHP13RDMGMT06 | Mr. Sandeep Singh | Supervisor: Dr. Ashish Nag Assistant Professor | Awarded |
| Topic: Determinants of Portfolio Management Strategies: An Analysis of Individual Investor's Behaviour | | | | |
| 17 | CUHP13RDMGMT08 | Mr. Sreenu Telu | Supervisor: Prof. Y.S. Verma Professor | To be awarded |
| Topic: Human Values, Subjective Wellbeing and Employee Engagement: A Study of University Teachers | | | | |
| 18 | CUHP13RDMGMT12 | Mr. Sunil Kumar | Supervisor: Dr.Gitanjali Upadhaya Assistant Professor | Awarded |
| Topic: Relationship Between Servant Leadership and Work-Family Enrichment: Understanding the Mediation Role of Organisational Culture | | | | |
| 19 | CUHP13RDMGMT13 | Mr. Deepak Jaiswal | Supervisor: Dr. Bhagwan Singh Associate Professor | Awarded |
| Topic: Role of Green Marketing & Its Impact on Consumer Buying Behaviour for Eco Friendly Products | | | | |
| 20 | CUHP13RDMGMT14 | Mr. Nitish Arora | Supervisor: Dr. Sarvesh Kumar Assistant Professor | Awarded |
| Topic: A Study of Changing Paradigm in the Rural Retail Sector in Himachal Pradesh | | | | |
| 21 | CUHP13RDMGMT16 | Ms. Alka Lalhall | Supervisor: Dr. Bhawna Bhardwaj Assistant Professor | Awarded |
| Topic: Role of Career Self Efficacy and Organisational Climate in Career Advancement of Women: A Comparative Study of Public and Private Sector Bank | | | | |
| 22 | CUHP14RDMGMT01 | Mr. Akhil Sharma | Supervisor: Dr. Sanjeev Gupta Professor | To be Awarded |
| Topic: Dynamics of Crude Oil Prices and Exchange Rate: An Empirical Evidence from Indian Perspective | | | | |

11. Agenda Item No.SCMS-SB-1/20-11

To place before the School Board the allotment of Supervisors / Co Supervisors to the candidates registered in Research Degree (RD) Programme during the years 2017 & 2018 in the Department of HPKV Business School for ratification and approval.

The School of Business and Management Studies runs PhD programme in various branches of management in accordance with Central University of Himachal Pradesh Ordinance No 42. It admitted 20 students during the years 2014, 2015, 2017 & 2018 in different areas of management. The Board of Studies of the respective departments (i.e. of A&F, M&SCM, HRM&OB/ Department of CUHP Business School) in their respective meetings approved supervisors and co-supervisors. As required by CUHP Ordinance No-22, clause 3 (i), the list Supervisors / Co Supervisors allotted to the candidates registered in Research Degree (RD) Programme during the years 2014, 2015, 2017 & 2018 in the Departments under the school as approved by the BOS of the departments, is placed before the School Board for its consideration and approval.

| Sr. No. | University Roll No. | Name of the Scholar | Supervisor |
|----------------|----------------------------|----------------------------|------------------------|
| 1. | CUHP14RDMGMT04 | Mr. Vikas | Prof. Mohinder Singh |
| 2. | CUHP14RDMGMT01 | Mr. Akhil Sharma | Prof. Sanjiv Gupta |
| 3. | CUHP15RDMGMT07 | Ms. Shagun Sood | Prof. Yoginder S Verma |
| 4. | CUHP17RDMGMT01 | Ms. Jyoti | Dr. Sarvesh Kumar |
| 5. | CUHP17RDMGMT02 | Ms. Nisha Devi | Dr. Gitanjali Upadhaya |
| 6. | CUHP17RDMGMT03 | Ms. Priyanka Chadha | Dr. Gitanjali Upadhaya |
| 7. | CUHP17RDMGMT04 | Mr. Rajat Sharma | Dr. Rita Sharma |
| 8. | CUHP17RDMGMT05 | Ms. Smriti Nautiyal | Dr. Chaman Lal |
| 9. | CUHP17RDMGMT06 | Ms. Vijesh Chaudhary | Dr. Aditi Sharma |
| 10. | CUHP17RDMGMT07 | Mr. Vikrant Singh | Dr. Aditi Sharma |
| 11. | CUHP18RDMGMT01 | Ms. Anshu | Prof. Mohinder Singh |
| 12. | CUHP18RDMGMT03 | Ms. Monika | Dr. ChamanLal |
| 13. | CUHP18RDMGMT04 | Ms. Mridul | Dr. Aditi Sharma |
| 14. | CUHP18RDMGMT08 | Ms. Samya | Dr. Ashish Nag |
| 15. | CUHP18RDMGMT09 | Ms. Shiwangi Sethi | Prof. Mohinder Singh |
| 16. | CUHP18RDMGMT10 | Ms. Sunaina Rathore | Dr. Manpreet Arora |
| 17. | CUHP18RDMGMT11 | Mr. Sunil Kumar | Dr. Manpreet Arora |
| 18. | CUHP18RDMGMT12 | Mr. Sunil Kumar | Prof. Mohinder Singh |
| 19. | CUHP18RDMGMT13 | Ms. Vaishali | Dr. Manpreet Arora |
| 20. | CUHP19RDMGMT01 | Mr. Vipul Sharma | Dr. Ashish Nag |

12. Agenda Item No.SCMS-SB-1/20-12

To place before the School Board the list of the courses offered for completion of course work to the students enrolled for Research Degree program, in the department of CUHP Business School

As per CUHP Ordinance no. 42, Clause 7, list of the courses offered for completion of course work to the students enrolled for Research Degree program, in the department of CUHP Business School duly approved by the BoS is placed before the School Board for its consideration and approval.

| Course Code | Course Name | Course Credits |
|-------------|---|----------------|
| MSO 602 | Research Methodology | 04 |
| MSC 604* | Research Advances in Supply Chain and Retail Management | 04 |
| MSC 607* | Advance Topics in Strategic Marketing and Management | 04 |
| HRM 601** | Research Issues in Cross Cultural Management | 04 |
| HRM 694** | Contemporary Issues in Human Resource Management | 04 |

13. Agenda Item No.SCMS-SB-1/20-13

To place before the School Board, the duly approved Research Advisory Committees (RAC) constituted for the students enrolled for Research Degree program, in the department of CUHP Business School, for its consideration and approval.

As per CUHP Ordinance no. 42, Clause 9, the Research Advisory Committees (RAC) for the students enrolled for Research Degree program, in the department of CUHP Business School has been constituted and recommended by the Board of Studies to School Board for approval. The details of the Research Advisory Committees constituted for each PhD student enrolled in the department are placed before the School Board for its consideration and approval.

| Sl. No. | Name of the RD Student | Enrolment Number | Research Advisory Committee |
|---------|------------------------|------------------|---|
| 1 | Ms. Jyoti | CUHP17RDMGMT01 | Prof. Sanjeev Gupta, (Chairman) Dr. Sarvesh Kumar (Convener) Dr. Chaman Lal, (Subject Expert) |
| 2 | Ms. Nisha Devi | CUHP17RDMGMT02 | Prof. Sanjeev Gupta, (Chairman) Dr. Gitanjali Upadhaya(Convener) Dr. Aditi Sharma, (Subject Expert) |
| 3 | Ms. Priyanka Chadha | CUHP17RDMGMT03 | Prof. Sanjeev Gupta, (Chairman) Dr. Gitanjali Upadhaya(Convener) Dr. Rita Devi, (Subject Expert) |
| 4 | Mr. Rajat | CUHP17RDMGMT04 | Prof. Sanjeev Gupta, (Chairman) |

| | | | |
|----|----------------------|----------------|--|
| | Sharma | | Dr. Rita Devi (Convener) Dr. Aditi Sharma, (Subject Expert) |
| 5 | Ms. Smriti Nautiyal | CUHP17RDMGMT05 | Prof. Sanjeev Gupta, (Chairman) Dr. Chaman Lal (Convener) Dr. Dr. Sarvesh Kumar, (Subject Expert) |
| 6 | Ms. Vijesh Chaudhary | CUHP17RDMGMT06 | Prof. Sanjeev Gupta, (Chairman) Dr. Aditi Sharma (Convener) Dr. Rita Devi, (Subject Expert) |
| 7 | Mr. Vikrant Singh | CUHP17RDMGMT07 | Prof. Sanjeev Gupta, (Chairman) Dr. Aditi Sharma (Convener) Dr. Gitanjali Upadhaya, (Subject Expert) |
| 8 | Ms. Anshu | CUHP18RDMGMT01 | Prof. Sanjeev Gupta, (Chairman) Dr. Mohinder Singh (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 9 | Ms. Monika | CUHP18RDMGMT03 | Prof. Sanjeev Gupta, (Chairman) Dr. Dr. Chaman Lal (Convener) Prof. Mohinder Singh, (Subject Expert) |
| 10 | Ms. Mridul | CUHP18RDMGMT04 | Dr. Sanjeev Gupta, (Chairman) Dr. Aditi Sharma (Convener) Dr. Gitanjali Upadhaya, (Subject Expert) |
| 11 | Ms. Samya | CUHP18RDMGMT08 | Prof. Sanjeev Gupta, (Chairman) Dr. Ashish Nag (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 12 | Ms. ShiwangiSethi | CUHP18RDMGMT09 | Prof. Sanjeev Gupta, (Chairman) Prof. (Dr.) Mohinder Singh (Convener) Dr. Ashish Nag, (Subject Expert) |
| 13 | Ms. Sunaina Rathore | CUHP18RDMGMT10 | Prof. Sanjeev Gupta, (Chairman) Dr. Manpreet Arora (Convener) Dr. Chaman Lal, (Subject Expert) |
| 14 | Mr. Sunil Kumar | CUHP18RDMGMT11 | Prof. Sanjeev Gupta, (Chairman) Dr. Manpreet Arora (Convener) Prof. Mohinder Singh (Subject Expert) |
| 15 | Mr. Sunil Kumar | CUHP18RDMGMT12 | Prof. Sanjeev Gupta, (Chairman) Prof. Mohinder Singh (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 16 | Ms. Vaishali Dhiman | CUHP18RDMGMT13 | Prof. Sanjeev Gupta, (Chairman) Dr. Manpreet Arora (Convener) Dr. Chaman Lal, (Subject Expert) |

14. Agenda Item No.SCMS-SB-1/20-14

To place before the School Board, the duly approved Ph.D. Synopsis of the students enrolled for Research Degree program, in the department of Accounting & Finance/HRM&OB/Marketing and Supply Chain/ CUHP Business School, for its ratification, approval and confirmation of registration.

The School of Commerce and Management Studies offers Ph.D programme in various branches

of management in accordance with UGC guidelines. In accordance to the CUHP Ordinance no. 42, Clause 8, PhD students enrolled in the Department of Accounting and Finance (A&F), HRM &OB, Marketing and Supply Chain Management (M&SCM), School of Business and Management Studies, Department of Himachal Pradesh Kendriya Vishwavidyalaya Business School have presented their synopses before the Research Progress Monitoring Committee (RPMC)/ Research Advisory Committee (RAC) in an open seminar. Following Synopses of the Research Scholars those who have completed and pursuing PhD programme were placed before the Board of Studies (BoS) of their respective departments for review and further recommendation. The BoS reviewed and considered the synopses and advanced certain suggestions. After incorporating the suggestions of the BoS, the synopses of 26 PhD students are placed before the School Board for ratification, approval and confirmation of registration as per the details given below:

| Sr. No. | Roll No. | Name of the student | Name of the Supervisor | Remarks (If any) |
|--|----------------|---------------------|---|--------------------------------|
| 1 | CUHP13RDMGMT01 | Mr. Abdul Rishad | Dr. Sanjeev Gupta Professor | To Report and For Ratification |
| Topic: Currency Risk Management: A Comparative Study of BRICS Countries | | | | |
| 2 | CUHP13RDMGMT02 | Mr. Bhushan Singh | Dr. Mohinder Singh Professor | To Report and For Ratification |
| Topic: Financial Literacy and Investment Behaviour of Schedule Tribe: A Study of Himachal Pradesh | | | | |
| 3 | CUHP13RDMGMT05 | Ms. Svati Kumari | Dr. Ashish Nag Assistant Professor | To Report and For Ratification |
| Topic: Impact of Financial Inclusion on Rural Development: A study of Northern India | | | | |
| 4 | CUHP13RDMGMT06 | Mr. Sandeep Singh | Dr. Ashish Nag Assistant Professor | To Report and For Ratification |
| Topic: Determinants of Portfolio Management Strategies: An Analysis of Individual Investor's Behaviour | | | | |
| 5 | CUHP13RDMGMT08 | Mr. Sreenu Telu | Prof. Y.S. Verma Professor | To Report and For Ratification |
| Topic: Human Values, Subjective Wellbeing and Employee Engagement: A Study of University Teachers | | | | |
| 6 | CUHP13RDMGMT12 | Mr. Sunil Kumar | Supervisor: Dr.Gitanjali Upadhaya Assistant Professor | To Report and For Ratification |
| Topic: Relationship Between Servant Leadership and Work-Family Enrichment: Understanding the Mediation Role of Organisational Culture | | | | |
| 7 | CUHP13RDMGMT13 | Mr. Deepak Jaiswal | Supervisor: Dr. Bhagwan Singh Associate Professor | To Report and For Ratification |
| Topic: Role of Green Marketing & Its Impact on Consumer Buying Behaviour for Eco Friendly Products | | | | |
| 8 | CUHP13RDMGMT14 | Mr. Nitish Arora | Supervisor: Dr. Sarvesh Kumar Assistant Professor | To Report and For Ratification |

| | | | | |
|---|----------------|-----------------------|--|--------------------------------|
| Topic: A Study of Changing Paradigm in the Rural Retail Sector in Himachal Pradesh | | | | |
| 9 | CUHP13RDMGMT16 | Ms. Alka Lalhall | Supervisor: Dr. Bhawna Bhardwaj Assistant Professor | To Report and For Ratification |
| Topic: Role of Career Self Efficacy and Organisational Climate in Career Advancement of Women: A Comparative Study of Public and Private Sector Bank | | | | |
| 10 | CUHP14RDMGMT01 | Mr. Akhil Sharma | Supervisor: Dr. Sanjeev Gupta Professor | To Report and For Ratification |
| Topic: Dynamics of Crude Oil Prices and Exchange Rate: An Empirical Evidence from Indian Perspective | | | | |
| 11 | CUHP14RDMGMT03 | Mr. Vikas Kumar Tyagi | Supervisor: Dr. Sarvesh Kumar Assistant Professor | To Report and For Ratification |
| Topic: A Study of Consumer's Attitude, Expectations and Motivation Towards Online Retail Services | | | | |
| 12 | CUHP15RDMGMT03 | Mr. Kamlesh Kumar | Supervisor: Dr. Bhagwan Singh Associate Professor | To Report and For Ratification |
| Topic: Marketing Strategies for Online Education in Bihar | | | | |
| 13 | CUHP14RDMGMT04 | Mr. Vikas | Supervisor: Dr. Mohinder Singh, Professor, | For Approval |
| Topic: Determinants of Electronic Payment Adoption in Himachal Pradesh: Consumers' Perspectives | | | | |
| 14 | CUHP15RDMGMT05 | Mr. Pradeep Kumar | Supervisor: Dr. Sanjeev Gupta, Professor, | For Approval |
| Topic: A Study of the Determinants of Adoption and Intention to Continue Use of Non-residential Rooftop Solar Photovoltaic System | | | | |
| 15 | CUHP15RDMGMT06 | Mr. Ravi Kumar | Supervisor: Dr. Rita Devi, Assistant Professor, | For Approval |
| Topic: A Study of Organizational Culture and Knowledge Sharing Behaviour in Universities in North India | | | | |
| 16 | CUHP15RDMGMT07 | Ms. Shagun Sood | Supervisor: Prof. Y.S. Verma, Professor, | For Approval |
| Topic: e-Human Resource Management Practices and Organisational Effectiveness in Banking Sector of Himachal Pradesh | | | | |
| 17 | CUHP17RDMGMT01 | Ms. Jyoti | Supervisor: Dr. Sarvesh Kumar, Assistant Professor, | For Approval |
| Topic: An Exploratory Study of Consumer Behaviour towards Herbal Products in the light of 'Herbal' as a Unique Selling Proposition in Himachal Pradesh | | | | |
| 18 | CUHP17RDMGMT02 | Ms. Nisha Devi | Supervisor: Dr. Gitanjali Upadhaya, Assistant Professor, | For Approval |
| Topic: Entrepreneurial Competencies and Performance of Micro and Small Enterprises: An Empirical Study of MSMEs in Himachal Pradesh | | | | |
| 19 | CUHP17RDMGMT03 | Ms. Priyanka Chadha | Supervisor: Dr. Gitanjali Upadhaya, Assistant Professor, | For Approval |
| Topic: Entrepreneurial Intention, Personality Traits and Self-Efficacy: A Study on Business Students of Himachal Pradesh | | | | |
| 20 | CUHP17RDMGMT04 | Mr. Rajat Sharma | Supervisor: Dr. Rita Devi, Assistant Professor, | For Approval |
| Topic: Emotional Intelligence, Job Stress and Self-Efficacy: A Study Among Faculty Members of Medical | | | | |

| Institutions | | | | |
|--|----------------|----------------------|---|--------------|
| 21 | CUHP17RDMGMT05 | Ms. Smriti Nautiyal | Supervisor: Dr. Chaman Lal, Assistant Professor, | For Approval |
| Topic: Antecedents of Purchase Behaviour towards Organic Products: An Empirical Study in North India | | | | |
| 22 | CUHP17RDMGMT06 | Ms. Vijesh Chaudhary | Supervisor: Dr. Aditi Sharma, Assistant Professor, | For Approval |
| Topic: Workforce Diversity and Employee Engagement in Dual Career Couples: Exploring the Moderating Role of Work Family Conflict and Employee Wellbeing | | | | |
| 23 | CUHP17RDMGMT07 | Mr. Vikrant Singh | Supervisor: Dr. Aditi Sharma, Assistant Professor, | For Approval |
| Topic: Organisational Climate and Workplace Innovation of Startups in North India | | | | |
| 24 | CUHP18RDMGMT10 | Ms. Sunaina Rathore | Supervisor: Dr. Manpreet Arora, Assistant Professor, | For Approval |
| Topic: An Analysis of global reporting initiatives(GRI) reporting framework practices in select Indian Companies | | | | |
| 25 | CUHP18RDMGMT11 | Mr. Sunil Kumar | Supervisor: Dr. Manpreet Arora, Assistant Professor, | For Approval |
| Topic: A study of investment behaviour of investors in North India | | | | |
| 26 | CUHP18RDMGMT12 | Mr. Sunil Kumar | Supervisor: Dr. Mohinder Singh, Professor, | For Approval |
| Topic: Performance Evaluation of Mutual Funds in India: Risk Adjusted Performance, Persistence and Forecasting Ability | | | | |

15. Agenda Item No.SCMS-SB-1/20-15

To place before the School Board the proposal for consideration to start PG and RD program in the Department of Commerce, SCMS.

The School of Business and Management Studies (SBMS) has been renamed as School of Commerce and Management Studies (SCMS) and a separate Commerce department has been created in the school. School is receiving repeated request from public and commerce graduate students to start Post Graduate and Research Degree programs in Commerce. Most of the degree colleges in the region are offering B.Com and almost more than three thousands students are passing B.Com every year. These students will be benefited if CUHP starts Post Graduate and Research Degree programs in Commerce in its Campus.

Considering this, a proposal has been submitted for the School Board for consideration and

recommendation to Academic Council to start following courses in the Department of Commerce;

1. Master of Commerce (M.Com)
2. PhD in Commerce

16. Agenda Item No.SCMS-SB-1/20-16

To place before the School Board the proposal for consideration to register the Commerce and Management Society in the School

To provide a platform for the students for holistic education where the mind is not only honed to think, analyze, observe and critique but also moduled to lead in various domains to organize and conduct student driven events and activities like quiz, debates, panel discussions, sports and cultural events. The sole purpose is to further student's interest and help them in creating their ideal B-School experience. Living up to the true spirit of participative learning in management education, School wants to set up and register Commerce & Management Society.

Considering this, a proposal is being submitted before School Board for consideration and approval.

17. Agenda Item No.SCMS-SB-1/20-17

To discuss various points for improving the quality of education in PG and RD program in the department of CUHP Business School

- a. To review the prevailing eligibility conditions, entrance admission and credit requirements in MBA program
- b. To deliberate upon improving the teaching & research work in RD programs
- c. To deliberate upon functioning of Centre for Entrepreneurship and Innovation

18. Any item with the permission of the Chair

(Prof. Mohinder Singh)

Chairman, School Board

Dean

School of Commerce and Management Studies (SCMS)

Central University of Himachal Pradesh (CUHP), Dhauladhar Parisar-II

Dharamshala, Kangra, Himachal Pradesh

Mobile: 09418459015; E-ID: mohinder.singh@gmail.com, dean_scms@hpcu.ac.in

Cc: OSD to Vice Chancellor for kind information to the Vice Chancellor Please.

Regulations for the Conduct of the business of the School Board of School of Commerce and Management Studies (SCMS)

(Made under the provisions of Section 29 of the Act and Statute 38 of I Statutes)

1. These regulations may be called, “Regulations for the conduct of the business of the School Board” and shall come into force from the date of notification.
2. The Dean of the School shall convene and preside over the meeting of School Board.
3. In case Dean of the School is not present at any meeting, the senior-most member present shall act as the Chairman for the meeting.
4. The date, time and place for holding the meeting of the School Board shall be as fixed by the Chairman.
5. A regular meeting of the School Board shall be held at least two times in a year as per the requirements of University Ordinance 22.
6. Notice for a meeting of the School Board, other than a special meeting, shall ordinarily be issued at least 14 days before the day fixed for the meeting.
7. The quorum for the meetings of the School Board shall be one third of the members of the School Board.
8. The Dean may convene emergency meeting of the Board at short notice.
9. Special meetings may be called by the Chairman at his/her own initiative or at the suggestion of the Vice-Chancellor or on a written request by at least one fifth of the members of the School Board.
10. In case of special meetings called at the request of the members, no item other than those notified in the Agenda shall be discussed and that the presence of all members, at whose request the Special meeting was called, will be essential.
11. If in the opinion of the Vice-Chancellor, it is not necessary or expedient to convene a meeting of the School Board to consider any item and if he considers that a matter could be disposed off by circulation among the members of School Board he may issue necessary instructions to that effect.
12. An item proposed by any member(s) and included in the agenda may be withdrawn by the member with the permission of the Chairman.
13. The conduct of business and order of speaking shall be controlled by the Chairman.
14. The Chairman at his own instance or at the instance of any member may call or order any member to participate in the discussion.

15. Ordinarily no business other than that is brought forward in the agenda or supplementary agenda shall be transacted in the meeting. The Chairman may, however, introduce or permit to introduce any other item for discussion provided that such an item could satisfactorily be dealt with in the meeting without any prior notice.
16. All decisions in the meetings of the School Board shall be taken by consensus. However, if circumstances so warrant, the Chairman may resort to voting for taking a decision by majority of the votes of the members present. It shall be for the Chairman to decide the manner in which the votes are to be cast. The Chairman shall have a vote and a casting vote.
17. A matter once decided by the School Board shall not be reopened within next six months except with the consent of the Chairman.
18. The Dean of the School, within seven days after the meeting of the School Board, shall send a copy of the minutes to each member of the School Board.
19. The decisions recorded in the proceedings shall be submitted to the Vice-Chancellor for inclusion in the Agenda of the Academic Council for its next meeting.
20. Formal confirmation of the minutes will be the first item on the agenda of the following meeting of the School Board.

**Minutes of 3rd Meeting of School Board
of**

School of Business and Management Studies held on 13th October, 2016

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

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

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

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

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

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

Agenda Item No. – SBMS-SB-3/16-1

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

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

Decision: The School Board confirmed the minutes of 2nd meeting of School Board held on 11.6.2015.

Agenda Item No. – SBMS-SB-3/16-2

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

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

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

Agenda Item No. – SBMS-SB-3/16-3

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

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

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

Agenda Item No. – SBMS-SB-3/16-4

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

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

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

Agenda Item No. – SBMS-SB-3/16-5

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

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

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

Agenda Item No. – SBMS-SB-3/16-6

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

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

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

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

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

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

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

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

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

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

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

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

Decision: The School Board approved the same.

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

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

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

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

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

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

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

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

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

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

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

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

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

Any other matter with the permission of the Chair

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

1. In order to make MBA programme responsive to the needs and expectations of the community, the faculty may take initiative of integrating live projects /case studies with respective courses.
2. Practice of giving exposure to students about the contemporary developments in the field of management may be further strengthened.
3. Cases/problems-solving may be made compulsory part of question papers in all courses

Meeting ended with vote of thanks to the chair

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

MINUTES OF THE FOURTH BOS OF DEPARTMENT OF ACCOUNTING AND FINANCE

The meeting of the Fourth Board of Studies (BOS) for Department of Accounting & Finance was held on **December 1st, 2017 at 10.00 am** at Temporary Academic Block, Central University of Himachal Pradesh, Shahpur in the Dean's Chamber. The following members were present:

1. Dr. Sanjeev Gupta, **Chairman & Convener**, Head, Department of Accounting & Finance Management, Central University of Himachal Pradesh.
2. Prof. O P Verma, **External Subject Expert**, Professor, University Business School, Himachal Pradesh University, Shimla.
3. Dr Manpreet Arora, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh.
4. Dr Mohinder Singh, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh (Special Invitee).

Prof Kuldeep Singh, **External Subject Expert**, Department of Commerce, MDU Rohtak and Prof. H R Sharma, **Head**, Department of Economics and Public Policy and B C Chauhan, Dean School of Physical & Material Sciences could not attend the meeting and were granted leave of absence.

In The Fourth meeting of Board of Studies following decisions were taken agenda wise:

AF-BoS-IV/17-1: Formal Confirmation of minutes of the meeting of the Third Board of Studies (BoS)

The minutes of the meeting of the 3rdBoS which were finalized and sent to all the members of BoS were and same were finalised.

The Board approved the said minutes.

AF-BoS-IV/17-2: To Revise credits of certain courses

Agenda-Majority of the courses in the course catalogue are of two credits. It is proposed that in order to have in depth knowledge of certain courses it becomes important to revise the credits of certain courses to four credits. The list of courses for which the credits are raised to four from two is appended in Annexure II.

Decision: The amendment of the credits of courses was duly approved by the Board with consensus.

AF-BoS-IV/17-3: To recommend new Courses and rectify few titles to be offered by Department as well as school

Agenda-Certain new courses from the specialisation of finance and for the general overhauling of the student from diverse fields/common departments were placed before BoS for recommendations. So that they can be added in the list of courses offered from the department and school. Annexure III consisted of the list in which the new additions to various heads are added.

Decision: The amended courses were duly approved by the Board with consensus. It was also recommended by the Board that few more courses in the Department of Accounting and Finance can be added. Few other courses in the relevant field of four credits may be introduced.

AF-BoS-IV/17-4: To Review the contents of the courses being offered in the Department

Agenda-In accordance with the ordinances of the Central University of Himachal Pradesh (CUHP) the course contents are designed by respective faculty members within the prescribed broader guidelines laid down their in.

The course contents are reviewed regularly by the BoS. Thus, the course contents of the courses offered by the Department during academic session 2015-16 and Monsoon Semester 2017 were placed before BoS for review.

Decision: It was duly approved by the Board.

AF-BoS-IV/17-5: To evaluate Synopsis of Ph D Research Scholar(s) in Research Degree (RD) programme in the Department, to approve a change in title of synopsis and to recommend the confirmation of registration to the School Board.

The synopsis submitted by the Research Scholar(s) enrolled in Ph.D programme in the Department to be placed before BoS. Thereby, the synopses are placed for the approval of board.

| Sr. No. | Name | Roll No./Regd No. | Thesis title |
|---------|----------------------------|-------------------|---|
| 1. | Abdul Rishad Kuttiprathodi | CUHP13RDMGMT01 | Impact and Effectiveness of Central Bank Intervention in Foreign Exchange Market: Empirical Evidence from India |
| 2. | Akhil Sharma | CUHP14RDMGMT01 | Dynamics of Crude Oil Prices and Exchange Rate: An Empirical Evidence from Indian Perspective |
| 3 | Vikas | CUHP14RDMGMT04 | “Consumer Perception Towards Electronic Payment Systems: An Empirical Study In Himachal Pradesh”. |

Decision: The synopses were duly approved by the Board.

AF-BoS-III/17-6: To change the title of research work

Mr Bhushan Singh (CUHP13RDMGT02) Supervised by Dr Mohinder Singh had placed a request before the Board for the change in title. Earlier the title was “**Financial Literacy and Investment Behaviour among Schedule Tribes: A Study of Himachal Pradesh**”. The proposed new title is “**Household Portfolio, Risk Tolerance and Financial Literacy: A Study on Schedule Tribes of H.P**”. The request to approve the change in title was placed before BOS.
Decision: The change the title of research work was duly approved by the Board.

The meeting ended with a vote of thanks by the chairman.

**Minutes of 5th Meeting of Board of Studies
of
Department of Human Resource Management and Organizational Behaviour
(HRM&OB)
held on 17th October, 2018**

The meeting of the Fifth Board of Studies (BoS) of Human Resource Management and Organizational Behaviour was held on 17th October 2016 at 04.00 P.M. The meeting was chaired by Prof. Sanjeev Gupta, Head, Department of Human Resource Management and Organizational Behaviour. The meeting formally started with a Welcome Note by the Head to all the Hon'ble members present.

The following members were present:

5. Prof. Sanjeev Gupta, Head, Dept of HRM & OB and Dean, School of SBMS, CUHP, Chairman & Convenor.
6. Prof. Vinay Chauhan , **Subject Expert**- Professor, Dean (Planning and Development), HPTU
7. Prof I V Malhan, Dean, School of Mathematics, Computer and Information, CUHP, VC Nominee
8. Dr. Aditi Sharma, Assistant Professor, Department of HRM & OB, Member
9. Dr. Gitanjali Upadhaya, Assistant Professor, Department of HRM & OB, Special Invitee
10. Dr. Rita Devi, Assistant Professor, Department of HRM & OB, Special Invitee

Prof O.P Verma, Commerce Department, HPU, Shimla, Subject Expert could not attend the meeting. He was granted leave of absence. Prof. H.R Sharma, Pro Vice Chancellor, CUHP, VC Nominee could not attend the meeting due to his busy schedule. He was granted leave of absence. Prof. Sanjeev Gupta welcomed all members to the fifth meeting of Board of Studies and briefed the members about the recent developments in the MBA Programme.

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

Agenda Item No. – HRM-BoS-V/18-1

Formal Confirmation of minutes of the meeting of the Fourth Board of Studies(BoS)

The minutes of the meeting of the 4th BoS (held on 30th September, 2016) have been finalized and sent to all the members of BoS. Since no comments were received from the members, the minutes were taken as approved.

Decision: The minutes of the meeting of the Fourth Board of Studies (BoS) held on 30thSeptember, 2016 were reviewed and confirmed by the BoS.

Agenda Item No. – HRM-BoS-V/18-2

To revise credits of compulsory core courses

Majority of the courses in the course catalogue are of two credits. It is proposed that in order to have an in depth knowledge of courses, it has become imperative to revise the credits of some courses to four credits.

The Revision of required Course Codes, Credits, and Nomenclature as per requirements of the courses offered by the Department of Human Resource Management & Organizational Behaviour (HRM&OB) is placed before BoS for its suggestion, comments and recommendations.

Decision: Keeping in view the need to provide an in-depth and more comprehensive understanding of the course, the Board approved the decision to revise the credits of certain courses offered by the Department.

Agenda Item No. – HRM-BoS-V/18-3

To recommend new courses to be offered by Department

Keeping in mind the changing requirements of the dynamic corporate world, introducing courses that cater to these and equipping students with the latest advances, the department proposes to recommend some new course and the list of the proposed courses is placed before BoS for their suggestions.

Decision: The Board approved the titles of new courses.

Agenda Item No. – HRM-BoS-V/18-4

To review the contents of the courses being offered by Department

in accordance with amended CBCS the Course Catalogue during the academic session 2017-2019 and 2018-2020 as well as course contents designed by respective faculty members within the prescribed broader guidelines laid down by the University is placed before BoS for its suggestion, comments and recommendations .

Decision: The external subject expert and VC nominees of BoS appreciated the functioning of the Department of Human Resource Management and Organizational Behaviour (HRM&OB) and were satisfied by the courses offered by the department. The members reviewed and approved the course contents prepared by the faculty members.

Agenda Item No. – HRM-BoS-V/18-5

To place the Synopsis of Ph. D Research Scholar(s) of the Department for approval and to recommend the confirmation of registration to the School Board

The synopsis submitted by the Research Scholar, Ms.Shagun Sood enrolled in Ph.D programme in the Department of Human Resource Management and Organizational Behaviour (HRM&OB) has been presented by the Research Scholar before the Research Progress Monitoring Committee (RPMC) which has recommended these to be placed before BoS. Synopsis of the Research Scholar, Ms.Shagun Sood in Research Degree (RD) programme in Department of Human Resource Management and Organizational Behaviour (HRM&OB)is placed before BoS for approval and to recommend the confirmation of registration of Ph.D students to School Board.

Decision: The members of the 5th BoS appreciated the screening process of synopsis. The candidate was called to present the synopsis before BoS. After the presentation and thorough deliberation, BoS suggested changes in the title of the proposed research work and approved the synopsls as per detail given below:

| Sr. No. | Roll No. | Name of the student | Name of the Supervisor | Remarks (If any) |
|--|-----------------|----------------------------|--|-------------------------|
| 1. | CUHP15RDMGMT07 | Ms. Shagun Sood | Supervisor: Prof.Yoginder Verma, Department of Human Resource Management &Organizational Behaviour (HRM&OB) | |
| Topic: e-Human Resource Management Practices and Organizational Effectiveness in Banking Sector of Himachal Pradesh | | | | |

Agenda Item No. – HRM-BoS-V/18-6

Approval of Change of Supervisor for guiding research in the Department

Dr. Bhawna Bhardwaj, Assistant Professor, Department of HRM & OB is on lien and has expressed her inability to supervise Mr. Ravi Kumar (CUHP15RDMGMT06). Dr. Rita Devi, Assistant Professor, Department of Human Resource Management and Organizational Behaviour (HRM&OB), School of Business and Management Studies (SBMS), Central University of Himachal Pradesh would be the new supervisor. The request to approve the change of guide is placed before BoS.

Decision: The BoS members approved the change of supervisor.

Agenda Item No. – HRM-BoS-5/16-7

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

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

The meeting ended with a vote of thanks to the chair

Signatures of members of 5th BoS.

Prof. Vinay Chauhan

Prof. I.V Malhan

Dr.Aditi Sharma

Dr. Gitanjali Upadhaya

Dr. Rita Devi

Prof Sanjeev Gupta,
Chairman & Convenor
5th BoS, HRM&OB

Copy to:

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

Sixth (6th) Meeting of Board of Studies (BoS) of Department of Marketing and Supply Chain Management (M&SCM), School of Business and Management Studies, Central University of Himachal Pradesh (By Circulation)

Date: 06/08/2018

Respected Sir

This is to inform that **urgent need** for approval of **6th BoS meeting Agenda & Minutes** has occurred. Hence, you are requested to approve it on email itself, by Circulation basis.

The item wise Agenda with minutes are as below:

Agenda items with Minutes

Item No. MSC-BoS-6/18-1: To approve the name of the Research Supervisor(s) in the Dept. of M&SCM, SBMS.

Minutes: Dr. Chaman Lal, Assistant Professor, Dept. of M&SCM, SBMS, has completed his Ph D in March 2017 and his name is placed before the BoS for approval to guide PhD Research Degree Scholars (RDs).

Item No. MSC-BoS-6/18-2: To approve the names of Research Supervisors/ Guide of December 2017 Session for guiding Ph.D Research Degree Scholar(s) allotted by the Department of Marketing & Supply Chain Management (M&SCM) to the School Board.

Minutes: The **Two Research Degree Scholars (RDs)** have been enrolled by proper process in the Department of M&SCM in December 2017. The course work of these students has been completed but result is awaited. As per the PhD Ordinance of the University, the names of Research supervisors/ Guide for these students are placed before the BoS for approval as below:

| Sr. No. | Roll No. | Name of the student | Name of the Supervisor | Remarks (If any) |
|--|-----------------|---------------------|--|------------------|
| 1. | CUHP17RDMGMT01 | Ms. Jyoti | Supervisor: Dr. Sarvesh Kumar, Assistant Professor, Department of Marketing and Supply Chain Management (M&SCM) | |
| Topic Proposed: Yet to be finalized as the Course Work result is awaited. | | | | |
| 2. | CUHP 17RDMGMT05 | Ms. Smriti Nautiyal | Supervisor: Dr. Chaman Lal, Assistant Professor, Department of Marketing and Supply Chain Management (M&SCM) | |
| Topic Proposed: Yet to be finalized as the Course Work result is awaited. | | | | |

This will be further forwarded for RAC (Research Advisory Committee) of each Research Degree Scholar.

Dr Bhagwan Singh

Agenda item No. SCMS-SB-1/20-7

Due to current pandemic situation, the BoS Meeting of CUHP Business School, was held on 29th September 2020 through online mode using google meet (ID – sqj-jzeb-pfz) and link meet.google.com/sqj-jzeb-pfz

The following were present

1. Prof Sanjeev Gupta

Chairman and Convener
Head, HPKV Business School
Central University of Himachal Pradesh

Members

1. Prof. KulbhushanChandel

Dean Academics
Himachal Pradesh technical University
Hamirpur

2. Prof. O. P. Verma

Commerce Department
Himachal Pradesh University
Shimla

3. Prof. Mohinder Singh

Dean, SCMS
Central University of Himachal Pradesh

4. Prof. Dipanker Sharma

CUHP Business School
Central University of Himachal Pradesh

5. Dr. Suman Sharma

Dean and Head
Department of Tourism and Travel
Central University of Himachal Pradesh

6. Dr. Rakesh Kumar

Dean, mathematics, Computers and Information Science
Central University of Himachal Pradesh

The following members did not attend the meeting

1. Dr. Bhagwan Singh

Associate Professor, HPKV Business School
Central University of Himachal Pradesh

2. Dr. BhawanaBhardwaj

Assistant Professor, HPKV Business School
Central University of Himachal Pradesh

The Chairman welcomed the members of the Board of Studies. Thereafter, the following agenda were taken up for the discussion and approved in the Board of Studies, CUHP Business School.

| Agenda Item No. | AGENDA-INDEX | Annexure/Page No. |
|------------------------|--|--------------------------|
| HPKVBS-BoS-1/20-1 | To Approve the Regulation for the conduct of the business of Board of Studies (BoS), of the Department CUHP Business School. | I |
| HPKVBS-BoS-1/20-2 | To Review & formal confirmation of minutes of the BoS meeting Department of M&SCM, SBMS | II |
| HPKVBS-BoS-1/20-3 | Review & formal confirmation of minutes of the BoS meeting Department of HRM & OB, SBMS | III |
| HPKVBS-BoS-1/20-4 | Review & formal confirmation of minutes of the BoS meeting Department of A & F, SBMS | IV |
| HPKVBS-BoS-1/20-5 | Approval & formal confirmation of Course Contents offered to the MBA students during the MBA Batch 2017-19 and 2018-20 | V & VI |
| HPKVBS-BoS-1/20-6 | To recommend the Panel of paper setters / evaluators for each course for the end semester examinations to the School Board. (for the MBA Batches 2017-19, 2018-20) | VII |
| HPKVBS-BoS-1/20-7 | To Approve the course catalogue to be offered by the Department of HPKV Business School for the MBA Batch 2019-21 | VIII |
| HPKVBS-BoS-1/20-8 | To Recommend the names of the Research Supervisors for guiding Research Scholars in Research Degree (RD) Programme in the Department HPKV Business School. | |
| HPKVBS-BoS-1/20-9 | To report the award of Ph.D. Degrees to the Research Scholar in Research Degree (RD) Programme in the Department. | |
| HPKVBS-BoS-1/20-10 | To report and recommend to School Board, the allotment of Supervisors to the Research Scholars in Research Degree (RD) Programme admitted in the Department during 2017 & 2018 | |
| HPKVBS- | To report and recommend to the School Board, the courses of Ph.D. | |

| | | |
|--------------------|--|-------|
| BoS-1/20-11 | course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2017 | |
| HPKVBS-BoS-1/20-12 | To report and recommend to the School Board, the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2018. | |
| HPKVBS-BoS-1/20-13 | To report and recommend to the School Board, the Research Advisory Committees (RAC) constituted for the Research Scholars in Research Degree (RD) Programme admitted during the years 2017 & 2018. | |
| HPKVBS-BoS-1/20-14 | To report and recommend to the School Board, the Ph.D. Synopsis of Research Scholar in Research Degree (RD) Programme in the Department. | IX-XX |
| HPKVBS-BoS-1/20-15 | To Approve the new Courses to be offered by the Department of CUHP Business School. | XXI |

19. HPKVBS-BoS-1/20-1

Agenda -To Approve the Regulation for the conduct of the business of Board of Studies (BoS), of the Department CUHP Business School

Proposed are the regulations for the conduct of the business of Board of Studies of the Department HPKV Business School is being placed before the BoS members for approval and is attached in ANNEXURE-I

Decision - The Regulation for the conduct of the business of Board of Studies (BoS), of the Department HPKV Business School was duly approved by the Board with consensus.

20. HPKVBS-BoS-1/20-2

Agenda -To Review & formal confirmation of minutes of the BoS meeting Department of M&SCM, SBMS

The 5th and 6th, BoS meetings of the Department of M&SCM, SBMS was held on 19th September 2016 and August 6th, 2018 and the minutes of the meeting are placed before the Board of Studies for review & formal confirmation in *ANNEXURE-II*.

Decision - The Board approved the said minutes.

21. HPKVBS-BoS-1/20-3

Agenda -To Review & formal confirmation of minutes of the BoS meeting Department of HRM&OB, SBMS

The 5thBoS meeting Department of HRM&OB, SBMS was held on 17thOctober, 2018 and the minutes of the meeting is placed before the Board of Studies for the review & formal confirmation in *ANNEXURE-III*.

Decision - The Board approved the said minutes

22. HPKVBS-BoS-1/20-4

To Review & formal confirmation of minutes of the BoS meeting Department of Accounting& Finance, SBMS

The 4thBoS meeting Department of Accounting& Finance, SBMS was held on December 1st, 2017 and the minutes of the meeting is placed before the Board of Studies for review & formal confirmation in *ANNEXURE-IV*.

Decision - The Board approved the said minutes

23. HPKVBS-BoS-1/20-5

Agenda -Approval & formal confirmation of Course Contents offered to the MBA students during the Batch 2017-19& 2018-20

Through the conduct of Curriculum Development Committee and Board of Studies, a comprehensive catalogue of courses was developed and was being implemented during 2010 and 2015. Certain additions, modifications and deletions were carried out at different times. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses need to be added, others may be renamed and a few may be made of 4 credits. An amended list of the courses is being placed before the Board for studies for its consideration, approval and recommendation to School Board as required by CUHP Ordinance No: 4 clauses 4.b (i). The Course Contents offered to the MBA students during the Batch 2017-19 and 2018-20 are placed before the Board of Studies for approval and to recommend the same to School Board in *ANNEXURE-V & VI*.

Decision: The Course Contents offered to the MBA students during the Batch 2017-19 & 2018-20 was duly approved by the Board.

24. HPKVBS-BoS-1/20-6

Agenda -To recommend the Panel of examiners for the end semester examinations of each course offered during the sessions 2017-19, 2018-20to the School Board.

As required by CUHP Ordinance No: 4 clause 4.b (i), the question papers for End-Semester examination of a course shall be set and evaluated by the external examiner. For selecting the paper setters/ evaluators for the end-semester examinations, the Department shall submit the duly approved panel of paper setters/ evaluators for each course.

Thus, the list of paper setters/ evaluators prepared by the Department HPKV Business School in consultation with all the faculty members of the Department is placed before the Board of Studies for approval

As required by CUHP Ordinance No: 4 clause 4.b (i) the Panel of examiners for the end semester examinations of each course offered during the sessions 2017-19, 2018-20 are placed before the Board of Studies for approval and to recommend the same to the School Board, SCMS in **ANNEXURE-VII**.

Decision: The Board of Studies duly approved the Panel of examiners for the end semester examinations of each course offered during the sessions 2017-19, 2018-20 and recommended to be placed before the School Board, SCMS.

25. HPKVBS-BoS-1/20-7

Agenda -To approve the new Course catalogue of the Department of HPKV Business School As required by CUHP Ordinance No: 4 clause 4.b (i) The Revision of required Course Codes, Credits, and Nomenclature as per requirements of the courses offered by the Department of Department of HPKV Business School in accordance with amended CBCS and detailed course contents of the courses offered during the academic session 2019-2021 is placed before BoS for its suggestion, comments and to recommend the same to the School Board, SCMS in **ANNEXURE-VIII**.

Decision: The Board of Studies duly approved the new Course catalogue of the Department of HPKV Business School for the academic session 2019-2021

26. HPKVBS-BoS-1/20-8

Agenda -To Recommend the names of the Research Supervisors for guiding Research Scholars in Research Degree (RD) Programme in the Department HPKV Business School.

As required by CUHP Ordinance No: 42 (Clause-6), the name of the following Research Supervisors of the Department of HPKV Business School are placed before BoS for approval;

| Sr. No. | Name of the Supervisor | BoSRemarks |
|----------------|-------------------------------|------------------------|
| 1. | Prof. Sanjeev Gupta | Approved |
| 2. | Prof. Mohinder Singh | Approved |
| 3. | Prof. Dipankar Sharma | Approved |
| 4. | Dr. Gitanjali Upadhaya | Approved |
| 5. | Dr. Bhawana Bhardwaj | Approved |
| 6. | Dr. Manpreet Arora | Approved |
| 7. | Dr. Aditi Sharma | Approved |
| 8. | Dr. Chaman Lal | Approved |
| 9. | Dr. Sarvesh Kumar | Approved |
| 10. | Dr. Rita Sharma | Approved |
| 11. | Prof. Yoginder S Verma | Superannuated |
| 12. | Dr. Bhagwan Singh | On Lien (CU Ranchi) |
| 13. | Dr. Ashish Nag | On Lien (Dept. of T&T, |

| | |
|--|-------|
| | CUHP) |
|--|-------|

Decision: The Board of Studies duly approved the names of the Research Supervisors for guiding Research Scholars in Research Degree (RD) Programme in the Department HPKV Business School.

27. HPKVBS-BoS-1/20-9

Agenda -To Report the award of Ph.D. Degrees to the Research Scholar in Research Degree (RD) Programme in the Department

As required by CUHP Ordinance No: 22, Clause-3 (i), the name of the Research Scholars who have been PhD in Management is placed before BoS to recommend to the School Board;

| List of Research Scholars awarded PhD Degree in Management | | | |
|---|-------------------------------------|----------------------------|----------------|
| Sr. No. | Name of the Research Scholar | Registration Number | Remarks |
| 1. | Mr. AVINASH RANA | CUHP11RDMGMT02 | Awarded |
| 2. | Mr. GAURAV KATOCH | CUHP11RDMGMT03 | Awarded |
| 3. | Ms. JATINDER KAUR | CUHP11RDMGMT04 | Awarded |
| 4. | Mr. KAMAL GUPTA | CUHP11RDMGMT05 | Awarded |
| 5. | Ms. NAMRITA KALIA | CUHP11RDMGMT06 | Awarded |
| 6. | Mr. PUNEET SOOD | CUHP11RDMGMT07 | Awarded |
| 7. | Mr. SACHIN KUMAR | CUHP11RDMGMT08 | Awarded |
| 8. | Mr. SANJEEV KUMAR | CUHP11RDMGMT09 | Awarded |
| 9. | Mr. JAGDISH SAINI | CUHP12RDMGMT01 | Awarded |
| 10. | Mr. SACHIN LAL | CUHP12RDMGMT02 | Awarded |
| 11. | Mr. DEVENDER KUMAR | CUHP12RDMGMT03 | Awarded |
| 12. | Mr. RISHI KANT | CUHP12RDMGMT07 | Awarded |
| 13. | Ms. SWATI SINGH | CUHP12RDMGMT09 | Awarded |
| 14. | Mr. HIMANSHU RAJPUT | CUHP12RDMGMT11 | Awarded |
| 15. | Mr. BHUSHAN SINGH | CUHP13RDMGMT02 | Awarded |
| 16. | Ms. SVATI KUMARI | CUHP13RDMGMT05 | Awarded |
| 17. | Mr. SANDEEP SINGH | CUHP13RDMGMT06 | Awarded |
| 18. | Mr. SREENU TELU | CUHP13RDMGMT08 | Awarded |
| 19. | Mr. SUNIL KUMAR | CUHP13RDMGMT12 | Awarded |
| 20. | Mr. DEEPAK JAISWAL | CUHP13RDMGMT13 | Awarded |
| 21. | Mr. NITISH ARORA | CUHP13RDMGMT14 | Awarded |
| 22. | Ms. ALKA LALHALL | CUHP13RDMGMT16 | Awarded |
| 23. | Mr. PARVEEN KUMAR | CUHP12RDMGMT06 | Awarded |

Decision- The Board of Studies duly approved the award of Ph.D. Degrees to twenty three Research Scholars in Research Degree (RD) Programme in HPKVBS.

HPKVBS-BoS-1/20-10

Agenda -To report and recommend the allotment of Supervisors / Co Supervisors to the Research Scholars in Research Degree (RD) Programme admitted during the years 2017 & 2018 in the Department to the School Board

In order to guide and monitor the performance of Ph.D. students, it becomes essential to allot their supervisors from the very beginning. In view of this fact, Dean in consultation with HoD and faculty members allots the supervisors to the RD students. As required by CUHP Ordinance No: 4, Clause-4 (b-ii), the names of the Supervisors appointed to supervise the research work of RD students admitted in the department during the year 2017 & 2018 placed before BoS to recommend to the School Board;

| Sr. No. | University Roll No. | Name of the Scholar | Supervisor |
|---------|---------------------|---------------------|-----------------------|
| 21. | CUHP17RDMGMT01 | Ms. Jyoti | Dr. Sarvesh Kumar |
| 22. | CUHP17RDMGMT02 | Ms. Nisha Devi | Dr. GitanjaliUpadhaya |
| 23. | CUHP17RDMGMT03 | Ms. PriyankaChadha | Dr. GitanjaliUpadhaya |
| 24. | CUHP17RDMGMT04 | Mr. Rajat Sharma | Dr. Rita Sharma |
| 25. | CUHP17RDMGMT05 | Ms. SmritiNautiyal | Dr. ChamanLal |
| 26. | CUHP17RDMGMT06 | Ms. VijeshChaudhary | Dr. Aditi Sharma |
| 27. | CUHP17RDMGMT07 | Mr. Vikrant Singh | Dr. Aditi Sharma |
| 28. | CUHP18RDMGMT01 | Ms. Anshu | Prof. Mohinder Singh |
| 29. | CUHP18RDMGMT03 | Ms. Monika | Dr. ChamanLal |
| 30. | CUHP18RDMGMT04 | Ms. Mridul | Dr. Aditi Sharma |
| 31. | CUHP18RDMGMT08 | Ms. Samya | Dr. Ashish Nag |
| 32. | CUHP18RDMGMT09 | Ms. ShiwangiSethi | Prof. Mohinder Singh |
| 33. | CUHP18RDMGMT10 | Ms. SunainaRathore | Dr. ManpreetArora |
| 34. | CUHP18RDMGMT11 | Mr. Sunil Kumar | Dr. ManpreetArora |
| 35. | CUHP18RDMGMT12 | Mr. Sunil Kumar | Prof. Mohinder Singh |
| 36. | CUHP18RDMGMT13 | Ms. Vaishali | Dr. ManpreetArora |
| 37. | CUHP19RDMGMT01 | Mr. Vipul Sharma | Dr. Ashish Nag |

Decision- The Board of Studies **duly** approved the allotment of Supervisors / Co Supervisors to the Research Scholars in Research Degree (RD) Programme admitted during the years 2017 & 2018 and recommended to be placed before the School Board, SCMS.

28. HPKVBS-BoS-1/20-11

Agenda -To report and recommend the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2017 to the School Board.

As per CUHP Ordinance no. 42, Clause 7, PhD student has to earn a minimum of 12 credits and a maximum of 16 credits for successful completion of PhD course work. The department unanimously decided to offer 12 credits to complete the PhD course work. Details of the courses

offered during the PhD session 2017 by the department for completion of PhD course work to the enrolled students is placed before the BoS for review and to recommend the courses to the School Board.

| Sl. No. | Course Code | Course Name | Course Credits |
|---------|-------------|---|----------------|
| 1 | MSO 602 | Research Methodology | 04 |
| 2 | MSC 604* | Research Advances in Supply Chain and Retail Management | 04 |
| 3 | MSC 607* | Advance Topics in Strategic Marketing and Management | 04 |
| 4 | HRM 601** | Research Issues in Cross Cultural Management | 04 |
| 5 | HRM 694** | Contemporary Issues in Human Resource Management | 04 |

Note: * Courses offered for students of Department of Marketing and Supply Chain Management

** Courses offered for students of Department of HRM&OB

Decision- The Board of Studies duly approved the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2017 and recommended to be placed before the School Board, SCMS.

29. HPKVBS-BoS-1/20-12

Agenda -To report and recommend the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2018 to the School Board.

As per CUHP Ordinance no. 42, Clause 7, PhD student has to earn a minimum of 12 credits and a maximum of 16 credits for successful completion of PhD course work. The department unanimously decided to offer 12 credits to complete the PhD course work. Details of the courses offered during the PhD session 2018 by the department for completion of PhD course work to the enrolled students is placed before the BoS for review and to recommend the courses to the School Board.

| Sl. No. | Course Code | Course Name | Course Credits |
|---------|-------------|--|----------------|
| 1 | MSO 601 | Research Methodology for Business | 04 |
| 2 | MSO 603 | Qualitative Management | 04 |
| 3 | MSC 607* | Advance Topics in Strategic Marketing and Management | 04 |

| | | | |
|--|------------|--|----|
| 4 | HRM 604** | Contemporary Issues in International HRM | 04 |
| 5 | AFA 530*** | Financial Econometrics | 04 |
| Note: * Courses offered for students of Department of Marketing and Supply Chain Management ** Courses offered for students of Department of HRM&OB *** Courses offered for students of Department of Accounting and Finance | | | |

Decision- The Board of Studies duly approved the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2018 and recommended to be placed before the School Board, SCMS.

30. HPKVBS-BoS-1/20-13

Agenda -To report and recommend the Research Advisory Committees (RAC) constituted for the Research Scholars in Research Degree (RD) Programme in Management during the year 2017 & 2018 to the School Board.

As per CUHP Ordinance no. 42, Clause 9, The Research Advisory Committee for each PhD scholar shall be formulated to monitor the research work/ progress of the research degree students enrolled in the department. Research Advisory Committee (RAC) for each student was formulated and notified for each student of both the academic sessions (2017 and 2018). The details of each RAC are placed before the BoS for recommendation to the School Board.

| Sl. No. | Name of the RD Student | Enrolment Number | Research Advisory Committee |
|---------------------|------------------------|------------------|--|
| Session 2017 | | | |
| 1 | Ms. Jyoti | CUHP17RDMGMT01 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Sarvesh Kumar (Convener) Dr. Chaman Lal, (Subject Expert) |
| 2 | Ms. Nisha Devi | CUHP17RDMGMT02 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Gitanjali Upadhaya(Convener) Dr. Aditi Sharma, (Subject Expert) |
| 3 | Ms. PriyankaChadha | CUHP17RDMGMT03 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Gitanjali Upadhaya(Convener) Dr. Rita Devi, (Subject Expert) |
| 4 | Mr. Rajat Sharma | CUHP17RDMGMT04 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Rita Devi (Convener) Dr. Aditi Sharma, (Subject Expert) |
| 5 | Ms. SmritiNautiyal | CUHP17RDMGMT05 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Chaman Lal (Convener) Dr. Dr. Sarvesh Kumar, (Subject Expert) |
| 6 | Ms. | CUHP17RDMGMT06 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) |

| | | | |
|---------------------|---------------------|----------------|---|
| | VijeshChaudhary | | Dr. Aditi Sharma (Convener) Dr. Rita Devi, (Subject Expert) |
| 7 | Mr. Vikrant Singh | CUHP17RDMGMT07 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Aditi Sharma (Convener) Dr. Gitanjali Upadhaya, (Subject Expert) |
| Session 2018 | | | |
| 1 | Ms. Anshu | CUHP18RDMGMT01 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Mohinder Singh (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 2 | Ms. Monika | CUHP18RDMGMT03 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Dr. Chaman Lal (Convener) Prof. Mohinder Singh, (Subject Expert) |
| 3 | Ms. Mridul | CUHP18RDMGMT04 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Aditi Sharma (Convener) Dr. Gitanjali Upadhaya, (Subject Expert) |
| 4 | Ms. Samya | CUHP18RDMGMT08 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Ashish Nag (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 5 | Ms. ShiwangiSethi | CUHP18RDMGMT09 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Prof. (Dr.) Mohinder Singh (Convener) Dr. Ashish Nag, (Subject Expert) |
| 6 | Ms. Sunaina Rathore | CUHP18RDMGMT10 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Manpreet Arora (Convener) Dr. Chaman Lal, (Subject Expert) |
| 7 | Mr. Sunil Kumar | CUHP18RDMGMT11 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Manpreet Arora (Convener) Prof. (Dr.) Mohinder Singh (Subject Expert) |
| 8 | Mr. Sunil Kumar | CUHP18RDMGMT12 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Prof. (Dr.) Mohinder Singh (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 9 | Ms. Vaishali Dhiman | CUHP18RDMGMT13 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Manpreet Arora (Convener) Dr. Chaman Lal, (Subject Expert) |

Decision- The Board of Studies duly approved the Research Advisory Committees (RAC) constituted for the Research Scholars in Research Degree (RD) Programme in Management during the year 2017 & 2018 and recommended to be placed before the School Board, SCMS

31. HPKVBS-BoS-1/20-14

Agenda -To report and recommend the Ph.D. Synopsis of Research Scholar in Research Degree (RD) Programme in the Department to the School Board

In accordance to the CUHP Ordinance no. 42, Clause 8, PhD students of the Department of Himachal Pradesh KendriyaVishwavidyalaya Business School have presented their synopses before the Research Advisory Committee (RAC) in an open seminar. The minutes of the RAC along with the synopsis and progress reports of each student after incorporating the suggestions of the RAC are placed before the BoS for approval and to recommend the confirmation of registration to the School Board as per the details given below:

| Sr. No | Name & Registration Number of the RD Student | Research Supervisor | Research topic | Annexure |
|---------------|---|-----------------------------|--|-----------------|
| 1. | Mr. Pradeep Kumar CUHP15RDMGMT05 | Prof. (Dr.) Sanjiv Gupta | A Study of the Determinants of Adoption and Intention to Continue Use of Non-residential Rooftop Solar Photovoltaic System | IX |
| 2. | Mr. Ravi Kumar CUHP15RDMGMT06 | Dr. Rita Devi | A Study of Organizational Culture and Knowledge Sharing Behavior in Universities in North India | X |
| 3. | Ms. Jyoti CUHP17RDMGMT01 | Dr. SarveshKumar | An Exploratory Study of Consumer Behaviour towards Herbal Products in the light of 'Herbal as a Unique Selling Proposition' in Himachal Pradesh | XI |
| 4. | Ms. Nisha Devi CUHP17RDMGMT02 | Dr. Gitanjali Upadhaya | Entrepreneurial Competencies and Business Performances of Micro Enterprises: An Empirical study of Himachal Pradesh | XII |
| 5. | Ms. Priyanka Chadha CUHP17RDMGMT03 | Dr. Gitanjali Upadhaya | Personality Traits, self efficacy and Entrepreneurial Intentions: A study on business students of Himachal Pradesh | XIII |
| 6. | Mr. Rajat Sharma CUHP17RDMGMT04 | Dr. Rita Devi | Emotional Intelligence, Job Stress and Self-Efficacy: A Study Among Faculty Members of Medical Institutions | XIV |
| 7. | Ms. Smriti Nautiyal CUHP17RDMGMT05 | Dr. Chaman Lal | Antecedents of Purchase Behaviour towards Organic Products: An Empirical Study in North India | XV |
| 8. | Ms. VijeshChaudhary CUHP17RDMGMT06 | Dr. Aditi Sharma | Workforce Diversity and Employee Engagement in Dual Career Couples: Exploring the Moderating Role of Work Family Conflict and Employee Wellbeing | XVI |

| | | | | |
|-----|--------------------------------------|----------------------------------|--|-------|
| 9. | Mr. Vikrant Singh CUHP17RDMGMT07 | Dr. Aditi Sharma | Organisational Climate and Workplace Innovation of Start-ups in North India | XVII |
| 10. | Ms. Sunaina Rathor CUHP18RDMGMT10 | Dr. Manpreet Arora | An Analysis of Sustainable Practices in select Indian Companies according to GRI Reporting Framework | XVIII |
| 11. | Mr. Sunil Kumar CUHP18RDMGMT11 | Dr. Manpreet Arora | Examining the Behavioural Aspects of Investors in North India | XIX |
| 12. | Mr. Sunil Kumar CUHP18RDMGMT12 | Prof. (Dr.) Mohinder Singh | Performance Evaluation of Mutual Funds in India: Risk Adjusted Performance, Persistence and Forecasting Ability | XX |

Decision—After the detailed synopsis presentation of all Research Scholars the Board of Studies duly approved their Ph.D. Synopsis in Research Degree (RD) Programme in the Department and recommended to be placed before the School Board, SCMS

32. HPKVBS-BoS-1/20-15:

Agenda -To approve the new Courses to be offered by the HPKV Business School.The new courses to be offered by the Department of HPKVBS are placed before the BoS for review and is attached in Annexure XXI

Decision- The Board of Studies duly approved the new Courses to be offered by the Department of HPKV Business School.

The meeting ended with vote of thanks to the Chair.

Prof. Kulbhushan Chandel

Prof. O. P. Verma

Prof. Mohinder Singh

Prof. Rakesh Kumar

Prof. Dipanker Sharma

Dr. Suman Sharma

Prof. Sanjeev Gupta

Agenda item No. SCMS-SB-1/20-8

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

Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2018-20. The students will exercise choice within the framework of CUHP- CBCS.

Credit Requirement for MBA Program of Study (4 Semesters)

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

Semester wise Credit Distribution

| Courses-> | Core | | Elective | | Foundation | | Total |
|--------------|------------|-----------|----------------|----------|-------------------|--------------|-----------|
| | Compulsory | Open | Specialization | Open | Skill Development | Human Making | |
| I | 16 | - | - | - | 2 | 2 | 20 |
| II | 12 | 4 | | - | 2 | 2 | 20 |
| III | 4 | 4 | 8 | 4 | - | - | 20 |
| IV | 8 | 4 | 8 | - | - | - | 20 |
| Total | 40 | 12 | 16 | 4 | 4 | 4 | 80 |

1. Core Courses

a) Compulsory Courses: Required Credits 40

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

First Semester

| Sl. No. | Course Code | Course Name | Credits |
|----------------------|-------------|-------------------------------------|-----------|
| 1 | AFA 407 | Accounting for Managerial Decisions | 02 |
| 2 | MSO 402 | Legal Aspect of Business | 02 |
| 3 | MSO 413 | Managerial economics | 04 |
| 4 | MSC 401 | Marketing Management | 04 |
| 5 | HRM 401 | Organizational Behaviour | 02 |
| 6 | SAS 403 | Business Statistics | 02 |
| Total Credits | | | 16 |

Second Semester

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

Third Semester

| Sl. No. | Course Code | Course Name | Credits |
|---------------|-------------|---|---------|
| 1 | MSC 506 | Consumer Behaviour | 2 |
| 2 | MSO 507 | On-the-job Training and Training Report | 2 |
| Total Credits | | | 4 |

Fourth Semester

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| 1 | AFA 450 | Seminar Paper on Emerging issues in Accounting and Finance | 2 |
| | HRM 414 | Seminar Paper on Emerging issues in HRM and OB | |
| | MSC 415 | Seminar Paper on Emerging issues in Marketing and Supply Chain Management | |

| | | | |
|---------------|---------|-------------------------|---|
| 2 | MSO 499 | Project Work | 2 |
| 3 | MSO 498 | Comprehensive Viva Voce | 2 |
| 4 | POM 504 | Operations Research | 2 |
| Total Credits | | | 8 |

Core Courses

b)Open Core: Required Credits:12

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

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

2. Elective Courses

a) Specialisation: Required Credits 16

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

Group I: Accounting & Finance

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--|---------|
| 1. | AFA 404 | Personal Finance | 2 |
| 2. | AFA 405 | Merchant Banking and Financial Services | 2 |
| 3. | AFA 408 | Insurance Management | 2 |
| 4. | AFA 409 | Banking Operations and Procedures | 2 |
| 5. | AFA 411 | Management of Financial Institutions | 2 |
| 6. | AFA 413 | Behavioural Finance | 2 |
| 7. | AFA 415 | Stock Market Operations | 2 |
| 8. | AFA 427 | Tax Management | 2 |
| 9. | AFA 428 | Legal Framework for Business and management | 2 |
| 10. | AFA 429 | Financial Economics | 2 |
| 11. | AFA 432 | Banking Practices and Emerging Issues | 2 |
| 12. | AFA 433 | Contemporary Auditing | 2 |
| 13. | AFA 436 | Corporate Governance and Ethics | 2 |
| 14. | AFA 437 | Corporate Finance | 2 |
| 15. | AFA 438 | Micro Finance and Indigenous Banking | 2 |
| 16. | AFA 448 | Statistical and mathematical tools for Finance | 2 |
| 17. | AFA 450 | Seminar Paper on Emerging issues in Accounting and Finance | 2 |
| 18. | AFA 504 | Financial Derivatives | 2 |
| 19. | AFA 505 | Financial Management in Banks | 2 |
| 20. | AFA 506 | Enterprise Risk Management | 2 |
| 21. | AFA 507 | Working Capital Management | 2 |
| 22. | AFA 508 | Mergers and Acquisitions | 2 |
| 23. | AFA 509 | Management of Mutual Funds | 2 |
| 24. | AFA 511 | Financial Engineering | 2 |
| 25. | AFA 512 | Investment Analysis and Portfolio Management | 2 |
| 26. | AFA 519 | Strategic Financial Management | 4 |
| 27. | AFA 522 | Income Tax | 2 |
| 28. | AFA 524 | Options, Futures and other Derivatives | 2 |
| 29. | AFA 525 | Fundamentals of Investments | 2 |
| 30. | AFA 526 | Bond Markets Analysis and Strategies | 2 |
| 31. | AFA 528 | Research Methods for Finance | 2 |
| 32. | AFA 529 | Quantitative Finance | 4 |
| 33. | AFA 530 | Financial Econometrics | 4 |
| 34. | AFA 532 | Foreign Exchange Risk Management | 2 |

| | | | |
|-----|---------|------------------------------------|---|
| 35. | AFA 536 | International Financial Management | 2 |
| 36. | AFA 543 | Management of Financial Services | 2 |
| 37. | AFA 554 | Statistics for Finance | 2 |

2. Elective Courses

a) Specialisation: Required Credits 16

Group II : Marketing

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| 1 | MSC 402 | Service Marketing | 2 |
| 2 | MSC 404 | Industrial Marketing | 2 |
| 3 | MSC 405 | Integrated Marketing Communication | 2 |
| 4 | MSC 408 | Supply Chain Management | 2 |
| 5 | MSC 501 | Social Marketing | 2 |
| 6 | MSC 502 | Marketing Research | 2 |
| 7 | MSC 520 | Internet Based Marketing | 2 |
| 8 | MSC 505 | Product and Brand Management | 2 |
| 9 | MSC 507 | Rural Marketing | 2 |
| 10 | MSC 508 | Customer Relationship Management | 2 |
| 11 | MSC 509 | Green Marketing | 2 |
| 12 | MSC 514 | Sales and Distribution Management | 2 |
| 13 | MSC 422 | Global SCM and International Logistics | 2 |
| 14 | MSC 432 | Service Quality Management | 2 |
| 15 | MSC 439 | Mobile Based Marketing | 2 |
| 16 | MSC 440 | Retail Management | 2 |
| 17 | MSC 442 | Advertising Management | 2 |
| 18 | MSC 522 | Web Based Advertising | 2 |
| 19 | MSC 528 | Agri-business and Marketing | 2 |
| 20 | MSC 510 | Advertising Research | 2 |
| 21 | MSC 513 | Enterprise Resource Planning (ERP) | 2 |
| 22 | MSC 516 | Current Issues and Emerging Challenges in Marketing | 2 |

2. Elective Courses

a) Specialisation: Required Credits 16

Group III Human Resource Management

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--------------------------------|---------|
| 1 | HRM 405 | Career and Succession Planning | 2 |
| 2 | HRM 406 | HR Balanced Score Card | 2 |

| | | | |
|----|---------|---|---|
| 3 | HRM 407 | Emotional Intelligence | 2 |
| 4 | HRM 408 | Organizational Theory, Design and Effectiveness | 2 |
| 5 | HRM 409 | Leadership- Concept and Theories | 2 |
| 6 | HRM 410 | Personality Development and Career Management | 2 |
| 7 | HRM 411 | Diversity and Cross Cultural Management | 2 |
| 8 | HRM 501 | Individual and Group Processes | 2 |
| 9 | HRM 502 | Management of Industrial Relations | 2 |
| 10 | HRM 503 | Human Resource Development | 2 |
| 11 | HRM 504 | Social Security and Labour Welfare | 2 |
| 12 | HRM 505 | Counselling Skills | 2 |
| 13 | HRM 507 | Conflict Management and Negotiation Skills | 2 |
| 14 | HRM 506 | Power and Politics in Organizations | 2 |
| 15 | HRM 508 | Compensation Management | 2 |
| 16 | HRM 509 | Performance Management- Systems & Strategies | 2 |
| 17 | HRM 511 | Strategic HRM | 2 |
| 18 | HRM 512 | Industrial Psychology | 2 |
| 19 | HRM 513 | Labour Laws | 2 |
| 20 | HRM 515 | International HRM | 2 |
| 21 | HRM 517 | HRD Audit | 2 |
| 22 | HRM 518 | Competency Mapping | 2 |
| 23 | HRM520 | Leadership in Asian Philosophy | 2 |
| 24 | HRM 525 | Organization Transformation and Development | 2 |

2. Elective Courses

a) Specialisation: Required Credits 16

Group IV : Entrepreneurship : Required Credits 16

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| | EDM 402 | New Venture Creation | 2 |
| | EDM 404 | Entrepreneurial Support System | 2 |
| | EDM 405 | Management of MSME | 2 |
| | EDM 406 | Managing Creativity, Innovation & Incubation | 2 |
| | EDM 407 | Entrepreneurship Training -Tools and Techniques | 2 |
| | EDM 408 | Entrepreneurship Development - Recent Trends | 2 |
| | EDM 409 | Entrepreneurial Competency & Motivation | 2 |
| | EDM 410 | Entrepreneurial Succession Planning | 2 |
| | EDM 411 | Managing Small & Family Business | 2 |
| | EDM 412 | Agri-Business Management | 2 |

| | | | |
|--|---------|--|---|
| | EDM 413 | Entrepreneurship Development | 2 |
| | EDM 415 | Small Business Management | 2 |
| | EDM 416 | Real Estate Management | 2 |
| | EDM 417 | Micro Finance | 2 |
| | EDM 418 | Entrepreneurial Finance | 2 |
| | EDM 501 | Social Entrepreneurship | 2 |
| | EDM 502 | Selection and Management of Handicrafts enterprise | 2 |
| | EDM 503 | Enterprise Establishment and Management | 2 |
| | EDM 504 | Business Plan and Project Implementation | 2 |
| | EDM 505 | Financing New Ventures | 2 |
| | EDM 506 | Venture Capital & Private Equity | 2 |
| | EDM 507 | Managing Corporate Turnarounds | 2 |

2. Elective Courses

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

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

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

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| | MSO 401 | Management Principles and Function | 2 |
| | AFA 404 | Personal Finance | 2 |
| | AFA 411 | Management of Financial Institutions | 2 |
| | MSC 440 | Retail Management | 2 |
| | HRM 507 | Conflict Management and Negotiation Skills | 2 |
| | MSC 509 | Green Marketing | 2 |
| | MSC 520 | Internet Based Marketing | 2 |
| | HRM 410 | Personality Development and Career Management | 2 |
| | HRM 401 | Organisational Behaviour | 2 |
| | MIB 411 | International Business Environment | 2 |
| | MSO 506 | Strategic Management | 4 |

3. Foundation Courses

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

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

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

the students of the University.

a) Skill Development: Required Credits 4(Four)

b) Human Making: Required Credits 4 (Four)

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

**Central University of Himachal Pradesh,
Dharamshala, District – Kangra, Himachal Pradesh – 176 206**

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

Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2018-20. The students will exercise choice within the framework of CUHP- CBCS.

| Credit Requirement for MBA Program of Study (4 Semesters) | | | |
|--|--|-------------------|----------------|
| Course Category | | Percentage | Credits |
| 1. Core Courses | | 65% | |
| | Compulsory Courses | 50% | 40 |
| | Open Courses | 15% | 12 |
| 2. Elective Courses | | 25% | |
| | Specialization Courses | 20% | 16 |
| | Inter Disciplinary (University Wide) Courses | 5% | 4 |
| 3. Foundation Courses | | 10% | |
| | Skill Development Courses | 5% | 4 |
| | Human Making Courses | 5% | 4 |
| Total | | 100% | 80 |

| Semester wise Credit Distribution | | | | | | | |
|--|-------------------|-------------|-----------------------|-------------|--------------------------|---------------------|--------------|
| Courses-> | 1. Core | | 2. Elective | | 3. Foundation | | Total |
| Semester | Compulsory | Open | Specialization | Open | Skill Development | Human Making | |
| I | 16 | - | - | - | 2 | 2 | 20 |

| | | | | | | | |
|--------------|-----------|-----------|-----------|----------|----------|----------|-----------|
| II | 12 | 4 | | - | 2 | 2 | 20 |
| III | 4 | 4 | 8 | 4 | - | - | 20 |
| IV | 8 | 4 | 8 | - | - | - | 20 |
| Total | 40 | 12 | 16 | 4 | 4 | 4 | 80 |

1. Core Courses

a. Core Compulsory Courses: Required Credits 40

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

| I – Semester | | | |
|----------------------|--------------------|------------------------------------|----------------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 101 | Accounting for Managerial Decision | 4 |
| 2 | MGT 102 | Human Resource Management | 4 |
| 3 | MGT 103 | Marketing Management | 4 |
| 4 | MGT 104 | Managerial Economics | 4 |
| Total Credits | | | 16 |

| II - Semester | | | |
|----------------------|--------------------|------------------------|----------------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 201 | Financial Management | 4 |
| 2 | MGT 202 | Organisation Behaviour | 4 |
| 3 | MGT 204 | Consumer Behavior | 4 |
| Total Credits | | | 12 |

| III -Semester | | | |
|----------------------|--------------------|----------------------|----------------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 301 | Dissertation (PG) | 2 |
| 2 | MGT 302 | Operation Management | 2 |
| Total Credits | | | 4 |

| IV -Semester | | | |
|---------------|-------------|----------------------------|---------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 401 | On the Job Training | 2 |
| 2 | MGT 402 | Comprehensive Viva Voce | 2 |
| 3 | MGT 403 | Organizational Development | 2 |
| 4 | MGT 404 | Operations Research | 2 |
| Total Credits | | | 8 |

b. Open Core Courses: Required Credits: 12

A student shall have the choice to take courses with total 12 credits out of the following courses as offered by the Himachal Pradesh Kendriya Vishwavidyalaya Business School (HPKVBS). The department will notify the courses to be offered in each semester.

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--|---------|
| 29. | MGT 203 | Business Research Methods | 2 |
| 30. | MGT 205 | Management Principles and Functions | 2 |
| 31. | MGT 206 | Entrepreneurship Development | 2 |
| 32. | MGT 303 | Retail Management | 2 |
| 33. | MGT 304 | Diversity and Cross Culture | 2 |
| 34. | MGT 305 | Stress Management | 2 |
| 35. | MGT 405 | International Business Environment | 2 |
| 36. | MGT 406 | Total Quality Management | 2 |
| 37. | MGT 407 | Corporate Governance & Social Responsibility | 2 |
| 38. | MGT 408 | Indian System of Business | 2 |
| 39. | MGT 409 | Community Lab: Management in Action | 2 |
| 40. | | | |

2. Elective Courses

a. Specialisation: Required Credits 16

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

Group I: Accounting & Finance

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--|---------|
| 38. | MGT 311 | Financial Econometrics | 4 |
| 39. | MGT 312 | Investment Analysis & Portfolio Management | 4 |

| | | | |
|-----|---------|--|---|
| 40. | MGT 313 | Indian Financial System | 4 |
| 41. | MGT 411 | Financial Derivatives | 4 |
| 42. | MGT 412 | Merger and Acquisition | 4 |
| 43. | MGT 413 | International Finance | 2 |
| 44. | MGT 414 | Personal Finance | 2 |
| 45. | MGT 415 | Behavior Finance | 4 |
| 46. | MGT 416 | Options, Futures and other Derivatives | 4 |
| 47. | MGT 417 | Income Tax | 2 |
| 48. | MGT 418 | Foreign Exchange Risk Management | 2 |

Group II: Marketing and Supply Chain Management

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--------------------------------------|---------|
| 1 | MGT 331 | Rural Marketing | 2 |
| 2 | MGT 332 | Social Marketing | 2 |
| 3 | MGT 333 | Digital Marketing | 2 |
| 4 | MGT 334 | Business Marketing | 2 |
| 5 | MGT 432 | Supply Chain Management | 2 |
| 6 | MGT 433 | Sales and Distribution Management | 2 |
| 7 | MGT 434 | Customer Relationship and Management | 2 |
| 8 | MGT 435 | Marketing Research | 2 |
| 9 | MGT 436 | Green Marketing | 2 |
| 10 | MGT 437 | Service Marketing | 2 |
| 11 | MGT 438 | Global Marketing | 2 |
| 12 | MGT 428 | Web Based Advertising | 2 |

Group III Human Resource Management

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| 1 | MGT 321 | Management of Industrial Relation | 4 |
| 2 | MGT 322 | Human Resource Development | 2 |
| 3 | MGT 323 | Organisation Transformation | 2 |
| 4 | MGT 324 | Social Security and Labour Welfare | 2 |
| 5 | MGT 421 | Compensation Management | 2 |
| 6 | MGT 422 | Industrial Psychology | 2 |
| 7 | MGT 423 | Labour Laws | 2 |
| 8 | MGT 424 | Organization Transformation and Development | 2 |
| 9 | MGT 425 | Performance Management | 2 |
| 10 | MGT 426 | International Human Resource Management | 2 |
| 11 | MGT 427 | Conflict Management and Negotiation Skills | 2 |
| 12 | MGT 428 | | |

b. Elective Interdisciplinary Courses – Required Credits 4 (Four)

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

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|----------------------------------|---------|
| 1. | MGT 510 | Strategic Management | 4 |
| 2. | MGT 511 | Management of MSME | 2 |
| 3. | MGT 512 | Agri-Business Management | 2 |
| 4. | MGT 513 | Venture Capital & Private Equity | 2 |
| 5. | MGT 514 | Managing Corporate Turnarounds | 2 |
| 6. | MGT 514 | Small Business Management | 2 |

3. Foundation Courses

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

Note: The Himachal Pradesh Kendriya Vishwavidyalaya Business School (HPKVBS) shall offer the following courses for all the students of the University.

a. Skill Development: Required Credits 4 (Four)

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| 1. | MGT 503 | Managing Innovation Incubation & Creativity | 2 |
| 2. | MGT 505 | Finance and Investment Skill | 2 |
| 3. | MGT 506 | Employability skills | 2 |
| 4. | MGT 507 | Counseling Skills | 2 |
| 5. | MGT 508 | Intellectual Property Rights | 2 |

b. Human Making: Required Credits 4 (Four)

| S.No | Course Code | Course Name | Credits |
|------|-------------|---------------------------------|---------|
| 1. | MGT 501 | Leadership Development | 2 |
| 2. | MGT 502 | Self Management and Development | 2 |
| 3. | MGT 504 | Human Values and Ethics | 2 |
| 4. | MGT 509 | Interpersonal Effectiveness | 2 |

Central University of Himachal Pradesh

Himachal Pradesh Kendriya Vishwavidyalaya Business School (HPKVBS)



Master Course catalogue

For

MBA Program

| School of Commerce and Management Studies(SCMS) | | | |
|---|--------------------|---|----------------|
| Himachal Pradesh Kendriya Vishwavidyalaya Business School (HPKVBS) | | | |
| Course Catalogue | | | |
| Sr. No | Course Code | Course Name | Credits |
| 1. | MGT 101 | Foundation skills in IT | 0/2/4 |
| 2. | MGT 102 | Business Environment | 0/2/4 |
| 3. | MGT 103 | Managerial Economics | 0/2/4 |
| 4. | MGT 104 | Business laws | 0/2/4 |
| 5. | MGT 105 | Managerial Communication | 0/2/4 |
| 6. | MGT 106 | Management Information System | 0/2/4 |
| 7. | MGT 107 | Quantitative Analysis for Management | 0/2/4 |
| 8. | MGT 108 | Fundamentals of Entrepreneurship | 0/2/4 |
| 9. | MGT 109 | Human Values & Responsible Citizenship | 0/2/4 |
| 10. | MGT 110 | Innovation Management | 0/2/4 |
| 11. | MGT 111 | Accounting for Managerial Decisions | 0/2/4 |
| 12. | MGT 112 | Accounting Standards | 0/2/4 |
| 13. | MGT 113 | Managerial Accounting and Cost Control Techniques | 0/2/4 |
| 14. | MGT 114 | Fundamentals of Financial Accounting | 0/2/4 |
| 15. | MGT 115 | Marketing Management | 0/2/4 |
| 16. | MGT 116 | Organisational Behaviour | 0/2/4 |
| 17. | MGT 117 | Management Theories & Practices | 0/2/4 |
| 18. | MGT 118 | Designing Work Organization | 0/2/4 |
| 19. | MGT 119 | Self-Management and Development | 0/2/4 |
| 20. | MGT 120 | Employability Skills | 0/2/4 |
| 21. | MGT 121 | Leadership Development | 0/2/4 |
| 22. | MGT 122 | Soft skills in Management | 0/2/4 |
| 23. | MGT 123 | Inter Personal Effectiveness | 0/2/4 |
| 24. | MGT 124 | Human Values and Ethics | 0/2/4 |
| 25. | MGT 125 | Interpersonal Skills | 0/2/4 |
| 26. | MGT 126 | Lifelong learning Skills | 0/2/4 |
| 27. | MGT 127 | Demand Forecasting and Planning | 0/2/4 |
| 28. | MGT 128 | Economic Forecasting and Applications | 0/2/4 |
| 29. | MGT 129 | Kautilya's Arthshastra | 0/2/4 |
| 30. | MGT 130 | Managing Innovation, Incubation & Creativity | 0/2/4 |
| 31. | MGT 131 | Skill development and Entrepreneurship | 0/2/4 |
| 32. | MGT 132 | Case Studies in Management | 0/2/4 |
| 33. | MGT 133 | Interpersonal Effectiveness | 0/2/4 |
| 34. | MGT 134 | Finance and Investment Skills | 0/2/4 |
| 35. | MGT 135 | Counseling Skills | 0/2/4 |
| 36. | MGT 136 | Management Lessons from Indian Mythology | 0/2/4 |
| 37. | MGT200 | Indian System of Business | 0/2/4 |
| 38. | MGT 201 | Business Analytics | 0/2/4 |
| 39. | MGT 202 | Legal Aspects in Management | 0/2/4 |
| 40. | MGT 203 | Success Stories of Entrepreneurs and Managers | 0/2/4 |
| 41. | MGT 204 | Emerging Trends in Management | 0/2/4 |
| 42. | MGT 205 | Writing skills in Management | 0/2/4 |
| 43. | MGT 206 | New Venture Creation | 0/2/4 |
| 44. | MGT 207 | Corporate Social Responsibility | 0/2/4 |
| 45. | MGT 209 | Entrepreneurship Development - Recent Trends | 0/2/4 |
| 46. | MGT 210 | Qualitative Analysis for Management | 0/2/4 |

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|-----|---------|--|-------|
| 47. | MGT 211 | Assets Liability Management | 0/2/4 |
| 48. | MGT 212 | Companies Law | 0/2/4 |
| 49. | MGT 213 | Financial Management | 0/2/4 |
| 50. | MGT 214 | Financial Accounting II | 0/2/4 |
| 51. | MGT 215 | Mercantile Law | 0/2/4 |
| 52. | MGT 216 | Financial Statement Analysis | 0/2/4 |
| 53. | MGT 217 | Financial Wisdom of Ancient Thinkers | 0/2/4 |
| 54. | MGT 221 | Consumer Behaviour | 0/2/4 |
| 55. | MGT 223 | Human Resource Management | 0/2/4 |
| 56. | MGT 231 | Principles of Management | 0/2/4 |
| 57. | MGT 232 | Managing Human Capital | 0/2/4 |
| 58. | MGT 233 | Counselling Skills | 0/2/4 |
| 59. | MGT 234 | Spiritual Leadership Lessons from Dharma Gurus | 0/2/4 |
| 60. | MGT 235 | Managerial Perspective of spiritual leaders | 0/2/4 |
| 61. | MGT 236 | Managerial Perspectives of Gita | 0/2/4 |
| 62. | MGT 237 | Teachings of Gurunanak | 0/2/4 |
| 63. | MGT 238 | Managerial Perspectives of Holy Books of India | 0/2/4 |
| 64. | MGT 239 | Vivekananda teachings | 0/2/4 |
| 65. | MGT 240 | Ethos and Ethics | 0/2/4 |
| 66. | MGT 241 | Managerial Philosophies of Dharma Gurus | 0/2/4 |
| 67. | MGT 242 | Chanakya Niti | 0/2/4 |
| 68. | MGT 300 | E –Governance | 0/2/4 |
| 69. | MGT 301 | India and World Economy | 0/2/4 |
| 70. | MGT 302 | Information Technology Management | 0/2/4 |
| 71. | MGT 303 | Operations Management | 0/2/4 |
| 72. | MGT 304 | Strategic Management | 0/2/4 |
| 73. | MGT 305 | Business Plan and Project Implementation | 0/2/4 |
| 74. | MGT 306 | Online Training/Internship | 0/2/4 |
| 75. | MGT 307 | Total Quality Management | 0/2/4 |
| 76. | MGT 308 | Business Process Reengineering | 0/2/4 |
| 77. | MGT 309 | Mergers and Acquisitions | 0/2/4 |
| 78. | MGT 310 | Decision Sciences | 0/2/4 |
| 79. | MGT 311 | Fundamentals of Financial Services | 0/2/4 |
| 80. | MGT 312 | Financial Strategies of Corporates | 0/2/4 |
| 81. | MGT 313 | Fundamentals of Investments | 0/2/4 |
| 82. | MGT 314 | Financial Communication and Reporting | 0/2/4 |
| 83. | MGT 315 | Funds Management | 0/2/4 |
| 84. | MGT 316 | Financial Derivatives | 0/2/4 |
| 85. | MGT 317 | Corporate Finance | 0/2/4 |
| 86. | MGT 318 | Working Capital Management | 0/2/4 |
| 87. | MGT 319 | Cost Management | 0/2/4 |
| 88. | MGT 320 | Statistical and mathematical tools for Finance | 0/2/4 |
| 89. | MGT 321 | Corporate Accounting | 0/2/4 |
| 90. | MGT 322 | Inflation Accounting | 0/2/4 |
| 91. | MGT 323 | Indian Financial System | 0/2/4 |
| 92. | MGT 324 | Investment Analysis And Portfolio Management | 0/2/4 |
| 93. | MGT 325 | Strategic Financial Management | 0/2/4 |
| 94. | MGT 326 | Regulatory Environment for Financial Services | 0/2/4 |
| 95. | MGT 327 | Financing New Ventures | 0/2/4 |
| 96. | MGT 328 | Corporate Governance & Social Responsibility | 0/2/4 |

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|------|---------|--|-------|
| 97. | MGT 329 | Income Tax | 0/2/4 |
| 98. | MGT 330 | Project Financing | 0/2/4 |
| 99. | MGT 331 | Goods and Service Tax | 0/2/4 |
| 100. | MGT 332 | Corporate Governance and Ethics | 0/2/4 |
| 101. | MGT 333 | Project Management | 0/2/4 |
| 102. | MGT 334 | Direct Tax Laws | 0/2/4 |
| 103. | MGT 335 | Tax Management | 0/2/4 |
| 104. | MGT 336 | Venture Capital & Private Equity | 0/2/4 |
| 105. | MGT 337 | Management of Financial Institutions | 0/2/4 |
| 106. | MGT 338 | International Marketing | 0/2/4 |
| 107. | MGT 339 | Brand Management | 0/2/4 |
| 108. | MGT 340 | Best Practices in Supply Chain Management and Logistics Management | 0/2/4 |
| 109. | MGT 341 | Pricing Strategy | 0/2/4 |
| 110. | MGT 342 | Product Innovation and Development | 0/2/4 |
| 111. | MGT 343 | Retail Management | 0/2/4 |
| 112. | MGT 344 | Web Based Advertising | 0/2/4 |
| 113. | MGT 345 | Integrated Marketing Communications | 0/2/4 |
| 114. | MGT 346 | Bop & Rural Markets : Perspectives & Solutions | 0/2/4 |
| 115. | MGT 347 | International Trade Operations | 0/2/4 |
| 116. | MGT 348 | Retail Marketing | 0/2/4 |
| 117. | MGT 349 | Decision Models for Supply Chain Management | 0/2/4 |
| 118. | MGT 350 | Customer Relationship Management | 0/2/4 |
| 119. | MGT 351 | Industrial Marketing | 0/2/4 |
| 120. | MGT 352 | Marketing Research | 0/2/4 |
| 121. | MGT 353 | Marketing of Services | 0/2/4 |
| 122. | MGT 354 | Strategic Marketing | 0/2/4 |
| 123. | MGT 355 | Social Entrepreneurship | 0/2/4 |
| 124. | MGT 356 | Stress Management | 0/2/4 |
| 125. | MGT 357 | Personality Development and Career Management | 0/2/4 |
| 126. | MGT 358 | Management of Industrial Relations | 0/2/4 |
| 127. | MGT 359 | Compensation Management | 0/2/4 |
| 128. | MGT 360 | Power and Politics in Organizations | 0/2/4 |
| 129. | MGT 361 | Training and Development | 0/2/4 |
| 130. | MGT 362 | Organisational Design | 0/2/4 |
| 131. | MGT 363 | Experiential Learning | 0/2/4 |
| 132. | MGT 364 | Competency Mapping | 0/2/4 |
| 133. | MGT 365 | Human Resource Management in NGOs | 0/2/4 |
| 134. | MGT 366 | Group Dynamics and Stress Management | 0/2/4 |
| 135. | MGT 367 | Diversity and Cross Cultural Management | 0/2/4 |
| 136. | MGT 368 | Human Resource Development | 0/2/4 |
| 137. | MGT 369 | Individual and Group Processes | 0/2/4 |
| 138. | MGT 370 | Leadership- Concept and Theories | 0/2/4 |
| 139. | MGT 371 | Life and Career Planning | 0/2/4 |
| 140. | MGT 372 | Team Work and Group Dynamics skills | 0/2/4 |
| 141. | MGT 373 | Managing Diversity | 0/2/4 |
| 142. | MGT 374 | Managing Teams | 0/2/4 |
| 143. | MGT 375 | Motivation Skills and Self Management | 0/2/4 |
| 144. | MGT 376 | Strategic Human Resource Management | 0/2/4 |
| 145. | MGT 377 | International HRM | 0/2/4 |
| 146. | MGT 378 | Global Business Environment | 0/2/4 |

| | | | |
|------|---------|--|-------|
| 147. | MGT 379 | Global Business foundation skills | 0/2/4 |
| 148. | MGT 380 | Global Business Strategy | 0/2/4 |
| 149. | MGT 381 | Global Human Resources Management | 0/2/4 |
| 150. | MGT 382 | Global Marketing | 0/2/4 |
| 151. | MGT 383 | Managing Global Workforce | 0/2/4 |
| 152. | MGT 384 | Global Supply Chain Management and International Logistics | 0/2/4 |
| 153. | MGT 385 | World Class Manufacturing | 2/4/6 |
| 154. | MGT 386 | Cross Cultural and Global Management | 0/2/4 |
| 155. | MGT 387 | Entrepreneurial Competency and Motivation | 0/2/4 |
| 156. | MGT 388 | Entrepreneurial Finance | 0/2/4 |
| 157. | MGT 389 | Corporate Governance and Entrepreneurship | 0/2/4 |
| 158. | MGT 390 | Entrepreneurial Finance and Control Techniques | 0/2/4 |
| 159. | MGT 391 | Entrepreneurial Leadership | 0/2/4 |
| 160. | MGT 392 | Entrepreneurial Succession Planning | 0/2/4 |
| 161. | MGT 393 | Entrepreneurial Support System | 0/2/4 |
| 162. | MGT 394 | Entrepreneurship Development | 0/2/4 |
| 163. | MGT 395 | Technology Business Incubators | 0/2/4 |
| 164. | MGT 396 | Management of Technology Transfer | 0/2/4 |
| 165. | MGT 397 | Management of Micro Small and Medium Enterprises | 0/2/4 |
| 166. | MGT 398 | Financing Start Ups | 0/2/4 |
| 167. | MGT 399 | Managing Corporate Turnarounds | 0/2/4 |
| 168. | MGT 400 | Operations Research | 0/2/4 |
| 169. | MGT 401 | Statistical Learning With R | 0/2/4 |
| 170. | MGT 402 | Data Science and Big Data Management | 0/2/4 |
| 171. | MGT 403 | Artificial Intelligence | 0/2/4 |
| 172. | MGT 404 | Programming skills | 0/2/4 |
| 173. | MGT 405 | Software's in Management | 0/2/4 |
| 174. | MGT 406 | Game Theory And Applications | 0/2/4 |
| 175. | MGT 407 | Intellectual Property Rights & Patents | 0/2/4 |
| 176. | MGT 408 | Community Lab: Management in Action | 0/2/4 |
| 177. | MGT 409 | Comprehensive Viva-Voce | 0/2/4 |
| 178. | MGT 410 | Dissertation (PG) | 0/2/4 |
| 179. | MGT 411 | Foreign Exchange and Risk Management | 0/2/4 |
| 180. | MGT 412 | Bond Markets Analysis and Strategies | 0/2/4 |
| 181. | MGT 413 | Micro Finance | 0/2/4 |
| 182. | MGT 414 | Options, Futures and other Derivatives | 0/2/4 |
| 183. | MGT 415 | Financial Reporting and Analysis | 0/2/4 |
| 184. | MGT 416 | Financial Econometrics | 0/2/4 |
| 185. | MGT 417 | Behavioral Finance | 0/2/4 |
| 186. | MGT 418 | Capital Market in India | 0/2/4 |
| 187. | MGT 419 | Micro Finance and Indigenous Banking | 0/2/4 |
| 188. | MGT 420 | Financial Economics | 0/2/4 |
| 189. | MGT 421 | Financial Inclusion and Exclusion | 0/2/4 |
| 190. | MGT 422 | Contemporary issues in Taxes | 0/2/4 |
| 191. | MGT 423 | Management of Mutual Funds | 0/2/4 |
| 192. | MGT 424 | Stock Market Operations | 0/2/4 |
| 193. | MGT 425 | Financial Engineering | 0/2/4 |
| 194. | MGT 426 | Corporate Taxation | 0/2/4 |
| 195. | MGT 427 | Corporate Valuation And Restructuring | 0/2/4 |
| 196. | MGT 428 | Management Control Systems | 0/2/4 |

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| 197. | MGT 429 | Personal Finance | 0/2/4 |
| 198. | MGT 430 | Project Work in Finance | 0/2/4 |
| 199. | MGT 431 | Quantitative Finance | 0/2/4 |
| 200. | MGT 432 | Seminar Paper on Emerging issues in Accounting and Finance | 0/2/4 |
| 201. | MGT 433 | Valuation for Mergers, Buyouts and Restructuring | 0/2/4 |
| 202. | MGT 434 | Pension Fund Management | 0/2/4 |
| 203. | MGT 435 | Marketing Analytics | 0/2/4 |
| 204. | MGT 436 | Local Produce Marketing | 0/2/4 |
| 205. | MGT 437 | Supply Chain Management | 0/2/4 |
| 206. | MGT 438 | Green Marketing | 0/2/4 |
| 207. | MGT 439 | Ethics in Marketing | 0/2/4 |
| 208. | MGT 440 | Brand Management | 0/2/4 |
| 209. | MGT 441 | Green Logistics | 0/2/4 |
| 210. | MGT 442 | Mobile Based Marketing | 0/2/4 |
| 211. | MGT 443 | Services Marketing | 0/2/4 |
| 212. | MGT 444 | Services Quality Management | 0/2/4 |
| 213. | MGT 445 | Social Marketing | 0/2/4 |
| 214. | MGT 446 | Digital Marketing | 0/2/4 |
| 215. | MGT 447 | Social Media Analytics | 0/2/4 |
| 216. | MGT 448 | Product and Brand Management | 0/2/4 |
| 217. | MGT 449 | Nano Marketing | 0/2/4 |
| 218. | MGT 450 | Nuero Marketing | 0/2/4 |
| 219. | MGT 451 | Personal Selling and Salesmanship | 0/2/4 |
| 220. | MGT 452 | Rural Marketing | 0/2/4 |
| 221. | MGT 453 | Sales and Distribution Management | 0/2/4 |
| 222. | MGT 454 | Seminar Paper on Emerging issues in Marketing and Supply Chain Management | 0/2/4 |
| 223. | MGT 455 | Project Work in Marketing and Supply Chain Management | 0/2/4 |
| 224. | MGT 456 | Talent Management | 0/2/4 |
| 225. | MGT 457 | Conflict Management & Negotiation Skills | 0/2/4 |
| 226. | MGT 458 | Transformational Leadership and communication | 0/2/4 |
| 227. | MGT 459 | Emotional Intelligence | 0/2/4 |
| 228. | MGT 460 | Green Human Resource Management | 0/2/4 |
| 229. | MGT 461 | Human Resource Balance Score Card | 0/2/4 |
| 230. | MGT 462 | Community Lab in Human Resource Management | 0/2/4 |
| 231. | MGT 463 | Organizational Development | 0/2/4 |
| 232. | MGT 464 | Labour Laws | 0/2/4 |
| 233. | MGT 465 | Organizational Theory, Design and Effectiveness | 0/2/4 |
| 234. | MGT 466 | Human Resource Accounting | 0/2/4 |
| 235. | MGT 467 | Human Resource Planning and HR Audit | 0/2/4 |
| 236. | MGT 468 | Leadership and Change Management | 0/2/4 |
| 237. | MGT 469 | Organizational Transformation and Development | 0/2/4 |
| 238. | MGT 470 | Human Resource Information System | 0/2/4 |
| 239. | MGT 471 | Industrial and Organizational Psychology | 0/2/4 |
| 240. | MGT 472 | Performance Management- Systems & Strategies | 0/2/4 |
| 241. | MGT 473 | Industrial Psychology | 0/2/4 |
| 242. | MGT 474 | Measuring Human Resource-Tools and Techniques | 0/2/4 |
| 243. | MGT 475 | International Dimensions of Organizational Behaviour | 0/2/4 |
| 244. | MGT 476 | Project Work in Human Resource Management and Organisational Behaviour | 0/2/4 |
| 245. | MGT 477 | Seminar paper on Human Resource Management and Organisational Behaviour | 0/2/4 |

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| 246. | MGT 478 | Management of Change | 0/2/4 |
| 247. | MGT 479 | Social Security and Labour Welfare | 0/2/4 |
| 248. | MGT 480 | Green Human Resource Management | 0/2/4 |
| 249. | MGT 481 | Managing Diversity in International Business | 0/2/4 |
| 250. | MGT 482 | Talent Management and Development | 0/2/4 |
| 251. | MGT 483 | Export Import Management | 0/2/4 |
| 252. | MGT 484 | EXIM Procedures & Documentation | 0/2/4 |
| 253. | MGT 485 | International Trade Practices & Documentation | 0/2/4 |
| 254. | MGT 486 | International Organisations, Regional Blocks & WTO | 0/2/4 |
| 255. | MGT 487 | International Business Environment | 0/2/4 |
| 256. | MGT 488 | International Business Strategy | 0/2/4 |
| 257. | MGT 489 | International Finance | 0/2/4 |
| 258. | MGT 490 | International Economics | 0/2/4 |
| 259. | MGT 491 | International Financial Management | 0/2/4 |
| 260. | MGT 492 | International Logistics | 0/2/4 |
| 261. | MGT 493 | Enterprise Establishment and Management | 0/2/4 |
| 262. | MGT 494 | Enterprise Resource Planning | 0/2/4 |
| 263. | MGT 495 | Enterprise Risk Management | 0/2/4 |
| 264. | MGT 496 | Enterprise Resource Planning Systems | 0/2/4 |
| 265. | MGT 497 | Managing Small & Family Business | 0/2/4 |
| 266. | MGT 601 | Advanced Strategic Management | 4 |
| 267. | MGT 602 | Research Advances in Corporate Finance | 4 |
| 268. | MGT 603 | Research Advances in Financial Engineering | 4 |
| 269. | MGT 604 | Research Advances in Financial Management | 4 |
| 270. | MGT 605 | Research Advances in Financial Modelling | 4 |
| 271. | MGT 606 | Research Advances in International Finance | 4 |
| 272. | MGT 607 | Advance Topics in International Marketing | 4 |
| 273. | MGT 608 | Research Advances in Consumer Behaviour | 4 |
| 274. | MGT 609 | Advance Topics in Marketing of Services | 4 |
| 275. | MGT 610 | Advance Topics in Product and Brand Management | 4 |
| 276. | MGT 611 | Advance Topics in Supply Chain and Retail Management | 4 |
| 277. | MGT 612 | Advance Topics in Web Based Marketing | 4 |
| 278. | MGT 613 | Advanced Advertising Management | 4 |
| 279. | MGT 614 | Advanced Marketing Research | 4 |
| 280. | MGT 615 | Advanced Organisational Behaviour | 4 |
| 281. | MGT 616 | Research Issues in Cross Cultural Management | 4 |
| 282. | MGT 617 | Qualitative Management | 4 |
| 283. | MGT 618 | Writing Effective Thesis | 4 |
| 284. | MGT 619 | Thesis (Ph D) | 4 |
| 285. | RPE | Research and Publication Ethics | 2 |

Agenda item No. SCMS-SB-1/20-9

| Name of Examiners and Evaluators for End Term Examinations of MBA Program of Himachal Pradesh Kendriya Vishwavidyalaya Business School (HPKVBS) | | | |
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| 53. | Dr. Vivek Tiwari | Assistant Professor | NIT Hamirpur Business School |
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**Regulations for the Conduct of the business of the School Board of School of Commerce and Management
Studies (SCMS)**

(Made under the provisions of Section 29 of the Act and Statute 38 of I Statutes)

1. These regulations may be called, “Regulations for the conduct of the business of the School Board” and shall come into force from the date of notification.
2. The Dean of the School shall convene and preside over the meeting of School Board.
3. In case Dean of the School is not present at any meeting, the senior-most member present from the university in the School Board shall act as the Chairman for the meeting.
4. The date, time and place for holding the meeting of the School Board shall be as fixed by the Chairman.
5. A regular meeting of the School Board shall be held at least two times in a year as per the requirements of University Ordinance 22.
6. Notice for a meeting of the School Board, other than a special meeting, shall ordinarily be issued at least 14 days before the day fixed for the meeting.
7. The quorum for the meetings of the School Board shall be one third of the members of the School Board.
8. The Dean may convene emergency meeting of the Board at short notice of one week or two days in case of online meeting.
9. Special meetings may be called by the Chairman or on a written request by at least one fifth of the members of the School Board.
10. In case of special meetings called at the request of the members, no item other than those notified in the Agenda shall be discussed and that the presence of all members, at whose request the Special meeting was called, will be essential.
11. If in the opinion of the Vice-Chancellor, it is not necessary or expedient to convene a meeting of the School Board to consider any item and if he considers that a matter could be disposed off by circulation among the members of School Board he may issue necessary instructions to that effect.
12. An item proposed by any member(s) and included in the agenda may be withdrawn by the member with the permission of the Chairman.
13. The conduct of business and order of speaking shall be controlled by the Chairman.
14. The Chairman at his own instance or at the instance of any member may call or order any member to participate in the discussion.
15. Ordinarily no business other than that is brought forward in the agenda or supplementary agenda shall be transacted in the meeting. The Chairman may, however, introduce or permit to introduce any other item for discussion provided that such an item could satisfactorily be dealt with in the meeting without any prior notice.
16. All decisions in the meetings of the School Board shall be taken by consensus. However, if circumstances so warrant, the Chairman may resort to voting for taking a decision by majority of the votes of the members present. It shall be for the Chairman to decide the manner in which the votes are to be cast. The Chairman shall have a vote and a casting vote.
17. A matter once decided by the School Board shall not be reopened within next six months except with the consent of the Chairman.
18. The Dean of the School, within seven days after the meeting of the School Board, shall send a copy of the minutes to each member of the School Board.
19. The decisions recorded in the proceedings shall be submitted to the Vice-Chancellor for inclusion in the Agenda of the Academic Council for its next meeting for information, consideration and further recommendations).
20. Formal confirmation of the minutes will be the first item on the agenda of the following meeting of the School Board.

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

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

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

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

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

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

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

Agenda Item No. – SBMS-SB-3/16-1

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

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

Decision: The School Board confirmed the minutes of 2nd meeting of School Board held on 11.6.2015.

Agenda Item No. – SBMS-SB-3/16-2

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

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

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

Agenda Item No. – SBMS-SB-3/16-3

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

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

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

Agenda Item No. – SBMS-SB-3/16-4

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

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

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

Agenda Item No. – SBMS-SB-3/16-5

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

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

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

Agenda Item No. – SBMS-SB-3/16-6

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

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

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

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

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

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

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

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

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

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

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

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

Decision: The School Board approved the same.

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

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

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

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

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

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

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

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

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

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

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

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

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

Any other matter with the permission of the Chair

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

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

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

Meeting ended with vote of thanks to the chair

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



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

Department of Marketing and Supply Chain Management held on 19th Sept., 2016

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

The following members were present:

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

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

Agenda Item No. – MSC-BoS-5/16-1

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

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

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

Agenda Item No. – MSC-BoS-5/16-2

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

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

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

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

Agenda Item No. – MSC-BoS-5/16 -3

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

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

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

Agenda Item No. – MSC-BoS-5/16-4

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

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

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

Agenda Item No. – MSC-BoS-5/16-5

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

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

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

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

| | | | |
|----|----------------|-------------------|--|
| 2. | CUHP15RDMGMT03 | Mr. Kamlesh Kumar | Dr. Bhagwan Singh, Head, Department of M&SCM, CUHP, TAB, Shahpur |
|----|----------------|-------------------|--|

Agenda Item No. – MSC-BoS-5/16-6

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

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

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

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

Agenda Item No. – MSC-BoS-5/16-7

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

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

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

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

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

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

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

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

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

Suggestions for the improvement of the standard of Teaching and Research

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

The meeting ended with a vote of thanks.

Signatures of members of 5th BoS.

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

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

**Dr. Bhagwan Singh
Chairman &
Convenor,
5th BoS, M&SCM**

Copy to:

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



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

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

Department of Human Resource Management & Organizational Behaviour

Minutes of the Fourth BOS Meeting Held on 30th Sept, 2016

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

The following members were present:

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

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

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

Agenda Item No. – HRM-BoS-4/16-1

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

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

Agenda Item No. – HRM-BoS-4/16-2

To deliberate upon the Course Catalogue of Management

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

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

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

Agenda Item No. – HRM-BoS-4/16 -3

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

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

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

Agenda Item No. – HRM-BoS-4/16-4

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

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

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

Agenda Item No. – HRM-BoS-4/16-5

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

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

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

Agenda Item No. – HRM-BoS-4/16-6

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

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

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

Agenda Item No. – HRM-BoS-4/16-7

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

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

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

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

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

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

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

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

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

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

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

The meeting ended with a vote of thanks to the chair

Prof Yoginder Verma
Chairman & Convenor
Department of HRM & OB

ANNEXURE-III

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

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

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

Synopses for Approval and Confirmation of Registration

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

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

Agenda item No. SCMS-SB-1/20-3

Action Taken Report of the of 3rd Meeting of School Board of School of Business and Management Studies held on 13th October, 2016

| Agenda Item No. | Decision | Action Taken |
|-----------------|--|--|
| SBMS-SB-3/16-4 | Allotment of PhD Supervisor | Allotted as per decision |
| SBMS-SB-3/16-5 | Synopses of PhD Scholars | Report of the approved Synopses of PhD Scholars was sent to the COE office for confirmation of registration. |
| SBMS-SB-3/16-6 | Award of Ph. D degree | Award of PhD to two students recommended to Academic Council |
| SBMS-SB-3/16-7 | Amended course catalogue for MBA Program | Implemented as approved |
| SBMS-SB-3/16-8 | CBCS for MBA batch 2015-17 | Implemented as approved |
| SBMS-SB-3/16-9 | CBCS for MBA batch 2016-18 | Implemented as approved |

MINUTES OF THE FOURTH BOS OF DEPARTMENT OF ACCOUNTING AND FINANCE

The meeting of the Fourth Board of Studies (BOS) for Department of Accounting & Finance was held on **December 1st, 2017 at 10.00 am** at Temporary Academic Block, Central University of Himachal Pradesh, Shahpur in the Dean's Chamber. The following members were present:

1. Dr. Sanjeev Gupta, **Chairman & Convener**, Head, Department of Accounting & Finance Management, Central University of Himachal Pradesh.
2. Prof. O P Verma, **External Subject Expert**, Professor, University Business School, Himachal Pradesh University, Shimla.
3. Dr Manpreet Arora, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh.
4. Dr Mohinder Singh, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh (Special Invitee).

Prof Kuldeep Singh, **External Subject Expert**, Department of Commerce, MDU Rohtak and Prof. H R Sharma, **Head**, Department of Economics and Public Policy and B C Chauhan, Dean School of Physical & Material Sciences could not attend the meeting and were granted leave of absence.

In The Fourth meeting of Board of Studies following decisions were taken agenda wise:

AF-BoS-IV/17-1: Formal Confirmation of minutes of the meeting of the Third Board of Studies (BoS)

The minutes of the meeting of the 3rdBoS which were finalized and sent to all the members of BoS were and same were finalised.

The Board approved the said minutes.

AF-BoS-IV/17-2: To Revise credits of certain courses

Agenda-Majority of the courses in the course catalogue are of two credits. It is proposed that in order to have in depth knowledge of certain courses it becomes important to revise the credits of certain courses to four credits. The list of courses for which the credits are raised to four from two is appended in Annexure II.

Decision: The amendment of the credits of courses was duly approved by the Board with consensus.

AF-BoS-IV/17-3: To recommend new Courses and rectify few titles to be offered by Department as well as school

Agenda-Certain new courses from the specialisation of finance and for the general overhauling of the student from diverse fields/common departments were placed before BoS for recommendations. So that they can be added in the list of courses offered from the department and school. Annexure III consisted of the list in which the new additions to various heads are added.

Decision: The amended courses were duly approved by the Board with consensus. It was also recommended by the Board that few more courses in the Department of Accounting and Finance can be added. Few other courses in the relevant field of four credits may be introduced.

AF-BoS-IV/17-4: To Review the contents of the courses being offered in the Department

Agenda-In accordance with the ordinances of the Central University of Himachal Pradesh (CUHP) the course contents are designed by respective faculty members within the prescribed broader guidelines laid down their in.

The course contents are reviewed regularly by the BoS. Thus, the course contents of the courses offered by the Department during academic session 2015-16 and Monsoon Semester 2017 were placed before BoS for review.

Decision: It was duly approved by the Board.

AF-BoS-IV/17-5: To evaluate Synopsis of Ph D Research Scholar(s) in Research Degree (RD) programme in the Department, to approve a change in title of synopsis and to recommend the confirmation of registration to the School Board.

The synopsis submitted by the Research Scholar(s) enrolled in Ph.D programme in the Department to be placed before BoS. Thereby, the synopses are placed for the approval of board.

| Sr. No. | Name | Roll No./Regd No. | Thesis title |
|----------------|-----------------------------|--------------------------|---|
| 1. | Abdul Rishad Kuttiaprathodi | CUHP13RDMGMT01 | Impact and Effectiveness of Central Bank Intervention in Foreign Exchange Market: Empirical Evidence from India |

| | | | |
|----|--------------|----------------|---|
| 2. | Akhil Sharma | CUHP14RDMGMT01 | Dynamics of Crude Oil Prices and Exchange Rate: An Empirical Evidence from Indian Perspective |
| 3 | Vikas | CUHP14RDMGMT04 | “Consumer Perception Towards Electronic Payment Systems: An Empirical Study In Himachal Pradesh”. |

Decision: The synopses were duly approved by the Board.

AF-BoS-III/17-6: To change the title of research work

Mr Bhushan Singh (CUHP13RDMGT02) Supervised by Dr Mohinder Singh had placed a request before the Board for the change in title. Earlier the title was “**Financial Literacy and Investment Behaviour among Schedule Tribes: A Study of Himachal Pradesh**”. The proposed new title is “**Household Portfolio, Risk Tolerance and Financial Literacy: A Study on Schedule Tribes of H.P**”. The request to approve the change in title was placed before BOS.

Decision: The change the title of research work was duly approved by the Board.

The meeting ended with a vote of thanks by the chairman.

Minutes of 5th Meeting of Board of Studies

of

Department of Human Resource Management and Organizational Behaviour (HRM&OB)

held on 17th October, 2018

The meeting of the Fifth Board of Studies (BoS) of Human Resource Management and Organizational Behaviour was held on 17th October 2018 at 04.00 P.M. The meeting was chaired by Prof. Sanjeev Gupta, Head, Department of Human Resource Management and Organizational Behaviour. The meeting formally started with a Welcome Note by the Head to all the Hon'ble members present.

The following members were present:

1. Prof. Sanjeev Gupta, Head, Dept of HRM & OB and Dean, School of SBMS, CUHP, Chairman & Convenor.
2. Prof. Vinay Chauhan, **Subject Expert**- Professor, Dean (Planning and Development), HPTU
3. Prof I V Malhan, Dean, School of Mathematics, Computer and Information, CUHP, VC Nominee
4. Dr. Aditi Sharma, Assistant Professor, Department of HRM & OB, Member
5. Dr. Gitanjali Upadhaya, Assistant Professor, Department of HRM & OB, Special Invitee
6. Dr. Rita Devi, Assistant Professor, Department of HRM & OB, Special Invitee

Prof O.P Verma, Commerce Department, HPU, Shimla, Subject Expert could not attend the meeting. He was granted leave of absence. Prof. H.R Sharma, Pro Vice Chancellor, CUHP, VC Nominee could not attend the meeting due to his busy schedule. He was granted leave of absence. Prof. Sanjeev Gupta welcomed all members to the fifth meeting of Board of Studies and briefed the members about the recent developments in the MBA Programme.

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

Agenda Item No. – HRM-BoS-V/18-1

Formal Confirmation of minutes of the meeting of the Fourth Board of Studies(BoS)

The minutes of the meeting of the 4th BoS (held on 30th September, 2016) have been finalized and sent to all the members of BoS. Since no comments were received from the members, the minutes were taken as approved.

Decision: The minutes of the meeting of the Fourth Board of Studies (BoS) held on 30th September, 2016 were reviewed and confirmed by the BoS.

Agenda Item No. – HRM-BoS-V/18-2

To revise credits of compulsory core courses

Majority of the courses in the course catalogue are of two credits. It is proposed that in order to have an in depth knowledge of courses, it has become imperative to revise the credits of some courses to four credits.

The Revision of required Course Codes, Credits, and Nomenclature as per requirements of the courses offered by the Department of Human Resource Management & Organizational Behaviour (HRM&OB) is placed before BoS for its suggestion, comments and recommendations.

Decision: Keeping in view the need to provide an in-depth and more comprehensive understanding of the course, the Board approved the decision to revise the credits of certain courses offered by the Department.

Agenda Item No. – HRM-BoS-V/18-3

To recommend new courses to be offered by Department

Keeping in mind the changing requirements of the dynamic corporate world, introducing courses that cater to these and equipping students with the latest advances, the department proposes to recommend some new course and the list of the proposed courses is placed before BoS for their suggestions.

Decision: The Board approved the titles of new courses.

Agenda Item No. – HRM-BoS-V/18-4

To review the contents of the courses being offered by Department

in accordance with amended CBCS the Course Catalogue during the academic session 2017-2019 and 2018-2020 as well as course contents designed by respective faculty members within the prescribed broader guidelines laid down by the University is placed before BoS for its suggestion, comments and recommendations.

Decision: The external subject expert and VC nominees of BoS appreciated the functioning of the Department of Human Resource Management and Organizational Behaviour (HRM&OB) and were satisfied by the courses offered by the department. The members reviewed and approved the course contents prepared by the faculty members.

Agenda Item No. – HRM-BoS-V/18-5

To place the Synopsis of Ph. D Research Scholar(s) of the Department for approval and to recommend the confirmation of registration to the School Board

The synopsis submitted by the Research Scholar, Ms. Shagun Sood enrolled in Ph.D programme in the Department of Human Resource Management and Organizational Behaviour (HRM&OB) has been presented by the Research Scholar before the Research Progress Monitoring Committee (RPMC) which has recommended these to be placed before BoS. Synopsis of the Research Scholar, Ms. Shagun Sood in Research Degree (RD) programme in Department of Human Resource Management and Organizational Behaviour (HRM&OB) is placed before BoS for approval and to recommend the confirmation of registration of Ph.D students to School Board.

Decision: The members of the 5th BoS appreciated the screening process of synopsis. The candidate was called to present the synopsis before BoS. After the presentation and thorough deliberation, BoS suggested changes in the title of the proposed research work and approved the synopsis as per detail given below:

| Sr. No. | Roll No. | Name of the student | Name of the Supervisor | Remarks (If any) |
|--|-----------------|----------------------------|--|-------------------------|
| 1. | CUHP15RDMGMT07 | Ms. Shagun Sood | Supervisor: Prof.Yoginder Verma, Department of Human Resource Management &Organizational Behaviour (HRM&OB) | |
| Topic: e-Human Resource Management Practices and Organizational Effectiveness in Banking Sector of Himachal Pradesh | | | | |

Agenda Item No. – HRM-BoS-V/18-6

Approval of Change of Supervisor for guiding research in the Department

Dr. Bhawna Bhardwaj, Assistant Professor, Department of HRM & OB is on lien and has expressed her inability to supervise Mr. Ravi Kumar (CUHP15RDMGMT06). Dr. Rita Devi, Assistant Professor, Department of Human Resource Management and Organizational Behaviour (HRM&OB), School of Business and Management Studies (SBMS), Central University of Himachal Pradesh would be the new supervisor. The request to approve the change of guide is placed before BoS.

Decision: The BoS members approved the change of supervisor.

Agenda Item No. – HRM-BoS-5/16-7

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

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

The meeting ended with a vote of thanks to the chair

Signatures of members of 5th BoS.

Prof. Vinay Chauhan

Prof. I.V Malhan

Dr.Aditi Sharma

Dr. Gitanjali Upadhaya

Dr. Rita Devi

Prof Sanjeev Gupta,
Chairman & Convenor
5th BoS, HRM&OB

Copy to:

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

Sixth (6th) Meeting of Board of Studies (BoS) of Department of Marketing and Supply Chain Management (M&SCM), School of Business and Management Studies, Central University of Himachal Pradesh (By Circulation)

Date: 06/08/2018

Respected Sir

This is to inform that **urgent need** for approval of **6th BoS meeting Agenda & Minutes** has occurred. Hence, you are requested to approve it on email itself, by Circulation basis.

The item wise Agenda with minutes are as below:

Agenda items with Minutes

Item No. MSC-BoS-6/18-1: To approve the name of the Research Supervisor(s) in the Dept. of M&SCM, SBMS.

Minutes: Dr. Chaman Lal, Assistant Professor, Dept. of M&SCM, SBMS, has completed his Ph D in March 2017 and his name is placed before the BoS for approval to guide PhD Research Degree Scholars (RDs).

Item No. MSC-BoS-6/18-2: To approve the names of Research Supervisors/ Guide of December 2017 Session for guiding Ph.D Research Degree Scholar(s) allotted by the Department of Marketing & Supply Chain Management (M&SCM) to the School Board.

Minutes: The **Two Research Degree Scholars (RDs)** have been enrolled by proper process in the Department of M&SCM in December 2017. The course work of these students has been completed but result is awaited. As per the PhD Ordinance of the University, the names of Research supervisors/ Guide for these students are placed before the BoS for approval as below:

| Sr. No. | Roll No. | Name of the student | Name of the Supervisor | Remarks (If any) |
|--|-----------------|---------------------|--|------------------|
| 1. | CUHP17RDMGMT01 | Ms. Jyoti | Supervisor: Dr. Sarvesh Kumar, Assistant Professor, Department of Marketing and Supply Chain Management (M&SCM) | |
| Topic Proposed: Yet to be finalized as the Course Work result is awaited. | | | | |
| 2. | CUHP 17RDMGMT05 | Ms. Smriti Nautiyal | Supervisor: Dr. Chaman Lal, Assistant Professor, Department of Marketing and Supply Chain Management (M&SCM) | |
| Topic Proposed: Yet to be finalized as the Course Work result is awaited. | | | | |

This will be further forwarded for RAC (Research Advisory Committee) of each Research Degree Scholar.

**Dr Bhagwan Singh
Chairman & HoD**

**MINUTES OF THE 1ST MEETING OF THE BOARD OF STUDIES IN THE HPKV BUSINESS
SCHOOL, SCMS HELD ONLINE ON 29.09.2020**

Due to current pandemic situation, the BoS Meeting of HPKV Business School, was held on 29th September 2020 through online mode using google meet (ID – sqj-jzeb-pfz) and link meet.google.com/sqj-jzeb-pfz

The following were present

1. **Prof Sanjeev Gupta**
Chairman and Convener
Head, HPKV Business School
Central University of Himachal Pradesh

Members

1. **Prof. Kulbushan Chandel**
Dean Academics
Himachal Pradesh technical University
Hamirpur
2. **Prof. O. P. Verma**
Commerce Department
Himachal Pradesh University
Shimla
3. **Prof. Mohinder Singh**
Dean, SCMS
Central University of Himachal Pradesh
4. **Prof. Dipanker Sharma**
HPKV Business School
Central University of Himachal Pradesh
5. **Dr. Suman Sharma**
Dean and Head
Department of Tourism and Travel
Central University of Himachal Pradesh
6. **Dr. Rakesh Kumar**
Dean, mathematics, Computers and Information Science
Central University of Himachal Pradesh

The following members did not attend the meeting

1. **Dr. Bhagwan Singh**
Associate Professor, HPKV Business School
Central University of Himachal Pradesh
2. **Dr. BhawanaBhardwaj**
Assistant Professor, HPKV Business School
Central University of Himachal Pradesh

The Chairman welcomed the members of the Board of Studies. Thereafter, the following agenda were taken up for the discussion and approved in the Board of Studies, HPKV Business School.

| Agenda Item No. | AGENDA-INDEX | Annexure/Page No. |
|--------------------|--|-------------------|
| HPKVBS-BoS-1/20-1 | To Approve the Regulation for the conduct of the business of Board of Studies (BoS), of the Department HPKV Business School. | I |
| HPKVBS-BoS-1/20-2 | To Review & formal confirmation of minutes of the BoS meeting Department of M&SCM, SBMS | II |
| HPKVBS-BoS-1/20-3 | Review & formal confirmation of minutes of the BoS meeting Department of HRM & OB, SBMS | III |
| HPKVBS-BoS-1/20-4 | Review & formal confirmation of minutes of the BoS meeting Department of A & F, SBMS | IV |
| HPKVBS-BoS-1/20-5 | Approval & formal confirmation of Course Contents offered to the MBA students during the MBA Batch 2017-19 and 2018-20 | V & VI |
| HPKVBS-BoS-1/20-6 | To recommend the Panel of paper setters / evaluators for each course for the end semester examinations to the School Board. (for the MBA Batches 2017-19, 2018-20) | VII |
| HPKVBS-BoS-1/20-7 | To Approve the course catalogue to be offered by the Department of HPKV Business School for the MBA Batch 2019-21 | VIII |
| HPKVBS-BoS-1/20-8 | To Recommend the names of the Research Supervisors for guiding Research Scholars in Research Degree (RD) Programme in the Department HPKV Business School. | |
| HPKVBS-BoS-1/20-9 | To report the award of Ph.D. Degrees to the Research Scholar in Research Degree (RD) Programme in the Department. | |
| HPKVBS-BoS-1/20-10 | To report and recommend to School Board, the allotment of Supervisors to the Research Scholars in Research Degree (RD) Programme admitted in the Department during 2017 & 2018 | |
| HPKVBS- | To report and recommend to the School Board, the courses of Ph.D. | |

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| | | |
|--------------------|--|-------|
| BoS-1/20-11 | course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2017 | |
| HPKVBS-BoS-1/20-12 | To report and recommend to the School Board, the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2018. | |
| HPKVBS-BoS-1/20-13 | To report and recommend to the School Board, the Research Advisory Committees (RAC) constituted for the Research Scholars in Research Degree (RD) Programme admitted during the years 2017 & 2018. | |
| HPKVBS-BoS-1/20-14 | To report and recommend to the School Board, the Ph.D. Synopsis of Research Scholar in Research Degree (RD) Programme in the Department. | IX-XX |
| HPKVBS-BoS-1/20-15 | To Approve the new Courses to be offered by the Department of HPKV Business School. | XXI |

1. HPKVBS-BoS-1/20-1

Agenda -To Approve the Regulation for the conduct of the business of Board of Studies (BoS), of the Department HPKV Business School

Proposed are the regulations for the conduct of the business of Board of Studies of the Department HPKV Business School is being placed before the BoS members for approval and is attached in ANNEXURE-I

Decision - The Regulation for the conduct of the business of Board of Studies (BoS), of the Department HPKV Business School was duly approved by the Board with consensus.

2. HPKVBS-BoS-1/20-2

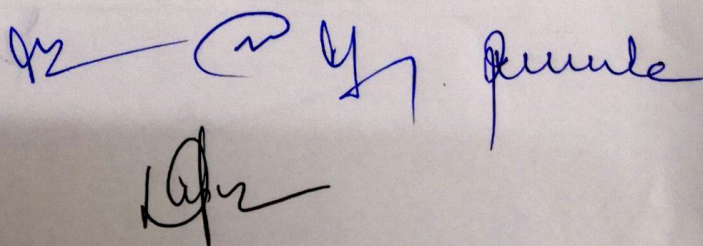
Agenda -To Review & formal confirmation of minutes of the BoS meeting Department of M&SCM, SBMS

The 5th and 6th, BoS meetings of the Department of M&SCM, SBMS was held on 19th September 2016 and August 6th, 2018 and the minutes of the meeting are placed before the Board of Studies for review & formal confirmation in ANNEXURE-II.

Decision - The Board approved the said minutes.

3. HPKVBS-BoS-1/20-3

Agenda -To Review & formal confirmation of minutes of the BoS meeting Department of HRM&OB, SBMS



The 5thBoS meeting Department of HRM&OB, SBMS was held on 17thOctober, 2018 and the minutes of the meeting is placed before the Board of Studies for the review & formal confirmation in *ANNEXURE-III*.

Decision - The Board approved the said minutes

4. HPKVBS-BoS-1/20-4

To Review & formal confirmation of minutes of the BoS meeting Department of Accounting& Finance, SBMS

The 4thBoS meeting Department of Accounting& Finance, SBMS was held on December 1st, 2017 and the minutes of the meeting is placed before the Board of Studies for review & formal confirmation in *ANNEXURE-IV*.

Decision - The Board approved the said minutes

5. HPKVBS-BoS-1/20-5

Agenda -Approval & formal confirmation of Course Contents offered to the MBA students during the Batch 2017-19& 2018-20

Through the conduct of Curriculum Development Committee and Board of Studies, a comprehensive catalogue of courses was developed and was being implemented during 2010 and 2015. Certain additions, modifications and deletions were carried out at different times. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses need to be added, others may be renamed and a few may be made of 4 credits. An amended list of the courses is being placed before the Board for studies for its consideration, approval and recommendation to School Board as required by CUHP Ordinance No: 4 clauses 4.b (i). The Course Contents offered to the MBA students during the Batch 2017-19 and 2018-20 are placed before the Board of Studies for approval and to recommend the same to School Board in *ANNEXURE-V & VI*.


Decision: The Course Contents offered to the MBA students during the Batch 2017-19 & 2018-20 was duly approved by the Board.

6. HPKVBS-BoS-1/20-6

Agenda -To recommend the Panel of examiners for the end semester examinations of each course offered during the sessions 2017-19, 2018-20to the School Board.

As required by CUHP Ordinance No: 4 clause 4.b (i), the question papers for End-Semester examination of a course shall be set and evaluated by the external examiner. For selecting the paper setters/ evaluators for the end-semester examinations, the Department shall submit the duly approved panel of paper setters/ evaluators for each course.

Thus, the list of paper setters/ evaluators prepared by the Department HPKV Business School in consultation with all the faculty members of the Department is placed before the Board of Studies for approval



As required by CUHP Ordinance No: 4 clause 4.b (i) the Panel of examiners for the end semester examinations of each course offered during the sessions 2017-19, 2018-20 are placed before the Board of Studies for approval and to recommend the same to the School Board, SCMS in *ANNEXURE-VII*.

Decision: The Board of Studies duly approved the Panel of examiners for the end semester examinations of each course offered during the sessions 2017-19, 2018-20 and recommended to be placed before the School Board, SCMS.

7. HPKVBS-BoS-1/20-7

Agenda -To approve the new Course catalogue of the Department of HPKV Business School

As required by CUHP Ordinance No: 4 clause 4.b (i) The Revision of required Course Codes, Credits, and Nomenclature as per requirements of the courses offered by the Department of Department of HPKV Business School in accordance with amended CBCS and detailed course contents of the courses offered during the academic session 2019-2021 is placed before BoS for its suggestion, comments and to recommend the same to the School Board, SCMS in *ANNEXURE-VIII*.

Decision: The Board of Studies duly approved the new Course catalogue of the Department of HPKV Business School for the academic session 2019-2021

8. HPKVBS-BoS-1/20-8

Agenda -To Recommend the names of the Research Supervisors for guiding Research Scholars in Research Degree (RD) Programme in the Department HPKV Business School.

As required by CUHP Ordinance No: 42 (Clause-6), the name of the following Research Supervisors of the Department of HPKV Business School are placed before BoS to for approval:

| Sr. No. | Name of the Supervisor | BoSRemarks |
|---------|------------------------|------------------------|
| 1. | Prof. Sanjeev Gupta | Approved |
| 2. | Prof. Mohinder Singh | Approved |
| 3. | Prof. Dipankar Sharma | Approved |
| 4. | Dr. Gitanjali Upadhaya | Approved |
| 5. | Dr. Bhawana Bhardwaj | Approved |
| 6. | Dr. Manpreet Arora | Approved |
| 7. | Dr. Aditi Sharma | Approved |
| 8. | Dr. Chaman Lal | Approved |
| 9. | Dr. Sarvesh Kumar | Approved |
| 10. | Dr. Rita Sharma | Approved |
| 11. | Prof. Yoginder S Verma | Superannuated |
| 12. | Dr. Bhagwan Singh | On Lien (CU Ranchi) |
| 13. | Dr. Ashish Nag | On Lien (Dept. of T&T, |

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Decision: The Board of Studies duly approved the names of the Research Supervisors for guiding Research Scholars in Research Degree (RD) Programme in the Department HPKV Business School.

9. HPKVBS-BoS-1/20-9

Agenda -To Report the award of Ph.D. Degrees to the Research Scholar in Research Degree (RD) Programme in the Department

As required by CUHP Ordinance No: 22, Clause-3 (i), the name of the Research Scholars who have been PhD in Management is placed before BoS to recommend to the School Board;

| List of Research Scholars awarded PhD Degree in Management | | | |
|--|------------------------------|---------------------|---------|
| Sr. No. | Name of the Research Scholar | Registration Number | Remarks |
| 1. | Mr. AVINASH RANA | CUHP11RDMGMT02 | Awarded |
| 2. | Mr. GAURAV KATOCH | CUHP11RDMGMT03 | Awarded |
| 3. | Ms. JATINDER KAUR | CUHP11RDMGMT04 | Awarded |
| 4. | Mr. KAMAL GUPTA | CUHP11RDMGMT05 | Awarded |
| 5. | Ms. NAMRITA KALIA | CUHP11RDMGMT06 | Awarded |
| 6. | Mr. PUNEET SOOD | CUHP11RDMGMT07 | Awarded |
| 7. | Mr. SACHIN KUMAR | CUHP11RDMGMT08 | Awarded |
| 8. | Mr. SANJEEV KUMAR | CUHP11RDMGMT09 | Awarded |
| 9. | Mr. JAGDISH SAINI | CUHP12RDMGMT01 | Awarded |
| 10. | Mr. SACHIN LAL | CUHP12RDMGMT02 | Awarded |
| 11. | Mr. DEVENDER KUMAR | CUHP12RDMGMT03 | Awarded |
| 12. | Mr. RISHI KANT | CUHP12RDMGMT07 | Awarded |
| 13. | Ms. SWATI SINGH | CUHP12RDMGMT09 | Awarded |
| 14. | Mr. HIMANSHU RAJPUT | CUHP12RDMGMT11 | Awarded |
| 15. | Mr. BHUSHAN SINGH | CUHP13RDMGMT02 | Awarded |
| 16. | Ms. SVATI KUMARI | CUHP13RDMGMT05 | Awarded |
| 17. | Mr. SANDEEP SINGH | CUHP13RDMGMT06 | Awarded |
| 18. | Mr. SREENU TELU | CUHP13RDMGMT08 | Awarded |
| 19. | Mr. SUNIL KUMAR | CUHP13RDMGMT12 | Awarded |
| 20. | Mr. DEEPAK JAISWAL | CUHP13RDMGMT13 | Awarded |
| 21. | Mr. NITISH ARORA | CUHP13RDMGMT14 | Awarded |
| 22. | Ms. ALKA LALHALL | CUHP13RDMGMT16 | Awarded |
| 23. | Mr. PARVEEN KUMAR | CUHP12RDMGMT06 | Awarded |

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Decision- The Board of Studies duly approved the award of Ph.D. Degrees to twenty three Research Scholars in Research Degree (RD) Programme in HPKVBS.

HPKVBS-BoS-1/20-10

Agenda -To report and recommend the allotment of Supervisors / Co Supervisors to the Research Scholars in Research Degree (RD) Programme admitted during the years 2017 & 2018 in the Department to the School Board

In order to guide and monitor the performance of Ph.D. students, it becomes essential to allot their supervisors from the very beginning. In view of this fact, Dean in consultation with HoD and faculty members allots the supervisors to the RD students. As required by CUHP Ordinance No: 4, Clause-4 (b-ii), the names of the Supervisors appointed to supervise the research work of RD students admitted in the department during the year 2017 & 2018 placed before BoS to recommend to the School Board;

| Sr. No. | University Roll No. | Name of the Scholar | Supervisor |
|---------|---------------------|---------------------|-----------------------|
| 1. | CUHP17RDMGMT01 | Ms. Jyoti | Dr. Sarvesh Kumar |
| 2. | CUHP17RDMGMT02 | Ms. Nisha Devi | Dr. GitanjaliUpadhaya |
| 3. | CUHP17RDMGMT03 | Ms. PriyankaChadha | Dr. GitanjaliUpadhaya |
| 4. | CUHP17RDMGMT04 | Mr. Rajat Sharma | Dr. Rita Sharma |
| 5. | CUHP17RDMGMT05 | Ms. SmritiNautiyal | Dr. ChamanLal |
| 6. | CUHP17RDMGMT06 | Ms. VijeshChaudhary | Dr. Aditi Sharma |
| 7. | CUHP17RDMGMT07 | Mr. Vikrant Singh | Dr. Aditi Sharma |
| 8. | CUHP18RDMGMT01 | Ms. Anshu | Prof. Mohinder Singh |
| 9. | CUHP18RDMGMT03 | Ms. Monika | Dr. ChamanLal |
| 10. | CUHP18RDMGMT04 | Ms. Mridul | Dr. Aditi Sharma |
| 11. | CUHP18RDMGMT08 | Ms. Samya | Dr. Ashish Nag |
| 12. | CUHP18RDMGMT09 | Ms. ShiwangiSethi | Prof. Mohinder Singh |
| 13. | CUHP18RDMGMT10 | Ms. SunainaRathore | Dr. ManpreetArora |
| 14. | CUHP18RDMGMT11 | Mr. Sunil Kumar | Dr. ManpreetArora |
| 15. | CUHP18RDMGMT12 | Mr. Sunil Kumar | Prof. Mohinder Singh |
| 16. | CUHP18RDMGMT13 | Ms. Vaishali | Dr. ManpreetArora |
| 17. | CUHP19RDMGMT01 | Mr. Vipul Sharma | Dr. Ashish Nag |

Decision- The Board of Studies duly approved the allotment of Supervisors / Co Supervisors to the Research Scholars in Research Degree (RD) Programme admitted during the years 2017 & 2018 and recommended to be placed before the School Board, SCMS.

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10. HPKVBS-BoS-1/20-11

Agenda -To report and recommend the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2017 to the School Board.

As per CUHP Ordinance no. 42, Clause 7, PhD student has to earn a minimum of 12 credits and a maximum of 16 credits for successful completion of PhD course work. The department unanimously decided to offer 12 credits to complete the PhD course work. Details of the courses offered during the PhD session 2017 by the department for completion of PhD course work to the enrolled students is placed before the BoS for review and to recommend the courses to the School Board.

| Sl. No. | Course Code | Course Name | Course Credits |
|---------|-------------|---|----------------|
| 1 | MSO 602 | Research Methodology | 04 |
| 2 | MSC 604* | Research Advances in Supply Chain and Retail Management | 04 |
| 3 | MSC 607* | Advance Topics in Strategic Marketing and Management | 04 |
| 4 | HRM 601** | Research Issues in Cross Cultural Management | 04 |
| 5 | HRM 694** | Contemporary Issues in Human Resource Management | 04 |

Note: * Courses offered for students of Department of Marketing and Supply Chain Management

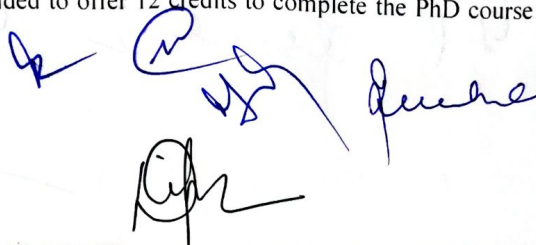
** Courses offered for students of Department of HRM&OB

Decision- The Board of Studies duly approved the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2017 and recommended to be placed before the School Board, SCMS.

11. HPKVBS-BoS-1/20-12

Agenda -To report and recommend the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2018 to the School Board.

As per CUHP Ordinance no. 42, Clause 7, PhD student has to earn a minimum of 12 credits and a maximum of 16 credits for successful completion of PhD course work. The department unanimously decided to offer 12 credits to complete the PhD course



work. Details of the courses offered during the PhD session 2018 by the department for completion of PhD course work to the enrolled students is placed before the BoS for review and to recommend the courses to the School Board.

| Sl. No. | Course Code | Course Name | Course Credits |
|---------|-------------|--|----------------|
| 1 | MSO 601 | Research Methodology for Business | 04 |
| 2 | MSO 603 | Qualitative Management | 04 |
| 3 | MSC 607* | Advance Topics in Strategic Marketing and Management | 04 |
| 4 | HRM 604** | Contemporary Issues in International HRM | 04 |
| 5 | AFA 530*** | Financial Econometrics | 04 |

Note:

* Courses offered for students of Department of Marketing and Supply Chain Management
 ** Courses offered for students of Department of HRM&OB
 *** Courses offered for students of Department of Accounting and Finance

Decision- The Board of Studies duly approved the courses of Ph.D. course work offered to the Research Scholar in Research Degree (RD) Programme in the Department during the year 2018 and recommended to be placed before the School Board, SCMS.

12. HPKVBS-BoS-1/20-13

Agenda -To report and recommend the Research Advisory Committees (RAC) constituted for the Research Scholars in Research Degree (RD) Programme in Management during the year 2017 & 2018 to the School Board.

As per CUHP Ordinance no. 42, Clause 9, The Research Advisory Committee for each PhD scholar shall be formulated to monitor the research work/ progress of the research degree students enrolled in the department. Research Advisory Committee (RAC) for each student was formulated and notified for each student of both the academic sessions (2017 and 2018). The details of each RAC are placed before the BoS for recommendation to the School Board.

| Sl. No. | Name of the RD Student | Enrolment Number | Research Advisory Committee |
|---------------------|------------------------|--------------------|---|
| Session 2017 | | | |
| 1 | Ms. Jyoti | CUHP17RDMGMT 01 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Sarvesh Kumar (Convener) Dr. Chaman Lal, (Subject Expert) |
| 2 | Ms. Nisha Devi | CUHP17RDMGMT 02 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) |

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| | | | |
|---------------------|----------------------|--------------------|--|
| | | | Dr. Gitanjali Upadhaya (Convener) Dr. Aditi Sharma, (Subject Expert) |
| 3 | Ms. Priyanka Chadha | CUHP17RDMGMT 03 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Gitanjali Upadhaya (Convener) Dr. Rita Devi, (Subject Expert) |
| 4 | Mr. Rajat Sharma | CUHP17RDMGMT 04 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Rita Devi (Convener) Dr. Aditi Sharma, (Subject Expert) |
| 5 | Ms. Smriti Nautiyal | CUHP17RDMGMT 05 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Chaman Lal (Convener) Dr. Dr. Sarvesh Kumar, (Subject Expert) |
| 6 | Ms. Vijesh Chaudhary | CUHP17RDMGMT 06 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Aditi Sharma (Convener) Dr. Rita Devi, (Subject Expert) |
| 7 | Mr. Vikrant Singh | CUHP17RDMGMT 07 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Aditi Sharma (Convener) Dr. Gitanjali Upadhaya, (Subject Expert) |
| Session 2018 | | | |
| 1 | Ms. Anshu | CUHP18RDMGMT 01 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Mohinder Singh (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 2 | Ms. Monika | CUHP18RDMGMT 03 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Dr. Chaman Lal (Convener) Prof. Mohinder Singh, (Subject Expert) |
| 3 | Ms. Mridul | CUHP18RDMGMT 04 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Aditi Sharma (Convener) Dr. Gitanjali Upadhaya, (Subject Expert) |
| 4 | Ms. Samya | CUHP18RDMGMT 08 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Ashish Nag (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 5 | Ms. Shiwangi Sethi | CUHP18RDMGMT 09 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Prof. (Dr.) Mohinder Singh (Convener) Dr. Ashish Nag, (Subject Expert) |
| 6 | Ms. Sunaina | CUHP18RDMGMT | Dr. Sanjeev Gupta, (Ex-Officio |



| | | | |
|---|------------------------|--------------------|--|
| | Rathore | 10 | Chairman) Dr. Manpreet Arora (Convener) Dr. Chaman Lal, (Subject Expert) |
| 7 | Mr. Sunil Kumar | CUHP18RDMGMT 11 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Manpreet Arora (Convener) Prof. (Dr.) Mohinder Singh (Subject Expert) |
| 8 | Mr. Sunil Kumar | CUHP18RDMGMT 12 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Prof. (Dr.) Mohinder Singh (Convener) Dr. Manpreet Arora, (Subject Expert) |
| 9 | Ms. Vaishali Dhiman | CUHP18RDMGMT 13 | Dr. Sanjeev Gupta, (Ex-Officio Chairman) Dr. Manpreet Arora (Convener) Dr. Chaman Lal, (Subject Expert) |

Decision- The Board of Studies duly approved the Research Advisory Committees (RAC) constituted for the Research Scholars in Research Degree (RD) Programme in Management during the year 2017 & 2018 and recommended to be placed before the School Board, SCMS

13. HPKVBS-BoS-1/20-14

Agenda -To report and recommend the Ph.D. Synopsis of Research Scholar in Research Degree (RD) Programme in the Department to the School Board

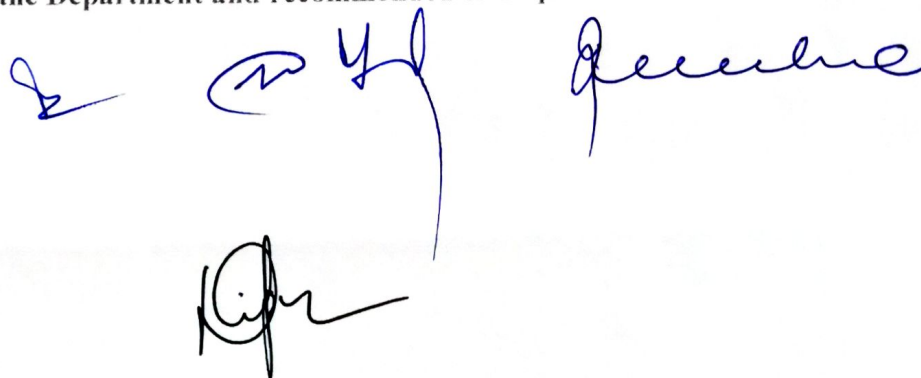
In accordance to the CUHP Ordinance no. 42, Clause 8, PhD students of the Department of Himachal Pradesh KendriyaVishwavidyalaya Business School have presented their synopses before the Research Advisory Committee (RAC) in an open seminar. The minutes of the RAC along with the synopsis and progress reports of each student after incorporating the suggestions of the RAC are placed before the BoS for approval and to recommend the confirmation of registration to the School Board as per the details given below:

| Sr. No | Name & Registration Number of the RD Student | Research Supervisor | Research topic | Annexure |
|--------|--|-----------------------------|--|----------|
| 1. | Mr. Pradeep Kumar CUHP15RDMGMT05 | Prof. (Dr.) Sanjiv Gupta | A Study of the Determinants of Adoption and Intention to Continue Use of Non-residential Rooftop Solar Photovoltaic System | IX |
| 2. | Mr. Ravi Kumar CUHP15RDMGMT06 | Dr. Rita Devi | A Study of Organizational Culture and Knowledge Sharing Behavior in Universities in North India | X |

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| | | | | |
|-----|---------------------------------------|----------------------------|--|-------|
| 3. | Ms. Jyoti CUHP17RDMGMT01 | Dr. SarveshKumar | An Exploratory Study of Consumer Behaviour towards Herbal Products in the light of 'Herbal as a Unique Selling Proposition' in Himachal Pradesh | XI |
| 4. | Ms. Nisha Devi CUHP17RDMGMT02 | Dr. Gitanjali Upadhaya | Entrepreneurial Competencies and Business Performances of Micro Enterprises: An Empirical study of Himachal Pradesh | XII |
| 5. | Ms. Priyanka Chadha CUHP17RDMGMT03 | Dr. Gitanjali Upadhaya | Personality Traits, self efficacy and Entrepreneurial Intentions: A study on business students of Himachal Pradesh | XIII |
| 6. | Mr. Rajat Sharma CUHP17RDMGMT04 | Dr. Rita Devi | Emotional Intelligence, Job Stress and Self-Efficacy: A Study Among Faculty Members of Medical Institutions | XIV |
| 7. | Ms. Smriti Nautiyal CUHP17RDMGMT05 | Dr. Chaman Lal | Antecedents of Purchase Behaviour towards Organic Products: An Empirical Study in North India | XV |
| 8. | Ms. VijeshChaudhary CUHP17RDMGMT06 | Dr. Aditi Sharma | Workforce Diversity and Employee Engagement in Dual Career Couples: Exploring the Moderating Role of Work Family Conflict and Employee Wellbeing | XVI |
| 9. | Mr. Vikrant Singh CUHP17RDMGMT07 | Dr. Aditi Sharma | Organisational Climate and Workplace Innovation of Start-ups in North India | XVII |
| 10. | Ms. Sunaina Rathor CUHP18RDMGMT10 | Dr. Manpreet Arora | An Analysis of Sustainable Practices in select Indian Companies according to GRI Reporting Framework | XVIII |
| 11. | Mr. Sunil Kumar CUHP18RDMGMT11 | Dr. Manpreet Arora | Examining the Behavioural Aspects of Investors in North India | XIX |
| 12. | Mr. Sunil Kumar CUHP18RDMGMT12 | Prof. (Dr.) Mohinder Singh | Performance Evaluation of Mutual Funds in India: Risk Adjusted Performance, Persistence and Forecasting Ability | XX |

Decision—After the detailed synopsis presentation of all Research Scholars the Board of Studies duly approved their Ph.D. Synopsis in Research Degree (RD) Programme in the Department and recommended to be placed before the School Board, SCMS



14. HPKVBS-BoS-1/20-15:

Agenda -To approve the new Courses to be offered by the HPKV Business School. The new courses to be offered by the Department of HPKVBS are placed before the BoS for review and is attached in Annexure XXI

Decision- The Board of Studies duly approved the new Courses to be offered by the Department of HPKV Business School.

The meeting ended with vote of thanks to the Chair.



Prof. Kulbhushan Chandel



Prof. O. P. Verma



Prof. Mohinder Singh



Prof. Rakesh Kumar



Prof. Dipanker Sharma -?



Dr. Suman Sharma



Prof. Sanjeev Gupta ✓

हिमाचलप्रदेश केंद्रीय विश्वविद्यालय

Central University of Himachal Pradesh

(Established Under Central Universities Act 2009)

School of Business & Management Studies (SBMS)



**Courses Offered Under
Choice Based Credit System (CBCS)
(2018– 20)**

**Central University of Himachal Pradesh,
Dharamshala, District – Kangra, Himachal Pradesh – 176 206**

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

Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2018-20. The students will exercise choice within the framework of CUHP- CBCS.

Credit Requirement for MBA Program of Study (4 Semesters)

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

Semester wise Credit Distribution

| Courses-> | Core | | Elective | | Foundation | | Total |
|---------------------|-------------------|-------------|-----------------------|-------------|--------------------------|---------------------|--------------|
| | Compulsory | Open | Specialization | Open | Skill Development | Human Making | |
| I | 16 | - | - | - | 2 | 2 | 20 |
| II | 12 | 4 | | - | 2 | 2 | 20 |
| III | 4 | 4 | 8 | 4 | - | - | 20 |
| IV | 8 | 4 | 8 | - | - | - | 20 |
| Total | 40 | 12 | 16 | 4 | 4 | 4 | 80 |

1. Core Courses

a) Compulsory Courses: Required Credits 40

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

First Semester

| Sl. No. | Course Code | Course Name | Credits |
|----------------------|-------------|-------------------------------------|-----------|
| 1 | AFA 407 | Accounting for Managerial Decisions | 02 |
| 2 | MSO 402 | Legal Aspect of Business | 02 |
| 3 | MSO 413 | Managerial economics | 04 |
| 4 | MSC 401 | Marketing Management | 04 |
| 5 | HRM 401 | Organizational Behaviour | 02 |
| 6 | SAS 403 | Business Statistics | 02 |
| Total Credits | | | 16 |

Second Semester

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

Third Semester

| Sl. No. | Course Code | Course Name | Credits |
|---------------|-------------|---|---------|
| 1 | MSC 506 | Consumer Behaviour | 2 |
| 2 | MSO 507 | On-the-job Training and Training Report | 2 |
| Total Credits | | | 4 |

Fourth Semester

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

Core

Courses

b)Open Core: Required Credits:12

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

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

2. Elective Courses

a) Specialisation: Required Credits 16

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

Group I: Accounting & Finance

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--|---------|
| 1. | AFA 404 | Personal Finance | 2 |
| 2. | AFA 405 | Merchant Banking and Financial Services | 2 |
| 3. | AFA 408 | Insurance Management | 2 |
| 4. | AFA 409 | Banking Operations and Procedures | 2 |
| 5. | AFA 411 | Management of Financial Institutions | 2 |
| 6. | AFA 413 | Behavioural Finance | 2 |
| 7. | AFA 415 | Stock Market Operations | 2 |
| 8. | AFA 427 | Tax Management | 2 |
| 9. | AFA 428 | Legal Framework for Business and management | 2 |
| 10. | AFA 429 | Financial Economics | 2 |
| 11. | AFA 432 | Banking Practices and Emerging Issues | 2 |
| 12. | AFA 433 | Contemporary Auditing | 2 |
| 13. | AFA 436 | Corporate Governance and Ethics | 2 |
| 14. | AFA 437 | Corporate Finance | 2 |
| 15. | AFA 438 | Micro Finance and Indigenous Banking | 2 |
| 16. | AFA 448 | Statistical and mathematical tools for Finance | 2 |
| 17. | AFA 450 | Seminar Paper on Emerging issues in Accounting and Finance | 2 |
| 18. | AFA 504 | Financial Derivatives | 2 |
| 19. | AFA 505 | Financial Management in Banks | 2 |
| 20. | AFA 506 | Enterprise Risk Management | 2 |
| 21. | AFA 507 | Working Capital Management | 2 |
| 22. | AFA 508 | Mergers and Acquisitions | 2 |
| 23. | AFA 509 | Management of Mutual Funds | 2 |
| 24. | AFA 511 | Financial Engineering | 2 |
| 25. | AFA 512 | Investment Analysis and Portfolio Management | 2 |
| 26. | AFA 519 | Strategic Financial Management | 4 |
| 27. | AFA 522 | Income Tax | 2 |
| 28. | AFA 524 | Options, Futures and other Derivatives | 2 |
| 29. | AFA 525 | Fundamentals of Investments | 2 |
| 30. | AFA 526 | Bond Markets Analysis and Strategies | 2 |
| 31. | AFA 528 | Research Methods for Finance | 2 |
| 32. | AFA 529 | Quantitative Finance | 4 |
| 33. | AFA 530 | Financial Econometrics | 4 |
| 34. | AFA 532 | Foreign Exchange Risk Management | 2 |
| 35. | AFA 536 | International Financial Management | 2 |
| 36. | AFA 543 | Management of Financial Services | 2 |
| 37. | AFA 554 | Statistics for Finance | 2 |

2. Elective Courses

a) Specialisation: Required Credits 16

Group II : Marketing

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| 1 | MSC 402 | Service Marketing | 2 |
| 2 | MSC 404 | Industrial Marketing | 2 |
| 3 | MSC 405 | Integrated Marketing Communication | 2 |
| 4 | MSC 408 | Supply Chain Management | 2 |
| 5 | MSC 501 | Social Marketing | 2 |
| 6 | MSC 502 | Marketing Research | 2 |
| 7 | MSC 520 | Internet Based Marketing | 2 |
| 8 | MSC 505 | Product and Brand Management | 2 |
| 9 | MSC 507 | Rural Marketing | 2 |
| 10 | MSC 508 | Customer Relationship Management | 2 |
| 11 | MSC 509 | Green Marketing | 2 |
| 12 | MSC 514 | Sales and Distribution Management | 2 |
| 13 | MSC 422 | Global SCM and International Logistics | 2 |
| 14 | MSC 432 | Service Quality Management | 2 |
| 15 | MSC 439 | Mobile Based Marketing | 2 |
| 16 | MSC 440 | Retail Management | 2 |
| 17 | MSC 442 | Advertising Management | 2 |
| 18 | MSC 522 | Web Based Advertising | 2 |
| 19 | MSC 528 | Agri-business and Marketing | 2 |
| 20 | MSC 510 | Advertising Research | 2 |
| 21 | MSC 513 | Enterprise Resource Planning (ERP) | 2 |
| 22 | MSC 516 | Current Issues and Emerging Challenges in Marketing | 2 |

2. Elective Courses

a) Specialisation: Required Credits 16

Group III Human Resource Management

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

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

2. Elective Courses

a) Specialisation: Required Credits 16

Group IV : Entrepreneurship : Required Credits 16

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--|---------|
| | EDM 402 | New Venture Creation | 2 |
| | EDM 404 | Entrepreneurial Support System | 2 |
| | EDM 405 | Management of MSME | 2 |
| | EDM 406 | Managing Creativity, Innovation & Incubation | 2 |
| | EDM 407 | Entrepreneurship Training -Tools and Techniques | 2 |
| | EDM 408 | Entrepreneurship Development - Recent Trends | 2 |
| | EDM 409 | Entrepreneurial Competency & Motivation | 2 |
| | EDM 410 | Entrepreneurial Succession Planning | 2 |
| | EDM 411 | Managing Small & Family Business | 2 |
| | EDM 412 | Agri-Business Management | 2 |
| | EDM 413 | Entrepreneurship Development | 2 |
| | EDM 415 | Small Business Management | 2 |
| | EDM 416 | Real Estate Management | 2 |
| | EDM 417 | Micro Finance | 2 |
| | EDM 418 | Entrepreneurial Finance | 2 |
| | EDM 501 | Social Entrepreneurship | 2 |
| | EDM 502 | Selection and Management of Handicrafts enterprise | 2 |
| | EDM 503 | Enterprise Establishment and Management | 2 |
| | EDM 504 | Business Plan and Project Implementation | 2 |
| | EDM 505 | Financing New Ventures | 2 |
| | EDM 506 | Venture Capital & Private Equity | 2 |
| | EDM 507 | Managing Corporate Turnarounds | 2 |

2. Elective Courses

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

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

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

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| | MSO 401 | Management Principles and Function | 2 |
| | AFA 404 | Personal Finance | 2 |
| | AFA 411 | Management of Financial Institutions | 2 |
| | MSC 440 | Retail Management | 2 |
| | HRM 507 | Conflict Management and Negotiation Skills | 2 |
| | MSC 509 | Green Marketing | 2 |
| | MSC 520 | Internet Based Marketing | 2 |
| | HRM 410 | Personality Development and Career Management | 2 |
| | HRM 401 | Organisational Behaviour | 2 |
| | MIB 411 | International Business Environment | 2 |
| | MSO 506 | Strategic Management | 4 |

3. Foundation Courses

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

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

a) Skill Development: Required Credits 4(Four)

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

b) Human Making: Required Credits 4 (Four)

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

Stock Market Operations

Course Code: AFA 415

Course Name: Stock Market Operations

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

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

| Unit | Contents | Hours |
|-----------|--|-------|
| I | An overview of Financial System Financial System, Functions of Financial System, Indian Financial System, Financial Institutions, Financial Instruments and Financial Markets. Money market: Features, Instruments, Composition and Functions. | 3 |
| II | Capital Market Basics Meaning, Function and importance of Capital Markets. Dematerialisation and Depository System. New Issue Market: Functions, Methods of Floating New Issue, SEBI Guidelines for IPO, Recent trends in Indian New Issue Market. Listing of securities, Advantages and Procedure. | 5 |
| III | Stock Markets Stock market, functions, Organisation of Stock Exchanges in India, Reforms in Indian Stock Markets, Players in the stock Market i.e. custodian, clearing house, Kinds of brokers, Role of brokers and Dealers, merchant bankers. BSE and NSE | 5 |
| IV | Stock Market Trading Mechanics: Trading system, market segments, market functioning, type of trading, trading orders, Short selling, transaction cycle, Clearing and Settlement, Online Trading, Speculative Transactions, Margin Trading, Stock Indices and Risk management in Stock Markets | 5 |
| UNIT – V: | Basics of technical analysis Stock market terminology Stock charts & chart types, Trends and trend lines Support & Resistance and Volume | 2 |

Prescribed Text Books:

1. Mishkin frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
2. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
3. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
4. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
5. Alok Goyal, Financial Market Operation, 2012 Edition, VK Publications, New Delhi.

Suggested Extra Readings:

1. Sharma (2011), Banking and Financial System, First Edition, Foundation Books, New Delhi.
2. Bhalla (2011) Investment Management, Seventeenth Edition, S. Chand, New Delhi.
3. Kevin (2011) Security Analysis and Portfolio Management, Tenth Edition, PHI Learning, New Delhi.
4. Hull (2011) Risk Management and Financial Institutions, Second Edition, Pearson, New Delhi.
5. Fabozzi (2011) Foundations of Financial Markets and Institutions, Third Edition, Pearson, New Delhi.
6. Sanjeev Agarwal, *A Guide to Indian Capital Market*, Bharat Publishers
7. Ravi Puliani and Mahesh Puliani, *Manual of SEBI*, Bharat Publication.

8. Pring, M. J., (2002) "Technical Analysis Explained", Mcgraw Hill, Fourth Edition, ISBN 0-07-122669-9.
9. Eng, W.F., (1988) "The Technical Analysis of Stocks, Options and futures", Vision Books, ISBN 81-7094-531-3
10. Wilder, W., (1978) "New Concepts in Technical Trading Systems", Trend Research, ISBN 0894590278
11. Edwards, R.D., & Magee, J., (2001) "Technical Analysis of Stock Trends", AMACOM, 8th edition, ISBN 0814406807
12. Bauer, R.J., & Dahlquist, J. R., (1998) "Technical Market Indicators: Analysis & Performance", Wiley, ISBN 0471197211
13. Kirkpatrick, C. D., & Dahlquist, J. R., (2006) "Technical Analysis: The Complete Resource for Financial Market Technicians" ISBN 013153113127.
8. Khan and Goel (2011), Capital and Money Market, First Edition, Himalaya Publishing House, New Delhi.

WEBSITES

- www.investopedia.com
- 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>

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.

Course Code: AFA 403

Course Name: Financial Management

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

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Strategic Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions.
- To ensure that students can apply financial management theories and techniques for strategic decision making, more specifically in long term investment decisions, financing decisions and reallocation of financial resources for maximizing internal benefit and are able to adapt to factors affecting those decisions.
- To identify and evaluate appropriate sources of finance, their risks and costs
- To understand the impact of the global business environment on national and multinational companies
- Utilize financial and cost accounting data to make more informed analyses.
- Manage basic corporate finance transactions.
- Invest more profitably: increase risk-adjusted investment returns, minimize investment losses, and operate more effectively financially overall

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents:

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

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

UNIT - II: Time Value of Money (10 Hours)

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique
- Doubling Period, Effective Rate of Interest, Future Value of Series of Payments
- Future Value of an Annuity, Compound Value of an Annuity Due
- Discounting or Present Value Technique, Present Value of a Series of Payments, Present Value of an Annuity
- Elementary valuation of Bonds and Stocks

UNIT – III: Investment Decisions (8 Hours)

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

- Modern Techniques: NPV, IRR and PI, Compare and Contrast NPV with IRR

UNIT - IV: Cost of Capital, Leverages and Capital Structure (10 Hours)

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

UNIT - V: Dividend Decisions (6 Hours)

- Dividend Policy, Types of Dividend Policy, Factors Influencing Dividend Policy, Dividend Policy and Firm Value
- Dividend Theories: Walter's Model, Gordon's Model, Modigliani-Miller Model

Prescribed Text Books:

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

Suggested Extra Readings:

1. Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
2. Sofat and Hiro (2011) Strategic Financial Management, First Edition, PHI Learning, New Delhi.
3. Kishore RM (2011) Strategic Financial Management, Second Edition, Taxmann's, New Delhi.
4. Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
5. Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
6. Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
7. Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
8. Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
9. Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

Course Code: AFA 507

Course Name: Working Capital 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:

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

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Library Work Assignment: 10%
 - Case study: 5%
 - Group Presentation: 10%

Course Contents:

| | | |
|---------------------------|--|------------------|
| <u>UNIT - I:</u> | Working Capital Planning | (4 Hours) |
| | <ul style="list-style-type: none">• Meaning and Objectives of Working Capital.• Operating Cycle Concept.• Types of working capital• Working Capital Requirement.• Determination of Working Capital: Internal and External Factors• Working capital management strategies• Planning and financing of working capital• Sources of Working Capital | |
| <u>UNIT - II:</u> | Liquidity and sources of working capital finance | (4 Hours) |
| | <ul style="list-style-type: none">• Liquidity and Its role• Measurement of Liquidity through ratios• Investment in Marketable Securities• Working Capital Financing• Kingfisher Failure an evaluation of Liquidity aspects | |
| <u>UNIT - III:</u> | Cash Management and Relevant Case Study | (5Hours) |
| | <ul style="list-style-type: none">• Meaning of Cash• Motives of Holding Cash | |

- Objective of Cash Management.
- Factors Determining the Cash Needs.
- Management of Cash Balance.
- Sources and Types of Float.
- Cash Management Models.
- **Case Study on Issues and Management of Cash**

UNIT - IV: Cash Budgeting and the theoretical concepts of Cash Flow Statement (4 Hours)

- Meaning and Concept of Cash Budgeting.
- Technique of Preparation of Cash Budget.
- Cash Flow Statement : Operating, financing and investing activities

UNIT - V Inventory and Receivable Management (3 Hours)

- Types and Need of holding Inventory.
- Inventory Control Techniques.EOQ, Order point, Monitoring and control of Inventories, Inventory Control Ratios
- Inventory System and ABC Analysis
- Credit terms, Monitoring of Accounts receivable

Prescribed Text Books:

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

Suggested Additional Readings:

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

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

Assignment of Project Report

UNIT II Project Planning

(5 Hours)

- Project Definition – Project Scope, Project Planning model, Work Breakdown Structure, Organizational Breakdown Structure
- Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimates
- Scheduling, Networking, Theoretical aspects of PERT, CPM
- Resource Allocation – Types of Project Constraints
- Risk Management – Process, Identifications, Analysis
- **Case let discussions**

UNIT III Project Execution – Monitoring and Control

(3 Hours)

- Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team, Matrix Organizations, Choice of Organizations, Organizational Culture, Staffing and related issues
- Project Monitoring and Control – Setting a Baseline, Monitoring and Controlling Time Performance, Indices to Monitor Progress, Forecasting Final Project Cost
- **Case study**

UNIT IV Project Financing

(4 Hours)

- Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances

- Venture Capital and Private Equity – Venture Capital Investor, VC & PE comparison, The VC investment appraisal

UNIT V Project Audit – Closure and Review

(3Hours)

- Project Audit – When to audit, How to audit, Who should audit, The Audit Report, Project Closure, Project Closure Process, Performance Evaluation
- Project Review and Related Aspects
- **Submission of project report**

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.

Course Code: AFA 508

Course Name: Mergers and Acquisitions

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

Course Objectives: The course is designed to

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

Attendance Requirement:

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

Evaluation Criteria:

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

Course Contents:

UNIT – I: The Causes of Mergers and Acquisitions (4 Hours)

- Motives for mergers and acquisitions
- Forms of Mergers and Acquisitions
- Theories of Mergers
- Recent trends in Mergers and Acquisitions
- Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray)
- Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.

UNIT - II: History and Strategic approaches to Mergers and Acquisitions (5 Hours)

- Merger Waves
- Strategies for entering into new markets.
- Value creation Strategy in Mergers and Acquisitions.
- Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis

UNIT - III: Valuation of Mergers and Acquisitions (6 Hours)

- Basics of Valuation
- Various expressions of value
- Objectives of valuation
- Public sector valuation
- Case Study: Corporate Valuation and Indian Politics: Privatization of Balco
- Approaches to Corporate Valuation
- Corporate valuation techniques: Net Asset Valuation Model, Optimized Deprival Valuation Model, Price Earning Valuation Model, Tobin'S Q Model, The Free Cash Valuation Model

- Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank

UNIT - IV: Takeover Tactics

(3 Hours)

- Preliminary Takeover steps, Establishing a Toehold
- Bidding Strategies, Bear Hugs
- Tender Offers, Proxy Fights
- Divestment, LBO'S, Spin offs
- Case lets on takeover strategies
- Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)

UNIT – V: Review of Research Papers

(2 Hours)

- Trends and prospective on Corporate Mergers in Contemporary India(P L Beena, Economic and Political Weekly, 2008)
- Type of Merger and Impact on Operating Performance: The Indian Experience (Prمود, Vidyadhar, Economic and Political Weekly, 2008)
- Review of Mergers in Telecom Sector

Prescribed Text Books:

1. Ray Ghosh Kamal, (2010).Mergers and Acquisitions Strategy, Valuation and Integration. Eastern Economy Edition. PHI, New Delhi.
2. Gaughan A. Patrick. (2011). Mergers Acquisitions and Corporate Restructurings. Fifth Edition.Wiley India (P) Ltd. New Delhi.
3. Kumar Rajesh B., (2011). Mergers and Acquisitions: Text and Cases. Tata McGraw Hill, New Delhi.

Suggested Additional Readings:

1. Sudarsanam Sudi., (1985). Creating Values from Mergers and Acquisitions: The Challenges. Pearson Education, Delhi.
2. Boeh, Beamish, (2009). Mergers and Acquisitions: Text and Cases. Sage South Asia Edition. New Delhi.
- 3.Sofat, Hiro,(2011). Strategic Financial Management. PHI Private Limited,New Delhi.
- 4.Weston, Chung,Hoag,(1990). Mergers, Restructiuring and Corporate Control. PHI Private Limited,New Delhi.

Course Code: AFA 404

Course Name: Personal Finance

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

Course Objectives: The course is designed to:

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

Course Contents

- UNIT - I: Personal finance Basics and Time Value of Money (3 Hours)**
- Overview of financial planning process
 - Components of a financial plan
 - Tools of financial planning
 - Opportunity cost and time
- UNIT - II: Risk Management and Insurance Products (5 Hours)**
- Risk management by Insurance
 - General insurance
 - Commercial insurance
 - Life insurance
- UNIT – III: Fundamental Investment concepts (4 Hours)**
- Risk reward trade off
 - Rational choices, Investment styles
 - Speculation, Gambling, Trading
 - Hedging, Diversification
 - Arbitrage, leveraging
- UNIT - IV: Investment Products (4 Hours)**
- Equity shares, preference shares, debentures, Fixed deposits
 - Saving Bonds
 - Managed funds
 - Mutual Funds
 - Derivatives- Forwad, Futures, options Swaps

UNIT - V**Loans and Collaterals****(4 Hours)**

- Home loans, Personal loans, Consumer loans, Car loans
- Types of collaterals and their characteristics

Prescribed Text Books:

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

Suggested Additional Readings:

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

Course Code: MIB 411

Course Name: International Business Environment

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

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

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents

UNIT I Overview of International Business (5 Hours)

- Factors effecting environment- Micro and Macro
- The Growing relevance of globalization, International/Global Marketing, Why go International?
- International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization
- Internationalization Business Decisions
- Types of International Business
- Case Study(Mc Donald's Sells Hamburgers in India)

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

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

UNIT III International Trading Environment (4 Hours)

- Dropping Barriers to World Trade: Gatt to WTO,Regional Trade agreements and their necessity, European Union, European Union Institutions, NAFTA, South- South Cooperation, SAARC, SAPTA, Indo – Lanka Free Trade Agreement, India-Singapore CECA, FTA's

- GATT, WTO, GATS, TRIMS, TRIPS, IPR's, Dispute settlement, Anti Dumping Measures, Evaluation of Uruguay Round and WTO, WTO and developing Countries, The Lodha Declaration, Hong Kong Ministerial Meet
- WTO and India
- Case study

UNIT IV International Political and Legal Environment

(3 Hours)

- Importance of international political environment, nature of politics, political instability and risk, assessment of political risk, handling political risk
- Domestic, international, and super national law, National Legal systems
- The conflict of laws, Arbitration, International Conventions, Uniform laws

UNIT V International Socio Cultural and Financial Environment

(3Hours)

- Concept of Culture, Meaning and Nature, Cultural Diversity, Management of Cultural Diversity
- Bretton woods system, breakdown of Bretton woods system, EURO, Foreign Exchange market, Exchange Rate System, Classification
- Foreign Exchange market, Market for derivatives, International Financial Market

Case Study:

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

Text Books:

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

Additional Readings:

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

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:

Mid Term Examination: 25%

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 Arthsastra: Relevance in today's Business
- Case Studies

UNIT – III: Strategy Formulation and Choice

(7 HOURS)

- Corporate Level Strategy
- Global Strategy
- Business Level Strategy
- Strategic Analysis and Choice

- Case Studies

UNIT – IV: Strategy Implementation and Functional Strategies

(8 HOURS)

- Strategy Implementation : Structural Issues
- Behavioural Issues in Strategy Implementation
- Functional Strategies
- Case Studies

UNIT – V: Strategic Leadership and Control

(8HOURS)

- Strategic Leadership
- Strategy Evaluation and Control

Prescribed Text Books:

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

Suggested Additional Readings:

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). **Strategic: Theory & Practice,** Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Fitzroy, Peter, James M. Hulbert and Abby Ghobadian (2013). **Strategic Management: The challenge of creating value, 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.

Course Code: AFA 405

Course Name: Merchant Banking and Financial Services

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25% i.e. 25 marks out of 100

- Library Work Assignment: 5 marks
- Subjective Assignment: 5 marks
- Quizzes/Games/Puzzles: 5 marks
- Case study : 5 marks
- Live Projects: 5 marks

Course Contents:

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

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

UNIT - II: Regulation of merchant banking activity (5Hours)

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

UNIT - III: Issue Management (4 Hours)

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

UNIT - IV: Portfolio Management Services and Credit Rating (4 Hours)

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

UNIT – V: Venture Capital (3 Hours)

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

Prescribed Text Books:

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

Suggested Extra Readings:

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

Course Code: AFA 512

Course Name: Investment Analysis and Portfolio Management

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

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Portfolio Management and also to know about the various tools of Investment Analysis.
- Understand the various concepts of risk analysis and risk management.
- It is also aimed at helping student equip themselves with the various techniques used in Investment analysis and portfolio management.

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25% i.e. 25 marks out of 100

- Library Work Assignment: 5 marks
- Subjective Assignment: 5 marks
- Quizzes/Games/Puzzles: 5 marks
- Case study : 5 marks
- Live Projects: 5 marks

Course Contents:

UNIT - I: Introduction to Portfolio Management (3 Hours)

- What is portfolio Management
- Phases of Portfolio Management, Securities Market, Securities Analysis
- Portfolio Analysis, Portfolio Selection, Portfolio revision, Portfolio evaluation
- Meaning of Financial Derivatives

UNIT - II: Investment: Objectives and Risks (5 Hours)

- Meaning of Investment, Financial and economic meaning of Investment, Characteristics of investment
- Objectives of Investment, Investment Vs Speculation, Investment Vs Gambling, Types of Investors, Investment Avenues
- Stock market Indices, Depository System and Listing of securities
- Risks of Investments: Business and Financial Risk, Elements of Risk, Systematic Risk, Unsystematic Risk, Use of Beta, Measurement of risk

UNIT - III: Fundamental, Industry and Company Analysis (3 hours)

- Fundamental Analysis, EIC Framework, Economy Analysis
- Economic Forecasting and its techniques, Anticipatory surveys, Barometric or indicator Approach, Econometric Model Building, Opportunistic Model building

- Industry Analysis and Company Analysis

UNIT - IV: Technical Analysis and Bond Valuation

(5 Hours)

- Share Valuation, Bond returns
- Bond prices, Bond pricing Theorems, Bond Risks, Default risk, Interest rate risk, Bond duration
- Technical analysis concept, Basic Principles of technical Analysis, Technical Vs. Fundamental analysis
- Dow theory, Price charts, Trend and trend reversals, Chart patterns
- Elliot Wave Theory, Market Indicators

UNIT – V: Efficient Market Theory, Portfolio Analysis, Portfolio Selection, Portfolio Revision and Portfolio Evaluation

(4 Hours)

- Efficient Market theory Efficient Market Hypothesis Vs Fundamental and Technical Analyses
- Efficient Market Hypothesis Vs Fundamental and Technical Analyses, Competitive Market Hypothesis,
- Introduction to Markowitz Model, Portfolio Selection, Portfolio Revision, Portfolio Evaluation

Prescribed Text Books:

1. Donald E. Fischer and Ronald J. Jordan (2012). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
2. K Sasidharan and Alex k Mathews (2012). Security Analysis and Portfolio Management, First Edition, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. M.Ranganatham and R. Madhumati (2012). Security Analysis and Portfolio Management, First Edition, Pearson, New Delhi.
2. V.K.Bhalla (2011). Investment Management (Security Analysis and Portfolio Management), Seventeenth Edition, S. Chand, New Delhi.
3. V.A Avadhani (2011). Investment Analysis and Portfolio Management, First Edition, Himalaya Publishing House, New Delhi.
4. Suyash N Bhatt (2011). Security Analysis and Portfolio Management, First Edition, Wiley Publishing, New Delhi.
5. S. Kevin (2011). Security Analysis and Portfolio Management, First Edition, PHI Learning, New Delhi.

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:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

- Practical/ Demo
- Virtual Trading
- Visit to Stock Brokers, Mutual Fund Houses
- Guest Lectures from Experts
- Live Projects/Case Study/ Case Work

Course Contents:

UNIT - I: Introduction to Financial System

(3 hours)

- The Financial System, Nature, Evolution and Structure, The Functions of Financial Intermediaries , Financial Instruments
- The Role of Financial System in Economic Development , The Indian Financial System, Meaning of financial services, Importance of financial services, Types of financial services
- Financial services and economic environment, Players in financial services

UNIT - II: The Origin and Growth of Banking

(4 hours)

- History, The Indian Banking system, Types of banks in India
- Challenges and Trends in Banking, RBI Structure, Role of RBI as a regulator
- Banker and customer, Bank`s obligation to customers, Types of accounts and customers
- Banks and technology, Various IT products and services, International banking services

UNIT-III: Insurance Sector**(4 hours)**

- Introduction, Definition, Need and importance, Life and non - life insurance
- Principles of Insurance, Kinds of Insurance, Life Insurance, General Insurance
- Rationale for opening up of the Insurance sector to Private Sector
- LIC, GIC, A brief introduction to IRDA Act. Insurance Act, 1938

UNIT - IV: Trading and settlement System in Stock Exchanges**(5 hours)**

- Meaning and Functions of Stock exchanges
- Organization of Stock Exchanges in India: Traditional structure, Demutualization, Corporatization of Stock exchanges.
- Listing of Securities: Advantages of listing, listing Procedure
- Clearing and Settlement, Online Trading, Trading at NSE, Trading and Settlement System at BSE
- Over The Counter Exchange of India (OTCEI)

UNIT - V: Mutual funds and Money Market Instruments**(4 hours)**

- Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual funds
- Treasury bill , Commercial bill, Commercial paper, Certificate of deposit, REPO/Reverse REPO
- Call money, Notice money , Term money , Credit card , Factoring , Consumer finance

Prescribed Text Books:

1. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Khan M.Y. (2009), Financial Services, Fifth Edition, Tata McGraw Hill, New Delhi.
3. Siddaiah T. (2011), Financial Services. First Edition, Pearson, New Delhi.

Suggested Additional Readings:

1. Bhole L.M, (2011). Financial Institutions and Markets, Fifth Edition, Tata McGraw Hill, New Delhi.
2. Batra & Bhatia, (2001). Management of Financial Services. Deep & Deep Publication, New Delhi.
3. Ravichandran K. (2011). Merchant Banking and Financial Services. First Edition. Himalaya Publishing House, New Delhi.
4. Rose & Hudgins, (2010). Bank Management and Financial Services. Seventh Edition. Tata McGraw Hill, New Delhi.
5. Gupta, Aggrawal & Neeti, (2007). Financial Institutes & Markets. Kalyani Publication, New Delhi.
6. Khan M.Y. (2009) Indian Financial System, Sixth Edition, Tata McGraw Hill, New Delhi.
7. Pathak (2007) India Financial System, Second edition, Pearson, New Delhi.
8. Tripathy (2010). Financial Services. Fourth Edition, PHI Learning, New Delhi.
9. Gordon & Natarajan,(2010), Financial Markets and Services. Sixth Edition, Himalaya Publishing House, New Delhi.
10. Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi.

Course Code: AFA 524

Course Name: Options, Futures and other Derivatives

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

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Options, Futures and other Derivatives.
- Help students to acquaint with both theory and practices of various financial derivatives functioning.
- It is also aimed at helping student to understand the application of Derivatives theory in practice.

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

- Library Work Assignment: 5%
- Subjective Assignment: 5%
- Quizzes/Games/Puzzles: 5%
- Personality Assessment: 5%
- Live Projects: 5%

Course Contents:

UNIT - I: Introduction to Derivatives Markets (3 Hours)

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

UNIT - II: Futures Market and Contracting (4 Hours)

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

UNIT – III: Forward and Options market (6 Hours)

- Forward contract, Features of Forward contract, Forward Markets as fore-runners of Futures market
- Distinction between Futures and Forward Contracts, Classification of Forward contracts, Forward trading mechanism, Forward prices Versus Future prices
- Types of Options, Option Positions, Options Strategies, Options Payoffs
- The Options clearing corporation

UNIT - IV: Interest Rate Futures and Swaps (4 Hours)

- Day count conventions, Quotations for treasury bond and bills, Treasury bond futures
- Eurodollar Futures, Duration based hedging strategies
- Mechanics of Interest rate Swaps, Day count issues
- Nature of Swap rates, Valuation of interest rate swaps, Currency Swaps, Debt- equity Swap

UNIT - V: Advanced Financial Derivatives and Credit Derivatives (3 Hours)

- Interest rate Options, Interest rate Caps, Interest rate Floors, Interest rate Collars
- Swaptions, Compound Options, Chooser Options, Barrier and Binary Options
- Concept and features of Credit Derivatives, Credit Risk, Credit Risk Assessment, Credit Risk management, Credit Derivatives Instruments.

Prescribed Text Books:

1. John C. Hull. Fundamentals of Futures and Options Market, Fifth Edition, Pearson, New Delhi.
2. Gupta S L. Financial Derivatives, First Edition, PHI Learning, New Delhi.
3. Parasuraman N R. Fundamentals of Financial Derivatives, Second Edition, Wiley India Pvt. Ltd., New Delhi.
4. Hull and Basu. Options, Futures, and Other Derivatives, Eighth Edition, Pearson, New Delhi.

Suggested Extra Readings:

1. Jayanth Rama Varma (2011) Derivatives and Risk Management, First Edition, Tata Mcgraw, New Delhi.
2. Chugh & Maheshwari (2011) Financial Derivatives, First Edition, Pearson, New Delhi.
3. Janakiraman (2011) Derivatives and Risk Management, First Edition, Pearson, New Delhi.
4. Chance & Brooks (2011) Derivatives and Risk Management Basics, First Edition, Cengage Learning New Delhi.
5. McDonald (2013) Derivatives Markets, Second Edition, Pearson, New Delhi.
6. Bansal and Bansal (2010) Derivatives and Financial Innovation, Tata Mcgraw, New Delhi.

Course Code: AFA 526

Course Name: Bond Markets Analysis and Strategies

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

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Bond markets and also to know how to assess and invests in bonds.
- Prepares students to analyse bond market and manage bond portfolios.
- It is also aimed at helping student equip themselves with the various latest developments in structured products related to bond markets.

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25% i.e. 25 marks out of 100

- Library Work Assignment: 5 marks
- Subjective Assignment: 5 marks
- Quizzes/Games/Puzzles: 5 marks
- Case study : 5 marks
- Live Projects: 5 marks

Course Contents:

UNIT - I: Introduction to Fixed Income Securities (4 Hours)

- Overview of the Types and Features of Fixed Income Securities
- Difference between bond and debenture, Risks Associated With Investing In Fixed Income Securities , Types of debt instruments, Sectors of bond market
- The Primary and Secondary Bond Markets, Process for underwriting bonds
- Bond Market Indexes, electronic bond trading

UNIT - II: Bond Pricing, Yield Measures, and Total Return (5 Hours)

- Pricing of Bonds, Measuring yield, Bond price Volatility
- Conventional yield measures, Total Return Analysis
- Factors Affecting Bond Yields and the Term Structure of Interest Rates
- Pure expectation Theory, Liquidity Theory, Preferred Habitat Theory' Market Segmentation Theory (To be add)
- Calculating Investment returns, Bond Duration and convexity
- Bond performance measurement and evaluation

UNIT - III: Bond Analysis: Returns (Systematic and Unsystematic Risk) (5 hours)

- The Strategic role of bonds, Markets for debt securities, Govt. and corporate bond market
- Specialized bonds
- Bond returns and prices, Preferred stock Valuation, Systematic Risk in holding fixed income securities

- Business and Financial Risk, Factors in bond rating process, Default risk and market yields

UNIT - IV: Bond Management Strategies (3 Hours)

- Passive or buy or hold strategy, Bond Ladder strategy, Semi active Management Strategy
- Maturity Matching, Active Bond portfolio Management Strategies
- Corporate bond credit analysis, Credit risk Modeling

UNIT – V: International Bond Market and Bond Portfolio Management (3 Hours)

- Inflation-Linked Bonds, Floating-Rate Securities, International Bond Markets and Instruments
- The Eurobond Market, Emerging Markets Debt, Credit Card Asset-Backed Securities
- Introduction to Bond Portfolio Management, Quantitative Management of Benchmarked Portfolios, International Bond Portfolio Management

Prescribed Text Books:

1. Frank J. Fabozzi .Bond Markets, Analysis and Strategies, Pearson, New Delhi.
2. Donald E. Fischer and Ronald J. Jordan (2014). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
3. Frank J. Fabozzi and Steven V. Mann. The Handbook of fixed income securities, Seventh Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

6. Bruce Tuckman and Angel Serrat(2012) . Fixed income securities (Tools for today market), Third Edition, Wiley, New Delhi.
7. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.
8. Moorad Choudhary (2010). Fixed income securities and derivatives, Second Edition, Wiley, New Delhi.
9. Johnson Stafford (2010). Bond Evaluation, Selection, and Management, Second Edition, John Wiley & Sons, Hoboken, NJ

Course Code: AFA 432

Course Name: Foreign Exchange Risk Management

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

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

Course Objectives: The course is designed:

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

Course Contents

| Unit | Topic | Duration |
|------|--|------------------|
| I | International Trade and Monetary System | (4 Hours) |
| | <ul style="list-style-type: none">• International trade and its financial issues• International Monetary System• Balance of Payment | |
| II | Foreign Exchange Market & Exchange Rate | (5 Hours) |
| | <ul style="list-style-type: none">• Introduction, Nature and Players of Forex market• Exchange rate: Fixed and Flexible, Spot & Forward• Various foreign exchange (forex) Quotes, accounts and contracts• Determinants of Exchange Rates,• International Parities: PPP,IRP and Interest Rate Arbitrage | |
| III | Foreign Exchange Risks | (4 Hours) |
| | <ul style="list-style-type: none">• Transaction Risk, Translation Risk• Economic Risk, Position Risk, Settlement or Credit Risks,• Mismatch or Liquidity Risk, Operational Risks, Sovereign Risk,• Cross Country Risk, Legal Risk, Value at Risk (VaR) | |
| IV | Management of Transaction Risk | (4 Hours) |
| | <ul style="list-style-type: none">• Non-Hedging like Netting, offsetting and switching• Arithmetic of Exchange rate• Forward Contracts• Futures contracts | |
| V | Management of Translation and Economic Risk | (3 Hours) |
| | <ul style="list-style-type: none">• Measurement of Translation Exposure• Management of Translation Exposure | |

Books recommended

1. Siddaih T., (2016), International Financial Management, Pearson, New Delhi

2. Maurice D. Levi, International Finance, McGraw Hill
3. Eun and Resnick,(2016), International Financial Management, 6th Edition, McGraw Hill-Irwin, 2009,
4. **Eiteman, Moffett, Stonehill and Pandey**, Multinational Business Finance, , 10th Edition, Pearson Education, ISBN, 81-7758-449-9.
5. Raghunath Palat, (2010), How to risk-proof your business against exchange rate fluctuations,
6. Verma Anuj, (2011), International Financial Management, Kogent Learning Solution Inc., New Delhi.

Course Code: AFA 427

Course Name: Tax Management

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

Course Objectives:

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

| Course Content | | |
|-----------------------|---|-------------------------|
| Unit | Contents | Duration (Hours) |
| I | Indian Taxation System Income Tax Basics Basis for Taxation, Types of Taxes, Constitutional Validity, Administration and Relevant Procedures | 02 |
| II | Income Tax-I Basic concepts of income tax, basis of charge, exempted income and Salary Income. | 05 |
| III | Income Tax-II Income from House property, Business Income (Basics only) capital gain and income from other sources. Deductions, Taxable Income, Computation of tax liability, Type of Income tax returns and filling methods (theoretical only) | 05 |
| IV | Wealth Tax Act 1957 Important Definitions, Basic of charge and Valuation of assets, Deemed Wealth and Exempted Assets and Computation of Net Wealth | 02 |
| V | Goods and Service Tax Meaning, Taxes to be merged and Won't be Subsumed in GST, Features, GST Model, GST Rates, Meaning, Scope and forms of Supply. Levy of, and exemption from tax, Composition Scheme, Taxable Person, Time and Value of Supply and Input Tax Credit (Basics only) Customs Law Introduction, Types of Customs Duty, Valuation, Methods of Valuation, Procedures for Import & Export, Transit and Transshipment of Goods (theoretical only) | 6 |

Prescribed Text Books:

1. Gaur and Narang (2017), Income Tax law and practice, Kalyani Publishers

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

Suggested Additional Readings:

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

Course Code: AFA 554

Course Name: **Statistics for Finance**

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

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

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

Attendance Requirements:

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

Evaluation Criteria:

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

| Unit | Contents | Hours |
|------|---|-------|
| I | Descriptive Statistics <ul style="list-style-type: none"> ○ Measures of Central Tendency ○ Measures of Variability ○ Measures of Shape: Skewness, Kurtosis | 4 |
| II | Probability and Probability Distributions <ul style="list-style-type: none"> ○ Probability: Meaning, Definition and theory of Probability. ○ Discrete probability distributions: Binomial distribution, poison distribution ○ Continuous probability distributions: The uniform distribution, normal distribution | 4 |
| III | Inferential Statistics <ul style="list-style-type: none"> ○ Sampling & Sampling Distribution ○ Central limit theorem ○ Point estimates, Interval estimates and Confidence Interval ○ Testing of Hypothesis, Type I and Type II errors, level of significance, power of a test | 3 |
| IV | Hypothesis Testing-I <ul style="list-style-type: none"> ○ Large Sample tests ○ Small sample tests | 5 |

| | | |
|---|--|---|
| | ○ F-test and analysis of Variance | |
| V | Hypothesis Testing-II ○ Non- parametric test (Chi-Square, sign test, Wilcoxin tests, Wald-Wolfowitz test, Kruskal Wallis H-test) ○ Time Series and trend Analysis | 4 |

Prescribed Text Books:

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

Suggested Extra Readings:

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

Course Code: HRM 401

Course Name: Organizational Behaviour

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

Course Objectives: The course is designed to-

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

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25

End Term Examination: 50

Continuous Internal Assessment: 25

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

Course Contents

UNIT I Introduction to Organizational Behaviour

4 Hours

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

UNIT II Perception, Attitude and Job Satisfaction

4 hours

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

UNIT III Leadership and Motivation

5 Hours

- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

UNIT IV Personality**3 Hours**

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

UNIT V Group, Work Teams and Organizational Culture**4 Hours**

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

Text Books

- 1) Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14th Edition

Suggested Reading

1. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
2. Luthan, F.Organizational Behaviour.McGraw Hills.1995
3. Ashwathapa, K.. “Organizational Behaviour”Himalyan Publishing House.
4. Pareek, U.”Understanding Organizational Behaviour”. Orford University Press. Second Edition
5. Prasad, L.M. “Organizational Behaviour “Sultan Chand and Sons, New Delhi.

Course Code: HRM-402

Course Name: Human Resource Management

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

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

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

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents:

UNIT - I: Introduction to HRM

(8 Hours)

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

UNIT - II: Human Resource Planning

(8 Hours)

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

UNIT – III: Recruitment, Selection and HR Development**(8 Hours)**

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection
Concept and contents of induction and orientation, objectives of induction; Training and Development-Importance of training, training methods; Management Development - methods and techniques of management development

UNIT – IV: Performance Management and Performance Appraisal**(8 Hours)**

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360° appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

UNIT – V: Job Evaluation, Compensation and Industrial Relations**(8 Hours)**

Methods of Job Evaluation- Ranking Method, Job Grading Method, Point Rating Method, Factor Comparison Method, Base Compensation and Supplementary Compensation, Factors affecting Employee Remuneration
Industrial Relations–Definition and Importance of Industrial Relations

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.

Course Code: HRM 416

Course Name: Employability Skills

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 make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

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 Class Participation: 10%
- Presentation: 15%

Course Contents

| | |
|--|----------------|
| UNIT I | 4 Hours |
| <ul style="list-style-type: none">• Employability skills• Components of employability• Models of employability | |
| UNIT II | 4 Hours |
| <ul style="list-style-type: none">• Skills and Competencies• Assertiveness• Reading Skills | |
| UNIT III | 4 Hours |
| <ul style="list-style-type: none">• Self Management• Self Awareness• Self Evaluation | |

UNIT IV**4 Hours**

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

UNIT V**4 Hours**

- Negotiation skills
- Power and Politics

Prescribed Text Books:

1. Gravells , Ann (2010) Delivering Employability Skills in the Lifelong Learning Sector: [Further Education and Skills](#), Learning Matters Ltd., UK.

Suggested Additional Readings:

1. Rao , M.S. (2010). Soft Skills: Enhancing Employability: Connecting Campus with Corporate, I. K. International Pvt Ltd, New Delhi
2. Ricketts C. and Ricketts J. (2010). Leadership: Personal Development and Career Success, Cengage Learning, USA
3. Vishnu, P (2012). A Handbook on Employability Skills: Soft Skills for Students and Job Aspirants, Lap Lambert Academic Publishing GmbH KG.
4. Hager P. and Holland, S. (2007) Graduate Attributes, Learning and Employability Volume 6 of Lifelong Learning Book Series, Springer, The Netherlands
5. Hind, D. W. G. and Moss, S. (2005). Employability Skills, Business Education Publishers Limited,

Course Code: HRM 502

Course Name: Management of Industrial Relations

Credits Equivalent: 4 Credits

Course Objectives: The course is designed to

1. To make students of HR understand the significance of industrial relations in an organization

2. To give an insight into the Industrial relations scene in India

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

- Class Participation- 10%
- Presentations - 10%
- Assignment-- 05%

Course Contents:

UNIT I Industrial Relations: Concept and Evolution

4 Hours

- Evolution of Industrial Relations
- Scope and Aspects of Industrial Relations
- Factors Affecting Industrial Relations
- Approaches to Industrial Relations
- Models of Industrial Relations

UNIT II: Trade Unionism

4 Hours

- Origin of Trade Union Movement in India
- Theories of trade unionism
- Structure and Government of Trade Unions
- Problems of Trade Unions in India
- Employers Organizations

UNIT III Labour Management Cooperation

4 Hours

- Schemes of Workers' Participation
- Hurdles to Worker Participation in Management in India
- Grievance Handling Procedure

- Discipline and Disciplinary Actions

UNIT IV Industrial Dispute

4 Hours

- Concept of Industrial Dispute
- Statutory methods of industrial dispute resolution
- Non –statutory methods of industrial dispute resolution
- Collective bargaining – Meaning, Importance
- Theories of Collective Bargaining

UNIT V Industrial Relations Modern and International Scenario

4 Hours

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

Text Books:

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.
2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

Additional Readings:

1. Monappa, Arun (2010). Industrial Relations. Tata McGraw Hill Education Pvt. Ltd., New Delhi.
2. Chamberlain, N.W. (1965). Collective Bargaining. McGraw Hill, New York.
3. Dunlop, J.T. (1958). Industrial Relations Systems. Henry Hold and Company, New York.
4. Venkatramana, P. (2007). Industrial Relations, A.P.H Publishing Corporation, New Delhi.
5. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida

Course Code: HRM 504

Course Name: Social Security and Labour Welfare

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

Course Objectives: The course is designed to

1. To make students of HR understand the growth of labour welfare movement.
2. To give an insight into the various labour welfare and social security measures being provided to workers by the government.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

- Class Participation- 10%
- Presentations - 10%
- Assignment- 5%

Course Contents:

UNIT I Social Security **4 Hours**

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

UNIT II **4 Hours**

- Social Assistance
- Social Insurance
- Mutual Benefits
- ILO and Social Security

UNIT III Development of Labour Welfare **4 Hours**

- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare

UNIT IV Welfare Provisions **4 Hours**

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare

- Welfare of Special Categories of Labour

UNIT V Welfare Measures

4 Hours

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

Text Books:

1. Sarma, A.M.(1981). Aspects of Labour Welfare and Social Security. Himalaya Publishing House, Mumbai.

Additional Readings:

1. Punekar, S.D., Deodhar, S.B. and Sankaran, S. (2011). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House, Mumbai.
2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.
4. Mishra, B.N. (1993). International Social Security Systems. Anmol Publications, New Delhi.
5. Friedlander, W.A. (1967). An Introduction to Social Welfare. Prentice Hall of India Pvt. Ltd., New Delhi.

Course Code: HRM 509

Course Name: Performance Management- Systems & Strategies

Faculty Name: Dr. Aditi Sharma

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

Course Objectives: The course is designed to

- Acquaint students with Performance Management System.
- Enable students to understand the significance of performance management System and appraisal mechanisms in the organization.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25

- Class Participation- 10
- Case Studies - 5
- Presentation- 10

Course Contents:

UNIT I: Introduction to Performance Management

(4 Hours)

- Concept and Components of Performance Management
- Advantages and Disadvantages of Performance Management system
- Characteristics of Ideal Performance Management system
- Difference between Performance Appraisal and Performance Management

UNIT II: Managing Performance

(4 Hours)

- Performance Planning
- Performance Measurement and evaluation
- Performance Analysis
- Performance Management Documentation

UNIT - III: Performance Monitoring, Mentoring & Managee Development**(4 Hours)**

- Implementing Performance Management Systems
- Monitoring and its objectives
- Coaching
- Mentoring

UNIT - IV: Key Issues in Performance Management**(4 Hours)**

- E-Performance Management System
- Performance Management Practices in Indian Organizations

UNIT V: Performance Management and Strategic Planning**(4 Hours)**

- Linking Performance Management to Strategy
- International Performance Management

Prescribed Text Books:

1. Sarma A.M. (2010). Performance Management System. Second Revised Edition. Himalaya Publishing House Pvt. Limited, New Delhi.
2. Sharma Devender (2011). Performance Appraisal and Management. First Edition. Himalaya Publishing House Pvt. Limited, New Delhi.

Suggested Additional Readings:

1. Kornel Terplan (2000). Intranet Performance Management, First Edition, New India Publishing, New Delhi.
2. Smith Malcolm (2005). Performance Measurement Management, First Edition, SAGE Publication, New Delhi.
3. Rao T.V. (2004). Performance Management and Appraisal Systems - HR Tools for Global Competitiveness, First Edition, SAGE Publication, New Delhi.
4. Bacal Robert (1998), Performance Management, First Edition, Himalaya Publishing House Pvt. Limited, New Delhi.

Labour Laws

Course Code: HRM 513**Course Name:** Labour Laws**Faculty Name:** Dr. Aditi Sharma

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

Course Objectives: The course is designed to

1. To make students of HR understand the significance of labor laws hold in an organization
2. To provide an insight into the various laws that govern workers and employees employment in an organization

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from 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: 50

End Term Examination: 100

Continuous Internal Assessment : 50

- Class Participation- 20
- Presentations - 10
- Case Study-10
- Assignment- 05
- Quiz- 05

Course Contents:

UNIT I:

8 Hours

- Principles of Modern Labour Legislation
- Indian Constitution and Labour Laws
- Types of Labour Legislation

UNIT II

8 Hours

- The Trade Unions Act, 1926
- The Industrial Disputes Act, 1947

UNIT III:

8Hours

- The Industrial Employment (Standing Orders) Act, 1946
- Contract Labour (Regulation and Abolition) Act,1970

UNIT IV:

8 Hours

- The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979.
- Equal Remuneration Act, 1976

UNIT V:

8 Hours

- Factories Act, 1948
- The Mines Act, 1952.
- Child Labour (Prohibition and Regulation) Act, 1986

Text Books:

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

Additional Readings:

1. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.
2. Kubendran, V. and Kodeeswari, K. (2011). Industrial Relations and Labour Law. Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida
4. Sarma , [A.M \(2013\)](#). Industrial Relations and Labour Laws. Himalaya Publishing House Pvt. Ltd., Mumbai.
5. . [H.L. Kumar](#) (2013). Labour Laws - Everybody Should Know. [Universal Law Publishing Co Pvt Ltd.](#), Delhi.

Course Code: HRM 408

Course Name: Organizational Theory, Design and Effectiveness

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

Course Objectives: The course is designed to:

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

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

Evaluation Criteria:

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

Course Content:

UNIT I: Organizations and the Emergent Paradigm **4 Hours**

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

UNIT II: Organization Theories: An Overview **4 Hours**

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

UNIT III: Organization Design: Principles and Dimensions **4 Hours**

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

UNIT IV: Organization Design: Process and Culture

4 Hours

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

UNIT V: Organization Effectiveness

4 Hours

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

Prescribed Text Books:

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

Course Code: HRM 511

Course Name: Strategic Human Resource 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:

- Familiarize students to explore the strategic role of human resources in organizational performance, human resource environment in organizations, human resource evaluation, measuring employee performance, mentoring and career management.
- The course will enable students to understand HR function's strategic partner role in contributing to business strategy development. They will be able to understand how HR metrics and practices influence the strategy of an organization. Students will also be able to demonstrate knowledge of developing of HR practices as strategic differentiators.

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

Evaluation Criteria:

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

Course Content:

UNIT I: Strategic Human Resource Management: An Introduction

- Definitions and Evolution of SHRM, Human resources as assets (the VRIO framework)
- Difference between SHRM and Traditional HRM
- Link between HR strategy and Business Strategy
- Strategic fit: A conceptual framework (Best fit approach, the HR bundles approach, the Best practice approach)

UNIT II: Strategic HR Planning

- Human Resource Planning- Meaning and concept
- Business Strategy and HRP- Relationship between business strategy of a firm and HRP
- Significance of HRP in a changing environment- Factors affecting HRP
- Perspectives of HRP: Macro HRP, Micro HRP, Objectives of HRP
- HRP Process

UNIT III: HR Strategies and Impact on Business Performance

- HR Strategies-Types and Formulation
- Criterion for making effective HR strategies
- Implementing HR Strategies and impact on Organizational Performance
- Barriers to the implementation of HR Strategies

UNIT IV: Global Dimensions

- HR Strategies in international context
- Global competitive advantage
- Strategic International Human Resource Management (SIHRM)

UNIT V: Strategies for improving Organizational Effectiveness

- Strategies for improving organizational effectiveness
- Strategy for Learning Organization
- Employee Engagement Strategy

Text Books:

1. Randall S. Schuler and Susan E. Jackson (2012), "Strategic Human Resource Management" Second Edition, Blackwell Publishing, Wiley- India.
2. Strategic Human Resource Management by Jeffery Mello, Thomson South Western
3. Strategic Human Resource Management by Tanuja Agarwala, Oxford University press, 2013.

Organization Development and Transformation

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

Course Code: MSC 408

Course Name: Supply Chain Management

Faculty Name: Dr. Sarvesh Kumar, Assistant Professor, SBMS

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

Course Objectives: The course is designed to:

- a. Enable the students to understand basic concepts of Supply Chain Management.
- b. Conceptualize supply chain designs, which are aligned with business models for manufacturing and service companies.
- c. Help the students to use the understanding of supply chain for effective implementation of supply chain relationships in dynamic business environment.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Semester Examination: 50%

Continuous Internal Assessment : 25%

Class participation: 5%

Assignments/Presentations/Case Studies: 10%

Quiz /Activities/Live Projects: 10%

Course Contents:

UNIT - I: SUPPLY CHAIN BASICS (8Hours)

- Introduction to SCM, Understanding Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM ,
- Supply Chain vs. Demand Chain, Sales Forecasting Management: A Demand Management Approach
- Value Creation Through Supply Chain

UNIT - II: SUPPLY CHAIN SUB-SYSTEMS (6 Hours)

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

UNIT - III: TACTICAL AND OPERATIONAL DECISIONS (6 hours)

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

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

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

UNIT – V: CONTEMPORARY ISSUES OF SCM IN INDIAN CONTEXT: OPPORTUNITIES AND CHALLENGES (6 Hours)

- Food and Life Science Supply Chain:
 - Food Grain Supply Chain, Transportation and Freight Management: FCI as case study for Food Supply Chain,
 - Cold Chain Networking: Milk transportation, Modern necessity for Biotechnology and Life Science related industry
 - Vegetable supply chain (Case study: Changing role of middleman)
 - Wool Supply Chain in Himachal Pradesh
- Supply Chain Management reconfiguring organized retailing
- Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges.
- Future of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Introduction to Supply Chain Analytics

Prescribed Text Books:

1. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.
2. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
3. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
4. Mentzer, John T. and Mark A Moon (2009). **Sales Forecasting Management: A Demand Management Approach, 2/e**, Response Books, New Delhi.
5. Sople, V. V. (2012). **Supply Chain Management: Text and Cases**, Pearson Education, New Delhi.

Suggested Readings:

1. Altekar, V.Rahul (2010). Supply Chain Management: Concepts and Cases, PHI Learning Pvt. Ltd. New Delhi.
2. Christopher, Martin (2011). Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e., Pearson: New Delhi.

3. Cohen, Shoshanah and Roussel, Joseph (2005). Strategic Supply Chain Management: The 5 Disciplines for top performance, McGraw-Hill: New York.
4. Coyle, John J.; C. John Langley, Brian J. Gibson, Robert A. Novack and Edward J. Bardi (2009). A Logistics Approach to Supply Chain Management; Cengage Learning India Pvt. Ltd.: Delhi.
5. Harland, Christine, Guido Nasimbeni and Eugene Schneller (2013). The SAGE Handbook of Strategic Supply Management, Sage Publication Ltd: London.
6. Liebowitz, Jay; ed. (2014). Business Analytics: An Introduction, CRC Press: Boca Raton.
7. Mentzer, John T (2012). Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage, Sage Publication: New Delhi
8. Robert Monczka, Robert Trent & Robert Handfield (2005). Purchasing: An Integrated Supply Chain Approach, Cengage learning India Private Limited, New Delhi.
9. Sanders, Nada R. (2012). Supply Chain Management: A Global Perspective, Wiley India Edition: New Delhi.

Course Code: MSC 502

Course Name: Marketing Research (Semester: January 2019 to June 2019)

Faculty Name: Dr Sarvesh Kumar, Assistant Professor, Department of Marketing &SCM, SBMS.

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Semester Examination: 50%

Continuous Internal Assessment : 25%

- Class participation: 5%
- Marketing Research Design (Assignment) : 5%
- Marketing Research Action oriented Assignments (Ongoing for the semester): 10 %
- Presentations on Marketing Research Action oriented Assignments : 5%

Course Contents:

UNIT – I: Marketing Research Information and Technology (6 Hours)

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

UNIT – II: Marketing Research Design Formulation (6 Hours)

- Phenomenology and Marketing Research
- Marketing Research design (based on consumer behavior survey in Third Semester)
- Exploratory Research Design in Marketing Research: Secondary data
- Exploratory Research Design in Marketing Research: Qualitative Research
- Descriptive Research Design in Marketing Research: Survey and Observation
- Causal Research Design in Marketing Research: Experimentation

UNIT – III: Reporting in Marketing Research (6 Hours)

- Analysis in Marketing Research based on consumer behavior survey in Third Semester
- Introduction Consumer Behavior Analytics
- Reporting in Marketing Research
- Case Study in Marketing Research

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

- Marketing Research in Action : Case study (Brand Switching)
- Marketing Research in Action : Pre and post advertisement Analysis

UNIT – V: Introduction to Marketing Research Analytics

(8 Hours)

- Application of IT in Marketing Research
- Introduction to Marketing Research Analytics
- Introduction to Data mining for marketing Research
- Introduction to R-Software
- Introduction to Business Analytics in Marketing Research

Prescribed Text Books:

- 1) Hair, Joseph F.; Robert P Bush and David J. Ortinau (2002). **Marketing Research: Within a changing Information Environment 2/e**, Tata McGraw Hill: New Delhi.
- 2) Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
- 3) Tan. Pang- Ning; Michael Steinbach and Vipin Kumar (2006). Introduction to Data Mining. Pearson Education, Boston.
- 4) Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.

Suggested Additional Readings:

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

Consumer Behavior

Course Code: MSC 506

Course Name: Consumer Behavior

Course Coordinator: Dr Bhagwan Singh

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

Course Objectives: The course is designed to:

Make students aware about Consumer Buying trends & behavior.

Enable the students to evaluate buying behavior policies based on various situations.

Improve familiarity of the students with current issues and emerging trends in Consumer Behaviour in marketing.

Attendance Requirement:

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

Evaluation Criteria:

- End Semester Examination: 50%
- Mid Term Examination: 25%
- Continuous Internal Assessment: 25%
- Class participation: 5%
- Assignments, Presentations, Case studies & Field Surveys: 15%
- Surprise test/Activity: 5%

Course Contents:

UNIT – I: Introduction to Consumer Behavior (4 Hours)

- Consumer Behavior, Consumer Behavior & Marketing Concept
- Consumer Research process & model.
- Marketing impact on Consumer Behavior
- Models of Consumer Decision Making: Schiffman and Kanuk's Model, Asaell's Model, Simple stimulus response model, Black Box Model
- Steps in Consumer Decision Making Process [CDMP]

UNIT – II: Consumer Modeling**(5 Hours)**

- Approaches to Consumer Behavior
- **Traditional Models:** Economic, Learning, Psychoanalytical, sociological Models
- **Contemporary models:** Howard Sheith Model of Buying Behavior, Nicosia Model, Engel-Kollat-Blackwell Model, Engel –Blackwell and Miniard (EBM) Model, Webster and Wind Models of Organizational Buying Behavior, The Sheith Models of Industrial Buying.
- Challenges of Consumer satisfaction, loyalty and migration
- Field Survey based on any model.

UNIT – III: Consumer Decision Making**(5 Hours)**

- Consumer Behavior and Brand Success
- Neuromarketing in Action
- Consumer Decision making and Branding Strategies: Shopping Style & Brands, Strategies of Consumer Decision Making
- Dark Side of Consumers: Consumer Terrorism, Addictive Consumption, Compulsive Consumption, Consumed Consumption, Illegal Activities
- Case Study – Patanjali Ayurved Ltd. Brand Positioning
- Field Survey to verify Case Study

UNIT – IV: Online Consumer Behavior and E-Mode of Brand Positioning**(4 Hours)**

- Brief History of Internet and commerce
- Latest trends in advertising influencing Consumer Behavior
- Online decision making process
- Marketing Implications: Creating and Synergy between offline and online positioning
- Practical Assignments based on Field Survey
- Case Study: any online payment App/Portal

UNIT – V: e-Marketing Ethics**(2 Hours)**

- **Presentations, Case studies & Field Surveys** **(10 Hours)**
Manipulating consumer: Forced exposure to Web Based Advertising (WBA), tinkering with customer perception, covert marketing and disturbing WBA.
- Consumer Communication Model
- Case Study – any online shopping App/Portal
- Assignments

Prescribed Text Books:

- Suja R. Nair (2010), Consumer Behavior in Indian Perspective: Text and cases, 2nd Edition, Himalya Publishing House.
- Michael R Solomon (2011), Consumer Behavior: Buying, Having and Being, 9th Edition.
- Singh Bhagwan (2017), Web Based Advertising: A Tool of Digital & Internet Based Marketing, 1st Edition, Anamika Publisher
- S. Ramesh Kumar (2009), Consumer Behavior: Concepts readings and cases, The Indian Context, Pearson Education
- Leon G Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar (2010), Consumer Behavior, 10th Edition, Pearson

Suggested Additional Readings:

- Comer, Ronald and Elizabeth Gould (2012). **Psychology Around Us**, Wiley India: New Delhi.
- Georges, Patrick M; Annesophie Bayle-Tourtoulou and Michael Badoc (2014). **Neuromarketing in Action: How to talk and sell to the brain**, Kogan Page, London
- Husain, Akbar(2012). Social Psychology, Pearson: New Delhi.
- Kumar, S. Ramesh (2011). Consumer Behavior and Branding - Concepts, Readings and Cases: The Indian Context, Pearson: New Delhi.
- Kumar, S. Ramesh (edited) (2013). Case Studies in Consumer Behavior, Pearson: New Delhi.
- Hawkins, Del; David Mothersenbaugh and Amit Mookerjee. (2010). Consumer Behavior: Building Marketing Strategy, 11/e, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi
- Majumdar, Ramanuj (2011). Consumer Behavior: Insights from Indian Market, PHI Learning Pvt. Ltd.: New Delhi.
- Robert East; Malcolm Wright and Marc Vanhuele (2009). Consumer Behavior: Application in Marketing, Sage Publications, New Delhi.

Management Principles and Functions

Course Code: MSO 401

Course Name: Management Principles and Functions

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

Course Objectives: The course is designed to:

- Present a thorough and systematic exposure of Management theory and practice.
- Provide a basic understanding of fundamental concepts and principles of Management.
- Enable the students to understand the basic roles, skills and functions of Management.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

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

Course Contents:

UNIT - I: Introduction to Management (4 Hours)

- Meaning and Importance of Management
- Nature and Functions of Management, Levels of Management
- Managerial Roles, Skills of Managers, Kinds of Managers
- Evolution of Management Theory
- Social Responsibilities and Ethics of Business

UNIT - II: Planning and Decision Making (4 Hours)

- Planning: An Overview, Importance of Planning at Organizations
- Steps in Effective Planning
- Hierarchy of Organization Plans
- Decision Making, Types of Decisions
- Steps to Rational Decision Making

UNIT - III: Organizing (4 Hours)

- Meaning of Organizing, Four Building Blocks of Organizing
- Organizational Design and various approaches
- Types of Organizational Structures
- Elements of Structure: Work Specialization, Unity of Command, Span of Control, Authority and Responsibility, Centralization and Decentralization, Departmentalization

UNIT - IV: Leading**(4 Hours)**

- Teams and Teamwork
- Motivating and Rewarding Employees
- Leadership and Trust
- Communication and Negotiation

UNIT – V: Controlling**(4 Hours)**

- Meaning and Need of Control
- Steps in Control Process
- Types of Control, Financial Control, Budgetary Control System, Auditing
- Essentials of Effective Control System

Prescribed Text Books:

1. James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert, JR (2010), Management, 6th Edition, Pearson Education, New Delhi
2. Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6th Edition, Pearson Education, New Delhi

Suggested Additional Readings:

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

Organisation Development

Course Code: COD 404

Course Name: Organisation Development

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

Course Objectives: The course is designed to

- Familiarize students to the behavioural science knowledge and techniques applied in managing the change and reenergizing the organisations.
- Understand different interventions that can be used across various institutional cultures.
- Train students to apply OD interventions for managing change and 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 Class Participation: 10%
- Presentation: 10%
- Quiz: 5%

Course Contents

UNIT I Organisational Change and its Management

3 Hours

- Change – meaning, nature, resistance to change, sources of resistance and how to overcome it
- Nature of Planned Change - Theories
- General Model of Planned Change
- Leading and Managing Change

UNIT II Introduction to Organisation Development

3 hours

- Organisation Development – History, Evolution, Concept and characteristics
- Values, Assumptions and Beliefs of OD
- Organisation Development Practitioner –Competencies and Ethics

UNIT III Process of Organisation Development

4 hours

- Entering and contracting
- Diagnosing organisations, groups and jobs
- Collecting and analyzing diagnostic information
- Feedback on diagnostic information
- Designing interventions
- Leading and managing change
- Evaluating and institutionalizing organisation development interventions
- Action Research and OD

UNIT IV OD Interventions – I

5 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)
- Process Consultations and Role Negotiations
- Fish Bowl and Role Analysis Techniques

UNIT V OD Interventions –II

5 hours

- Organisation Mirror interventions
- Intergroup and Third Party Peace Making interventions
- Employee Involvement
- MBO and Grid OD
- Confrontation Meeting
- Power, Politics and Organisation Development
- Future of OD

Case Study:

Black & Decker International: Globalisation of the Architectural Hardware Line (Book 2, pp738-745)

Text Books:

- Wendell L French, Cecil Bell, Jr. and Veena Vohra; Organisation Development Behavioural Science Interventions for Organisation Development, Pearson Education; Sixth edition
- Cummings, Thomas G. and Worely, G. Christopher(2005),Organisation Development & Change, Cengage Learning Private Limited, New Delhi
- French, Wendell L ; Bell, Cecil Jr. and Zawacki ,Robert A. (2011) Organisation Development and Transformation, Tata McGraw Hill, New Delhi

Additional Readings:

Ian Palmer, Reichard Dunford and Gib Akin; Managing Organisation Change – A Multiple Perspective Approach, Tata McGraw Hill Education Private Limited, New Delhi, 2011
 V. Nilakant and S. Ramnarayan; Change Management, Response Books, New Delh, 2009
[Dianne Waddell](#), [Thomas Cummings](#), [Christopher Worley](#); Organisation Development and Change, Cengage Publication, 2008

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:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

(Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

Course Contents

| Unit | Contents | Hours |
|------|--|-------|
| I | <p>Basics of Managerial Economics</p> <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 | <p>Demand Analysis</p> <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 | <p>Supply, Production and Cost Analysis</p> <ul style="list-style-type: none"> • Supply Analysis: Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision Making • Production Analysis: Production function, single variable, law of variable proportion, two variable, Law of returns to scale • Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use | 10 |
| IV | <p>Market Analysis</p> <p>Market Equilibrium and Average Revenue Concept.</p> <p>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.</p> <p>Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price</p> | 10 |

| | | |
|----------|--|----------|
| | skimming, penetration pricing. | |
| V | Macroeconomic and Business Decisions <ul style="list-style-type: none"> • Stabilisation Policies: Monetary and Fiscal Policy • Business Cycles & Theories of Business Cycles • Inflation and Deflation | 5 |

Prescribed Text Books:

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

Suggested Extra Readings:

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

Course Code: CSR 403

Course Name: Corporate Governance & Social Responsibility

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

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

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

The course is designed:

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

Course Contents

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

- Corporate Governance Forums

V Corporate Social Responsibility

(3 Hours)

- Meaning, Definitions, Need, Factors, Triple Bottom Line Approach
- Principles of CSR, CSR in India, CSR under the Companies Act, 2013
- CSR Audit
- Performance evaluation and Reporting in CSR

Books recommended

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

Suggested Readings

A. Online Journals

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

B. Articles

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

Course Code: MSO 601

Course Name: Business Research Methods

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

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Semester Examination: 50%

Continuous Internal Assessment : 25%

- Class participation: 10%
- Assignment: 15%

Course Contents

UNIT – I: Research Process, Problem, & Research Designs

(4 Hours)

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

UNIT – II: Sampling and Sampling Methods

(4 Hours)

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

UNIT – III: Data Collection Methods

(4 Hours)

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules
- Sources of Secondary Data
- Secondary Data collection Methods

- Selection of appropriate method of data collection
- UNIT – IV: Measurement, Scaling, Processing and Analysis of data (4 Hours)**
- Measurement in Research
 - Errors in measurement
 - Validity and Reliability in Measurement
 - Scaling and important scaling techniques
 - Fundamental Statistical Tools of analysis
 - Basics of Chi-square test, Introduction to Parametric Tests
- UNIT – V: Data preparation and reporting (4 Hours)**
- Data Processing-Coding, entering and entering the data in software
 - Significance of Report Writing
 - Type of Research Report
 - Layout of Research Report

Prescribed Text Books:

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

Suggested Additional Readings:

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

Course Code: SAS 403

Course Name: Business Statistics

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

Course Objective:

After completing this course the students will:

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

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

- Subjective Assignment: 10%
- Problem solving : 5%
- Practical / Library Work: 10%

Course Contents:

UNIT I: Introduction to Statistics

(3 hours)

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

UNIT II: Measures of Central Tendency, Dispersion and Symmetry

(5 hours)

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

UNIT III: Correlation and Regression

(4 hours)

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

- Determination of Regression lines and Regression Coefficients

UNIT IV: Index Number

(4 hours)

- Use of Index Numbers
- Kinds of Index Numbers
- Price Index Number, Quantity Index Number
- Methods of Constructing Index Numbers

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

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law
- Conditional Probability
- Bayes Theorem

Prescribed Text Books:

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

Supplementary Reading

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

Self Management and Development

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:

Mid Term Examination: 25%

End Term Examination: 50%

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

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

UNIT II: Developing Soft Skills

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

UNIT III: Understanding Self Development

- Concept of Self Development, Personal Development

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

UNIT IV: Art of Communication

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

UNIT V: Career Management Process and Development

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

Text Books:

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

Additional Readings:

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

Legal Aspects of Business

Course Code: MSO 402

Course Name: Legal Aspects of Business

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

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

- Understand the concepts of Agreement and Contract.
- Know the concepts of Sale of Goods Act 1930.
- Understand the basics of Company Law.
- Know about special contracts.
- Know about Partnership Act 1932.

Attendance Requirements:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Subjective Assignment: 10%
 - Quizzes/Games/Puzzles: 5%
 - Case studies: 10%

Course Contents:

UNIT – I: THE INDIAN CONTRACT ACT 1872

(7 Hours)

- Law its nature, Sources of Law
- Law of Contract : Valid Contract and its elements
- Nature and kinds of Contract
- Offer and acceptance
- Capacity of parties to contract
- Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake
- Lawful Consideration and elements of consideration
- Discharge of Contract

UNIT- II: SPECIAL CONTRACTS

(4 Hours)

- Indemnity and Guarantee
- Bailment and Pledge
- Agency: Formation and Termination

UNIT-III: THE SALE OF GOODS ACT 1930

(3 hours)

- Sales contract : Characteristics, Difference in Sale and Agreement to Sell
- Guarantees and Warranties in sales contract
- Doctrine of *Caveat Emptor*
- Delivery and Rules regarding Delivery

UNIT – IV: ELEMENTARY COMPANY LAW**(3 hours)**

- Major principles – Characteristics of a company and types of companies
- Lifting of the Corporate Veil
- Formation of company

UNIT – V: PARTNERSHIP ACT, 1932**(3 hours)**

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

Prescribed Text Books:

1. Sulphery, Basheer (2011). Laws for Business. Eastern Economy Edition. PHI. New Delhi.
2. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.

Suggested Extra Readings:

1. Gogna P.P.S., (2008). Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
2. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata McGraw Hill.
3. Shukla M.C., (2007). Mercantile Law. First Edition. S. Chand & Company Ltd.
4. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
5. Ramachandra K., Chandrashekara B., Kanakatte Chandrakant, (2010). Legal Aspects of Business Text and Cases. 1st Edition. Himalaya Publishing House Pvt. Limited, India.
6. Ramtirthkar R.R. (2009). Legal Aspects of Business. 2009 Edition. Himalaya Publishing House Pvt. Limited, India.
7. Kuchhal M C, (2010). Mercantile Law. Seventh Edition. Vikas Publishing House. New Delhi.
8. Bulchandani K.R, (2010). Business Law for Management. 6th Edition. Himalaya Publishing House Pvt. Limited, India.

Total Quality Management

Course Code: POM 505

Course Name: Total Quality 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 Total Quality Management.
- To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers.
- Help the students to use the understanding of total quality management in current dynamic business environment.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Semester Examination: 50%

Continuous Internal Assessment : 25%

- Class participation : 5%
- Presentations : 10%
- Case Studies : 5%
- Assignments/Live Projects: 5%

Course Contents:

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

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

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

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

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

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

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

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

UNIT – V: Quality Management Systems

(4 Hours)

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

Prescribed Text Books:

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

Suggested Readings:

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). Total Quality Management (Second Edition) [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). Juran's Quality Handbook. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). Operation Management: Strategy and analysis (5th edition); Addison Wesley, New York.
5. Logothetis, N. (2002). Managing for Total Quality: From Deming to Taguchi and SPC; Prentice-Hall of India Private Limited, New Delhi.
6. Mauch, Peter D. (2010). Quality Management: Theory and Application. CRC Press, Boca Raton.
7. Oakland, John S. (2004). Oakland on Quality Management, Elsevier Butterworth-Heinemann, Burlington.
8. Richard Tanner Pascale and Anthony G. Athos (1981). The Art of Japanese Management: Applications for American Executives; Warner Books, New York.

[Entrepreneurship Development](#)

Course Code: EDM 413

Course Name: Entrepreneurship Development

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

Course Objectives: The course is designed to

- Develop Entrepreneurial Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an Entrepreneur.
- Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises.
- Make students familiar with different financial institutions which support entrepreneurship development.

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

- Business Plan : 15%
- Assignments/Presentation : 5%
- 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)

Course Contents:

UNIT – I: Fundamentals of Entrepreneurship (7 Hours)

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

UNIT – II: Entrepreneurial Development (6 Hours)

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

UNIT – III: Entrepreneurial Support (6 Hours)

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

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

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

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

Prescribed Text Books:

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

Suggested Extra Readings:

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 21st Century, Seventh Edition, Tata McGraw-Hill, New Delhi.
4. Morse, A., Eric, Mitchell, K., Ronald, (2009), Cases in Entrepreneurship: The Venture Creation Process, Fourth Printing, SAGE Publications Inc., New Delhi.
5. Desai, Vasant, (2012), Entrepreneurial Development and Management of Small and Medium Enterprises, Second Edition Edition, Himalaya Publishing House, Mumbai.
6. Sinha, S K (2010), Small Business Management, Centrum Press, New Delhi.
7. Desai, Vasant, (2011), Entrepreneurial Development, Sixth Edition, Himalaya Publishing House, Mumbai.

Marketing Management

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:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

a. Class participation = 5%

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

b. Assignments/Presentation = 10%

c. Case studies/Field Survey = 5%

d. Surprise test/Activity/Quiz = 5%

Course Contents:

UNIT - I: Introduction to Marketing

(8 Hours)

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

UNIT - II: Environmental Scanning and Information Gathering

(7 Hours)

- Analyzing the Marketing Environment; Needs and Trends
- Impact of Environmental factors on marketing Decisions
- Developing Marketing Strategies and Plans
- Components of Modern Marketing Information System
- The changing face of consumer markets and role of marketing

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

UNIT - V: Marketing Mix-II (7 Hours)

Distribution Decisions: -

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

Promotion Decisions: -

- Marketing Communication
- Promotion Mix
- Determinants of Promotion Mix

Emerging Trends in Marketing

Ethical Issues in Marketing

Prescribed Text Books:

- 1) Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
- 2) Ellis, Nick et. al (2012), MARKETING: A Critical Textbook, Sage, New Delhi.
- 3) Kumar Arun & Meenakshi N (2011), Marketing Management, 2nd Edition, Vikas Publishing House Pvt. Ltd., New Delhi

Suggested Additional Readings:

- 1) Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
- 2) Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
- 3) Saxena Rajan (2009), Marketing Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
- 4) Sherlekar S.A. (2010), Marketing Management, 14th Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
- 5) Govindarajan M. (2009), Marketing Management: Concepts; Cases; Challenges and Trends, 2nd Edition, Prentice Hall of India.
- 6) Balakrishna Sidharth (2011), Case Studies in Marketing, 1st Edition, Pearson Education, New Delhi.
- 7) Kumar, S. Ramesh. (2012), Case Studies in Marketing Management, Pearson Inida.
- 8) Clow, Kenneth, E. AND Donald Baack. (2012), Case studies in Marketing Management, Sage, New Delhi.

Industrial Marketing

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:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

Class participation = 5%

Field work/Presentation= 10%

Case studies = 5%

Surprise test/Activity = 5%

Course Contents:

UNIT - I: Introduction to Industrial Marketing (5 Hours)

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

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

- Industrial Marketing Environment
- Strategies for Managing the Industrial Environment
- The Buygrid Model, Buying Centers and Buying Influencers
- Organizational Buying and Joint Decision Making
- Buying Committee and Supplier Choice
- Case Study

UNIT - III: Assessing Strategizing and Assessing Market Opportunities (6 Hours)

- Strategies Over Buying Situations and Phases
- Partnering Marketing
- Macro, Micro, Intermediate, and Nested Approach to Segmentation
- Business-to- Business Targeting, differentiation, and positioning
- Case Study

UNIT - IV: Managing Marketing Processes (7 Hours)

Industrial Product Decisions: -

- Industrial Product Offerings and Tools for Managing Product Offerings
- Product revitalization/elimination and Business Services Marketing
- New Product Offering Development

Pricing Policies: -

- Costs, Customers, and Competitors
- Industrial Pricing Policies and Methods
- Competitive Bidding, Price Negotiation and Leasing

UNIT – V: Roots to Market and Industrial Marketing Communication

(6 Hours) Channel

Strategy: -

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

Industrial Communication: -

- Major Decisions in Industrial Marketing Communication
- Relationship Communication and KAM Approach

Prescribed Text Books:

- 4) Reeder Robert, Brierty Edward and Reeder Betty (2013), Industrial Marketing: Analysis, Planning and Control, Second Edition, PHI Learning, Delhi.
- 5) Brennan, R., Canning, L., and McDowell, R. (2011), Business-to-Business Marketing (Second Edition), Sage India Publication, New Delhi.
- 6) Havalder, Krishna, K. (2014), Business Marketing (4 ed.), Tata M. Hill, New Delhi.

Suggested Additional Readings:

- 1) Vitale, Business to Business Marketing, Thomson Learning Mumbai.
- 2) Corey, E, Industrial Marketing: Cases and Concepts, 3rd Edition, Prentice Hall Inc.
- 3) Gross, A C, (1993), Business Marketing, Houghton Mifflin.
- 4) Webster, F. E., Industrial Marketing Strategy, Second Edition, John Wiley.
- 5) Cherunilam, F. (2015), Industrial Marketing: Text and Cases, Himalaya Publishing House.

Articles:

1. Frederick E. Webster, Jr., "Management Science in Industrial Marketing," Journal of Marketing (January 1978), pp. 21-27.

Personal Selling and Salesmanship (Skill Development)

Course Code: MSC 412

Course Name: Personal Selling and Salesmanship (Skill 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:

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

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

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. Assignment/Presentation/ Surprise Test = 5%

g. Skill Demonstration = 15%

Course Contents:

UNIT - I: Role of Selling in Marketing

(06 Hours)

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

UNIT - II: Personal Selling and Salesmanship

(06 Hours)

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

UNIT - III: Selling Goods

(06 Hours)

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

UNIT - IV: Selling Services

(06 Hours)

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

UNIT - V: Managing Relations with Customers

(06 Hours)

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

Prescribed Text Books:

- 1) Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
- 2) Havaladar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.
- 3) Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.

- 4) Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.

Suggested Additional Readings:

- 1) Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
- 2) Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
- 3) Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.
- 4) Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India.

Retail Management

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:

Mid Term Examination: 25%

End Term Examination: 50%

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
- Retailing Theory and Retail Formats
- Global & Indian Retail Scenario and Liberalization: Impact on Retail Industry

| | | |
|--------------------|---|------------------|
| | <ul style="list-style-type: none"> • Retail Consumer and Determinants of Retail Store Selection • Emerging Trends in Indian Retailing | |
| UNIT – II: | Retailing Strategy | (4 Hours) |
| | <ul style="list-style-type: none"> • Retail Market and Financial Strategy • Retail Location Strategy • Retail Information System • Customer Relationship Management • Case Study | |
| UNIT – III: | Merchandise Management | (4 Hours) |
| | <ul style="list-style-type: none"> • Managing Merchandise Assortments • Merchandise Planning Systems • Buying Merchandise • Retail Pricing • Retail Communication Mix | |
| UNIT – IV: | Store Management and CVM | (4 Hours) |
| | <ul style="list-style-type: none"> • Retail Atmospheric • Store Layout, Design & Visual Merchandising • Customer Value Management. • Technology in Retailing | |
| UNIT – V: | Rural & e-Retailing | (3 Hours) |
| | <ul style="list-style-type: none"> • Rural Retailing • Foundation of e-Retailing. • e-Retailing: the Application Domain. • e-Retailing: The Current Trends. • Case Study | |

Prescribed Text Books:

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill, New Delhi.
2. Berman B., Evans J. R. and Mathur, Mini (2011), Retail Management, 11th Edition, Pearson Education, New Delhi.
3. Sharma, D.P. (2009), e-Retailing, 1st Edition, Himalaya Publishing House, New Delhi.

Suggested Additional Readings:

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

Rural Marketing

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:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

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)

Field work/Presentation = 10%

Case studies/Assignment = 5%

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

Prescribed Text Books:

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

Suggested Additional Readings:

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

Customer Relationship Management

Course Code: MSC 508

Course Name: Customer Relationship Management

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

Course Objectives: The course is designed to:

- Acquaint students with the basic issues in Customer Relationship Management (CRM).
- Enable students to apply concepts of CRM in creating and building of customer value, satisfaction and loyalty.
- Understand the strategic relevance of CRM in competitive business environment.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

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)

Assignments/Presentations=10%

Case studies =5%

Surprise test/Activity =5%

Course Contents:

UNIT - I: Introduction to Customer Relationship Management

(6 Hours)

- Relationship in Business, Theoretical Perspective, Models/Levels
- CRM, Factors Responsible for Growth of CRM, CRM Cycle, and Relevance of Relationship Marketing
- Components of Successful Relationship

UNIT - II: Customer Experience and CRM Strategies

(6 Hours)

- Emotion and Customer Experience
- Customer Experience Management
- Attributes of CRM
- CRM and Relationship Brands

UNIT - III: Creating/ Building Customer Value, Satisfaction and Loyalty

(7 Hours)

- Data Warehousing and Data Mining
- Customer Value, Customer Perceived Value, Customer Life Time Value
- Customer Satisfaction & Monitoring Satisfaction
- Customer Retention
- Customer Loyalty & Customer Equity
- Case Study

UNIT - IV: Service Quality and CRM Implementation

(6 Hours)

- Service Quality Management
- Service Failure and Recovery
- Steps of CRM Implementation

- Case Study

UNIT – V: Other Issues of CRM

(5 Hours)

- eCRM and hCRM
- Social Networks: C2C Exchanges and Relationships
- Implications of Artificial Intelligence and Cloud Computing on CRM
- CRM Application: Industries' Practices

Prescribed Text Books:

- 1) Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.
- 2) Biswas Supriya (2011), Relationship Marketing: Concepts, Theories and Cases, PHI Learning, Delhi.
- 3) Baron, Conway and Warnaby (2010), Relationship Marketing: A consumer Experience Approach, SAGE Publications Ltd.

Suggested Additional Readings:

- 1) Gosney John W and Thomas P Boehm, Customer Relationship Management Essentials, Prentice Hall, New Delhi.
- 2) Buttle Francis (2009), Customer Relationship Management: Concepts and Technologies, Second Edition, Elsevier and Taylor & Francis Group.
- 3) Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Pearson Education, India.
- 4) Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
- 5) Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.

Sales & Distribution Management

Course Code: MSC 514

Course Name: Sales & Distribution Management

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

Course Objectives: The course is designed to:

- Acquaint students with the fundamentals of sales and distribution management.
- Enable students to manage the sales, sales force and distribution functions.
- Provide experience to handle the real time situations

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

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)

Assignments/Presentations =5%

Case studies/ Activity/Test =5%

Role play/ Sales demonstration =10%

Course Contents:

UNIT - I: Introduction to Sales Management (7 Hours)

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

UNIT – II: Sales Process, Sales Planning and Sales Organization (6 Hours)

- Sales Preparation and Process
- Sales Planning and Sales Forecasting
- Budgeting
- Management of Key Accounts, Sales Territories and Quotas
- Case study

UNIT - III: Sales Force Management (5 Hours)

- Sales Force Management
- Recruitment and Selection
- Training, Motivating and Compensating Sales Personnel
- Managing Expenses of Sales Personnel, Sales Meeting and Contests
- Sales Control and Case study
- Case Study: Managing Sales Expenses

UNIT - IV: Distribution Management-I (6 Hours)

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

UNIT - V: Distribution Management-II (6 Hours)

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

Prescribed Text Books:

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

Suggested Additional Readings:

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

[Diversity & Cross-Cultural Management](#)

Course Code: HRM 411

Course Name: Diversity & Cross Cultural Management

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

Course Objectives: The course is designed to:

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

Attendance Requirements:

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

Evaluation Criteria:

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**

- Meaning of Culture and Cross-cultural Management, Determinants of Culture
- The Dimensions of Culture
- Understanding Models of Culture: Edward Hall Model, Florence Kluckhohn and Fred strodbeck Model, Geert Hofstede Model, Trompenaars Dimensions of Culture
- Doing Business in China and Sweden

UNIT II Communicating across Cultures**4 Hours**

- Introduction to Intercultural Communication, Barriers to Intercultural Communication
- Language and Culture, Using Non-discriminatory Language
- Non-verbal Communication and Culture
- Enhancing Intercultural Communication
- Doing Business in US and Japan

Unit III Negotiating across Cultures**4 hours**

- Principles and Types of Negotiation, Intercultural Communication and the Negotiation Process
- Negotiation Framework and Cultural Variables, The Influence of Culture and Individual Personality on Negotiation
- Negotiating Styles in Different Countries, Culturally Responsive Negotiation Strategies
- Doing Business in Brazil and Germany

UNIT IV Managing Global Teams**4 Hours**

- Global Business Team, Purpose, Difference between Traditional Teams and Global Teams
- Impact of Culture on Group Development, The Fit between Teamwork and National Culture
- Team Strategies and the Influence of Culture
- Challenges faced by Global Teams
- Doing Business in United Kingdom and Russia

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

- Reasons for using Expatriates, Challenges faced by Expatriates
- Reasons for Declining an International Assignment
- Factors Influencing the Success of a Foreign Assignment
- Selection of Expatriates, Cross-cultural Training
- Repatriation Issues, Improving the Repatriation Process

Text Book

- 1) French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd.
- 2) Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.

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.

Leadership Development

Course Code: CSR 408

Course Name: Leadership Development

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

Course Objectives: The course is designed:

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

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25

End Term Examination: 50

Continuous Internal Assessment : 25

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

Course Contents:

UNIT I: INTRODUCTION TO LEADERSHIP

(4 Hours)

- Introduction to Leadership
- Leadership Myths
- The Interactional Framework for Leadership
- A-O-R Model of Leader Development

UNIT II: LEADERSHIP APPROACHES

(4 Hours)

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

UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER

(4 Hours)

- Learning from Experience

- Building Technical Competence
- Building Effective Relationship with Superiors and Peers
- Development Planning
- Building Credibility and Influencing Others

UNIT IV: SKILLS FOR DEVELOPING OTHERS

(4 Hours)

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

UNIT V: SKILLS TO DEAL WITH SITUATIONS

(4 Hours)

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

Prescribed Text Books:

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

Suggested Additional Readings:

4. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
1. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
2. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
3. The Maxwell, John C. 2005. The 360⁰ Leader: Pearson, New Delhi, India.
4. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
5. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
6. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.
7. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.

Industrial Psychology

Course Code: HRM 512

Course Name: Industrial Psychology

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

Course Objectives: The course is designed to:

1. To understand the theoretical aspects of industrial psychology, its relation with other sciences and theories.

2. To gain an insight into the work environment and its effect on an individual.

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

- Presentation - 10%
- Assignment/Project work/Field Work: 10%
- Quiz/Role Play-5%

Course Contents:

UNIT I: Introduction to Industrial Psychology (4 Hours)

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

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

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

UNIT III: Individual Psychology at Workplace (4 Hours)

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

UNIT IV: Social Psychology at Workplace (4 Hours)

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

UNIT V: Organizational Psychology (4 Hours)

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

Prescribed Text Books:

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai

Suggested Additional Readings:

- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi

International HRM

Course Code: HRM 515

Course Name: International HRM

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

Course Objective: The course is designed to

- Help students in understanding Basic Concept of International Human Resource management
- Make students familiar with expatriates and challenges of expatriation
- To give an exposure to the students for HR activities in International Business

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course.

A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25% i.e. 25 marks out of 100

Attendance: 10%

Assignment: 5%

Presentation: 5%

Quiz/Role Play/ Any other activities: 5%

Course Contents:

UNIT-I: Introduction to IHRM (4 Hours)

- Defining International HRM, Model of IHRM
- Difference between Domestic and International HRM
- Variables that moderate difference between domestic and international HRM
- **Case: Global Human Resource Management at Coca-Cola**

UNIT-II: Staffing Decisions in IHRM (4 Hours)

- Approaches to Staffing: Ethnocentric, Polycentric, Geocentric, Regiocentric
- Reasons for Using International Assignments, Types of International Assignments
- Selection Criteria for Expat Selection in International Assignments
- Reasons for Expatriate Failure, Managing Expatriate Failure

UNIT-III: International Training and Development (4 hours)

- Expatriate Training- Components of Effective Pre-departure Training Program
- Phases in International Training Programme
- CCT Programme: Theoretical Framework for CCT Training
- **Case Study: Training at McDonald's**

UNIT-IV: Expatriates Performance Management and Compensation Management (4 hours)

- Steps in Performance Management of International Employees
- International Compensation- Variables influencing Compensation

- Key Components of International Compensation Program
- Approaches to International Compensation

UNIT-V: Industrial Relations and Repatriation Issues

(4 Hours)

- International Industrial Relations: Approaches and Key Players in IR
- Key issues in International Industrial Relations
- Repatriation- Process of Repatriation
- Managing Repatriation

Text Books:

1. Dowling , P.J., Festing, M., and Engle, A.D.(2012) International Human Resource Management Fifth Edition ,Cengage Learning
2. Aswathappa, K. (2013). International Human Resource Management. 2nd Edition. Tata McGraw Hill, New Delhi.

Additional Readings:

1. Edward, T (2011) International Human resource Management. Pearson, New Delhi.
2. Subba Rao, P (2010). International Human Resource Management, First Edition, New Delhi
3. Brewster, C., Sparrow, P and Vernon, G.(2008). International Human Resource Management Universities Press(India).
4. Briscoe, D., Schuler,R. and Claus,L.(2008).International Human Resource Management. Routledge Publication.5th Edition.
5. Harzing, A., Ruysseveldt, J.V(2003). International Human Resource Management. Sage Publication.
6. Stahl,G.K and Bjorkman. Handbook of Research in International Human Resource Management. Edward Elgar Publishing.
7. Hutching, K and Cieri, H.D.(2007). International Human Resource Management. Ashgate Publishing

Business Communication

Course Code: MSO 410

Course Name: Business Communication

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

- Attendance: 10%
- Library Assignment: 5%
- Presentation: 5%
- Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Introduction to Business Communication

4 Hours

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

UNIT II Effective Listening and Reading Skills

4 Hours

- Meaning of Listening, Process of Listening
- Types of Listening

- Barriers to Effective Listening
- Reading Skills

Unit III Non-verbal Communication Skills **4 Hours**

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

Unit IV Verbal Communication Skills for Business **4 Hours**

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

Unit V Written Communication Skills for Business **4 Hours**

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

Text Book

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

Suggested Reading

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

Leadership Development

Course Code: CSR 408

Course Name: Leadership Development

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

Course Objectives: The course is designed:

To grasp the required skills of a leader who aspire to assume leadership roles in organizations.

To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

- Presentation - 10%
- Class Participation- 5%
- Quiz/Role Play-5%
- Library Assignment/Project work: 5%

Course Contents:

UNIT I: INTRODUCTION TO LEADERSHIP

(4 Hours)

- Definition and Significance, Leadership and Management, Leadership Myths
- Multiple intelligences of a Leader
- Characteristics of Effective Leaders
- The Interactional Framework for Leadership Effectiveness

UNIT II: SELF-MANAGEMENT

(4 Hours)

- Time Management
- Setting and Achieving Goals and Objectives
- Creativity and Innovation
- Decision Making and Problem Solving

UNIT III: MANAGING OTHERS**(4 Hours)**

- Team Building
- Motivation and People Management
- Communication Skills
- Managing Meetings

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

- Methods of Leader Development
- Providing Constructive Feedback
- Building High Performance Teams
- Delegating, Coaching and Mentoring

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

- Power and Empowerment
- Leadership and Change
- Managing Conflict and Negotiation
- Leadership Ethics and Values

Prescribed Text Books:

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

Suggested Additional Readings:

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360⁰ Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.
8. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.

Compensation Management**Course Code: HRM 508****Course Name: Compensation Management**

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

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

Course Contents

UNIT I Introduction to Compensation Management

3 Hours

- Meaning, Importance and Objectives of Compensation Management
- Principles of Compensation Management
- Factors influencing Compensation Decisions
- Components of Compensation

UNIT II Wage and Salary Administration in India

4 Hours

- Concept of Wage: Types of Wages, Methods of Wage Payment
- Theories of Wages, Process of Wage Determination
- National Wage Policy and its Objectives, Wage Policy at Company Level
- Methods of Wage Fixation: Unilateral, Bipartite and Tripartite

UNIT III Legal Framework of Compensation in India

6 Hours

- Workmen's Compensation Act, 1923
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Employee State Insurance Act, 1948; Employees' Provident Funds & Miscellaneous Provisions Act, 1952
- Equal Remuneration Act, 1976
- Payment of Gratuity Act, 1972

UNIT IV Managing Employee Incentives and Benefits

4 Hours

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

Unit V International Compensation Management

3 Hours

- International Pay System- Objectives of International Compensation
- Various Approaches to International Compensation
- Components of International Compensation

Text Books

1. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
2. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.
3. Bhatia, Dr. Kanchan, "Compensation Management", 2012, Himalaya Publishing House Pvt. Ltd., Mumbai

Suggested Reading

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

Leadership- Concept and Theories

Course Code: HRM 409

Course Name: Leadership- Concept and Theories

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

Course Objectives: The course is designed:

1. To gain an insight into the core themes, concepts, theories and practices of leadership.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.
3. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.

Attendance Requirement:

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

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment : 25%

- Presentation - 10%
- Class Participation- 5%
- Quiz/Role Play-5%
- Library Assignment/Project work: 5%

Course Contents:**UNIT I: INTRODUCTION TO LEADERSHIP****(4 Hours)**

- Leadership: Meaning and Definition; Leader vs. Manager
- Significance of Leadership; Styles of Leadership
- Multiple Intelligences of a Leader
- Variables for Leadership Effectiveness

UNIT II: APPROACHES OF LEADERSHIP- TRAIT PERSPECTIVE**(4 Hours)**

- Level of Conceptualization for Leadership Theories
- Various Approaches to Leadership
- Traits Perspective of Leadership
- Case Study

UNIT III: BEHAVIORAL THEORIES OF LEADERSHIP**(4 Hours)**

- The Ohio State University Studies
- Michigan Leadership Studies
- The Blake and Mouton Managerial Grid
- Likert's Management System

UNIT IV: CONTINGENCY THEORIES OF LEADERSHIP**(4 Hours)**

- Contingency Theories of Leadership: Overview
- Fiedler's (Least Preferred Co-worker) Contingency Model
- Hersey and Blanchard's Situational Leadership Theory (SLT)
- Path Goal Theory of Leadership

UNIT V: MODERN THEORIES OF LEADERSHIP**(4 Hours)**

- Charismatic Leadership
- Transformational Leadership
- Transactional Leadership
- Other Contemporary Issues in Leadership

Prescribed Text Books:

1. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt Ltd, New Delhi.

2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt Ltd, New Delhi.

Suggested Additional Readings:

1. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience, Edition 7e, McGraw Hill, New Delhi.
2. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt Ltd, New Delhi.
3. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.
4. Maxwell, John C. 2005. The 360⁰ Leader: Developing Your Influence from Anywhere in the Organization, Pearson, New Delhi.
5. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
6. Singh, Kavita. 2013. Organizational Behaviour: Text and Cases, 2nd Edition, Pearson, New Delhi.
7. Chitale, Avinash K., Mohanty, Rajendra Prasad and Dubey, Nishith Rajaram. 2013. Organizational Behaviour: Text and Cases, PHI Learning Private Limited, Delhi.
8. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika. 2012. Organizational Behavior, 14th Edition, Pearson, New Delhi.

हिमाचल प्रदेश केंद्रीय विश्वविद्यालय
Central University of Himachal Pradesh

CUHP Business School



**Courses Offered Under
Choice Based Credit System (CBCS)
(2019– 21)**

**Central University of Himachal Pradesh,
Dharamshala, District – Kangra, Himachal Pradesh – 176 206**

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

Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2019-21. The students will exercise choice within the framework of CUHP- CBCS.

| Credit Requirement for MBA Program of Study (4 Semesters) | | | |
|--|--|-------------------|----------------|
| Course Category | | Percentage | Credits |
| 1. Core Courses | | 65% | |
| | Compulsory Courses | 50% | 40 |
| | Open Courses | 15% | 12 |
| 2. Elective Courses | | 25% | |
| | Specialization Courses | 20% | 16 |
| | Inter Disciplinary (University Wide) Courses | 5% | 4 |
| 3. Foundation Courses | | 10% | |
| | Skill Development Courses | 5% | 4 |
| | Human Making Courses | 5% | 4 |
| Total | | 100% | 80 |

| Semester wise Credit Distribution | | | | | | | |
|-----------------------------------|------------|-----------|----------------|----------|-------------------|--------------|-----------|
| Courses-> | 1. Core | | 2. Elective | | 3. Foundation | | Total |
| Semester | Compulsory | Open | Specialization | Open | Skill Development | Human Making | |
| I | 16 | - | - | - | 2 | 2 | 20 |
| II | 12 | 4 | | - | 2 | 2 | 20 |
| III | 4 | 4 | 8 | 4 | - | - | 20 |
| IV | 8 | 4 | 8 | - | - | - | 20 |
| Total | 40 | 12 | 16 | 4 | 4 | 4 | 80 |

1. Core Courses

a. Core Compulsory Courses: Required Credits 40

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

| I – Semester | | | |
|----------------------|-------------|------------------------------------|-----------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 101 | Accounting for Managerial Decision | 4 |
| 2 | MGT 102 | Human Resource Management | 4 |
| 3 | MGT 103 | Marketing Management | 4 |
| 4 | MGT 104 | Managerial Economics | 4 |
| Total Credits | | | 16 |

| II - Semester | | | |
|---------------|-------------|------------------------|---------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 201 | Financial Management | 4 |
| 2 | MGT 202 | Organisation Behaviour | 4 |
| 3 | MGT 204 | Consumer Behavior | 4 |
| Total Credits | | | 12 |

| III -Semester | | | |
|----------------------|--------------------|----------------------|----------------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 301 | Dissertation (PG) | 2 |
| 2 | MGT 302 | Operation Management | 2 |
| Total Credits | | | 4 |

| IV -Semester | | | |
|---------------------|--------------------|----------------------------|----------------|
| Sl. No. | Course Code | Course Name | Credits |
| 1 | MGT 401 | On the Job Training | 2 |
| 2 | MGT 402 | Comprehensive Viva Voce | 2 |
| 3 | MGT 403 | Organizational Development | 2 |
| 4 | MGT 404 | Operations Research | 2 |
| Total Credits | | | 8 |

b. Open Core Courses: Required Credits: 12

A student shall have the choice to take courses with total 12 credits out of the following courses as offered by the Himachal Pradesh Kendriya Vishwavidyalaya Business School (HPKVBS). The department will notify the courses to be offered in each semester.

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--|---------|
| 1. | MGT 203 | Business Research Methods | 2 |
| 2. | MGT 205 | Management Principles and Functions | 2 |
| 3. | MGT 206 | Entrepreneurship Development | 2 |
| 4. | MGT 303 | Retail Management | 2 |
| 5. | MGT 304 | Diversity and Cross Culture | 2 |
| 6. | MGT 305 | Stress Management | 2 |
| 7. | MGT 405 | International Business Environment | 2 |
| 8. | MGT 406 | Total Quality Management | 2 |
| 9. | MGT 407 | Corporate Governance & Social Responsibility | 2 |
| 10. | MGT 408 | Indian System of Business | 2 |
| 11. | MGT 409 | Community Lab: Management in Action | 2 |
| 12. | | | |

2. Elective Courses

a. Specialisation: Required Credits 16

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

Group I: Accounting & Finance

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--|---------|
| 1. | MGT 311 | Financial Econometrics | 4 |
| 2. | MGT 312 | Investment Analysis & Portfolio Management | 4 |
| 3. | MGT 313 | Indian Financial System | 4 |
| 4. | MGT 411 | Financial Derivatives | 4 |
| 5. | MGT 412 | Merger and Acquisition | 4 |
| 6. | MGT 413 | International Finance | 2 |
| 7. | MGT 414 | Personal Finance | 2 |
| 8. | MGT 415 | Behavior Finance | 4 |
| 9. | MGT 416 | Options, Futures and other Derivatives | 4 |
| 10. | MGT 417 | Income Tax | 2 |
| 11. | MGT 418 | Foreign Exchange Risk Management | 2 |

Group II: Marketing and Supply Chain Management

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|--------------------------------------|---------|
| 1 | MGT 331 | Rural Marketing | 2 |
| 2 | MGT 332 | Social Marketing | 2 |
| 3 | MGT 333 | Digital Marketing | 2 |
| 4 | MGT 334 | Business Marketing | 2 |
| 5 | MGT 432 | Supply Chain Management | 2 |
| 6 | MGT 433 | Sales and Distribution Management | 2 |
| 7 | MGT 434 | Customer Relationship and Management | 2 |
| 8 | MGT 435 | Marketing Research | 2 |
| 9 | MGT 436 | Green Marketing | 2 |
| 10 | MGT 437 | Service Marketing | 2 |
| 11 | MGT 438 | Global Marketing | 2 |
| 12 | MGT 428 | Web Based Advertising | 2 |

Group III Human Resource Management

| Sl. No. | Course Code | Course Name | Credits |
|---------|-------------|---|---------|
| 1 | MGT 321 | Management of Industrial Relation | 4 |
| 2 | MGT 322 | Human Resource Development | 2 |
| 3 | MGT 323 | Organisation Transformation | 2 |
| 4 | MGT 324 | Social Security and Labour Welfare | 2 |
| 5 | MGT 421 | Compensation Management | 2 |
| 6 | MGT 422 | Industrial Psychology | 2 |
| 7 | MGT 423 | Labour Laws | 2 |
| 8 | MGT 424 | Organization Transformation and Development | 2 |
| 9 | MGT 425 | Performance Management | 2 |
| 10 | MGT 426 | International Human Resource Management | 2 |
| 11 | MGT 427 | Conflict Management and Negotiation Skills | 2 |
| 12 | MGT 428 | | |

b. Elective Interdisciplinary Courses – Required Credits 4 (Four)

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

| Sl. No. | Course Code | Course Name | Credits |
|----------------|--------------------|----------------------------------|----------------|
| 1. | MGT 510 | Strategic Management | 4 |
| 2. | MGT 511 | Management of MSME | 2 |
| 3. | MGT 512 | Agri-Business Management | 2 |
| 4. | MGT 513 | Venture Capital & Private Equity | 2 |
| 5. | MGT 514 | Managing Corporate Turnarounds | 2 |
| 6. | MGT 514 | Small Business Management | 2 |

3. Foundation Courses

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

Note: The Himachal Pradesh Kendriya Vishwavidyalaya Business School (HPKVBS) shall offer the following courses for all the students of the University.

a. Skill Development: Required Credits 4 (Four)

| Sl. No. | Course Code | Course Name | Credits |
|----------------|--------------------|---|----------------|
| 1. | MGT 503 | Managing Innovation Incubation & Creativity | 2 |
| 2. | MGT 505 | Finance and Investment Skill | 2 |
| 3. | MGT 506 | Employability skills | 2 |
| 4. | MGT 507 | Counseling Skills | 2 |

| | | | |
|----|---------|------------------------------|---|
| 5. | MGT 508 | Intellectual Property Rights | 2 |
|----|---------|------------------------------|---|

b. Human Making: Required Credits 4 (Four)

| S.No | Course Code | Course Name | Credits |
|------|-------------|---------------------------------|---------|
| 1. | MGT 501 | Leadership Development | 2 |
| 2. | MGT 502 | Self Management and Development | 2 |
| 3. | MGT 504 | Human Values and Ethics | 2 |
| 4. | MGT 509 | Interpersonal Effectiveness | 2 |

Central University of Himachal Pradesh

CUHP Business School



Master Course catalogue

For

MBA Program

| School of Commerce and Management Studies(SCMS) | | | |
|--|--------------------|---|----------------|
| CUHP Business School | | | |
| Course Catalogue | | | |
| Sr. No | Course Code | Course Name | Credits |
| 1. | MGT 101 | Foundation skills in IT | 0/2/4 |
| 2. | MGT 102 | Business Environment | 0/2/4 |
| 3. | MGT 103 | Managerial Economics | 0/2/4 |
| 4. | MGT 104 | Business laws | 0/2/4 |
| 5. | MGT 105 | Managerial Communication | 0/2/4 |
| 6. | MGT 106 | Management Information System | 0/2/4 |
| 7. | MGT 107 | Quantitative Analysis for Management | 0/2/4 |
| 8. | MGT 108 | Fundamentals of Entrepreneurship | 0/2/4 |
| 9. | MGT 109 | Human Values & Responsible Citizenship | 0/2/4 |
| 10. | MGT 110 | Innovation Management | 0/2/4 |
| 11. | MGT 111 | Accounting for Managerial Decisions | 0/2/4 |
| 12. | MGT 112 | Accounting Standards | 0/2/4 |
| 13. | MGT 113 | Managerial Accounting and Cost Control Techniques | 0/2/4 |
| 14. | MGT 114 | Fundamentals of Financial Accounting | 0/2/4 |
| 15. | MGT 115 | Marketing Management | 0/2/4 |
| 16. | MGT 116 | Organisational Behaviour | 0/2/4 |
| 17. | MGT 117 | Management Theories & Practices | 0/2/4 |
| 18. | MGT 118 | Designing Work Organization | 0/2/4 |
| 19. | MGT 119 | Self-Management and Development | 0/2/4 |
| 20. | MGT 120 | Employability Skills | 0/2/4 |
| 21. | MGT 121 | Leadership Development | 0/2/4 |
| 22. | MGT 122 | Soft skills in Management | 0/2/4 |
| 23. | MGT 123 | Inter Personal Effectiveness | 0/2/4 |
| 24. | MGT 124 | Human Values and Ethics | 0/2/4 |
| 25. | MGT 125 | Interpersonal Skills | 0/2/4 |
| 26. | MGT 126 | Lifelong learning Skills | 0/2/4 |
| 27. | MGT 127 | Demand Forecasting and Planning | 0/2/4 |
| 28. | MGT 128 | Economic Forecasting and Applications | 0/2/4 |
| 29. | MGT 129 | Kautilya's Arthshastra | 0/2/4 |
| 30. | MGT 130 | Managing Innovation, Incubation & Creativity | 0/2/4 |
| 31. | MGT 131 | Skill development and Entrepreneurship | 0/2/4 |
| 32. | MGT 132 | Case Studies in Management | 0/2/4 |
| 33. | MGT 133 | Interpersonal Effectiveness | 0/2/4 |
| 34. | MGT 134 | Finance and Investment Skills | 0/2/4 |
| 35. | MGT 135 | Counseling Skills | 0/2/4 |
| 36. | MGT 136 | Management Lessons from Indian Mythology | 0/2/4 |
| 37. | MGT200 | Indian System of Business | 0/2/4 |
| 38. | MGT 201 | Business Analytics | 0/2/4 |
| 39. | MGT 202 | Legal Aspects in Management | 0/2/4 |
| 40. | MGT 203 | Success Stories of Entrepreneurs and Managers | 0/2/4 |
| 41. | MGT 204 | Emerging Trends in Management | 0/2/4 |
| 42. | MGT 205 | Writing skills in Management | 0/2/4 |
| 43. | MGT 206 | New Venture Creation | 0/2/4 |
| 44. | MGT 207 | Corporate Social Responsibility | 0/2/4 |
| 45. | MGT 209 | Entrepreneurship Development - Recent Trends | 0/2/4 |
| 46. | MGT 210 | Qualitative Analysis for Management | 0/2/4 |

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|-----|---------|--|-------|
| 47. | MGT 211 | Assets Liability Management | 0/2/4 |
| 48. | MGT 212 | Companies Law | 0/2/4 |
| 49. | MGT 213 | Financial Management | 0/2/4 |
| 50. | MGT 214 | Financial Accounting II | 0/2/4 |
| 51. | MGT 215 | Mercantile Law | 0/2/4 |
| 52. | MGT 216 | Financial Statement Analysis | 0/2/4 |
| 53. | MGT 217 | Financial Wisdom of Ancient Thinkers | 0/2/4 |
| 54. | MGT 221 | Consumer Behaviour | 0/2/4 |
| 55. | MGT 223 | Human Resource Management | 0/2/4 |
| 56. | MGT 231 | Principles of Management | 0/2/4 |
| 57. | MGT 232 | Managing Human Capital | 0/2/4 |
| 58. | MGT 233 | Counselling Skills | 0/2/4 |
| 59. | MGT 234 | Spiritual Leadership Lessons from Dharma Gurus | 0/2/4 |
| 60. | MGT 235 | Managerial Perspective of spiritual leaders | 0/2/4 |
| 61. | MGT 236 | Managerial Perspectives of Gita | 0/2/4 |
| 62. | MGT 237 | Teachings of Gurunanak | 0/2/4 |
| 63. | MGT 238 | Managerial Perspectives of Holy Books of India | 0/2/4 |
| 64. | MGT 239 | Vivekananda teachings | 0/2/4 |
| 65. | MGT 240 | Ethos and Ethics | 0/2/4 |
| 66. | MGT 241 | Managerial Philosophies of Dharma Gurus | 0/2/4 |
| 67. | MGT 242 | Chanakya Niti | 0/2/4 |
| 68. | MGT 300 | E –Governance | 0/2/4 |
| 69. | MGT 301 | India and World Economy | 0/2/4 |
| 70. | MGT 302 | Information Technology Management | 0/2/4 |
| 71. | MGT 303 | Operations Management | 0/2/4 |
| 72. | MGT 304 | Strategic Management | 0/2/4 |
| 73. | MGT 305 | Business Plan and Project Implementation | 0/2/4 |
| 74. | MGT 306 | Online Training/Internship | 0/2/4 |
| 75. | MGT 307 | Total Quality Management | 0/2/4 |
| 76. | MGT 308 | Business Process Reengineering | 0/2/4 |
| 77. | MGT 309 | Mergers and Acquisitions | 0/2/4 |
| 78. | MGT 310 | Decision Sciences | 0/2/4 |
| 79. | MGT 311 | Fundamentals of Financial Services | 0/2/4 |
| 80. | MGT 312 | Financial Strategies of Corporates | 0/2/4 |
| 81. | MGT 313 | Fundamentals of Investments | 0/2/4 |
| 82. | MGT 314 | Financial Communication and Reporting | 0/2/4 |
| 83. | MGT 315 | Funds Management | 0/2/4 |
| 84. | MGT 316 | Financial Derivatives | 0/2/4 |
| 85. | MGT 317 | Corporate Finance | 0/2/4 |
| 86. | MGT 318 | Working Capital Management | 0/2/4 |
| 87. | MGT 319 | Cost Management | 0/2/4 |
| 88. | MGT 320 | Statistical and mathematical tools for Finance | 0/2/4 |
| 89. | MGT 321 | Corporate Accounting | 0/2/4 |
| 90. | MGT 322 | Inflation Accounting | 0/2/4 |
| 91. | MGT 323 | Indian Financial System | 0/2/4 |
| 92. | MGT 324 | Investment Analysis And Portfolio Management | 0/2/4 |
| 93. | MGT 325 | Strategic Financial Management | 0/2/4 |
| 94. | MGT 326 | Regulatory Environment for Financial Services | 0/2/4 |
| 95. | MGT 327 | Financing New Ventures | 0/2/4 |
| 96. | MGT 328 | Corporate Governance & Social Responsibility | 0/2/4 |

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|------|---------|--|-------|
| 97. | MGT 329 | Income Tax | 0/2/4 |
| 98. | MGT 330 | Project Financing | 0/2/4 |
| 99. | MGT 331 | Goods and Service Tax | 0/2/4 |
| 100. | MGT 332 | Corporate Governance and Ethics | 0/2/4 |
| 101. | MGT 333 | Project Management | 0/2/4 |
| 102. | MGT 334 | Direct Tax Laws | 0/2/4 |
| 103. | MGT 335 | Tax Management | 0/2/4 |
| 104. | MGT 336 | Venture Capital & Private Equity | 0/2/4 |
| 105. | MGT 337 | Management of Financial Institutions | 0/2/4 |
| 106. | MGT 338 | International Marketing | 0/2/4 |
| 107. | MGT 339 | Brand Management | 0/2/4 |
| 108. | MGT 340 | Best Practices in Supply Chain Management and Logistics Management | 0/2/4 |
| 109. | MGT 341 | Pricing Strategy | 0/2/4 |
| 110. | MGT 342 | Product Innovation and Development | 0/2/4 |
| 111. | MGT 343 | Retail Management | 0/2/4 |
| 112. | MGT 344 | Web Based Advertising | 0/2/4 |
| 113. | MGT 345 | Integrated Marketing Communications | 0/2/4 |
| 114. | MGT 346 | Bop & Rural Markets : Perspectives & Solutions | 0/2/4 |
| 115. | MGT 347 | International Trade Operations | 0/2/4 |
| 116. | MGT 348 | Retail Marketing | 0/2/4 |
| 117. | MGT 349 | Decision Models for Supply Chain Management | 0/2/4 |
| 118. | MGT 350 | Customer Relationship Management | 0/2/4 |
| 119. | MGT 351 | Industrial Marketing | 0/2/4 |
| 120. | MGT 352 | Marketing Research | 0/2/4 |
| 121. | MGT 353 | Marketing of Services | 0/2/4 |
| 122. | MGT 354 | Strategic Marketing | 0/2/4 |
| 123. | MGT 355 | Social Entrepreneurship | 0/2/4 |
| 124. | MGT 356 | Stress Management | 0/2/4 |
| 125. | MGT 357 | Personality Development and Career Management | 0/2/4 |
| 126. | MGT 358 | Management of Industrial Relations | 0/2/4 |
| 127. | MGT 359 | Compensation Management | 0/2/4 |
| 128. | MGT 360 | Power and Politics in Organizations | 0/2/4 |
| 129. | MGT 361 | Training and Development | 0/2/4 |
| 130. | MGT 362 | Organisational Design | 0/2/4 |
| 131. | MGT 363 | Experiential Learning | 0/2/4 |
| 132. | MGT 364 | Competency Mapping | 0/2/4 |
| 133. | MGT 365 | Human Resource Management in NGOs | 0/2/4 |
| 134. | MGT 366 | Group Dynamics and Stress Management | 0/2/4 |
| 135. | MGT 367 | Diversity and Cross Cultural Management | 0/2/4 |
| 136. | MGT 368 | Human Resource Development | 0/2/4 |
| 137. | MGT 369 | Individual and Group Processes | 0/2/4 |
| 138. | MGT 370 | Leadership- Concept and Theories | 0/2/4 |
| 139. | MGT 371 | Life and Career Planning | 0/2/4 |
| 140. | MGT 372 | Team Work and Group Dynamics skills | 0/2/4 |
| 141. | MGT 373 | Managing Diversity | 0/2/4 |
| 142. | MGT 374 | Managing Teams | 0/2/4 |
| 143. | MGT 375 | Motivation Skills and Self Management | 0/2/4 |
| 144. | MGT 376 | Strategic Human Resource Management | 0/2/4 |
| 145. | MGT 377 | International HRM | 0/2/4 |
| 146. | MGT 378 | Global Business Environment | 0/2/4 |

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| 147. | MGT 379 | Global Business foundation skills | 0/2/4 |
| 148. | MGT 380 | Global Business Strategy | 0/2/4 |
| 149. | MGT 381 | Global Human Resources Management | 0/2/4 |
| 150. | MGT 382 | Global Marketing | 0/2/4 |
| 151. | MGT 383 | Managing Global Workforce | 0/2/4 |
| 152. | MGT 384 | Global Supply Chain Management and International Logistics | 0/2/4 |
| 153. | MGT 385 | World Class Manufacturing | 2/4/6 |
| 154. | MGT 386 | Cross Cultural and Global Management | 0/2/4 |
| 155. | MGT 387 | Entrepreneurial Competency and Motivation | 0/2/4 |
| 156. | MGT 388 | Entrepreneurial Finance | 0/2/4 |
| 157. | MGT 389 | Corporate Governance and Entrepreneurship | 0/2/4 |
| 158. | MGT 390 | Entrepreneurial Finance and Control Techniques | 0/2/4 |
| 159. | MGT 391 | Entrepreneurial Leadership | 0/2/4 |
| 160. | MGT 392 | Entrepreneurial Succession Planning | 0/2/4 |
| 161. | MGT 393 | Entrepreneurial Support System | 0/2/4 |
| 162. | MGT 394 | Entrepreneurship Development | 0/2/4 |
| 163. | MGT 395 | Technology Business Incubators | 0/2/4 |
| 164. | MGT 396 | Management of Technology Transfer | 0/2/4 |
| 165. | MGT 397 | Management of Micro Small and Medium Enterprises | 0/2/4 |
| 166. | MGT 398 | Financing Start Ups | 0/2/4 |
| 167. | MGT 399 | Managing Corporate Turnarounds | 0/2/4 |
| 168. | MGT 400 | Operations Research | 0/2/4 |
| 169. | MGT 401 | Statistical Learning With R | 0/2/4 |
| 170. | MGT 402 | Data Science and Big Data Management | 0/2/4 |
| 171. | MGT 403 | Artificial Intelligence | 0/2/4 |
| 172. | MGT 404 | Programming skills | 0/2/4 |
| 173. | MGT 405 | Software's in Management | 0/2/4 |
| 174. | MGT 406 | Game Theory And Applications | 0/2/4 |
| 175. | MGT 407 | Intellectual Property Rights & Patents | 0/2/4 |
| 176. | MGT 408 | Community Lab: Management in Action | 0/2/4 |
| 177. | MGT 409 | Comprehensive Viva-Voce | 0/2/4 |
| 178. | MGT 410 | Dissertation (PG) | 0/2/4 |
| 179. | MGT 411 | Foreign Exchange and Risk Management | 0/2/4 |
| 180. | MGT 412 | Bond Markets Analysis and Strategies | 0/2/4 |
| 181. | MGT 413 | Micro Finance | 0/2/4 |
| 182. | MGT 414 | Options, Futures and other Derivatives | 0/2/4 |
| 183. | MGT 415 | Financial Reporting and Analysis | 0/2/4 |
| 184. | MGT 416 | Financial Econometrics | 0/2/4 |
| 185. | MGT 417 | Behavioral Finance | 0/2/4 |
| 186. | MGT 418 | Capital Market in India | 0/2/4 |
| 187. | MGT 419 | Micro Finance and Indigenous Banking | 0/2/4 |
| 188. | MGT 420 | Financial Economics | 0/2/4 |
| 189. | MGT 421 | Financial Inclusion and Exclusion | 0/2/4 |
| 190. | MGT 422 | Contemporary issues in Taxes | 0/2/4 |
| 191. | MGT 423 | Management of Mutual Funds | 0/2/4 |
| 192. | MGT 424 | Stock Market Operations | 0/2/4 |
| 193. | MGT 425 | Financial Engineering | 0/2/4 |
| 194. | MGT 426 | Corporate Taxation | 0/2/4 |
| 195. | MGT 427 | Corporate Valuation And Restructuring | 0/2/4 |
| 196. | MGT 428 | Management Control Systems | 0/2/4 |

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| 197. | MGT 429 | Personal Finance | 0/2/4 |
| 198. | MGT 430 | Project Work in Finance | 0/2/4 |
| 199. | MGT 431 | Quantitative Finance | 0/2/4 |
| 200. | MGT 432 | Seminar Paper on Emerging issues in Accounting and Finance | 0/2/4 |
| 201. | MGT 433 | Valuation for Mergers, Buyouts and Restructuring | 0/2/4 |
| 202. | MGT 434 | Pension Fund Management | 0/2/4 |
| 203. | MGT 435 | Marketing Analytics | 0/2/4 |
| 204. | MGT 436 | Local Produce Marketing | 0/2/4 |
| 205. | MGT 437 | Supply Chain Management | 0/2/4 |
| 206. | MGT 438 | Green Marketing | 0/2/4 |
| 207. | MGT 439 | Ethics in Marketing | 0/2/4 |
| 208. | MGT 440 | Brand Management | 0/2/4 |
| 209. | MGT 441 | Green Logistics | 0/2/4 |
| 210. | MGT 442 | Mobile Based Marketing | 0/2/4 |
| 211. | MGT 443 | Services Marketing | 0/2/4 |
| 212. | MGT 444 | Services Quality Management | 0/2/4 |
| 213. | MGT 445 | Social Marketing | 0/2/4 |
| 214. | MGT 446 | Digital Marketing | 0/2/4 |
| 215. | MGT 447 | Social Media Analytics | 0/2/4 |
| 216. | MGT 448 | Product and Brand Management | 0/2/4 |
| 217. | MGT 449 | Nano Marketing | 0/2/4 |
| 218. | MGT 450 | Nuero Marketing | 0/2/4 |
| 219. | MGT 451 | Personal Selling and Salesmanship | 0/2/4 |
| 220. | MGT 452 | Rural Marketing | 0/2/4 |
| 221. | MGT 453 | Sales and Distribution Management | 0/2/4 |
| 222. | MGT 454 | Seminar Paper on Emerging issues in Marketing and Supply Chain Management | 0/2/4 |
| 223. | MGT 455 | Project Work in Marketing and Supply Chain Management | 0/2/4 |
| 224. | MGT 456 | Talent Management | 0/2/4 |
| 225. | MGT 457 | Conflict Management & Negotiation Skills | 0/2/4 |
| 226. | MGT 458 | Transformational Leadership and communication | 0/2/4 |
| 227. | MGT 459 | Emotional Intelligence | 0/2/4 |
| 228. | MGT 460 | Green Human Resource Management | 0/2/4 |
| 229. | MGT 461 | Human Resource Balance Score Card | 0/2/4 |
| 230. | MGT 462 | Community Lab in Human Resource Management | 0/2/4 |
| 231. | MGT 463 | Organizational Development | 0/2/4 |
| 232. | MGT 464 | Labour Laws | 0/2/4 |
| 233. | MGT 465 | Organizational Theory, Design and Effectiveness | 0/2/4 |
| 234. | MGT 466 | Human Resource Accounting | 0/2/4 |
| 235. | MGT 467 | Human Resource Planning and HR Audit | 0/2/4 |
| 236. | MGT 468 | Leadership and Change Management | 0/2/4 |
| 237. | MGT 469 | Organizational Transformation and Development | 0/2/4 |
| 238. | MGT 470 | Human Resource Information System | 0/2/4 |
| 239. | MGT 471 | Industrial and Organizational Psychology | 0/2/4 |
| 240. | MGT 472 | Performance Management- Systems & Strategies | 0/2/4 |
| 241. | MGT 473 | Industrial Psychology | 0/2/4 |
| 242. | MGT 474 | Measuring Human Resource-Tools and Techniques | 0/2/4 |
| 243. | MGT 475 | International Dimensions of Organizational Behaviour | 0/2/4 |
| 244. | MGT 476 | Project Work in Human Resource Management and Organisational Behaviour | 0/2/4 |
| 245. | MGT 477 | Seminar paper on Human Resource Management and Organisational Behaviour | 0/2/4 |

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|------|---------|--|-------|
| 246. | MGT 478 | Management of Change | 0/2/4 |
| 247. | MGT 479 | Social Security and Labour Welfare | 0/2/4 |
| 248. | MGT 480 | Green Human Resource Management | 0/2/4 |
| 249. | MGT 481 | Managing Diversity in International Business | 0/2/4 |
| 250. | MGT 482 | Talent Management and Development | 0/2/4 |
| 251. | MGT 483 | Export Import Management | 0/2/4 |
| 252. | MGT 484 | EXIM Procedures & Documentation | 0/2/4 |
| 253. | MGT 485 | International Trade Practices & Documentation | 0/2/4 |
| 254. | MGT 486 | International Organisations, Regional Blocks & WTO | 0/2/4 |
| 255. | MGT 487 | International Business Environment | 0/2/4 |
| 256. | MGT 488 | International Business Strategy | 0/2/4 |
| 257. | MGT 489 | International Finance | 0/2/4 |
| 258. | MGT 490 | International Economics | 0/2/4 |
| 259. | MGT 491 | International Financial Management | 0/2/4 |
| 260. | MGT 492 | International Logistics | 0/2/4 |
| 261. | MGT 493 | Enterprise Establishment and Management | 0/2/4 |
| 262. | MGT 494 | Enterprise Resource Planning | 0/2/4 |
| 263. | MGT 495 | Enterprise Risk Management | 0/2/4 |
| 264. | MGT 496 | Enterprise Resource Planning Systems | 0/2/4 |
| 265. | MGT 497 | Managing Small & Family Business | 0/2/4 |
| 266. | MGT 601 | Advanced Strategic Management | 4 |
| 267. | MGT 602 | Research Advances in Corporate Finance | 4 |
| 268. | MGT 603 | Research Advances in Financial Engineering | 4 |
| 269. | MGT 604 | Research Advances in Financial Management | 4 |
| 270. | MGT 605 | Research Advances in Financial Modelling | 4 |
| 271. | MGT 606 | Research Advances in International Finance | 4 |
| 272. | MGT 607 | Advance Topics in International Marketing | 4 |
| 273. | MGT 608 | Research Advances in Consumer Behaviour | 4 |
| 274. | MGT 609 | Advance Topics in Marketing of Services | 4 |
| 275. | MGT 610 | Advance Topics in Product and Brand Management | 4 |
| 276. | MGT 611 | Advance Topics in Supply Chain and Retail Management | 4 |
| 277. | MGT 612 | Advance Topics in Web Based Marketing | 4 |
| 278. | MGT 613 | Advanced Advertising Management | 4 |
| 279. | MGT 614 | Advanced Marketing Research | 4 |
| 280. | MGT 615 | Advanced Organisational Behaviour | 4 |
| 281. | MGT 616 | Research Issues in Cross Cultural Management | 4 |
| 282. | MGT 617 | Qualitative Management | 4 |
| 283. | MGT 618 | Writing Effective Thesis | 4 |
| 284. | MGT 619 | Thesis (Ph D) | 4 |
| 285. | RPE | Research and Publication Ethics | 2 |

Agenda item No. SCMS-SB-1/20-1

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