

हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय

Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

School of Business and Management Studies

COURSE OUTLINES

(Spring 2019)

January- July



For More Details: Log on to www.cuhimachal.ac.in

School of Business and Management Studies
Course Offering: Spring Semester, 2018

Fourth Semester

Department: Accounting & Finance

Compulsory Core Courses(No of Credits = 08)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1	AFA 450	Seminar Paper on Emerging issues in Accounting and Finance	2	Concerned Faculty
2	MSO 499	Project Work	2	Concerned Mentor
3	MSO 598	Comprehensive Viva Voce	2	
4.	COD 404	Organization Development	2	Prof. Yoginder Verma & Dr. Rita Sharma

Core Open Courses(No of Credits = 04)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1.	MIB 411	International Business Environment	2	Dr. Manpreet Arora
2.	CSR 403	Corporate Governance & Social	2	Dr. Mohinder Singh
3.	POM 505	Total Quality Management	2	Dr. Rita Sharma

Elective Specialization (No of Credits = 08)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1.	AFA 530	Financial Econometrics	4	Prof. Sanjeev Gupta
2.	AFA 508	Mergers and Acquisitions	4	Dr. Manpreet Arora
3.	AFA 524	Options, Futures and other Derivatives	4	Dr. Ashish Nag
4.	AFA 532	Foreign Exchange Risk Management	4	Dr. Mohinder Singh

Fourth Semester

Department: HRM&OB

Compulsory Core Courses(No of Credits = 08)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1	HRM 414	Seminar Paper on Emerging issues in HRM and OB	2	Concerned Faculty
2	MSO 499	Project Work	2	Concerned Mentor
3	MSO 598	Comprehensive Viva Voce	2	--do---
4.	COD 404	Organization Development	2	Prof. Yoginder Verma & Dr. Rita Sharma

Core Open Courses(No of Credits = 04)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1.	MIB 411	International Business Environment	2	Dr. Manpreet Arora
2.	CSR 403	Corporate Governance & Social Responsibility	2	Dr. Mohinder Singh
3.	POM 505	Total Quality Management	2	Dr. Rita Sharma

Elective Specialization (No of Credits = 08)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1.	HRM503	Human Resource Development	2	Prof. Yoginder Verma & Dr. Rita Sharma
2.	HRM 512	Industrial Psychology	4	Dr. Gitanjali
3.	HRM 509	Performance Management- Systems & Strategies	2	Dr. Aditi Sharma
4.	HRM 408	Organisational Theory, Design and Effectiveness	2	Dr. Rita Sharma

Fourth Semester

Department: M&SCM

Compulsory Core Courses(No of Credits = 08)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1	MSC 415	Seminar Paper on Emerging issues in Marketing and Supply Chain Management	2	Concerned Faculty
2	MSO 499	Project Work	2	---do---
3	MSO 598	Comprehensive Viva Voce	2	---do---
4.	COD 404	Organization Development	2	Prof. Yoginder Verma & Dr. Rita Sharma

Core Open Courses(No of Credits = 04)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1.	MIB 411	International Business Environment	2	Dr. Manpreet Arora
2.	CSR 403	Corporate Governance & Social Responsibility	2	Dr. Mohinder Singh
3.	POM 505	Total Quality Management	2	Dr. Rita Sharma

Elective Specialization (No of Credits = 08)				
Sl. No.	Course Code	Course Name	Credits	Course Coordinator
1.	MSC 522	Web Based Advertising	02	Dr. Bhagwan Singh
2.	MSC 439	Mobile Based Marketing	02	Dr. Bhagwan Singh
3.	MSC 514	Sales and Distribution Management	02	Dr. Chaman Lal
4.	MSC 508	Customer Relationship Management	02	Dr. Chaman Lal
5.	MSC 408	Supply Chain Management	02	Dr. Sarvesh Kumar
6.	MSC 502	Marketing Research	02	Dr. Sarvesh Kumar

Fourth Semester ↓

International Business Environment

MBA -IV

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

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

- Determinants of Entry Mode, the trade mode,
- Economic Environment, Economic Structures,
- Socio/Cultural Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychronic cultures, universalism and Particularism, Individualism and Communatarism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes , Religion, Language, Culture and OB, Demographic, Political, Regulatory, Natural,
- Technological Environment
- Political Environment

UNIT III International Trading Environment (3 Hours)

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

UNIT IV Dropping Barriers to World Trade (4 Hours)

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

UNIT V International Institutions and their Workings (3Hours)

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

Case Study:

1. South East Asian Economic Crises

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

Text Books:

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

Additional Readings:

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

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

Department of Accounting and Finance, School of Business and Management Studies

Dhauladhar Campus-II, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Course Code: CSR 403

Course Name: Corporate Governance & Social Responsibility

Faculty Name: Dr. Mohinder Singh, Department of Accounting and Finance

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

Course Objectives: to inform and stimulate discussion on issues of ethics and social responsibility encountered in the business setting. The material covered is intended to allow students to recognise and manage ethical and social responsibility issues as they arise and to help them formulate their own standards of integrity and professionalism.

The course is designed:

- To enable the students to understand the concept, issues and challenges of Corporate Governance in India as well as in MNCs.
- To increase the awareness on the ethical dimension of business, professional standards and the responsibilities of a business student in future.
- To develop analytical skills for identifying and resolving corporate governance and social responsibility issues in business

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Semester Examination: 50%
- Continuous Internal Assessment : 25%
- Class participation: 5%
- Presentations: 10%
- Assignment: 10%

Course Contents

Unit	Topic	Duration
I	Ethics and Business <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	(4 Hours)
II	Conceptual Framework of Corporate Governance <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	(5 Hours)
III	Board Effectiveness-Issues and Challenges <ul style="list-style-type: none">• Role of Directors, type of Board of Directors, Board Composition• Responsibilities of Board• Board committee	(4 Hours)
IV	Corporate Governance and Stakeholders <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	(4 Hours)
V	Corporate Social Responsibility <ul style="list-style-type: none">• 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	(3 Hours)

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

Suggested Readings

A. Online Journals

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

B. Articles

- Alder, G. S. & Gilbert, J. (2006). Achieving ethics and fairness in hiring: going beyond the law. Journal of Business Ethics 68: 449---464.
- Cazurra, A. (2006). Who cares about corruptions? Journal of international Business Studies, 37: 807---822

http://wps.pearsoned.co.uk/ema_uk_he_davies_busacc_1/205/52630/13473420.cw/index.html

http://global.oup.com/uk/orc/law/company/roach_concentrate3e/resources/mcqs/ch07/



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Course Code: 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:

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

Suggested Readings:

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (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.

Financial Econometrics

Course Code: AFA 530

Course Name: Financial Econometrics

Credits: 4

Course objectives:

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

COURSE CONTENTS

UNIT-I

(15 Hours)

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

UNIT-II

(10 Hours)

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

UNIT-III

(10 Hours)

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

UNIT-IV

(15 Hours)

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

Time Series Analysis: Testing Causality in Economics: Granger Causality Test. Stationary, Test of Stationary, Spurious Regression, Unit Roots, Dickey-Fuller Test, Cointegration, Engle Granger Test. Univariate and multivariate time series modeling and Forecasting.

UNIT-V**(10 Hours)**

Modeling volatility: Models for volatility, Exponential weighted moving average models, ARCH, GARCH, EGARCH and GJR models, volatility forecasting. Econometrics packages for modeling financial data.

Prescribed Text Books:

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

Supplementary Readings:

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4th Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.

Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Course Code: AFA 508

Course Name: Mergers and Acquisitions

Credits Equivalent: 4 Credits

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

Course Objectives: The course is designed to

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

Attendance Requirement:

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

Evaluation Criteria:

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

Course Contents:

UNIT – I: The Causes of Mergers and Acquisitions (6 Hours)

- Motives for mergers and acquisitions
- Forms of Mergers and Acquisitions
- Theories of Mergers
- History of Mergers
- Merger Waves

- What Causes Merger Waves?
- Recent trends in Mergers and Acquisitions
- Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray)
- Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.

UNIT - II: History and Strategic approaches to Mergers and 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 (Theoretical Aspects only)

(15 Hours)

- Basics of Valuation
- Various expressions of value
- Objectives of valuation
- Public sector valuation
- Case Study: Corporate Valuation and Indian Politics: Privatization of Balco
- Approaches to Corporate Valuation
- Corporate valuation techniques: Net Asset Valuation Model,
 - Optimized Deprival Valuation Model, Price Earning Valuation Model,
 - Tobin'S Q Model, Enterprise Value creation model, The Free Cash Valuation Model , EVA Model
 - Economic Gains and costs of M&A
 - The share exchange ratio
- Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank

UNIT - IV: Valuing the Intangibles: Brands, Goodwill, Human Resources and Customer Relationships

(6 Hours)

- Types of Intangible assets
- Theoretical aspects of valuation of Brands
- Theoretical aspects of valuation of Goodwill
- Theoretical aspects of valuation of Human Resources
- Theoretical aspects of valuation of customer relations

UNIT - V: Restructuring, Takeover Tactics and Review of Research Papers

(8 Hours)

- Divestures, Equity carve Outs, Spin offs
- Preliminary Takeover steps, Establishing a Toehold
- Bidding Strategies, Bear Hugs
- Tender Offers, Proxy Fights
- Divestment, LBO'S, Spin offs
- Poison pills, golden parachutes, greenmail, standstill agreements
- White knight, divestments,
- Case lets on takeover strategies
- Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)

Review of Research Papers

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



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Course Code: AFA 524

Course Name: Options, Futures and other Derivatives

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

- 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 (6 Hours)

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

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

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

UNIT – III: Forward and Options market (12 Hours)

- Forward contract, Features of Forward contract, Forward Markets as fore-runners of Futures market
- Distinction between Futures and Forward Contracts, Classification of Forward contracts, Forward trading mechanism, Forward prices Versus Future prices
- Types of Options, Option Positions, Options Strategies, Options Payoffs
- The Options clearing corporation

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

- Day count conventions, Quotations for treasury bond and bills, Treasury bond futures
- Eurodollar Futures, Duration based hedging strategies
- Mechanics of Interest rate Swaps, Day count issues
- Nature of Swap rates, Valuation of interest rate swaps, Currency Swaps, Debt- equity Swap

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

- Interest rate Options, Interest rate Caps, Interest rate Floors, Interest rate Collars
- Swaptions, Compound Options, Chooser Options, Barrier and Binary Options
- Concept and features of Credit Derivatives, Credit Risk, Credit Risk Assessment, Credit Risk management, Credit Derivatives Instruments.

Prescribed Text Books:

1. John C. Hull. Fundamentals of Futures and Options Market, Fifth Edition, Pearson, New Delhi.
2. Gupta S L. Financial Derivatives, First Edition, PHI Learning, New Delhi.
3. Parasuraman N R. Fundamentals of Financial Derivatives, Second Edition, Wiley India Pvt. Ltd., New Delhi.
4. Hull and Basu. Options, Futures, and Other Derivatives, Eighth Edition, Pearson, New Delhi.

Suggested Extra Readings:

1. Jayanth Rama Varma (2011) Derivatives and Risk Management, First Edition, Tata Mcgraw, New Delhi.
2. Chugh & Maheshwari (2011) Financial Derivatives, First Edition, Pearson, New Delhi.
3. Janakiramanan (2011) Derivatives and Risk Management, First Edition, Pearson, New Delhi.
4. Chance & Brooks (2011) Derivatives and Risk Management Basics, First Edition, Cengage Learning New Delhi.
5. McDonald (2013) Derivatives Markets, Second Edition, Pearson, New Delhi.
6. Bansal and Bansal (2010) Derivatives and Financial Innovation, Tata Mcgraw, New Delhi.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

Department of Accounting and Finance, School of Business and Management Studies
Dhauladhar Campus-II, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Course Code: AFA 432

Course Name: Foreign Exchange Risk Management

Faculty Name: Dr. Mohinder Singh, Department of Accounting and Finance

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 5 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed:

- To enable the students to understand about International Trade, International Monetary System and issues in International Business.
- To provide comprehensive knowledge on foreign exchange markets and exchange rate mechanism
- To give in depth inputs on foreign exchange risks subsequently, the various methods and instruments to hedge foreign exchange risks, to optimize rupee earnings on exports and to raise low cost finance through foreign currency loans and credits.

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Semester Examination: 50%
- Continuous Internal Assessment : 25%
- Class participation: 5%
- Presentations: 10%
- Assignment: 10%

Course Contents

Unit	Topic	Duration
I	International Trade and Monetary System <ul style="list-style-type: none">• International trade and its financial issues• International Monetary System• Exchange rate: Fixed and Flexible• Balance of Payment	(8 Hours)
II	Foreign Exchange Market & Exchange Rate <ul style="list-style-type: none">• Introduction, Nature and Players of Forex market• Various foreign exchange (forex) Quotes & Cross Rates• TT Buying /Selling Rates, TC Buying/Selling Rates, and Bill Buying/Selling Rates• Currency appreciation and depreciation• Determinants of Exchange Rates• International Parities: PPP & IRP• Indian Foreign Exchange Market	(10 Hours)
III	Exchange Rate Arithmetic <ul style="list-style-type: none">• Forex exchange quotation standards.• Pip and its relevance in forex quotations.• Bid-ask spread with two different types of forward quotations• Forward point quotation and rule of “High-Low” & “Low-High	(8 Hours)
IV	Foreign Exchange Exposure & Risks <ul style="list-style-type: none">• Transaction Exposure & Risks• Economic Exposure & Risks• Translation Exposure & Risks	(8 Hours)
V.	Management of Transaction Risk <ul style="list-style-type: none">• Non-Hedging like Netting, offsetting and switching, Risk-sharing agreements• Hedging techniques: Forward (Fixed maturity, Partially optional, Fully optional contract & Non-delivery forward contracts• Futures, swaps and options	(8 Hours)

Books recommended

1. Siddaih T., (2014), International Financial Management, Pearson, New Delhi
2. Eun and Resnick,(2012), International Financial Management, 6th Edition, McGraw Hill-Irwin, 2009,
3. **Eiteman, Moffett, Stonehill and Pandey**, Multinational Business Finance, , 10th Edition, Pearson Education, ISBN, 81-7758-449-9.
4. Raghu Palat, (2010), How to risk-proof your business against exchange rate fluctuations,
5. Verma Anuj, (2011), International Financial Management, Kogent Learning Solution Inc., New Delhi.
6. Maurice D. Levi, International Finance, McGraw Hill

Suggested Readings

- A Guide to Forex Dealing and Operating, Published by State Bank of Hyderabad, 1993.
- Allayannis, George and Ofek, Eli, 2001, *Exchange rate exposure, hedging, and the use of foreign currency derivatives*, Journal of International Money and Finance 20 (2001) 273–296
- Asani Sarkar, 2006, *Indian Derivative Markets from the Oxford Companion to Economics in India*. Available at http://www.newyorkfed.org/research/economists/sarkar/derivatives_in_india.pdf
- Baril, Charles P.: “Managing Risks with Derivatives” *Management Accountant*, November p.34-42 (1996)
- Bauman, Joseph; Saratore, Steve and Liddle, William : “A Practical Framework for Corporate Risk Management” *Journal of Applied Corporate Finance*, Vol. 7, No. 3, Fall (1994)
- Bibek Debroy: *The Convertible Rupee & How to Profit from it*, Global Business Press.
- Bodnar, M. Gordon, Hayt, S. Gregory and Marston, C. Richard : “1998 Wharton Survey of Financial Risk Management by US Non-Financial Firms”, *Financial Management*, Winter, Vol. 27, No. 4, pp 70-91 (1998)
- Broll,Udo,1993, *Foreign Production and International Hedging in a Multinational Firm*, Open economies review 4: 425-432
- Buckley, Adrian : *Multinational Finance*, New Delhi: Prentice Hall of India Private Limited, (1998)
- Jeevanandam C.(2011), *Foreign Exchange*, Sultan Chand & Sons New Delhi.
- Collier, P. and Davis, E. W. : “The Management of Currency Transaction Risk by UK Multinational Companies”, *Accounting and Business Research*, Autumn, pp 327-334 (1985)
- Copeland, Tom and Copeland, Maggie: “Managing Corporate Foreign Exchange Risk: A Value Maximising Approach” *Financial Management*, Vol. 28, No. 3, pp 68-75, Autumn (1999)
- Cornel and Shapiro : *International Financial Management*, New York: John Wiley & Sons,(1985)
- Cummins, David J.; Phillips, Richard D. and Smith, Stephen D. : “Derivatives and Corporate Risk Management: Participation and Volume Decisions in the Insurance Industry” *Journal of Risk & Insurance*, Vol. 68, Issue 1, pp 51-90, March (2001)
- Dash, Shridhar Kumar: “Efficiency of Indian Foreign Exchange Market”, *Journal of Foreign Exchange and International Finance*, Vol. 12, No. 1, pp 35-44 (1998)
- David S. Kidwell, Richard L. Peterson, David W. Blackwell: *Financial Institutes, Market and Money*, Harcourt Brace Jovanovion, 1993
- De Ceuster, Marc J.K., Durinck, Edward, Leveren, Eddy and Lodewyckx, Jozef : “A Survey into the Use of Derivatives by Large Non-financial Firms Operating in Belgium”, *European Financial Management*, Sep, Vol. 6, Issue 3, pp 301-319 (2000)
- Eiteman, David K., Arthus I. Stonehill, and Michael H. Moffett, *Multinational Business Finance*, Prentice Hall, 12th edition, 2009.
- Feenstra, Robert C.; Taylor, Alan M., (2011), *Essentials of International Economics*, 2nd edition, Worth Publishers.
- Gambhir, Neeraj and Goel,Manoj, *Foreign Exchange Derivatives Market in India -Status and Prospects*, Available at: <http://www.ief.com/Research/CHAP10.PDF> 31
- Giddy, Ian H and Dufey, Gunter, 1992, *The Management of Foreign Exchange Risk*, Available at: <http://pages.stern.nyu.edu/~igiddy/fxrisk.htm>.

- Bhardwaj H.P: Foreign Exchange Handbook, Wheeler publishing, New Delhi.
 - Hentschel, L. and S.P. Kothari, (2000), *Are Corporations Reducing or Taking Risks with Derivatives?* Massachusetts Institute of Technology Working Paper July
 - Howton, D. Shawn and Perfect, B. Steven : “Currency and Interest-Rate Derivatives Use in US Firms”, *Financial Management, Winter*, Vol. 27, No. 4, pp. 111-121 (1998)
[http://www.arvindmills.com/finance/docs/qtr/0405/Arvind%20Mills%20Annual%](http://www.arvindmills.com/finance/docs/qtr/0405/Arvind%20Mills%20Annual%20)
 - Judge, Amrit, Aug 2003, *How Firms Hedge Foreign Currency Exposure: Foreign Currency Derivatives versus Foreign Currency Debt*, available at
http://www.mubs.mdx.ac.uk/Research/Discussion_Papers/Economics/DPAP%20
 - Levich, Richard, (2011), Second Edition International Financial Markets, McGraw-Hill/Irwin.
 - Machraju, H.R. (2011), Second edition, International Financial Management, Himalaya Publishing House., New Delhi.
 - Meera, Ahamed Kameel Mydin, 2004 *Hedging Foreign Exchange Risk with Forwards, Futures, Options and the Gold Dinar: A Comparison Note* available at:<http://www.americanfinance.com/knowledge-center/articles/pdf/Malaysia>
 - Muller and Verschoor, March, 2005, *The Impact of Corporate Derivative Usage on Foreign Exchange Risk Exposure*, Available at <http://ssrn.com/abstract=676012>
 - Soenen L.A and Madura, Jeff, 1991, *Foreign Exchange Management: A Strategic Approach*, Long Range Planning, Vol. 24, NO. 5, pp. 119 to 124.
 - Soenen, L.A, 1979, *Efficient Market Implications for Foreign Exchange Exposure Management*, DE ECONOMIST 127, NR. 2.
 - Stephen A. Ross, Randolph W. Westerfield and Jeffrey Jaffe (RWJ), (2005), 7th edition, *Corporate Finance*, Irwin Mc-Graw Hill.
 - Treasury and Risk Management in Banks – 13 BF Taxmann- 2010.
 - Wochan Kim and Taeyoon Sung, June 2005, *What makes firms manage FX risk?*, Emerging Markets Review 6 (2005) 263– 288
 - Goel M., Gupta S.L. And Goel L, “An Analysis Of Foreign Exchange Exposure Management by MNCS In India, Zenith : International Journal of Multidisciplinary Research Vol.1 Issue 5, September 2011, ISSN 2231 5780
 - http://www.infosys.com/investor/reports/annual/Infosys_AR06.pdf
 - http://www.infosys.com/investor/reports/annual/Infosys_AR06.pdf
 - http://www.rbi.org.in/Scripts/BS_FemaNotifications.aspx
 - http://www.rbi.org.in/Scripts/BS_FemaNotifications.aspx
 - <http://www.ril.com/rportal/jsp/eportal/ListDownloadLibrary.jsp?DLID=866>
 - <http://www.ril.com/rportal/jsp/eportal/ListDownloadLibrary.jsp?DLID=866>
 - <http://www.iiem.com>
 - <http://nibmindia.org>
- <http://export.gov/tradefinanceguide>



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Course Code: 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 Theories
- 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

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

www.cuhimachal.ac.in

Course Code: HRM 503

Course Name: Human Resource Development

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

Course Objectives: The course is designed to

- help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies.
- identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organisation.
- Train students to apply HRD 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 and Participation: 10%
 - Assignment: 5%
 - Case Discussion/Quiz : 5%
 - Presentation : 5%

Course Contents:

UNIT – I: The Fundamentals of Human Resource Development

(5 Hours)

- Introduction to HRD : Meaning, scope and evolution of HRD
- Functions of HRD: Roles and competencies of HRD professionals, framework for HRD process, challenge to organization and HRD professionals.
- Factors Influencing Employee Behaviour : Model of employee behaviour, external and internal factors influencing employee behaviour
- HRD Matrix

UNIT – II: Frame work of Human Resource Development (4 Hours)

- Assessing HRD Needs : Task analysis, person analysis, the HRD process
- Designing and Implementing effective HRD Program : HRD Intervention, identifying training needs, implementation of training programs, training methods and media, training delivery methods
- Evaluation of HRD Program : The purpose of HRD evaluation, models and Framework of evaluation, assessing the Impact of HRD Programs

UNIT – III: Learning and Training (3 Hours)

- Learning Principles
- Learning Styles
- Training Methods

UNIT - IV : Human Resource Development Applications (4 Hours)

- Career Management and Development: Career concepts, models of career development, issues in career development.
- Management Development: Strategies for management development, approaches used to develop managers.
- Organisation Development and Change: OD theories and concepts, designing intervention strategy

V: Emerging Issues in HRD (4 Hours)

- Strategic HRD
- Globalization of business and their Impact on HRD
- Managing Diversity of Workforce
- Employee Counselling and Wellness Services : Employee assistance programme, stress management and intervention, issues in employee counselling

Prescribed Text Books:

1. Werner M. John and Simone L. Randy (2011). **Human Resource Development. Sixth edition.** Cengage Learning, Inc. Florence, KY.
2. **Mankind David (2010). Human Resource Development and Management. Oxford Printing Press.** New Delhi.
3. Bhattacharyya, D.R. (2009). Human Resource Development. Himalaya Publishing House.

Suggested Extra Readings:

1. Pareek, V. and Rao, T.V. (2010). Designing and Managing Human Resources System. Oxford and IBH Publishing Co. New Delhi.
2. Sheikh A.M. (2010). Human Resource Development and Management. Third Edition. S. Chand and Co. Ltd. New Delhi.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Course Code: HRM 512

Course Name: Industrial Psychology

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

Course Objectives: The course is designed to:

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

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

Evaluation Criteria:

- 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

(6 Hours)

- Concept and Meaning of Industrial Psychology
- Characteristics and Objectives of Industrial Psychology
- Scope of Industrial Psychology
- Historical Development of Industrial Psychology
- Scientific Management; The Hawthorne Studies- Implication and Criticism; Time and Motion Study

UNIT II: Research Methods in Industrial Psychology

(11 Hours)

- Steps in Psychological Test Development
- Research Terminology and Basic Concepts- Independent and Dependent Variables; Internal and External Validity; Control; A Model of Research Process
- Types of Research Designs- Experimental and Observational Methods
- Data Collection Techniques
- Measurement- Reliability of Tests, Validity of Tests
- Statistics- Measures of Central Tendency, Measures of Dispersion, Shapes of Distribution, Correlation & Regression, Meta Analysis

UNIT III: Individual Psychology at Workplace (Predictors/ Psychological Tests) (11 Hours)

- Criterion Measurement, Classification of Tests- Individual vs. Group Tests, Paper & Pencil vs. Performance Tests, Speed vs. Power Tests, Language vs. Non-Language Tests,
- Types of Predictors- Cognitive Tests, Aptitude Tests, Tests of Achievement, Psychomotor Tests, Personality Tests, Interest Tests, Integrity Tests, Work Samples, Assessment Centers, Biographical Information, Interviews

UNIT IV: Social Psychology at Workplace (6 Hours)

- Transactional Analysis and Johari Window for Relationship Management
- Workplace Sensitivity Training for Employees
- Learning and Reinforcement in Organizations
- Personnel Counselling
- Stressors at Workplace- Antecedents and Consequences, Stress Management Programs

UNIT V: Organizational Psychology (6 Hours)

- Work Environment- Introduction- Concept and Meaning, Requirement of Suitable Working Environment
- Industrial Fatigue- Types of Industrial Fatigue; Causes, Effects and Remedies of Industrial Fatigue
- Industrial Boredom- Causes, Effects and Countering the Effects
- Industrial Accidents and Safety

Prescribed Text Books:

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai

Suggested Additional Readings:

- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

PO BOX: 2 1 , DHARAMSHALA, DISTRICT KANGRA - 1 7 6 2 1 5 (HP)

www.cuhimachal.ac.in

Course Code: HRM 509

Course Name: Performance Management- Systems & 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

- 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.



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Course Code: 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 Theories
- 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

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
TAB – SHAPUR AND DHARAMSHALA (HQ), DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

n

Course Code: MSC 522

Course Name: Web Based Advertising (WBA)

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

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

Course Objectives: The course is designed to:

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

Attendance

Requirement:

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

Evaluation

Criteria:

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

- Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
- Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)

(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)

- Case studies & Survey: 10%
- Assignments/Surprise test/Activity: 5%

Course

Contents:

UNIT – I: Starting with Foundation**(3 Hours)**

- History of Internet
- A Marketing Perspective in the Internet Age
- Internet marketing v/s traditional marketing
- Need of Website for Business

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

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

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

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

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

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

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

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

Prescribed Text Books:

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

Suggested Text Books:

1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation
Internet Marketing Strategies for Online Success, 7th Edition, Maximum Press
2. Catherine Juon, Dunrie Greiling & Catherine Buerkle (2012), Internet Marketing Start To Finish, Que Publishing House
3. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian
Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi.
4. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of
Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
5. Bose Biplab S. (2010), Marketing Management, 3rd Edition, Himalaya Publishing
House Pvt. Ltd., Mumbai.
6. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing
Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.

Suggested web links:

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



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

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%
 - a. Class participation = 5%

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

- b. Assignments/Presentations =5%
- c. Case studies/ Activity/Test =5%
- d. 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.



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Course Code: 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%
 - e. Class participation = 5%

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

- f. Assignments/Presentations=10%
- g. Case studies =5%
- h. 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 Loyalty
- 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, Peason Education, India.
4. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
5. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Course Code: MSC 408

Course Name: Supply Chain Management (Semester: January 2019 to June 2019)

Faculty Name: Dr. Sarvesh Kumar, Assistant Professor, SBMS

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

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Supply Chain Management.
- Conceptualize supply chain designs, which are aligned with business models for manufacturing and service companies.
- Help the students to use the understanding of supply chain for effective implementation of supply chain relationships in dynamic business environment.

Attendance Requirement:

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

Evaluation Criteria:

- 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.



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Course Code: 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:

1. Aakar, David A; V. Kumar, George S. Day and Robert P. Leone (2011). **Marketing Research, 10/e**, Wiley India: New Delhi.
2. Beri, G. C. (2011). **Marketing Research, 4/e**, Tata McGraw Hill Education Pvt. Ltd.: New Delhi.
3. Bradley, Nigel (2010). **Marketing Research Tools and Techniques, 2e**, Indian edition, Oxford: New Delhi.
4. Churchill, Gilbert A. Jr. and Dawn Iacobucci (2005). **Marketing Research: Methodological Foundations, 9e**, South – Western Cengage Learning, New Delhi
5. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
6. Hamel, Jacques; Atephane Dufour and Dominic Fortin (1993). **Case Study Methods**, Sage Publications: New Delhi
7. McDaniel, Carl (Jr.) and Roger Gates (2011). **Marketing Research, 8/e**, Wiley India: New Delhi.
8. Sontakki, C. N. (2013). **Marketing Research**, Himalaya Publishing House, Mumbai
9. Travers, Max (2001). **Qualitative Research through Case Studies**, Sage Publications: New Delhi.
10. Tull, Donald S. and Del I. Hawkins (2011). **Marketing Research: Measurement and Method, 6/e**, PHI: New Delhi.