

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

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

**Course Code:** AFA 404  
**Course Name:** Personal Finance  
**Faculty Name:** Dr. Manpreet Arora, Assistant Professor, SCMS  
**Class:** MBA IV  
**Credits:** Two (2)

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Personal finance Basics and Time Value of Money (4 Hours)**

- The financial planning process
- Developing personal finance goals
- Developing the financial plan
- Opportunity cost and time

- Personal cash flow statement, Factors that affect cash flows, Preparing Personal Budget

**UNIT - II: Risk Management and Insurance Products (5 Hours)**

- Risk management by Insurance
- General insurance , Types of general Insurance policies available in market, Major players in general insurance in market
- Commercial insurance- Types of commercial insurance, various players and the available insurance policies relating to commercial insurance
- Life insurance- Nature, Principles and various players and the available insurance policies relating to life insurance

**UNIT – III: Fundamental Investment concepts and Credit (4 Hours)**

- Risk reward trade off
- Rational choices
- Diversification
- Investment timing
- Direct investments
- Background of credit, Types of Credit, Credit history, Credit score

**UNIT - IV: Investment Products (4 Hours)**

- Managed funds
- Mutual Funds-Types, Nature
- Portfolio management schemes
- Insurance bonds
- Examples of managed funds
- Evaluating managed funds

**UNIT – V Contemporary issues in Personal Financing Decisions (3 Hours)**

- Identity thefts, Identity theft tactics-Shoulder Surfing, Dumpster Diving, Skimming, Pretexting, Phishing and Pharming, Abusing legitimate access to records
- Tax Saving Schemes
- Behavioural Financial Aspects of Individual
- Provident funds

**Prescribed Text Books:**

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

3. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann's publishing House, New Delhi.

**Suggested Additional Readings:**

1. 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.

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

**Course Code:** AFA 508

**Course Name:** Mergers and Acquisitions

**Credits Equivalent:** 4 Credits

**Class:** MBA IV

**Faculty Name:** Dr. Manpreet Arora

(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%
  - iv Case studies:10%
  - v Presentation : 10%
  - vi Quiz: 5%

**Course Contents:**

**UNIT – I: The Causes of Mergers and Acquisitions**

**(6 Hours)**

- Motives for mergers and acquisitions
- Forms of Mergers and Acquisitions
- Demergers- Meaning of demerger, characteristics of demerger
- 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, Joint Ventures
- 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, Restructuring and Corporate Control. PHI Private Limited,New Delhi.

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**Course Code:** AFA 524

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

**Faculty Name:** Dr. Ashish Nag

**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:**

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

# Financial Econometrics

**Course Code:** AFA 530  
**Course Name:** Financial Econometrics  
**Credits:** 4  
**Faculty Name:** **Prof. Sanjeev Gupta**

## Course objectives:

By the end of this course, participants will:

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

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

## COURSE CONTENTS

### UNIT-I

**(15 Hours)**

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

### UNIT-II

**(10 Hours)**

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

### UNIT-III

**(10 Hours)**

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

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

**(15**

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

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

**UNIT-V**

**(10 Hours)**

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

**Prescribed Text Books:**

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

**Supplementary Readings:**

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

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

**Course Code:** AFA 432

**Course Name:** Foreign Exchange Risk Management

**Faculty Name:** Dr. Mohinder 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 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:**

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

## Course Contents

Unit	Topic	Duration
I	<b>International Trade and Monetary System</b> <ul style="list-style-type: none"> <li>• International trade and its financial issues</li> <li>• International Monetary System</li> <li>• Balance of Payment</li> </ul>	<b>(4 Hours)</b>
II	<b>Foreign Exchange Market &amp; Exchange Rate</b> <ul style="list-style-type: none"> <li>• Introduction, Nature and Players of Forex market</li> <li>• Exchange rate: Fixed and Flexible, Spot &amp; Forward</li> <li>• Various foreign exchange (forex) Quotes, accounts and contracts</li> <li>• Determinants of Exchange Rates,</li> <li>• International Parities: PPP,IRP and Interest Rate Arbitrage</li> </ul>	<b>(5 Hours)</b>
III	<b>Foreign Exchange Risks</b> <ul style="list-style-type: none"> <li>• Transaction Risk, Translation Risk</li> <li>• Economic Risk, Position Risk, Settlement or Credit Risks,</li> <li>• Mismatch or Liquidity Risk, Operational Risks, Sovereign Risk,</li> <li>• Cross Country Risk, Legal Risk, Value at Risk (VaR)</li> </ul>	<b>(4 Hours)</b>
IV	<b>Management of Transaction Risk</b> <ul style="list-style-type: none"> <li>• Non-Hedging like Netting, offsetting and switching</li> <li>• Arithmetic of Exchange rate</li> <li>• Forward Contracts</li> <li>• Futures contracts</li> </ul>	<b>(4 Hours)</b>
V	<b>Management of Translation and Economic Risk</b> <ul style="list-style-type: none"> <li>• Measurement of Translation Exposure</li> <li>• Management of Translation Exposure</li> <li>• Integral foreign Operation</li> <li>• Non-Integral Foreign Operation</li> </ul>	<b>(3 Hours)</b>

### Books recommended

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

### 6. Maurice D. Levi, International Finance, McGraw Hill

#### Suggested Readings

- A Guide to Forex Dealing and Operating, Published by State Bank of Hyderabad, 1993.
- Allayannis, George and Ofek, Eli, 2001, *Exchange rate exposure, hedging, and the use of foreign currency derivatives*, Journal of International Money and Finance 20 (2001) 273–296
- Asani Sarkar, 2006, *Indian Derivative Markets from the Oxford Companion to Economics in India*. Available at [http://www.newyorkfed.org/research/economists/sarkar/derivatives\\_in\\_india.pdf](http://www.newyorkfed.org/research/economists/sarkar/derivatives_in_india.pdf)

- Baril, Charles P.: "Managing Risks with Derivatives" *Management Accountant*, November p.34-42 (1996)
- Bauman, Joseph; Saratore, Steve and Liddle, William : "A Practical Framework for Corporate Risk Management" *Journal of Applied Corporate Finance*, Vol. 7, No. 3, Fall (1994)
- Bibek Debroy: *The Convertible Rupee & How to Profit from it*, Global Business Press.
- Bodnar, M. Gordon, Hayt, S. Gregory and Marston, C. Richard : "1998 Wharton Survey of Financial Risk Management by US Non-Financial Firms", *Financial Management*, Winter, Vol. 27, No. 4, pp 70-91 (1998)
- Broll,Udo,1993, *Foreign Production and International Hedging in a Multinational Firm*, *Open economies review* 4: 425-432
- Buckley, Adrian : *Multinational Finance*, New Delhi: Prentice Hall of India Private Limited, (1998)
- Jeevanandam C.(2011), *Foreign Exchange*, Sultan Chand & Sons New Delhi.
- Collier, P. and Davis, E. W. : "The Management of Currency Transaction Risk by UK Multinational Companies", *Accounting and Business Research*, Autumn, pp 327-334 (1985)
- Copeland, Tom and Copeland, Maggie: "Managing Corporate Foreign Exchange Risk: A Value Maximising Approach" *Financial Management*, Vol. 28, No. 3, pp 68-75, Autumn (1999)
- Cornel and Shapiro : *International Financial Management*, New York: John Wiley & Sons,(1985)
- Cummins, David J.; Phillips, Richard D. and Smith, Stephen D. : "Derivatives and Corporate Risk Management: Participation and Volume Decisions in the Insurance Industry" *Journal of Risk & Insurance*, Vol. 68, Issue 1, pp 51-90, March (2001)
- Dash, Shridhar Kumar: "Efficiency of Indian Foreign Exchange Market", *Journal of Foreign Exchange and International Finance*, Vol. 12, No. 1, pp 35-44 (1998)
- David S. Kidwell, Richard L. Peterson, David W. Blackwell: *Financial Institutes, Market and Money*, Harcourt Brace Jovanovion, 1993
- De Ceuster, Marc J.K., Durinck, Edward, Leveren, Eddy and Lodewyckx, Jozef : "A Survey into the Use of Derivatives by Large Non-financial Firms Operating in Belgium", *European Financial Management*, Sep, Vol. 6, Issue 3, pp 301-319 (2000)
- Eiteman, David K., Arthus I. Stonehill, and Michael H. Moffett, *Multinational Business Finance*, Prentice Hall, 12th edition, 2009.
- Feenstra, Robert C.; Taylor, Alan M., (2011), *Essentials of International Economics*, 2nd edition, Worth Publishers.
- Gambhir, Neeraj and Goel,Manoj, *Foreign Exchange Derivatives Market in India -Status and Prospects*, Available at: <http://www.iief.com/Research/CHAP10.PDF> 31
- Giddy, Ian H and Dufey, Gunter, 1992, *The Management of Foreign Exchange Risk*, Available at: <http://pages.stern.nyu.edu/~igiddy/fxrisk.htm>.
- Bhardwaj H.P: *Foreign Exchange Handbook*, Wheeler publishing, New Delhi.
- Hentschel, L. and S.P. Kothari, (2000), *Are Corporations Reducing or Taking Risks with Derivatives?* Massachusetts Institute of Technology Working Paper July
- Howton, D. Shawn and Perfect, B. Steven : "Currency and Interest-Rate Derivatives Use in US Firms", *Financial Management*, Winter, Vol. 27, No. 4, pp. 111-121 (1998)  
[http://www.arvindmills.com/finance/docs/qtr/0405/Arvind%20Mills%20Annual%](http://www.arvindmills.com/finance/docs/qtr/0405/Arvind%20Mills%20Annual%20Report%202004.pdf)

- Judge, Amrit, Aug 2003, *How Firms Hedge Foreign Currency Exposure: Foreign Currency Derivatives versus Foreign Currency Debt*, available at [http://www.mubs.mdx.ac.uk/Research/Discussion\\_Papers/Economics/DPAP%20](http://www.mubs.mdx.ac.uk/Research/Discussion_Papers/Economics/DPAP%20)
- Levich, Richard, (2011), Second Edition International Financial Markets, McGraw-Hill/Irwin.
- Machraju, H.R. (2011), Second edition, International Financial Management, Himalaya Publishing House., New Delhi.
- Meera, Ahamed Kameel Mydin, 2004 *Hedging Foreign Exchange Risk with Forwards, Futures, Options and the Gold Dinar: A Comparison Note* available at: <http://www.americanfinance.com/knowledge-center/articles/pdf/Malaysia>
- Muller and Verschoor, March, 2005, *The Impact of Corporate Derivative Usage on Foreign Exchange Risk Exposure*, Available at <http://ssrn.com/abstract=676012>
- Soenen L.A and Madura, Jeff, 1991, *Foreign Exchange Management: A Strategic Approach*, Long Range Planning, Vol. 24, NO. 5, pp. 119 to 124.
- Soenen, L.A, 1979, *Efficient Market Implications for Foreign Exchange Exposure Management*, DE ECONOMIST 127, NR. 2.
- Stephen A. Ross, Randolph W. Westerfield and Jeffrey Jaffe (RWJ), (2005), 7th edition, *Corporate Finance*, Irwin Mc-Graw Hill.
- Treasury and Risk Management in Banks – 13 BF Taxmann- 2010.
- Woochan Kim and Taeyoon Sung, June 2005, *What makes firms manage FX risk?*, Emerging Markets Review 6 (2005) 263– 288
  
- Goel M., Gupta S.L. And Goel L, “An Analysis Of Foreign Exchange Exposure Management by MNCS In India, Zenith : International Journal of Multidisciplinary Research Vol.1 Issue 5, September 2011, ISSN 2231 5780
- [http://www.infosys.com/investor/reports/annual/Infosys\\_AR06.pdf](http://www.infosys.com/investor/reports/annual/Infosys_AR06.pdf)
- [http://www.infosys.com/investor/reports/annual/Infosys\\_AR06.pdf](http://www.infosys.com/investor/reports/annual/Infosys_AR06.pdf)
- [http://www.rbi.org.in/Scripts/BS\\_FemaNotifications.aspx](http://www.rbi.org.in/Scripts/BS_FemaNotifications.aspx)
- [http://www.rbi.org.in/Scripts/BS\\_FemaNotifications.aspx](http://www.rbi.org.in/Scripts/BS_FemaNotifications.aspx)
- <http://www.ril.com/rportal/jsp/eportal/ListDownloadLibrary.jsp?DLID=866>
- <http://www.ril.com/rportal/jsp/eportal/ListDownloadLibrary.jsp?DLID=866>
- <http://www.iiem.com>
- <http://nibmindia.org>
- <http://export.gov/tradefinanceguide>

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**Course Code:** COD 404

**Course Name:** Organization Development

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

- 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 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:**

13. Mid Term Examination: 25%
14. End Term Examination: 50%
15. Continuous Internal Assessment: 25%
  - Attendance and Class Participation: 10%
  - Presentation: 10%
  - Quiz: 5%
  -

## **Course Contents**

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

- Change – meaning, nature, resistance to change, sources of resistance and how to overcome it
- Nature of Planned Change
- Theories of Planned Change



- General Model of Planned Change

## **UNIT II Introduction to Organization Development**

- Organization Development – History, Evolution, Concept and characteristics
- Values, Assumptions and Beliefs of OD
- Organization Development Practitioner –Competencies and Ethics

## **UNIT III Organization Transformation and OD Intervention**

- Organization Transformation
- Organization transformation vs. organization development
- Definition of Interventions and classification of Interventions
- 

## **UNIT IV OD Interventions – I**

Individual based interventions – Life and Career Planning

- Transactional 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**

- Organisation Mirroring
- Intergroup and Third Party Peace Making interventions
- Employee Involvement
- MBO and Grid OD
- Confrontation Meeting
- Future of OD

### **Case Study:**

*Black & Decker International: Globalisation of the Architectural Hardware Line (Book 2, pp738-745)*

### **Text Books:**

1. Wendell L French, Cecil Bell, Jr. and Veena Vohra; Organisation Development Behavioural Science Interventions for Organisation Development, Pearson Education; Sixth edition
2. Cummings, Thomas G. and Worely, G. Christopher(2005), Organisation Development & Change, Cengage Learning Private Limited, New Delhi
3. French, Wendell L ; Bell, Cecil Jr. and Zawacki ,Robert A. (2011) Organisation Development and Transformation, Tata McGraw Hill, New Delhi

**Additional Readings:**

1. Ian Palmer, Reichard Dunford and Gib Akin; Managing Organisation Change – A Multiple Perspective Approach, Tata McGraw Hill Education Private Limited, New Delhi, 2011
2. V. Nilakant and S. Ramnarayan; Change Management, Response Books, New Delh, 2009
3. Dianne Waddell, Thomas Cummings, Christopher Worley; Organisation Development and Change, Cengage Publication, 2008



## 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](http://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:**

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

**Course Contents**

Unit	Topic	Duration
I	<b>Ethics and Business</b> <ul style="list-style-type: none"><li>• Business Ethics and its importance</li></ul>	<b>(4 Hours)</b>

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

**Books recommended**

7. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education
8. Business Ethics- Concepts and Cases – Manuel G. Velasquez
9. Corporate Governance – IICA, Taxmann
10. Corporate Governance 1st Edition (English, Paperback, T. N. Satheesh Kumar)
11. Mandal, S.K. (2012): Ethics in Business and Corporate Governance, Tata McGraw---Hill Education, Private Limited
12. Benn, S. and Bolton, D.(2011): Corporate Social Responsibility, SAGE Publications, Inc
13. The Art of Corporate Governance – Dr. Joffy George
14. Journals-
  1. ICSI – Chartered Secretary
  2. 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



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

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

**Course Code:** HRM 408

**Course Name:** Organizational Theory, Design and Effectiveness

**Faculty Name:** Dr. Rita Sharma

**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



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

**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:**

19. Mid Term Examination: 25%
20. End Term Examination: 50%
21. 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.



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**Course Code:** HRM 512

**Course Name:** Industrial Psychology

**Faculty Name:** Dr. Gitanjali Upadhaya

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

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

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

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

**Evaluation Criteria:**

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

**Course Contents:**

### **UNIT I: Introduction to Industrial Psychology**

**(8 Hours)**

- Concept and Historical Development of Industrial Psychology
- Importance of I/O Psychology in 21<sup>st</sup> Century
- Major Fields of Industrial Psychology
- Scientific Management- Principles and Limitations of Scientific Management
- Time and Motion Study- Concept, Objectives, Procedure, Advantages and Disadvantages of Time Study
- Concept, Tools, Advantages and Disadvantages of Motion Study; Relation between Time and Motion Study
- The Hawthorne Studies- Phases of Hawthorne Experiments
- Implications and Criticism of Hawthorne Experiments

**UNIT II: Research in I/O Psychology and Psychological Testing (10 Hours)**

- Considerations in Conducting Research- Ideas, Hypotheses, and Theories
- Literature Reviews- Journals, Bridge Publications, Trade Magazines
- Location of the Study- Laboratory Research, Field Research
- Research Methods- Experimental, Quasi Experimental, Cross-sectional, Longitudinal, Observational, Archival Research, Surveys Design, Case Study, Meta- Analysis
- Subject Samples- Random samples, Convenience samples; Measurement- Reliability and Validity
- Statistical Analysis (Understanding with the help of one statistic i.e. correlation)
- Psychological Testing: General Intelligence Tests, Aptitude Tests, Tests of Achievement, Personality Tests, Interest Tests
- Other useful classification: (Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests)
- Ethical Issues in I/O Psychology

**UNIT III: Individual Psychology at Workplace (8 Hours)**

- Stress and Worker Well-being- Stress and Strains, Sources of Stress,
- Coping with Stress, Environmental Determinants of Employee Well-being
- Work-family Conflict, Work Life Supports Offered by Organizations
- Personnel Counselling- Theories and Approaches to Counselling
- Goals of Counselling, Skills of Counsellor
- Types of Counselling, Process of Counselling
- Career Guidance and Counselling, Counselling in Educational Setting- Case Study
- Ethics in Counselling

**UNIT IV: Social Psychology at Workplace (8 Hours)**

- Interpersonal Behavior- Nature of Interpersonal Behavior
- Skills for Cooperative Interpersonal Behavior
- Transactional Analysis- Levels of Self-awareness (Johari window), Change in Awareness
- Ego States, Behavioral Responses with Different Ego States
- Life Script, Life Positions, Types of Transactions
- Psychological Games, Reasons for Psychological Games, Methods of Preventing Games
- Benefits and Uses of Transactional Analysis
- Case: Interpersonal Relations

**UNIT V: Organizational Psychology (6 Hours)**

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

**Prescribed Text Books:**

- Aamodt Michael G. 2013, Industrial/ Organizational Psychology- An Applied Approach, Seventh Edition, Cengage Learning, USA

- Bisen, Vikram and Priya, 2010, Industrial Psychology, New Age International Publishers, New Delhi.
- Levy, Paul E., 2010, Industrial Organizational Psychology, Third Edition, Worth Publishers New York.

**Suggested Additional Readings:**

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai
- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi



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

**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:**

22. Mid Term Examination: 50
23. End Term Examination: 100
24. 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.



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<b>Faculty Name :</b>	Dr Manpreet Arora
<b>Class:</b>	MBA -IV
<b>Course Code:</b>	MIB 411
<b>Course Name:</b>	International Business Environment
<b>Credits Equivalent:</b>	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 of Business Decisions
- Types of International Business
- Case Study

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

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

### **UNIT III International Trading Environment (3 Hours)**

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

### **UNIT IV Dropping Barriers to World Trade (4 Hours)**

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

### **UNIT V International Institutions and their Workings (3Hours)**

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



### **Case Study:**

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

### **Text Books:**

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

### **Additional Readings:**

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



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

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

**Course Code:** MSC 502

**Course Name:** Marketing Research (Semester: January 2020 to June 2020)

**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, HPKVBS, SCMS.

**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:**

25. Mid Term Examination: 25%

26. End Semester Examination: 50%

27. 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.



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

**Course Code:** MSC 508

**Course Name:** Customer Relationship Management

**Faculty Name:** Dr. Chaman Lal

**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:**

28. Mid Term Examination: 25%
29. End Term Examination: 50%
30. Continuous Internal Assessment : 25%
  - a. Class participation = 5%

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

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

**Course Contents:**

**UNIT - I: 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: Best Practices of Selected Industries

**Prescribed Text Books:**

5. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.
6. Biswas Supriya (2011), Relationship Marketing: Concepts, Theories and Cases, PHI Learning, Delhi.
7. Baron, Conway and Warnaby (2010), Relationship Marketing: A consumer Experience Approach, SAGE Publications Ltd.

**Suggested Additional Readings:**

14. Gosney John W and Thomas P Boehm, Customer Relationship Management Essentials, Prentice Hall, New Delhi.
15. Buttle Francis (2009), Customer Relationship Management: Concepts and Technologies, Second Edition, Elsevier and Taylor & Francis Group.
16. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Pearson Education, India.
17. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
18. 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](http://www.cuhimachal.ac.in)

**Course Code:** MSC 509

**Course Name:** Green Marketing (January to July 2020)

**Faculty Name:** Dr. Sarvesh Kumar, HPKVBS SCMS

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

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

- Enable the students to understand basic concepts of Green Marketing; a new perspective on the relationship between the natural environment and commerce.
- To impart philosophies of Green Marketing with business studies keeping in view the Green Technology and contextual issue of environmental management perspective.
- Help the students to use the understanding of Green Marketing in current dynamic business environment.

**Attendance Requirement:**

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

**Evaluation Criteria:**

31. Mid Term Examination: 25%
32. End Semester Examination: 50%
33. Continuous Internal Assessment : 25%
  - Class participation : 5%
  - Presentations/ viva : 5%
  - Case Studies : 5%
  - Assignments/Live Projects: 10%



**Course Contents:**

**UNIT - I: Introduction to Green Marketing (7 Hours)**

- Introduction to Green Marketing
- Need to study Green Marketing
- Green behaviour
- Green Business Opportunity
- The new green marketing paradigm

**UNIT - II: The Consumption - Environment Interface (5 Hours)**

- Our Common Future: Issues of Sustainability
- The Environment and Consumption
- The Environmental Effects on Consumption
- A roadmap for Natural Capitalism

**UNIT - III: Strategic Green Planning (5 Hours)**

- Green Marketing Planning
- Segmenting by green interest
- Green consumer motives and buying strategies
- Greening the IMC

**UNIT – IV: Providing value via sustainable green marketing strategies (7 Hours)**

- Environmental standards: ISO 14000
- Designing green products: a life cycle approach
- Delivering value via sustainable supply cycle strategies: Greening the supply chain
- Proclaiming value via sustainable pricing strategies
- Producing value via Innovation & Green Technology
- Green Labelling

**UNIT – V: Contemporary Issues in Green Marketing (6 Hours)**

- Energy consumption and its implication on goods and services
- Energy consumption in Transport and industrial sector
- Green Marketing & Sustainability Reporting
- Case Studies

### Prescribed Text Books:

5. Dahlstrom, Robert (2010). **Green Marketing: Theory, Practice, and Strategies**, Cengage Learning-India edition, New Delhi.
6. Ottman, Jacquelyn A. (2011). **The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding**; Berrett-Koehler Publishers, California.

### Suggested Readings:

1. Dahlstrom, Robert (2011). **Green Marketing Management**, South Western Cengage Learning, Mason, USA.
2. Esty, C. Daniel and Winston, Andrew S. C. (2006). **Green to Gold: How smart companies use environmental strategy to innovate, create value and building competitive Advantage**, Yale University Press, New Haven.
3. Jamison, Andrew (2004). **The Making of Green Knowledge: Environmental politics and cultural transformation**, Cambridge University Press, Cambridge.
4. Keohane, Nathaniel O. and Sheila M. Olmstead (2007). **Markets and The Environment**, Island Press, Washington.
5. Meadows, Donella H.; Dennis L. Meadows. Jorgen Randers and William W. Behrens III (1974). **The Limits to Growth – A Report for the Club of Rome’s Project on the Predicament of Mankind**; PAN Books Ltd., London.
6. Patricia Shanley, Alan R Pierce, Sarah A Laird and Abraham Guillén (Edited) (2002). **Tapping the Green Market: Certification and Management of Non-Timber Forest Products**; Earthscan Publications Ltd [on behalf of People and Plants - a joint initiative of WWF, the United Nations Educational, Scientific and Cultural Organization (UNESCO)and the Royal Botanic Gardens, Kew], London.
7. Prakash, Aseem (2004). **Greening the Firm: The Politics of Corporate Environmentalism**, Cambridge University Press, Cambridge.
8. Ottman, Jacquelyn A. (1998). **Green Marketing: Opportunity for Innovation (2<sup>nd</sup> edition)**; NTS Business Books, Illinois.
9. Rao, P.H. (2012). **Greening the Supply Chain: A Guide for Asian Managers**, Sage Publication, New Delhi
10. Yudelson, Jerry (2008). **Marketing Green Building: strategies for success**, Architectural Press (Elsevier Ltd.), Oxford.

### Suggested Reading from Allied Body of Knowledge:

1. Foster, John (edited) (1997). **VALUING NATURE? Ethics, economics and the environment**, Routledge, London
2. Hussen, Ahmed M. (2004, 2<sup>nd</sup> ed.). **Principles of Environmental Economics**, Routledge, London.
3. Spash, Clive L. (2002). **Greenhouse Economics: Value and ethics**, Routledge, London

4. Uzawa, Hirofumi (2003). **Economic Theory and Global Warming**, Cambridge University Press, Cambridge,
5. Woerdman, Edwin (2004). **The Institutional Economics of Market-Based Climate Policy**, Elsevier B.V., Amsterdam.

**Other Reference from Journal, Article and other sources:**

1. Linda C. Angell (May 1999). Environmental and Operations Management Face the Future, Decision Line; pg: 9-11



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

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

**Course Code:** MSC 514

**Course Name:** Sales & Distribution Management

**Faculty Name:** Dr. Chaman Lal

**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:**

34. Mid Term Examination: 25%

35. End Term Examination: 50%

36. 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 =5%

g. Case studies/ Activity/Test =5%

h. 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
- Role Play: Presenting and Managing Sales

**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:**

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

**Suggested Additional Readings:**

19. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India.

20. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi.
21. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi.
22. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
23. Kumar Arun and Meenakshi N (2011), Marketing Management, Second Edition, Vikas Publishing House Pvt. Ltd.
24. Stern, Adell and Anne, Marketing Channels, Prentice Hall, Delhi.



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

**Course Code:** POM 505

**Course Name:** Total Quality Management

**Faculty Name:** Dr. Rita Sharma

**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:**

37. Mid Term Examination: 25%
38. End Semester Examination: 50%
39. 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:**

7. 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:**

11. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
12. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
13. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
14. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (5<sup>th</sup> edition)**; Addison Wesley, New York.
15. Logothetis, N. (2002). **Managing for Total Quality: From Deming to Taguchi and SPC**; Prentice-Hall of India Private Limited, New Delhi.
16. Mauch, Peter D. (2010). **Quality Management: Theory and Application**. CRC Press, Boca Raton.
17. Oakland, John S. (2004). **Oakland on Quality Management**, Elsevier Butterworth-Heinemann, Burlington.
18. Richard Tanner Pascale and Anthony G. Athos (1981). **The Art of Japanese Management: Applications for American Executives**; Warner Books, New York.

