



Central University of Himachal Pradesh

TAB-Dhauladhar-II, Dharamshala, Himachal Pradesh-176215

Course Registration Form-Monsoon 2020

1. Name of the Program of Study: Master of Business Administration (MBA)

2. Semester: (III)

3. Department: HPKVV Business School

Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- Total Number of Courses opted shall not exceed 20 credits in a Semester.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

S. No.	Course Code	Course Title	Credits	Teacher
Compulsory Core Courses(No of Credits = 4)				
1.	MGT 301	Dissertation (PG)	2	
2.	MGT 302	Operation Management	2	MA/RD
Core Open Courses(No of Credits = 4)				
3.	MGT 303	Retail Management	2	CK
4.	MGT 304	Diversity and Cross Culture	2	RD
5.	MGT 305	Stress Management	2	AS
Elective Interdisciplinary (No of Credits = 4)				
6.	MGT 306	Strategic Management	4	MA/SK
Elective Specialization(No of Credits = 8)				
7	MGT 311	Financial Econometrics	4	SG
8	MGT 312	Investment Analysis & Portfolio Management	4	MS
9	MGT 313	Indian Financial System	4	MA
7	MGT 321	Management of Industrial Relation	4	AS
8	MGT 322	Human Resource Development	2	RS
9	MGT 323	Organisation Transformation	2	RS
7	MGT 331	Rural Marketing	2	CL
8	MGT 332	Social Marketing	2	SK
9	MGT 333	Digital Marketing	2	SK
10	MGT 334	Business Marketing	2	CL

I hereby opt for the above-mentioned courses and undertake that I will not change my option later on.

Name of the Student (in Capital Letters): _____ Roll No. _____

(.....)

Signature of the Student

For Office Use Only

Options as exercised by the student are accepted, approved and the concerned student is permitted to deposit requisite fee.

Signature.....

Head (HPKVV Business School)

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

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Course Code: MGT 302

Course Name: Operations Management

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

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations: 5%
 - Assignment: 5%
 - Case studies and case lets: 10%

Course Contents:

UNIT – I: Introduction to Operations Management

(5 Hours)

- Meaning of Production and Operation management
- Nature and Scope, Role of Operation management
- Production & Operation as a system, as an Organizational function, as Conversion and Transformative system, as a mean of creating utility.
- Responsibilities and Functions of Production & Operation Manager
- Decision making in Operation Management

UNIT – II: Operations in Global Environment (4 Hours)

- A Global view of Operations, Cultural and Ethical issues
- Developing Mission & Strategies
- Achieving Competitive advantage through Operations
- Strategic OM Decisions
- Global Operation Strategy, Issues in Operation Strategy

UNIT – III: Location and Layout (3 Hours)

- Strategic Importance of layout Decisions
- Types of Layout
- Strategic Importance of Location
- Factors affecting Location Decisions
- Service Location Decisions

UNIT – IV: Managing Inventory (4 Hours)

- Inventory Management
- Objectives of Inventory Management
- Techniques of Inventory Control:
EOQ, ABC Analysis, Fixation of Levels, VED

UNIT – V: Managing Quality (4 Hours)

- Defining Quality, Quality and Strategy
- Ethics and Quality Management
- TQM, Continuous Improvement
- Six Sigma, Benchmarking, JIT, Lean Systems

Prescribed Text Books:

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9th ed.), Pearson: New Delhi.
2. Roy, Ram Naresh (2005). **A Modern Approach to Operations Management**, New Age International Ltd., New Delhi.

Suggested Readings

1. Aswathappa, K. and Bhat, K.S. (2012). **Production and Operations Management**, HPH: New Delhi.
2. Chary, S. N.,(2002), **Production and Operations Management**, Tata McGraw-Hill: New Delhi

3. Chase, Richard B.; Jacobs, F. Robert and Aquilano, Nicholas J. (2006). **Operations Management for Competitive Advantage**, McGraw-Hill/Irwin: New York.
4. E.V. Adam and R. J. Ebert, (1998), **Production and Operations Management**, Prentice Hall of India: New Delhi
5. Gore, Amol; & Panizzolo, Roberte (2012). **Operations Management**, Cengage: Delhi.
6. Lee, S.M. (et al) (1989), **Operations Management**, Wm. C.Publishers: Iowa
7. Monks, J. (1987), **Operations Management**, Irwin McGraw – Hill: New York
8. Morton, Thomas E. (2003). **Production Operations Management**, Thomson South Western in collaboration with Vikas Publishing House: New Delhi
9. Panneerselvam, R. (2002). **Productions and Operations Management**, Eastern Economy Edition, Prentice Hall of India: New Delhi.
10. Rusesell and Taylor (2012) **Operations Management**, Wiley India: Delhi
11. Stevenson, W. J. (1999), **Production Operations Management**, Irwin McGraw – Hill:New York



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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Course Code: MGT 303

Course Name: Retail Management

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

Course Objectives: The course is designed to

- Providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.
- Describes and analyses the way retailing works, specially the activities and relationships.
- Develop knowledge of contemporary retail management issues at strategic level.

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Assignment/Presentation: 10%
 - Field Survey: 5%
 - Case Studies/ Surprise Test: 5%
 - Class Participation: 5%

Course Contents:

UNIT – I: Retail Scenario (5 Hours)

- Overview of Retailing
- Dynamics of Retailing
- Retailing Theory and Retail Formats
- Global & Indian Retail Scenario and Liberalization: Impact on Retail Industry
- Retail Consumer and Determinants of Retail Store Selection
- Emerging Trends in Indian Retailing

UNIT – II: Retailing Strategy (4 Hours)

- Retail Market and Financial Strategy
- Retail Location Strategy
- Retail Information System
- Customer Relationship Management

- Case Study
- UNIT – III: Merchandise Management (4 Hours)**
- Managing Merchandise Assortments
 - Merchandise Planning Systems
 - Buying Merchandise
 - Retail Pricing
 - Retail Communication Mix
- UNIT – IV: Store Management and CVM (4 Hours)**
- Retail Atmospherics
 - Store Layout, Design & Visual Merchandising
 - Customer Value Management
 - Technology in Retailing
- UNIT – V: Rural & e-Retailing (3 Hours)**
- Rural Retailing
 - Foundation of e-Retailing
 - e-Retailing: the Application Domain
 - e-Retailing: The Current Trends
 - Artificial Intelligence and Retailing
 - Case Study

Prescribed Text Books:

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill, New Delhi.
2. Berman B., Evans J. R. and Mathur, Mini (2011), Retail Management, 11th Edition, Pearson Education, New Delhi.
3. Sharma, D.P. (2009), e-Retailing, 1st Edition, Himalaya Publishing House, New Delhi.

Suggested Additional Readings:

1. Cox Roger, Brittain Paul (2011), Retailing, 5th Edition, Pearson Education, New Delhi.
2. Srinivasan R. Srin, Srinivasan K. R. (2009), Cases in Retail Management, Bizantra.
3. Varley Rosemary, Retail Product Management, 2nd Edition, Routledge.
4. Singh Harjit (2011), Retail Management, S. Chand & Company Ltd., New Delhi.
5. Sheikh I. Arif, Fatima Kaneez (2011), Retail Management, Himalaya Publishing House, New Delhi.

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Course Code: MGT 304

Course Name: Diversity & Cross Cultural Management

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

Course Objectives: The course is designed to: • Understand the importance of cross-cultural management in work and employment • Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. Evaluation Criteria: • Mid Term Examination: 25 • End Term Examination: 50 • Continuous Internal Assessment: 25 • Attendance: 10 • Presentation: 5 • Class Participation: 5 • Quiz: 5

Course Contents

UNIT I

Introduction to Diversity and Cross-Cultural Management **4 Hours**

- Understanding Culture
- Determinants/ dimensions of Culture
- Major Models of National Culture- Hofstede's Model, Hall's Model
- Trompenaar's Cultural Dimensions, GLOBE Study

UNIT II

Communicating across Cultures **4 Hours**

- Introduction to Intercultural Communication
 - Barriers to Intercultural Communication
 - Non-verbal Communication and Culture
- Enhancing Intercultural Communication
- Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)

Unit III

Negotiating across Cultures

4 hours

- Principles and Types of Negotiation
- Intercultural Communication and the Negotiation Process
- Negotiation Framework and Cultural Variables
- Dimensions of Organizational Culture Influencing Negotiations

UNIT IV

Managing Global Teams

4 Hours

- Meaning and Purpose of Global Business Teams
- Difference between Traditional Teams and Global Teams
- Challenges created by Cultural Differences
- Team Strategies and the Influence of Culture

Unit V

International Assignments and Expatriate Management

4 Hours

- Meaning of Expatriates, Reasons for using Expatriates
- Challenges faced by Expatriates
 - Expatriate Failure: Reasons and Consequences
- Factors Influencing the Success of a Foreign Assignment
- Repatriation Issues, Improving the Repatriation Process

Text Books

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI
4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications
5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.

8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
9. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell
10. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
11. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
12. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
13. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.
14. Journals: International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review



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Course Code: MGT 305

Course Name: Stress Management

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

Course Objectives: The course is designed to make the students

- Gain insights about the nature, types and sources of stress.
- Comprehending the sources and recognizing symptoms of stress in organizational context
- Understanding various stress coping strategies for management of stress

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: 25

Course Contents

UNIT I Introduction to the Concept of Stress

4 Hours

- Stress- Definition, Nature, Concept
- Approaches to Stress
- Person-Environment Theory

UNIT II Organizational Stress & its sources

4 Hours

- Occupational Stress
- Role Stressors

- Sources of Stress- Organizational Culture, Mergers and Acquisitions, New Work Arrangements, Job Loss, Dual Career Relationships

UNIT III Organizational Stressors

4 Hours

- Leadership and Stress
- Motivation and Stress
- Conflict and Stress

UNIT IV Stress Indicators & Burnout

3 Hours

- Symptoms of Stress
- Burnout

UNIT V Stress Management and Emerging Issues in Stress

5 Hours

- General and Organizational Approaches
- Technology, Behaviour and Work Stress
- Stress and Future of Work

Suggested Books

1. **Cooper, C.L. (2000)**. Theories of Organizational Stress, OUP, Oxford, UK.
2. **Dewe, P. and Cooper, C.L. (2020)**. Work and Stress: A Research Overview, Routledge, New York
3. **Cartwright, S. and Cooper, C.L. (1997)**. Managing Workplace Stress, Sage Publications, UK

Additional Reading:

1. **Sharma, R. R and Cooper, C. (2017)**. Executive Burnout: Eastern and Western Concepts, Models, and Approaches for Mitigation, Emerald Group Publishing Limited, UK
2. **Palmer, S. and Cooper, C.L. (2007)**. How to deal with stress. Kogan Page, UK
3. **Cooper, C.L., Dewe, P.J. and O'Driscoll, M.P. (2001)**. Organizational Stress: A Review and Critique of Theory, Research and Applications, Sage Publications, New Delhi.
4. **Ventouratos-Fotinos, R. and Cooper, C.L. (2015)**. The Economic Crises and Occupational Stress, Edward Elgar Publishing Limited, UK.
5. **Dewe, P. and Cooper, C.L. (2004)**. Stress: A Brief History, Blackwell Publishing Ltd., UK
6. **Seyle, H. (1976)**. Stress in Health and Disease, Butterworth Publishers Inc., USA

Strategic Management

Course Code: MGT 306
Course Name: Strategic Management
Course Instructors: Dr. Manpreet Arora / Dr Sarvesh Kumar

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

Course Objectives: The course is designed to:

- Enable the students to apply strategic management theory and concepts to what managers do in "the real world".
- Enable the students to design effective strategic planning by selecting appropriate strategies. Improve familiarity of the students with current issues and emerging trends in strategic management in dynamic business environment.

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
 - Continuous Internal Assessment : 25%
 - a. Class participation : 5% (*Less than 75% attendances will be awarded 0%*)
 - b. Presentations/viva : 10%
 - c. Case studies/Activities/Assignments/etc: 10%

COURSE CONTENTS:

UNIT – I: Introduction to Strategic Management (10 HOURS)

- Defining Strategic Management
- Basic Concepts in Strategic Management
- Kautilya Arthsastra: Relevance in today's Business
- Lessons of Strategy from Mahabharatha
- Strategic Management theories and practices
- The Strategic Management Process
- Strategic Planning

UNIT – II: Environmental Analysis (10 HOURS)

- Sun Tzu: Art of War, application in today's Business scenario
- Environmental Analysis, PEST, PESTLE
- Industry Analysis
- Porter's approach to Industry Analysis
- Competitive Analysis
- Internal Analysis
- Business Strategy
- Organizational Analysis and competitive advantage

UNIT – III: Strategy Formulation, Strategic Analysis and Choice (9 HOURS)

- Vision
- Mission
- Objectives
- Business Level Strategy
- Corporate Level Strategy
- Global Strategy
- Strategic analysis and choice
- Case Studies

UNIT – IV: Functional Strategies (6 HOURS)

- Functional Strategies
- Case Studies

UNIT – V: Strategic Management during the time of COVID (5 HOURS)

- COVID and its implication on Global Business
- COVID and its implication on Indian Business
- New Normal and Business
- Strategic preparedness for post COVID and New Normal

Prescribed Text Books:

1. David, Fred R.; 2014. **Strategic Management: A Competitive Advantage Approach, 14e;** Eastern Economy Edition; PHI Learning Private Limited, Delhi.
2. Kazmi, Azhar; 2012. **Strategic Management: A Competitive Advantage Approach;** Tata McGraw Hill Private Limited, New Delhi.
3. Pitt, Martyn R. and Dimitrios Koufopoulos, 2012. **Essentials of Strategic Management** Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
4. Saptarshi, Dileep and Jairaj Kochavara; 2015. **Case Studies in Corporate Strategy,** Pearson, Delhi.
5. Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman and Charles E. Bamford; 2018. **Concepts in Strategic Management and Business Policy: Globalization, Innovation, and Sustainability, 15e;** Pearson India Education Services Pvt. Ltd., New Delhi.

Financial Econometrics

Course Code: MGT 311

Course Name: **Financial** Econometrics

Credits: 4

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.
- (6) To familiarize students with the econometrics theory;
- (7) 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.

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 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.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>



Central University of Himachal Pradesh

CUHP Business School

School of Commerce & Management Studies

Course Code: MGT-312

Course Name: Investment Analysis and Portfolio Management

Credits: 4 Credits (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / 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.)

Mode of Delivery: Online or Class Room (As per University Orders)

Course Overview

The course is designed to understand the investments field as it is currently understood and practiced for sound investment decisions making. Provide an overview of investment management, finance theories applicable in managing investment. The course will cover mainly investment basics, types, objectives, process, investment risks & return, alternatives investment assets, overview of financial markets, valuation of financial assets, portfolio selection, evaluation, different portfolio optimization theories and review of investment portfolio.

In this context the main objectives of this course are:

- To provide a theoretical and practical background of investment environment
- Tools of Investment Analysis and Portfolio Management
- Application of these tools in designing and managing investment portfolio
- Evaluation and review of investment portfolio.

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% (if allowed)
End Term Examination:	50% (if allowed)
Internal Assessment:	25% (based on assignment, attendance, class tests, Quizzes, discussion oral viva, Puzzles or case studies etc.)

Course Contents		
Unit	Topic	Duration
I	Investment: Background <ul style="list-style-type: none"> • Investment Environment (Avenues and financial Markets) • Investment management process (Assets Allocation, Individual Investor life Cycle, Portfolio Management process, Policy statement, Investment Constraints) • Quantitative methods of investment analysis Return (historical or holding period return, expected return) Risks (types, measures and factors influencing risks, Absolute, relative, Real Risk-Free Rate) and relationship between risk and return 	5 Hours
II	Investment Analysis-I (Fundamental Analysis) <ul style="list-style-type: none"> • Valuation of Bond and Equity Shares • EIC Framework, Economy Analysis • Industry Analysis and Company Analysis • Financial Statement Analysis 	10 Hours
III	Investment Analysis-II(Technical Analysis) <ul style="list-style-type: none"> • Technical Tools, Trend, Support and Resistance Level, Indicators, Moving Average, Charting Techniques and Efficient Market Hypothesis • Efficient Market Concept; Different forms of Efficiency, Random-Walk Theory, Market inefficiencies. Elliot Wave Theory Indicators of the Witchcraft Variety 	10 Hours
IV	Portfolio Management- Basics <ul style="list-style-type: none"> • Portfolio Construction, Phases, Analysis, Selection, Portfolio revision, Portfolio evaluation • Portfolio and Single asset Returns and Risk –Mean Variance Criterion – covariance – Beta (simple problems) • Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation • Sharpe’s Single Index Model • Sharpe’s Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales. 	8 Hours
V	Portfolio Management- Evaluation <ul style="list-style-type: none"> • Capital Asset Pricing Model (CAPM) – Security Market Line and Capital Market Line • Arbitrage Pricing Model (APT) • Portfolio Performance Models – Sharpe’s Ratio, Treynor’s ratio, Jensen’s ratio • Application of Portfolio Performance Measures • Portfolio Selection, Evaluation and Revision • Factors affecting the use of Performance Measures • International Portfolio Investment 	7 Hours

Prescribed Text Books:

1. Punithavathy **Pandian**, *Security Analysis and Portfolio Management*, Vikas Publications Pvt. Ltd, New Delhi. 2001.
2. Prasanna Chandra (2012). *Investment Analysis and Portfolio Management*, Third Edition, Tata McGraw Hill, New Delhi.
3. Frank K. **Reilly** and Keith C. **Brown**, *Investment Analysis and Portfolio Management*, 10th Edition, South-Western Cengage Learning, USA (visit www.cengage.com)
4. Donald E. Fischer and Ronald J. Jordan (2012). *Security Analysis and Portfolio Management*, Sixth Edition, Pearson, New Delhi.
5. K Sasidharan and Alex k Mathews (2012). *Security Analysis and Portfolio Management*, First Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

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

E- Resources

1. <https://nptel.ac.in/courses/110/105/110105035/>
2. <https://www.youtube.com/watch?v=ZKh5nV6Ziyc>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6>
4. https://www.youtube.com/channel/UCL9No2CVecC_8WazyduwHaw
5. <https://www.youtube.com/playlist?list=PL40DFE1B0082CEC29>



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Course Name: Management of Financial Institutions

Course Code : MGT 313

Faculty Name: Dr Manpreet Arora

(Assistant Professor Management, School of Commerce and Management)

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

Course Objectives: The course is designed to

- Acquaint students with the understanding of Indian Financial System
- Enable students to understand a framework for Financial Services available in Indian economy
- To know about primary and secondary markets in India
- Enable the students to know about the emerging areas in financial system

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. Group Activity :10%
 - ii. Individual Presentation : 10%
 - iii. Quiz: 5%

Course Contents:

UNIT – I: Introduction to Financial System (7 Hours)

- The Financial System, Nature, Evolution and Structure, The Role of Financial System in Economic Development ,Components of formal financial system
- Functions of a financial system
- Primary and secondary Markets
- Stock exchanges, Benefits of stock exchanges Meaning and Functions of Stock exchanges
- Organization of Stock Exchanges in India
- Listing of Securities meaning and advantages of listing
- The Functions of Financial Intermediaries , Financial Instruments

UNIT - II: Money market and Capital Market (8 Hours)

- Financial Markets : The Money market, Capital Market
- Functions and role of the markets
- Instruments in Markets
- Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual funds
- Treasury bills , Commercial bills, Commercial papers, Certificate of deposits

UNIT - III: Regulatory and Promotional Institutions in Financial Market

(7 Hours)

- The Reserve Bank of India
- Roles of RBI
- Techniques of monetary Control (CRR, SLR, Bank rate, OMO)
- The Securities and Exchange Board of India – Genesis, Organization, Objectives and Functions
- IRDA
- Life and non - life insurance sector
- LIC, GIC, A brief introduction to IRDA Act. Insurance Act, 1938

UNIT - IV: Development and other Financial Institutions

(5 Hours)

- Developments Financial Institutions – Development Banks, SIDBI
- EXIM BANK, NABARD
- Cooperative Banks their structure, contribution and relevance
- Regional Rural Banks

UNIT - V: Emerging concepts in Financial Markets

(13 Hours)

- Scheduled Commercial Banks
- Financial Inclusion
- Retail Banking
- Micro finance
- Bancassurance
- Merchant banking
- Credit Rating
- Basis of Credit Rating , Credit Rating Companies in India, Types of Credit Rating
- Factoring and Forfaiting
- Fintech Companies
- Crypto currency
- Other Contemporary issues in the field of Financial Markets

Prescribed Text Books:

1. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
2. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.
3. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
4. Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian

Supplementary Reading

1. Khan M Y (2010). Indian Financial System. Tata McGraw Hill, New Delhi.

2. Gordon, Natarajan (2010). Financial Markets and Services. Himalaya Publishing House, New Delhi.
3. Kohn Meir (1999). Financial Institutions and Markets. Tata McGraw Hill, New Delhi.
4. Gomez, Clifford (2010). Financial Markets, Institutions and Financial Services. Eastern Economy Edition. PHI Learning, New Delhi.
5. Mithani D.M. (2012). Money, Banking, International Trade and Public Finance. 16th Edition. Himalaya Publishing House, New Delhi.
6. Sundharam , Dutt. (2011). Indian Economy. 62nd Edition. S.Chand. New Delhi.
7. Burton,Brown. (2009). The Financial System and The Economy, Principles of Money and Banking. Eastern Economy Edition (5th). PHI Learning, New Delhi.
8. Bhole L M, Mahakhud Jitendra (2012). Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

E Resources on Management of Financial Institutions (Financial Services)

Compiled By

Dr. (Ms.) Manpreet Arora
 Assistant Professor Management
 HPKVBS, School of Commerce and Management Studies
 Central University of Himachal Pradesh, Dharamshala

Prescribed Text Books and Extra Readings:

1. Siddaiah T. (2011), Financial Services. First Edition, Pearson, New Delhi.
2. Batra & Bhatia, (2001). Management of Financial Services. Deep & Deep Publication, New Delhi.
3. Bhole L.M, (2011). Financial Institutions and Markets, Fifth Edition, Tata McGraw Hill, New Delhi.
4. Gordon & Natarajan,(2010), Financial Markets and Services. Sixth Edition, Himalaya Publishing House, New Delhi.
5. Gupta, Aggrawal & Neeti, (2007). Financial Institutes & Markets. Kalyani Publication, New Delhi.
6. Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
7. Khan M.Y. (2009), Financial Services, Fifth Edition, Tata McGraw Hill, New Delhi.
8. Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.
9. Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi.
10. Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.

11. Ravichandran K. (2011). Merchant Banking and Financial Services. First Edition. Himalaya Publishing House, New Delhi.
12. Rose & Hudgins, (2010). Bank Management and Financial Services. Seventh Edition. Tata McGraw Hill, New Delhi.
13. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
14. Tripathy (2010). Financial Services. Fourth Edition, PHI Learning, New Delhi.

Websites to visit for latest information

<https://www.india.gov.in/official-website-reserve-bank-india>

<https://www.sebi.gov.in/>

<https://www.nseindia.com/>

www.bseindia.com

www.nabard.org

irdai.gov.in

www.licindia.in

You tube links (Cryptocurrency, bitcoin, fintech, futures and options, behavioural investments, IPO's, Currency manipulation, etc.)

https://www.youtube.com/watch?v=-EoNrg_DR3s

<https://www.youtube.com/watch?v=8o9QxMxhTp8>

<https://www.youtube.com/watch?v=oywIoUIkPBo>

https://www.youtube.com/watch?v=RFGZBaoPx_Y

<https://www.youtube.com/watch?v=jyNLzq9OSzU>

youtube.com/watch?v=l4HMCr5roAM

<https://www.youtube.com/watch?v=wEbrdxWw7ew>

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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Course Code: MGT 321

Course Name: Management of Industrial Relations

Credits Equivalent: 4 Credits

Course Objectives: The course is designed to

1. To make students of HR understand the significance of industrial relations in an organization
2. To give an insight into the Industrial relations scene in India

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class Participation- 10%
 - Presentations - 10%
 - Assignment-- 05%

Course Contents:

UNIT I Industrial Relations: Concept and Evolution

4 Hours

- Evolution of Industrial Relations
- Scope and Aspects of Industrial Relations
- Factors Affecting Industrial Relations
- Approaches to Industrial Relations
- Models of Industrial Relations

UNIT II: Trade Unionism

4 Hours

- Origin of Trade Union Movement in India
- Theories of trade unionism
- Structure and Government of Trade Unions
- Problems of Trade Unions in India
- Employers Organizations

UNIT III Labour Management Cooperation

4 Hours

- Schemes of Workers' Participation
- Hurdles to Worker Participation in Management in India
- Grievance Handling Procedure
- Discipline and Disciplinary Actions

UNIT IV Industrial Dispute**4 Hours**

- Concept of Industrial Dispute
- Statutory methods of industrial dispute resolution
- Non –statutory methods of industrial dispute resolution
- Collective bargaining – Meaning, Importance
- Theories of Collective Bargaining

UNIT V Industrial Relations Modern and International Scenario**4 Hours**

- The International Labour Organization
- Industrial Relations in U.K, U.S.A

Text Books:

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.
2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

Additional Readings:

1. Monappa, Arun (2010). Industrial Relations. Tata McGraw Hill Education Pvt. Ltd., New Delhi.
2. Chamberlain, N.W. (1965). Collective Bargaining. McGraw Hill, New York.
3. Dunlop, J.T. (1958). Industrial Relations Systems. Henry Hold and Company, New York.
4. Venkatramana, P. (2007). Industrial Relations, A.P.H Publishing Corporation, New Delhi.
5. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida

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Course Code: MGT 322

Course Name: Human Resource Development

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

Course Objectives: The course is designed to:

- To help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies.
- To identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organization.
- To Train students to apply HRD for bringing out organizational effectiveness.

Attendance Requirements:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
- Attendance and Participation: 10%
- Assignment: 5%
- Case Discussion/Quiz: 5%
- Presentation: 5%

Course Contents:

UNIT – I: The Fundamentals of Human Resource Development (4 Hours)

HRD: Concept, Value Anchored HRD Processes

HRD System and Subsystems

Changing Boundaries of HRD

HRD Trends in Asia

UNIT – II: Frame work of HRD: Career Development System (4 Hours)

A Career Development Perspective, Career Transitions and Choices

Individual Strategies for Career Development

Organizational Strategies for Career Development

UNIT – III: Competency Mapping and Development Systems (4 Hours)

The Need for Competency Mapping, History of Competencies

How to identify Competencies, Methodology Used

Changing Business Environment, Organization Development

Competency Based Organization Development

UNIT - IV: Human Resource Development Systems and Comparative HRD (4 Hours)

Rationale underlying HRD for Workers, HRD for Workers: An Introduction

HRD Strategies and Experiences

International Experiences in HRD

V: Emerging Issues in HRD (4 Hours)

Strategic HRD

HRD Audit

Knowledge Management

Technology and HRD

Prescribed Text Books:

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

Suggested Extra Readings:

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



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Course Code: MGT 323

Course Name: Organization Development

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

Course Objectives: The course is designed to:

- Familiarize students to the potency of behavioral science in managing the change and reenergizing the organizations
- Understand different interventions that can be used across various cultures with innovative techniques.
- Train students to apply OD interventions for bringing out organizational effectiveness.

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

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Term Examination: 50%
 3. Continuous Internal Assessment: 25%
- Attendance and Class Participation: 10% • Presentation: 10% • Quiz: 5%

Course Contents

UNIT I: Organizational Change and its Management 4 Hours

- Nature of Planned Change - Theories of Planned change
- General Model of Planned Change
- Leading and Managing Change • Action Research

UNIT II Organization Development and Organization Transformation 4 hours

- Organization Development – History, Concept
- Values, Assumptions and Beliefs of OD
- Organization Transformation
- Organization transformation vs. organization development

UNIT III OD Interventions –I 4 hours

- Definition of Interventions and classification of Interventions
- Individual based interventions – Life and Career Planning
- Transaction Analysis • Coaching and Counseling and T-Group (Sensitivity Training)

UNIT IV OD Interventions – II 4 hours

- Process Consultations and Role Negotiations
- Fish Bowl and Role Analysis Techniques
- Organization Mirroring and Third Party Peace Making
- Employee Involvement

UNIT V OD Interventions –III 4 hours

- MBO
- Grid OD
- Confrontation Meeting and Total Quality Management

Text Books:

1. Wendell L French and Cecil Bell, Jr.; Organization Development Science Interventions for Organization Development, Prentice Hall of India Private Limited, New Delhi, 2005
2. Cummings, Thomas G. and Worely, G. Christopher (2005), Organization Development & Change, Cengage Learning Private Limited, New Delhi
3. French, Wendell L ; Bell,CecilJr. and Zawacki ,Robert A. (2011) Organization Development and Transformation, Tata McGraw Hill, New Delhi

Additional Readings:

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



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Course Code: MGT 331
Course Name: Rural Marketing

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

Course Objectives: The course is designed to:

- Enable students to apply the concepts and methods of marketing management to rural markets.
- Understand the characteristics of the evolving rural consumer
- Understand the unique challenges and peculiarities of Indian Rural Markets.

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - 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. Field work/Presentation = 10%
- c. Case studies/Assignment = 5%
- d. Surprise test/Activity = 5%

Course Contents:

UNIT - I: Rural Marketing

(6 Hours)

- Rural Markets and its unique features, Rural Marketing, Evolution of Rural Marketing, and Difference between Rural Marketing and Urban Marketing.
- Need for Exploring the Rural Markets and Go Rural Decision
- Rural Marketing Models and Rural Marketing: Challenges & Opportunities
- The Rural Marketing Mix

UNIT - II: Rural Market Environment and Segmenting and Attracting Rural Markets

(5 Hours)

- Rural Marketing Environment and their influences on marketing operations
- Need for Rural Market Segmentation, and Bases for Market Segmentation
- Emerging Segments and guides to effective segmentation
- Market Segmentation, Targeting and Positioning Strategies
- Cases: Selecting and Attracting Rural Markets

UNIT - III: Rural Consumer Behaviour and Rural Marketing Mix-I (7 Hours)

- Model of Consumer Behavior
- Buyer Characteristics, Rural Shopping Habits/Buying behavior patterns
- 4As of Rural Marketing
- Product Strategies in Rural Marketing
- Pricing Strategies in Rural Markets
- Case Study

UNIT - IV: Rural Marketing Mix-II (6 Hours)

Distribution Decisions: -

- Distribution- The availability Challenge
- Distribution Practices and Rural Logistics
- Distribution Decisions
- Guidelines for Achieving Efficiency in Retail Operations

Promotion Decisions: -

- Rural Promotion Mix-IMC
- Promotion Strategies
- Rural Specific Promotion Methods and Developing the Sales Force for Rural Markets

UNIT – V: Applications (6 Hours)

- Marketing of Consumer Goods and Services
- Social and Agricultural Marketing
- Marketing of Rural Industrial Products
- Marketing in Small Towns
- Future of Rural Marketing in India
- Case Study

Prescribed Text Books:

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

Suggested Additional Readings:

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



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PO Box: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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Course Code: MGT 332

Course Name: Social Marketing

Faculty Name: Dr. Sarvesh Kumar

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation : 5% (Attendance less than 75% will be awarded 0%)
 - Presentations/ viva : 10%
 - Case Studies/ Assignments/Live Projects/Activity: 10%

Course Contents:

UNIT - I: Introduction to Social Marketing

(4 Hours)

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

UNIT - II: Social Marketing and the Environment

(4 Hours)

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

UNIT - III: Structure of Social Marketing

(4 Hours)

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

UNIT – IV: Integrated Marketing Communication in Social Marketing

(4 Hours)

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

UNIT – V: Contemporary Issues in Social Marketing

(4 Hours)

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

Prescribed Text Books:

1. Donovan, Rob & Nadine Henley (2010). **Principles and Practice of Social Marketing: an international perspective**, Cambridge University Press, New Delhi.
2. Jha, S. M. (2012). **Social Marketing**, Himalaya Publishing House, New Delhi.
3. Deshpande, Sameer and Nancy R. Lee (2013). **Social Marketing in India**, Sage Publication, New Delhi.
4. Kotler, Philip and Nancy R Lee (2012). **Social Marketing: Influencing Behaviors for Good (Fourth Edition)**, Sage Publication, New Delhi.
5. Tuten, Tracy L. and Michael R. Solomon 2015. **Social Media Marketing, 2e.** Sage Publications India Pvt Ltd: New Delhi

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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Course Code: MGT 333 (Semester: August 2020 to December 2020)

Course Name: Digital Marketing

Faculty Name: Dr Sarvesh Kumar, Assistant Professor, HPKVBS, CUHP.

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

Course Objectives: The course is designed to

- Understand the role of innovation in having competitive advantage, activities involved in new product development, skills and techniques required for Digital Marketing.
- Recognize steps involved in implementation of Digital Marketing Strategy .

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%
 - Assignment: 5%
 - Digital Marketing Assignment: 10%
 - Presentation: 5%
 - Class participation: 5%

Course Contents

UNIT – I: Introduction to digital Marketing (7Hours)

- Electronic Business – Understanding New Internet Economy and Business
- Value creation through E Business, E- Business Models.
- Understanding Digital Marketing concepts.
- Marketing in the digital world; integrated marketing- The Phygital, Global trends in Digital Marketing, Digital channels- Paid, Owned and Earned;
- Features of Digital Marketing, Scope of Digital Marketing, Benefits & Problems of Digital Marketing

UNIT – II: Digital Marketing Tools: (5 Hours)

- Understanding your buyer persona
- Developing an effective digital presence
- Internet based marketing,
- Search Engine Optimization (SEO), Search Engine Marketing,

UNIT – III: Digital marketing Strategies (6 Hours)

- Mobile Marketing
- Online advertising: Digital display, video, mobile, search engine, and social media; Comprehensive digital marketing strategy and plan; Measuring digital marketing efforts; Latest digital ad technologies.
- Digital and Social Marketing Strategy

UNIT – IV: Social Media Marketing Campaigns (5 Hours)

- Foundation of viral/word-of-mouth marketing, components of a comprehensive, well-integrated social media strategy, pros and cons of relying on word-of-mouth and buzz.
- Social Media, Social Media Marketing, Pay-Per-Click Advertising
- Blogging : a marketing Tool, Blogging and Classified Advertising
- Content Marketing

UNIT – V: Emerging Issues in Digital Marketing (7 Hours)

- E-Marketing and Globalization of business
- Emerging Issues in Digital Marketing
- Online Marketing: the new normal
- Covid 19 era: Zenith of digital marketing

Prescribed Text Books:

1. Evans, Nicholas D. (2003). Business Innovation and Disruptive Technology Harnessing the Power of Breakthrough Technology or Competitive Advantage; Financial Times Prentice Hall, Upper Saddle River, New Jersey.
2. Heinze, Aleksej, Gordon Fletcher, Tahir Rashid and Ana Cruz, 2017. Digital and Social Media Marketing A Results-Driven Approach. Routledge Taylor and Francis Group: London.
3. Lashinsky, Adam (2012). Inside Apple: Secrets behind the past and future of Steve Jobs Iconic Brand, John Murray (Publishers) (South Asian Edition), London
4. Singh, Bhagwan 2017. Web Based Advertising: A Tool of Digital and Internet Based marketing. Anamika Publishers: New Delhi.
5. Tuten, Tracy L. and Michael R. Solomon 2015. Social Media Marketing, 2e. Sage Publications India Pvt Ltd: New Delhi
6. Sople Vinod V (2011). E—Marketing Text and Cases, Biztantra, New Delhi.
7. Kulkarni, Parag, Sunita Jahirabadkar and Pradip Chande (2012). E-Business,, Oxford University Press, New Delhi



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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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Course Code: MGT 334
Course Name: Business Marketing

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

Course Objectives: The course is designed to:

- Understand the unique challenges and peculiarities of industrial Markets.
- Apprise the students about various dimensions of the industrial marketing.
- Enable students to devise the strategies to meet the.

Attendance Requirement:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Field work/Presentation = 10%
 - c. Case studies = 5%
 - d. Surprise test/Activity = 5%

Course Contents:

UNIT - I: Introduction to Business Marketing (5 Hours)

- Nature of Industrial/ Business Markets, and Need to study Business Marketing.
- Market Structure and Differences in Marketing Practices
- Economics of Industrial Demand and Organizational Customers
- Classifications of Industrial Products
- Unique Characteristics of Organizational Procurement

UNIT - II: Business Marketing Environment and Buyer Behaviour (6 Hours)

- Business Marketing Environment
- Strategies for Managing the Business Environment
- The Buygrid Model, Buying Centers and Buying Influencers
- Organizational Buying and Joint Decision Making
- Buying Committee and Supplier Choice
- Case Study

UNIT - III: Assessing Market Opportunities (6 Hours)

- Strategies Over Buying Situations and Phases
- Partnering Marketing
- Macro, Micro, Intermediate, and Nested Approach to Segmentation
- Business-to- Business Targeting, differentiation, and positioning
- Case Study

UNIT - IV: Managing Marketing Processes (7 Hours)

Industrial Product Decisions: -

- Industrial Product Offerings and Tools for Managing Product Offerings
- Product revitalization/elimination and Business Services Marketing
- New Product Offering Development

Pricing Policies: -

- Costs, Customers, and Competitors
- Industrial Pricing Policies and Methods
- Competitive Bidding, Price Negotiation and Leasing

UNIT – V: Roots to Market and Business Marketing Communication (6 Hours)

Channel Strategy: -

- Reaching and Satisfying Customers
- Dual-Channel Strategies and Choosing the Right Distributor
- Improving Channel Performance

Business Communication: -

- Major Decisions in Industrial Marketing Communication
- Relationship Communication and KAM Approach

Prescribed Text Books:

1. Reeder Robert, Brierty Edward and Reeder Betty (2013), Industrial Marketing: Analysis, Planning and Control, Second Edition, PHI Learning, Delhi.
2. Brennan, R., Canning, L., and McDowell, R. (2011), Business-to-Business Marketing (Second Edition), Sage India Publication, New Delhi.
3. Havalder, Krishna, K. (2014), Business Marketing (4 ed.), Tata M. Hill, New Delhi.

Suggested Additional Readings:

1. Vitale, Business to Business Marketing, Thomson Learning Mumbai.
2. Corey, E, Industrial Marketing: Cases and Concepts, 3rd Edition, Prentice Hall Inc.
3. Gross, A C, (1993), Business Marketing, Houghton Mifflin.
4. Webster, F. E., Industrial Marketing Strategy, Second Edition, John Wiley.
5. Cherunilam, F. (2015), Industrial Marketing: Text and Cases, Himalaya Publishing House.

Articles:

1. Frederick E. Webster, Jr., "Management Science in Industrial Marketing," Journal of Marketing (January 1978), pp. 21-27.



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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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Course Code: MGT 116

Course Name: Organizational Behaviour

Faculty Name: Prof. Dipanker Sharma / Dr. Rita 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-

- Familiarize students to the field of Organizational Behaviour and provide a clear understanding of Concepts, processes and practices of Organizational Behaviour
- To show how concepts and theories can and have been put into practice in a variety of organizations
- Train students to apply the Knowledge of Organizational Behaviour for bringing out organisational effectiveness.

Attendance Requirements:

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

Evaluation Criteria:

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Continuous Internal Assessment : 50
 - Class Participation- 20
 - Presentations - 10
 - Case Study-10
 - Assignment- 05
 - Quiz- 05

Course Contents

UNIT I Introduction to Organizational Behaviour

(8 Hours)

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

UNIT II Perception, Attitude and Job Satisfaction**(8 hours)**

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction
- Types of Job Attitudes

UNIT III Learning, Leadership and Motivation**(8Hours)**

- Theories of Learning- Classical, Operant and Social Learning
- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

UNIT IV Personality**(8 Hours)**

- Personality – Components , MBTI
- Big five Model of Personality
- Type A , Type B Personality

UNIT V Emotions and Stress Management**(8Hours)**

- Emotions and Moods
- Stress Management- Sources of Stress, Consequences of stress, Individual and Organizational Approaches to Stress Management

Text Books

1. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14th Edition

Suggested Reading'

1. Nelson, D.; Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
2. Luthan, F. Organizational Behaviour. McGraw Hills. 1995
3. Ashwathapa, K.. "Organizational Behaviour" Himalyan Publishing House.
4. Pareek, U. "Understanding Organizational Behaviour". Orford University Press. Second Edition
5. Prasad, L.M. "Organizational Behaviour "Sultan Chand and Sons, New Delhi.