

हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय

Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

School of Business and Management Studies

COURSE OUTLINES

**(August – December 2018 1st Semester Monsoon
Semester)**



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

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School of Business & Management Studies
(August – December 2018 Monsoon 1st Semester)

Courses offered in SBMS (August - December 2018 Monsoon 1st Semester)

School of Business & Management Studies

Name of the Programme of Study: MBA

Courses for Semester I

S. No.	Course Code	Course Name	Credit
1	AFA 407	Accounting for Managerial Decisions	2
2	MSO 413	Managerial Economics	4
3	MSC 401	Marketing Management	4
4	HRM 401	Organizational Behaviour	2
5	SAS 403	Business Statistics	2
6	MSO 402	Legal Aspects of Business	2

Note: 4 credit students can earn from foundation courses

Accounting for Managerial Decisions

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PO Box: 21, Dharamshala, District Kangra - 176215 (HP)
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Course Code: AFA 407

Course Name: Accounting For Managerial Decisions

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

Course Objectives: The course is designed to

- Define financial accounting, Accounting Rules, Accounting Process, Financial Statements and techniques used in financial analysis.
- Apply the tools of to perform horizontal and vertical analysis.
- Calculate and interpret various financial ratios.
- Demonstrate knowledge of, and ability to prepare, a statement of cash flows.
- Define managerial accounting and understand the techniques used in cost accounting.
- Compute break-even and cost-revenue analysis and understand how to interpret the results.
- Prepare various types of budgets.

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents

- UNIT - I Introduction to Accounting and Management Accounting (4 Hours)**
- Accounting, Book-keeping and Accounting, Users of Accounting, Basic Concepts and Conventions, Components of Financial Statements, Format of Balance sheet, Accounting terminology
- UNIT - II Analysis of Financial Statements-I (4 hours)**
- Financial Statements: Meaning and type of financial statements; Format of Balance sheet, Limitations of financial statement; (Theory only)
 - Meaning and type of Financial Statement Analysis;
 - Comparative Statement & Common Size Statement (Practical)
- UNIT - III Analysis of Financial Statements-II (6 hours)**
- Ratio analysis;
 - Classification of Ratios;
 - Advantages and Limitations of Ratio Analysis.
 - Cash Flow and Fund Flow (Theory only)
- UNIT - IV Marginal Cost Analysis (3 hours)**
- Meaning and Scope of Marginal costing
 - Contribution, P/V ratio, Breakeven point and Margin of safety
 - Application of Marginal costing in Managerial Decisions.
- UNIT - V Budgetary Control Analysis (2 hours)**
- Meaning and type of Budgets, Budget Centre, Budget manual, ZBB,
 - Objectives, Merits and Limitations of Budgetary Control
 - Fixed and flexible budgeting, Cash Budget ; (Practical)

Prescribed Text Books:

1. Maheswari S.N. (2004). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.
2. Bhattacharyya Debarshi, (2011). Management Accounting. Pearson Education.
3. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata Mc Graw Hill Education Pvt. Limited, India.
4. Mathur Satish B. (2011). Accounting For Management. Tata Mc Graw Hill Education Pvt. Limited, India.

Suggested Extra Readings:

1. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007). Management Accounting: Principles and Applications. Sage South Asia Edition.
2. Horngren, (2009). Introduction to Management Accounting. Pearson India.
3. Singhvi and Bodhanwala, (2007). Management Accounting- Text and Cases. PHI.
4. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
5. Murthy and Gurusamy, (2009). Management Accounting. Tata Mc Graw Hill Education Pvt. Limited, India.
6. Arora M.N. (2009). Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
7. Kuppappally, (2011). Accounting for Managers. Eastern Economy Edition. PHI India.

8. Jiambalvo, (2011). Managerial Accounting. Wiley India.
9. Jawaharlal,(2011). Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
10. Proctor Ray, (2010). Managerial Accounting For Business Decisions. Pearson India.
11. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.
12. Ghosh T P.(2007). Accounting and Finance for Managers. Taxmann.

Managerial Economics

Course Code: MSO- 413

Course Name: Managerial Economics

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

Course Objectives:

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Evaluation Criteria:

4. Mid Term Examination: 25%
 5. End Term Examination: 50%
 6. Continuous Internal Assessment: 25%
- (Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

Course Contents

Unit	Contents	Hours
I	Basics of Managerial Economics <ul style="list-style-type: none"> • Meaning, Nature and Scope of managerial economics-relationship to other branches of learning-usefulness of managerial economics, • Basic Principles of Managerial Economics • Business Objective and Theory of firms 	5
II	Demand Analysis <ul style="list-style-type: none"> • Demands, Determinants of Demand, Demand Function, Law of Demand • Elasticity of Demand- Price, Income, Cross and Advertising, Uses of Elasticity of Demand for managerial decision making and measurement of Elasticity of Demand. • Demand forecasting meaning, significance and methods. 	10
III	Production and Cost Analysis <ul style="list-style-type: none"> • Production Analysis: Production function, single variable, law of variable proportion, two variable, Law of returns to scale • Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use • Cost Volume & Profit Analysis/ Break even Analysis 	10
IV	Market Analysis Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.	10

	Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.	
V	Macroeconomic and Business Decisions <ul style="list-style-type: none"> • Stabilisation Policies: Monetary and Fiscal Policy • Business Cycles & Theories of Business Cycles • Inflation and Deflation 	5

Prescribed Text Books:

5. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
6. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
7. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill
8. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
9. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
10. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
11. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

Suggested Extra Readings:

13. Jain TR, Khanna OP (2016), V K Publication, New Delhi
14. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2012
15. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
16. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
17. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

Marketing Management

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

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Course Code: MSC 401

Course Name: Marketing Management

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

Course Objectives: The course is designed to:

- Enable the students to understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- Offer learners an alternative approach to understand marketing by providing students with historical, critical, and analytical skills and improve familiarity of the students with current issues and emerging trends in marketing.
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.

Attendance Requirement:

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

Evaluation Criteria:

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

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

Course Contents:

UNIT - I: Introduction to Marketing
Hours)

(8

- Meaning, Nature, Scope, and Importance of Marketing
- A history of schools of marketing thoughts
- Marketing Management Process: An overview
- Core Marketing Concepts and Philosophies

- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Growing Marketing Opportunities in India
- Customer Value

UNIT - II: Environmental Scanning and Information Gathering

(7 Hours)

- Analyzing the Marketing Environment; Needs and Trends
- Impact of Environmental factors on marketing Decisions
- Developing Marketing Strategies and Plans
- Components of Modern Marketing Information System
- The changing face of consumer markets and role of marketing

UNIT - III: Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning

(8 Hours)

- Buyer Roles, The Buying Decision Process and Factors Influencing the Consumer Behavior
- Consumer Versus Organizational Buyer Behaviour
- Levels of Market Segmentation and Bases for Segmentation
- Selection of Target Markets and Target Market Strategies
- Market Positioning; Elements, strategies, errors
- Repositioning

UNIT - IV: Marketing Mix-I

(10

Hours)

Product Decisions: -

- Product Concept, Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Brand Positioning
- Designing and Managing Services
- Packaging, Labeling, Warranties, and Guarantees
- Product Life Cycle and Marketing Strategies
- New Product Development Process

Pricing Decisions: -

- Consumer Psychology and Pricing; Role, Objectives, and Relevance
- Pricing Decisions: Determinants of Price, Pricing Process
- Pricing Policies, Methods or Strategies
- Effect of Internet on Pricing

UNIT - V: Marketing Mix-II

(7

Hours)

Distribution Decisions: -

- Marketing Channels
- Types, Selection and Management of Intermediaries
- Distribution Channel System
- Wholesaling, Retailing and E-commerce practices

Promotion Decisions: -

- Marketing Communication
- Promotion Mix
- Determinants of Promotion Mix

Emerging Trends in Marketing

Ethical Issues in Marketing

Prescribed Text Books:

1. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
2. Ellis, Nick et. al (2012), MARKETING: A Critical Textbook, Sage, New Delhi.
3. Kumar Arun & Meenakshi N (2011), Marketing Management, 2nd Edition, Vikas Publishing House Pvt. Ltd., New Delhi

Suggested Additional Readings:

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
2. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
3. Saxena Rajan (2009), Marketing Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
4. Sherlekar S.A. (2010), Marketing Management, 14th Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
5. Govindarajan M. (2009), Marketing Management: Concepts; Cases; Challenges and Trends, 2nd Edition, Prentice Hall of India.
6. Balakrishna Sidharth (2011), Case Studies in Marketing, 1st Edition, Pearson Education, New Delhi.
7. Kumar, S. Ramesh. (2012), Case Studies in Marketing Management, Pearson Inida.
8. Clow, Kenneth, E. AND Donald Baack. (2012), Case studies in Marketing Management, Sage, New Delhi.

Organizational Behaviour

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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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Course Code: HRM 401

Course Name: Organizational Behaviour

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

Course Objectives: The course is designed to-

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

Attendance Requirements:

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

Evaluation Criteria:

- Mid Term Examination: 25
- End Term Examination: 50
- Continuous Internal Assessment: 25
 - Attendance: 10
 - Class Participation: 5
 - Presentation: 5
 - Quiz: 5

Course Contents

UNIT I Introduction to Organizational Behaviour 4

Hours

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

UNIT II Perception, Attitude and Job Satisfaction 4

hours

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

UNIT III Leadership and Motivation 5 Hours

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

UNIT IV Personality

3 Hours

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

UNIT V Group, Work Teams and Organizational Culture **Hours**

4

- Group- Definition, Stages of Group Development
- Team Development- Types of Team and Process of Team Building
- Organizational Culture- Types and Dimensions
- Organizational Development- Definition and Process

Text Books

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

Suggested Reading

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

Business Statistics

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PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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Course Code: SAS 403
Course Name: Business Statistics

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

Course Objective:

After completing this course the students will:

- Learn to understand the main features of traditional and modern statistics.
- Learn to use various statistical techniques for Decision Making.

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%
 - Subjective Assignment: 10%
 - Problem solving : 5%
 - Practical / Library Work: 10%

Course Contents:

UNIT I: Introduction to Statistics (3 hours)

- Meaning, Nature and Need of Statistics
- Collection of data
- Primary and Secondary Data
- Classification and Tabulation of Data
- Presentation of Data

UNIT II: Measures of Central Tendency, Dispersion and Symmetry (5 hours)

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

UNIT III: Correlation and Regression (4 hours)

- Measurement of Correlation

- Karl Pearson's Coefficient of Correlation
- Rank Coefficient of Correlation
- Regression lines
- Determination of Regression lines and Regression Coefficients

UNIT IV: Index Number (4 hours)

- Use of Index Numbers
- Kinds of Index Numbers
- Price Index Number, Quantity Index Number
- Methods of Constructing Index Numbers

UNIT V: Theory of Probability and Theoretical Distribution (4 hours)

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law
- Conditional Probability
- Bayes Theorem

Prescribed Text Books:

1. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
2. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.

Supplementary Reading

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Arora, Managerial Statistics (2010). S.Chand Publications.
3. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
4. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
5. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.

Legal Aspects of Business

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 PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
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Course Code: MSO 402

Course Name: Legal Aspects of Business

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

Course Objectives: After completing this course the students will be able to:

- Understand the concepts of Agreement and Contract.
- Know the concepts of Sale of Goods Act 1930.
- Understand the basics of Company Law.
- Know about special contracts.
- Know about Partnership Act 1932.

Attendance Requirements:

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

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Subjective Assignment: 10%
 - Quizzes/Games/Puzzles: 5%
 - Case studies: 10%

Course Contents:

UNIT – I: THE INDIAN CONTRACT ACT 1872

(7 Hours)

- Law its nature, Sources of Law
- Law of Contract : Valid Contract and its elements
- Nature and kinds of Contract
- Offer and acceptance
- Capacity of parties to contract
- Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake
- Lawful Consideration and elements of consideration

8. Bulchandani K.R, (2010). Business Law for Management. 6th Edition. Himalaya Publishing House Pvt. Limited, India.

हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय

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School of Business and Management Studies

COURSE OUTLINES

(August – December 2018 3rd Semester Monsoon Semester)



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

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School of Business & Management Studies
(August – December 2018 Monsoon 3rd Semester)

Courses offered in SBMS (August- December 2018 Monsoon 3rd Semester)

School of Business & Management Studies

Name of the Programme of Study: MBA

Courses for Semester III

S. No.	Course Code	Course Name	Credit
1.	MSC 440	Retail Management	2
2.	AFA-502	Project Management	2
3.	MSO 506	Strategic Management	4
4.	HRM-525	Organisational Development and Transformation	2
5.	AFA 529	Quantitative Finance	4
6.	AFA 507	Working Capital Management	2
7.	AFA 512	Investment Analysis & Portfolio Management	2
8.	AFA 405	Merchant Banking & Financial Services	2
9.	MSC-507	Rural Marketing	2
10.	MSC-404	Industrial Marketing	2
11.	MSC 405	Integrated Marketing Communication	2
12.	HRM 511	Strategic Human Resource Management	2
13.	HRM 409	Leadership- Concept & Theories	2
14.	HRM 508	Compensation Management	2
15.	MSC 520	Internet Based Marketing	2
16.	MSC 506	Consumer Behavior	2
17.	AFA 415	Stock Market Operations	2
18.	HRM 411	Diversity & Cross Cultural Management	

19.	HRM 502	Management of Industrial Relations	
20.	HRM 513	Labour Laws	
21.	HRM 505	Counselling Skills	
22.	MSO 506	Strategic Management	

Retail Management

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Course Code: MSC 440

Course Name: Retail Management

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

Course Objectives: The course is designed to

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

Attendance Requirement:

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

Evaluation Criteria:

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

Course Contents:

UNIT – I: Retail Scenario (5 Hours)

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

UNIT – II:	Retailing Strategy	(4 Hours)
	<ul style="list-style-type: none"> • Retail Market and Financial Strategy • Retail Location Strategy • Retail Information System • Customer Relationship Management • Case Study 	
UNIT – III:	Merchandise Management	(4 Hours)
	<ul style="list-style-type: none"> • Managing Merchandise Assortments • Merchandise Planning Systems • Buying Merchandise • Retail Pricing • Retail Communication Mix 	
UNIT – IV:	Store Management and CVM	(4 Hours)
	<ul style="list-style-type: none"> • Retail Atmospheric • Store Layout, Design & Visual Merchandising • Customer Value Management. • Technology in Retailing 	
UNIT – V:	Rural & e-Retailing	(3 Hours)
	<ul style="list-style-type: none"> • Rural Retailing • Foundation of e-Retailing. • e-Retailing: the Application Domain. • e-Retailing: The Current Trends. • Case Study 	

Prescribed Text Books:

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

Suggested Additional Readings:

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

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Course Code: AFA 502

Course Name: Project Management

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

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

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents

UNIT I Project Initiation

(5 Hours)

- Project Management –Project hierarchy, Project Lifecycle, Project and Strategic Management
- Project Origination – Political, Legal, Economic, Socio-demographic, Technological factors
- Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis, Project Appraisal and Selection

UNIT II Project Planning

(5 Hours)

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

UNIT III Project Execution – Monitoring and Control

(3 Hours)

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

UNIT IV Project Financing

(4 Hours)

- Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances
- Venture Capital and Private Equity – Venture Capital Investor, VC & PE comparison, The VC investment appraisal

UNIT V Project Audit – Closure and Review

(3Hours)

- Project Audit – When to audit, How to audit, Who should audit, The Audit Report, Project Closure, Project Closure Process, Performance Evaluation

Text Books:

1. Khanna R B. (2011). Project Management. PHI Learning Pvt. Ltd. New Delhi.
2. Chandra Prasanna (2011). Project; Planning, Analysis, Selection, Financing, Implementation, and Review. Tata McGraw Hill Education Pvt. Ltd. New Delhi.

Additional Readings:

- ❑ Maylor Harvey (2012). Project Management. Pearson Education.
- ❑ Desai Vasant, (2011). Project Management. Third Edition. Himalaya Publishing House, New Delhi.
- ❑ Goel, B.B., (2009). Project Management-Principles and Techniques. First Edition. Deep & Deep Publications Pvt Ltd., New Delhi.
- ❑ Singh, Narendra, (2009). Project Management and Control. Fifth Revised Edition. Himalaya Publishing House, New Delhi.

5. Pinto,K.,Jeffrey,(2009). Project Management. Pearson Education.
6. Richardson Gary L. (2011). Project Management Theory and Practice. CRC. Taylor and Francis.
7. Meredith, Mantel (2011). Project Management: A Managerial Approach. Wiley India Edition.
8. Koster Katherin (2010). International Project Management. Sage South Asia Edition.

Strategic Management

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: MSO 506

Course Name: Strategic Management

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

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

COURSE CONTENTS:

UNIT – I: Introduction to Strategic Management

(8 HOURS)

- Strategic Planning and strategic Management
- The Strategic Management Process
- Strategic Intent: Vision, Mission and Objectives

- Case Studies

UNIT – II: Environmental and Resources Analysis

(10 HOURS)

- Environmental Analysis
- Industry Analysis
- Competitive Analysis
- Internal Analysis
- Sun Tzu: Art of War, application in Business
- Kautilya Arthashastra: Relevance in today's Business
- Case Studies
-

UNIT – III: Strategy Formulation and Choice

(7 HOURS)

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

UNIT – IV: Strategy Implementation and Functional Strategies

(8 HOURS)

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

UNIT – V: Strategic Leadership and Control

(8HOURS)

- Strategic Leadership
- Strategy Evaluation and Control

Prescribed Text Books:

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

Suggested Additional Readings:

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

Organisation Development and Transformation

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: HRM 525

Course Name: Organization Development and Transformation

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

Course Objectives: The course is designed to:

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

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

Evaluation Criteria:

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

Course Content

UNIT I: Organizational Change and its Management (4 hours)

- Nature of Planned Change
- Theories of Planned change: Lewin's Change Model, Action Research Model, The Positive Model

- General Model of Planned Change
- Leading and Managing Change

UNIT II Organization Development and Organization Transformation (4 hours)

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

UNIT III OD Interventions –I (4 hours)

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

UNIT IV OD Interventions – II (4 hours)

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

UNIT V OD Interventions –III (4 hours)

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

Text Books:

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

Additional Readings:

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

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Course Code: AFA-529
Course Name: Quantitative Finance
Faculty Name: Dr. Sanjeev Gupta

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 To develop a conceptual and practical understanding of the range of mathematical functions and use them to solve Finance problems
- The goal of this course is to give students insights in the functioning of financial markets, understanding of measuring and forecasting financial risks.
- Aimed at giving students instruments required in order to analyze issues in asset pricing and market finance.
- Improve familiarity of the students with recent empirical findings based on financial econometric models, have a good command of basic econometric techniques and understand practical issues

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Semester Examination: 50%
- Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations/viva: 10%
 - Case studies & Field Surveys, etc: 10%

Course Contents:

UNIT – I: Introduction to Quantitative Finance and Financial Mathematics

Quantitative Finance: Meaning, Basic concepts, Scope, relevance, relationship & difference with other discipline. Role of quantitative finance in modelling, Types of data in Finance

Matrices: terminology, Operations with matrices, rank of a matrix, the inverse of a matrix.

Statistical analysis: Some Examples of descriptive statistics and its purpose, comparison of inferential statistics with descriptive statistics and mathematical expectation. Need for and methods of data transformation. Moments of a Probability Distribution, Some Important Probability Distributions

UNIT – II: Statistical Techniques for Finance

Correlation - Karl person correlation, rank correlation, Multiple Correlation, Regression - The Meaning of Regression Analysis, The Regression Model and its Statistical Parameters, Actual and Fitted Values – the Regression Line and the Error Term, The Meaning of the Linearity Assumption, The Method of Ordinary Least Squares (OLS) and Monte Carlo Simulation.

UNIT – III: Modelling in Finance

Efficient market hypothesis testing, CAPM modelling, Modelling high frequency financial data, Verification and testing of financial modelling, Basic Time Series Concepts, Structural breaks.

UNIT – IV: Modelling Asset Returns volatility and Forecasting

Modelling asset return volatility, leverage effect, ARCH, GARCH, EGARCH and T-GARCH models, Forecasting for Univariate and multivariate data, Single Exponential Smoothing, ARIMA modelling, VAR model, Single equation modelling and Delphi method.

UNIT – V: Applications and Data Analysis

Software's: Introduction to E–Views and SPSS, Gretel for data analysis in Finance with data from, CPI Index, IIP, NSE, BSE, Foreign Exchange Market.

Recommended Books:

1. Patton, A. (2007). Quantitative Finance, UoL Study Guide. (*AP*)
2. Diebold, F.X. *Elements of Forecasting*. (Thomson South-Western, Canada, 2006) fourth edition. (*FD*)
3. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
4. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
5. Enders W. Applied Econometric Time Series. 2nd ed., John Wiley & Sons, Inc., 2004

6. Ruey S. Tsay (2002). Analysis of Financial Time Series.
7. Brooks (2002). Introductory econometrics for finance, Cambridge University Press.
8. Franke/ Haerdle/ Hafner (2004). Statistics of Financial Markets, Springer.
9. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton

Working Capital Management

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: AFA 507

Course Name: Working Capital Management

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

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

Course Contents:

UNIT - I: Working Capital Planning

(4 Hours)

- Meaning and Objectives of Working Capital.
- Operating Cycle Concept.
- Types of working capital
- Working Capital Requirement.
- Determination of Working Capital: Internal and External Factors
- Working capital management strategies
- Planning and financing of working capital

Suggested Additional Readings:

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

Investment Analysis & Portfolio Management

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: AFA 512

Course Name: Investment Analysis and Portfolio Management

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Library Work Assignment: 5 marks
 - Subjective Assignment: 5 marks
 - Quizzes/Games/Puzzles: 5 marks
 - Case study : 5 marks
 - Live Projects: 5 marks

Course Contents:

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

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

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

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

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

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

UNIT - IV: Technical Analysis and Bond Valuation (5 Hours)

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

UNIT – V: Efficient Market Theory, Portfolio Analysis, Portfolio Selection, Portfolio Revision and Portfolio Evaluation (4 Hours)

- Efficient Market theory Efficient Market Hypothesis Vs Fundamental and Technical Analyses
- Efficient Market Hypothesis Vs Fundamental and Technical Analyses, Competitive Market Hypothesis,

- Introduction to Markowitz Model, Portfolio Selection, Portfolio Revision, Portfolio Evaluation

Prescribed Text Books:

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

Suggested Extra Readings:

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

Merchant Banking & Financial Services

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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Dharamshala, District Kangra - 176215 (HP)

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Course Code: AFA 405

Course Name: Merchant Banking and Financial Services

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Library Work Assignment: 5 marks
 - Subjective Assignment: 5 marks
 - Quizzes/Games/Puzzles: 5 marks
 - Case study : 5 marks
 - Live Projects: 5 marks

Course Contents:

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

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

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

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

UNIT - III: Issue Management (4 Hours)

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

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

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

UNIT – V: Venture Capital (3 Hours)

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

Prescribed Text Books:

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

Suggested Extra Readings:

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

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

www.cuhimachal.ac.in

Course Code: MSC 507

Course Name: Rural Marketing

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

Course Objectives: The course is designed to:

- Enable students to apply the concepts and methods of marketing management to rural markets.
- Understand the characteristics and peculiarities of unexplored and untapped market of India.
- Develop the adaptive and innovative strategies to tap the largest and growing market.

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%

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

- a. Class participation = 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 and Urban Marketing.
- Need for Exploring the Rural Markets and Go Rural Decisions
- Rural Marketing Models and Rural myths
- The Rural Marketing Mix

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

(5 Hours)

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

UNIT - III: Rural Consumer Behaviour and Rural Marketing Mix-I

(7 Hours)

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

UNIT - IV: Rural Marketing Mix-II

(6 Hours)

Distribution Decisions: -

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

Promotion Decisions: -

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

UNIT - V: Applications

(6 Hours)

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

Prescribed Text Books:

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

Suggested Additional Readings:

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

Industrial Marketing

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: MSC 404

Course Name: Industrial Marketing

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%
 - e. Class participation = 5%
 - f. Field work/Presentation = 10%
 - g. Case studies = 5%
 - h. Surprise test/Activity = 5%

Course Contents:

UNIT - I: Introduction to Industrial Marketing

(5 Hours)

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

UNIT - II: Industrial Marketing Environment and Buyer Behaviour

(6 Hours)

- Industrial Marketing Environment

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

UNIT - III: Assessing Strategizing and Assessing Market Opportunities

(6 Hours)

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

UNIT - IV: Managing Marketing Processes

(7 Hours)

Industrial Product Decisions: -

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

Pricing Policies: -

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

UNIT – V: Roots to Market and Industrial Marketing Communication

(6 Hours)

Channel Strategy: -

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

Industrial Communication: -

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

Prescribed Text Books:

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

Suggested Additional Readings:

8. Vitale, Business to Business Marketing, Thomson Learning Mumbai.
9. Corey, E, Industrial Marketing: Cases and Concepts, 3rd Edition, Prentice Hall Inc.
10. Gross, A C, (1993), Business Marketing, Houghton Mifflin.
11. Webster, F. E., Industrial Marketing Strategy, Second Edition, John Wiley.
12. 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.
-

Integrated Marketing Communication

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: MSC 405

Course Name: Integrated Marketing Communication (IMC)

Faculty Name: Dr. Bhagwan Singh, Head & Associate Professor, M&SCM, SBMS

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Semester Examination: 50%
- Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Assignments: 4%
 - Presentations: 4%
 - Case studies & Field Surveys: 8%
 - Surprise test/Activity/etc.: 4%

COURSE CONTENTS:

UNIT – I: Introduction to IMC (4 HOURS)

- Overview of IMC
- Role of Marketing Communication
- Design the Communication
- Communications Channels and Process
- Total Marketing Communication Budget

UNIT – II: Components of IMC (4 HOURS)

- Traditional Advertising
- Traditional Promotion
- New Media & Other IMC option
- Direct Marketing & Channel Marketing

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UNIT – III: Communication Process (4 HOURS)

- Development of Advertising
- IMC Message Processing
- Creative Execution
- International Marketing Communication

•
UNIT – IV: IMC Plan (4 HOURS)

- Corporate Communication
- Planning Consideration
- IMC Planning Process
- Sponsorship and product planning
- Finalizing and Implementing IMC

UNIT – V: Advancement of Advertising (4 HOURS)

- Web Based Advertising (WBA)
- Types of WBA
- Mobile Based Advertising
- Virtual Reality Based Advertising

Prescribed Text Books:

1. Kotler, P., & Keller, K. (2011). *Marketing management 14th edition*. Prentice Hall.
2. Singh Bhagwan, (2017), *Web Based Advertising: A Tool of Digital & Internet Based Marketing, 1st Edition*, Anamika Publisher
3. Kitchen, P. J. & Pelsmaker, P.D., (2004). *Integrated marketing communications: A Primer*. Taylor & Fransis.
4. Yeshin, T. (1998). *Integrated marketing communication: The Holistic Approach*. Elsevier Group.

Suggested Additional Readings:

1. Percy, L. (2008). *Strategic integrated marketing communication: theory and practice*. Routledge.
2. Yeshin, T. (2012). *Integrated marketing communications*. Routledge.
3. Jani Rakesh R. (2011), *Services Marketing ethics, Values & cases*, Paradise Publishers
4. Jugenheimer (2010), *Advertising and Public Relations Research*, 1st Ed. PHI Learning.
5. George E Belch, George E. & Belch, Micheal E (2003). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. McGraw Hill

Strategic Human Resource Management

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: HRM 511

Course Name: Strategic Human Resource Management

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

Course Objectives: The course is designed to:

- Familiarize students to explore the strategic role of human resources in organizational performance, human resource environment in organizations, human resource evaluation, measuring employee performance, mentoring and career management.
- The course will enable students to understand HR function's strategic partner role in contributing to business strategy development. They will be able to understand how HR metrics and practices influence the strategy of an organization. Students will also be able to demonstrate knowledge of developing of HR practices as strategic differentiators.

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

Evaluation Criteria:

1. Mid Term Examination: 25%

2. End Term Examination: 50%

3. Continuous Internal Assessment: 25%

• Attendance and Class Participation: 10% • Presentation: 10% • Quiz: 5%

Course Content:

UNIT I: Strategic Human Resource Management: An Introduction

- Definitions and Evolution of SHRM, Human resources as assets (the VRIO framework)
- Difference between SHRM and Traditional HRM
- Link between HR strategy and Business Strategy
- Strategic fit: A conceptual framework (Best fit approach, the HR bundles approach, the Best practice approach)

UNIT II: Strategic HR Planning

- Human Resource Planning- Meaning and concept
- Business Strategy and HRP- Relationship between business strategy of a firm and HRP
- Significance of HRP in a changing environment- Factors affecting HRP
- Perspectives of HRP: Macro HRP, Micro HRP, Objectives of HRP
- HRP Process

UNIT III: HR Strategies and Impact on Business Performance

- HR Strategies-Types and Formulation
- Criterion for making effective HR strategies
- Implementing HR Strategies and impact on Organizational Performance
- Barriers to the implementation of HR Strategies

UNIT IV: Global Dimensions

- HR Strategies in international context
- Global competitive advantage
- Strategic International Human Resource Management (SIHRM)

UNIT V: Strategies for improving Organizational Effectiveness

- Strategies for improving organizational effectiveness
- Strategy for Learning Organization
- Employee Engagement Strategy

Text Books:

1. Randall S. Schuler and Susan E. Jackson (2012), “Strategic Human Resource Management” Second Edition, Blackwell Publishing, Wiley- India.
2. Strategic Human Resource Management by Jeffery Mello, Thomson South Western
3. Strategic Human Resource Management by Tanuja Agarwala, Oxford University press, 2013.

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Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Course Code: HRM 409

Course Name: Leadership- Concept and Theories

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

Course Objectives: The course is designed:

1. To gain an insight into the core themes, concepts, theories and practices of leadership.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.
3. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.

Attendance Requirement:

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

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%
 - Attendance - 10%
 - Presentation - 5%
 - Class Participation- 5%
 - Quiz/Role Play/ Library Assignment/Project work -5%

Course Contents:

UNIT I: THE NATURE AND IMPORTANCE OF LEADERSHIP

(4 Hours)

- Introduction: Nature and Importance of Leadership
- Leadership and Management
- Effective Leadership: Obstacles to Effective Leadership
- Roles and Functions of Leaders
- Leadership Styles and Followership Styles

UNIT II: TRAIT APPROACH FOR LEADERSHIP**(4 Hours)**

- Traits Perspective of Leadership
- Individual Differences and Traits
- Demographic Characteristics of Leaders
- Personality Traits that contribute to Leadership

UNIT III: BEHAVIORAL THEORIES OF LEADERSHIP**(4 Hours)**

- The Ohio State Studies
- The University of Michigan Studies
- The Blake and Mouton's Grid
- Likert's Management System

UNIT IV: CONTINGENCY THEORIES OF LEADERSHIP**(4 Hours)**

- Fiedler's (Least Preferred Co-worker) Contingency Model
- Hersey and Blanchard's Situational Leadership Theory (SLT)
- Path Goal Theory of Leadership
- Leader-Member Exchange Theory

UNIT V: CONTEMPORARY THEORIES OF LEADERSHIP**(4 Hours)**

- Charismatic Leadership
- Transactional Leadership
- Transformational Leadership
- Servant Leadership

Prescribed Text Books:

1. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt Ltd, New Delhi.

Suggested Additional Readings:

3. Nahavandi, Afsaneh. 2018. The Art and Science of Leadership. Seventh Edition. Pearson.
4. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience, Edition 7e, McGraw Hill, New Delhi.
5. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt Ltd, New Delhi.
6. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.
7. Maxwell, John C. 2005. The 360⁰ Leader: Developing Your Influence from Anywhere in the Organization, Pearson, New Delhi.
8. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
9. Singh, Kavita. 2013. Organizational Behaviour: Text and Cases, 2nd Edition, Pearson, New Delhi.
10. Chitale, Avinash K., Mohanty, Rajendra Prasad and Dubey, Nishith Rajaram. 2013. Organizational Behaviour: Text and Cases, PHI Learning Private Limited, Delhi.

11. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika. 2012. Organizational Behavior, 14th Edition, Pearson, New Delhi.

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, 2nd 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

Compensation Management

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: HRM 508

Course Name: Compensation Management

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

Course Objectives: The course is designed to

- Discuss the strategic importance of compensation to the achievement of organizational Objectives
- Discuss the role of compensation in attracting and retaining a highly competent workforce.
- Discuss how compensation management can lead to competitive advantage.
- Discuss the role of compensation management for HR executives.

Attendance Requirements:

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

Evaluation Criteria:

- Mid Term Examination: 25
- End Term Examination: 50
- Continuous Internal Assessment: 25
 - Attendance: 10
 - Class Participation: 5
 - Presentation: 5
 - Quiz: 5

Course Contents

UNIT I Introduction to Compensation Management

4 Hours

- Meaning and Components of Compensation
- Compensation Management and its Significance
- Principles of Compensation Determination
- Factors influencing Compensation Decisions

UNIT II Wage and Salary Administration in India**4 Hours**

- Wages: Types of Wages, Methods of Wage Payment, Wage Determination Process
- Theories of Wage Determination
- Methods of Wage Fixation: Unilateral, Bipartite (Collective Bargaining, Wage Board and Pay Commission) and Tripartite/ Third Party (arbitration or adjudication)
- National Wage Policy and its Objectives, Wage Policy at Company Level

UNIT III Legal Framework of Compensation in India**6 Hours**

- Workmen's Compensation Act, 1923
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Equal Remuneration Act, 1976
- Employee's Provident Funds Act, 1952
- Employee's State Insurance Act, 1948

UNIT IV Managing Employee Incentives and Benefits**4 Hours**

- Meaning of Wage Incentives, Prerequisites for an Effective Incentive Plan
- Types of Wage Incentive Plans: Individual Incentive and Group Incentive Plans
- Profit Sharing in India, Employee Co-partnership, Employee Stock Option Plan
- Fringe Benefits: Objectives, Principles and Types of Fringe Benefits in India

Unit V Compensation of Special Groups and International Compensation 2 Hours

- Compensation strategy for Special Groups
- International Pay System, Objectives of International Compensation
- Components of International Compensation
- Various Approaches to International Compensation

Text Books

1. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
2. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.
3. Bhatia, Dr. Kanchan, "Compensation Management", 2012, Himalaya Publishing House Pvt. Ltd., Mumbai.

Suggested Reading

1. Armstrong, Michael, and Murlis, Helen, "Reward Management: A Handbook of Remuneration Strategy and Practice", 5th Edition, 2005, Hay Group, London.
2. Deb, Tapomoy, "Compensation Management", 2009, Excel Books, New Delhi.
3. Henderson, Richard I., "Compensation Management in a Knowledge-Based World", 2006, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
4. Goel, Dewakar, "Performance Appraisal and Compensation Management: A Modern Approach", 2008, PHI Learning Private Limited, New Delhi.
5. Milkovich, George T, and Jerry M. Newman, "Compensation", 2005, McGraw Hill/Irwin, New York.

6. Belchor, David W, "Compensation Administration", 1973, Prentice Hall, Englewood Cliffs NT.
7. Memoria, C.B., "Personnel Management", 2012, Himalaya Publishing House, New Delhi.

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www.cuhimachal.ac.in

Course Code: MSC 520

Course Coordinator: Dr Bhagwan Singh, HoD, Dept of Marketing & Supply Chain Management (M&SCM), School of Business & Management Studies (SBMS)

Course Name: Internet Based 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 the students to apply marketing theory and concepts to what marketers do in "the virtual world i.e. Internet".
- Enable the students to design effective marketing programs by selecting appropriate strategies for 7Ps developed through Internet .
- Improve familiarity of the students with current issues and emerging trends in Internet based marketing.

Attendance

Requirement:

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

Evaluation

Criteria:

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

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

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

- Case studies & Survey: 10%

- Assignments/Surprise test/Activity: 5%

Course

Contents:

UNIT – I: Overview about Internet & Marketing (5 Hours)

- History of Internet
- Customers and the Internet
- Evolving Technology
- Business and Internet
 - Business & Marketing
 - Introducing Internet Based Marketing (IBM)
 - Case Studies based on IBM

UNIT – II: Internet Marketing Fundamentals (4 Hours)

- The abbreviations used while working/marketing on internet
- The Internet micro-environment
- The Internet macro-environment
 - Category Based Case Studies

UNIT – III: Development of Web portals (8 Hours)

- Visibility & Colour Compositions of Websites
- Revenue Models of Internet
- Website planning and designing
- Campaign planning for digital media
- Ethical Issues in Web Marketing
- Creating Web portal
 - Developing Website

UNIT – IV: Emerging Trends in Web Marketing (6 Hours)

- Web Based Advertising
- Social Media Network marketing
- Mobile marketing & Advertising
- E-CRM, E-Banking, E-Green Marketing etc.
 - Internet Based Event Marketing

UNIT V: Internet Strategy Development (6 Hours)

- Internet marketing strategy
- The Internet and the marketing mix
- Marketing communications using digital media channels
- Relationship marketing using the Internet
 - Internet Based Marketing Case Development

Prescribed Text Books:

1. Singh Bhagwan (2017), *Web Based Advertising: A Tool of Digital & Internet Based Marketing*, 1st Edition, Anamika Publisher
2. Dave Chaffey ,Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), **Internet Marketing: Strategy, Implementation and Practice**, 3rd Edition, Pearson Education
3. Lara Fawzy & Lucas Dworski (2011), **Emerging Business Online: Global Markets and the power of B2B Internet Marketing**, Pearson Education
4. Susan Sweeney, Andy MacLellan, Ed Dorey, **3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success**, 7th Edition, Maximum Press

Suggested Additional Readings:

1. Ramaswamy V.S. & Namakumari S. (2009), *Marketing Management: Global Perspective Indian Context*, 4th Edition, Macmillan Publishers India Ltd., New Delhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), *Principles of Marketing: A South Asian Perspective*, 2nd Edition, Pearson Education, New Delhi.
3. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), *Marketing Management: A South Asian Perspective*, 13th Edition, Pearson Education, New Delhi.
4. Bose Biplab S. (2010), *Marketing Management*, 3rd Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.

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

www.cuhimachal.ac.in

Course Code: MSC 506

Course Name: Consumer Behavior

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

Course Objectives: The course is designed to:

- Make students aware about Consumer Buying trends & behavior.
- Enable the students to evaluate buying behavior policies based on various situations.
- Improve familiarity of the students with current issues and emerging trends in Consumer Behaviour in marketing.

Attendance Requirement:

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

Evaluation

Criteria:

1. Mid Term Examination:
25%
2. End Semester Examination:
50%
3. Continuous Internal Assessment:
25%
 - Class participation: 5%
 - Assignments, Presentations, Case studies & Field Surveys: 16%
 - Surprise test/Activity: 4%

Course Contents:

UNIT – I: Introduction to Consumer Behavior

(4 Hours)

- Consumer Behavior, Consumer Behavior & Marketing Concept
- Consumer Research process & model.

- Marketing impact on Consumer Behavior
- Models of Consumer Decision Making: Schiffman and Kanuk's Model, Asaell's Model, Simple stimulus response model, Black Box Model
- Steps in Consumer Decision Making Process [CDMP]

UNIT – II: Consumer Modeling

(5 Hours)

- Approaches to Consumer Behavior
- **Traditional Models:** Economic, Learning, Psychoanalytical, sociological Models
- **Contemporary models:** Howard Sheith Model of Buying Behavior, Nicosia Model, Engel-Kollat-Blackwell Model, Engel –Blackwell and Miniard (EBM) Model, Webster and Wind Models of Organizational Buying Behavior, The Sheith Models of Industrial Buying.
- Challenges of Consumer satisfaction, loyalty and migration
 - Field Survey based on any model.

UNIT – III: Consumer Decision Making

(5 Hours)

- Consumer Behavior and Brand Success
- Consumer Decision making and Branding Strategies: Shopping Style & Brands, Strategies of Consumer Decision Making
- Dark Side of Consumers: Consumer Terrorism, Addictive Consumption, Compulsive Consumption, Consumed Consumption, Illegal Activities
 - **Case Study** – *Patanjali Ayurved Ltd. Brand Positioning*
 - Field Survey to verify Case Study

UNIT – IV: Online Consumer Behavior and E-Mode of Brand Positioning

(4 Hours)

- Brief History of Internet and commerce
- Latest trends in advertising influencing Consumer Behavior
- Online decision making process
- Marketing Implications: Creating and Synergy between offline and online positioning
 - Practical Assignments based on Field Survey
 - **Case Study:** any online payment App/Portal

UNIT – V: e-Marketing Ethics

(2 Hours)

- Manipulating consumer: Forced exposure to Web Based Advertising (WBA), tinkering with customer perception, covert marketing and disturbing WBA.
- Consumer Communication Model
 - **Case Study** – any online shopping App/Portal

Assignments, Presentations, Case studies & Field Surveys

(10 Hours)

Prescribed Text Books:

1. Suja R. Nair (2010), Consumer Behavior in Indian Perspective: Text and cases, 2nd Edition, Himalya Publishing House.
2. Michael R Solomon (2011), Consumer Behavior: Buying, Having and Being, 9th Edition.
3. Leon G Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar (2010), Consumer Behavior, 10th Edition, Pearson

Suggested Readings:

4. S. Ramesh Kumar (2009), Consumer Behavior: Concepts readings and cases, The Indian Context,
Pearson Education

5. Singh Bhagwan (2017), Web Based Advertising: A Tool of Digital & Internet Based Marketing,
1st Edition, Anamika Publisher

Theory Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Consumer Behavior Consumer Behavior & Marketing Concept	Book 1 Book 4	1 1
Lecture – 2	Consumer Research process & model Managerial versus a Holistic Perspective on Consumer Behavior	Book 1,4 Book 1	1 1
Lecture – 3	Trends in Consumer Behavior: Demographic, Technological and Trends in public policy.	Book 1	1
Lecture – 4	Marketing impact on Consumer Behavior Dark Side of Consumers	Book 4	1
Lecture – 5	Traditional Models: Economic, Learning, Psychoanalytical, sociological Models	Book 1	2
Lecture – 6	Models of Consumer Decision Making: Schiffman and Kanuk's Model	Book 1	1
Lecture – 7	Asaell's Model, Simple stimulus response model, Black Box Model	Book 1	1
Lecture – 8	Howard Sheith Model of Buying Behavior, Nicosia Model	Book 1	2
Lecture – 9	Engel-Kollat-Blackwell Model, Engel –Blackwell and Miniard (EBM) Model,	Book 1	2
Lecture – 10	Webster and Wind Models of Organizational Buying Behavior,	Book 1	2
Lecture – 11	The Sheith Models of Industrial Buying.	Book 1	2
Lecture – 12	Approaches to Consumer Behavior, Challenges of Consumer satisfaction, loyalty and migration	Book 3	1
Lecture – 13	Consumer Behavior and Brand Success, Consumer Decision making and Branding Strategies	Book 3	3
Lecture – 14	Consumer Decision making: important dimensions, strategies of applying Consumer Decision making	Book 3	3
Lecture – 15	Steps in consumer decision making process	Book 2	8
Lecture – 16	Brief History of Internet and commerce, Online decision making process	Book 5	1-7
Lecture – 17	Latest trends in advertising influencing Consumer Behavior Consumer Communications Model	Book 5	3-5
Lecture – 18	Marketing Implications: Creating and Synergy between offline and online positioning	Book 5	6-9
Lecture – 19	Forced exposure to advertising, Tinkering with customer perception, covert marketing, and false/misleading advertising.	Book 5	9-11
Lecture – 20	Social Responsibility: Advocating socially beneficial customers, cause related marketing, green marketing, and consumer ethics	Book 4	15

Tutorials & Practical's	Activity
Lecture - 1	Assignments
Lecture - 2	Group Discussion & Division
Lecture - 3	Book 1
Lecture - 4	Book 4
Lecture - 5	Book 1
Lecture - 6	Book 1
Lecture - 7	Book 1
Lecture - 8	Book 1
Lecture - 9	Book 1
Lecture - 10	Book 5

Stock Market Operations

CENTRAL UNIVERSITY OF HIMACHAL PRADESH
[Established under the Central Universities Act 2009]
PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Course Code: AFA 415

Course Name: Stock Market Operations

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

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

Unit	Contents	Hours
I	<p>Financial System and Financial Markets</p> <p>Meaning & Functions of Financial System, Composition of Indian Financial System. Financial Instruments- features & Type, Basics of Financial Markets, types of Financial Market and their Functions.</p>	3
II	<p>Basics of Primary Capital Market</p> <p>Meaning, Function, instruments and importance of Capital Markets. Dematerialisation and role of Depository System.</p> <p>New Issue Market: Functions, Eligibility Conditions for issue, offer documents and different method New Issue, Allotment process,</p> <p>Listing of securities, Advantages and Procedure.</p>	5
III	<p>Basics of Stock Markets-I</p> <p>Stock market, functions, Organisation of Stock Exchanges in India, Reforms in Indian Stock Markets, Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs, , Role of brokers and, merchant bankers.</p> <p>Indian Stock Market- BSE and NSE</p>	5
IV	<p>Stock Market Trading Mechanics</p> <p>Trading system, market segments, market functioning, type of trading, trading orders, Short selling, transaction cycle, Clearing and Settlement, Online Trading, Speculative Transactions, Margin Trading, Stock Indices and Risk management in Stock Markets Technical Analysis basics: Stock charts & Chart types, Trends and trend lines, Support & Resistance and Volume</p>	5
V	<p>Mutual Fund Basics</p> <p>Meaning, structure, types, benefits, regulation and performance evaluation criteria of Mutual Funds</p>	2

Prescribed Text Books:

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

Suggested Extra Readings:

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

WEBSITES

- www.investopedia.com
- www.chartschool.com
- www.stockcharts.com

•http://www.vtssystems.com/resources/helps/0000/HTML_VTtrader_Help_Manual/index.html?technicalindicators.html

•www.stocks-n-options.com

<http://www.mywealthguide.com/invest.htm>

<http://www.capitalmarket.com>

<https://www.arthayantra.com/index.php>

Diversity & Cross Cultural Management

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

www.cuhimachal.ac.in

Course Code: HRM 411

Course Name: Diversity & Cross Cultural Management

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

Course Objectives: The course is designed to:

- Understand the importance of cross-cultural management in work and employment
- Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

Attendance Requirements:

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

Evaluation Criteria:

- Mid Term Examination: 25
- End Term Examination: 50
- Continuous Internal Assessment: 25
 - Attendance: 10
 - Presentation: 5
 - Class Participation: 5
 - Quiz: 5

Course Contents

UNIT I Introduction to Diversity and Cross-Cultural Management	4 Hours
<ul style="list-style-type: none">• 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
<ul style="list-style-type: none">• 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 Book

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

Management of Industrial Relations

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www.cuhimachal.ac.in

Course Code: HRM 502

Course Name: Management of Industrial Relations

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

Course Objectives: The course is designed to

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

Attendance Requirement:

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

Evaluation Criteria:

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

Course Contents:

UNIT I Industrial Relations: Concept and Evolution

4 Hours

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

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

UNIT III Labour Management Cooperation**4 Hours**

- Determinants of Workers' Participation in Management
- Schemes of Workers' Participation
- Hurdles to Worker Participation in Management in India

UNIT IV Industrial Dispute**4 Hours**

- Concept of Industrial Dispute
- Statutory and non –statutory methods of industrial dispute resolution
- 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: HRM 513

Course Name: Labour Laws

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

Course Objectives: The course is designed to

1. To make students of HR understand the significance of labor laws hold in an organization
2. To provide an insight into the various laws that govern workers and employees employment in an organization

Attendance Requirement:

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

Evaluation Criteria:

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

Course Contents:

UNIT I:

4Hours

- Principles of Modern Labour Legislation
- Indian Constitution and Labour Laws
- Types of Labour Legislation

UNIT II

4 Hours

- The Trade Unions Act, 1926

- The Industrial Disputes Act, 1947

UNIT III:

4Hours

- The Industrial Employment (Standing Orders) Act, 1946
- Contract Labour (Regulation and Abolition) Act, 1970

UNIT IV:

4Hours

- Factories Act, 1948
- The Apprentices Act, 1961

UNIT V:

4Hours

- Child Labour (Prohibition and Regulation) Act, 1986
- Unorganised Workers Social Security Act, 2008

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. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida
2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Kubendran, V. and Kodeeswari, K. (2011). Industrial Relations and Labour Law. Himalaya Publishing House Pvt. Ltd., Mumbai.
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.

Strategic Management

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

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Course Code: MSO 506

Course Name: Strategic Management

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

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

COURSE CONTENTS:

UNIT – I: Introduction to Strategic Management**(8 HOURS)**

- Strategic Planning and strategic Management
- The Strategic Management Process
- Strategic Intent: Vision, Mission and Objectives
- Case Studies

UNIT – II: Environmental and Resources Analysis**(10 HOURS)**

- Environmental Analysis
- Industry Analysis
- Competitive Analysis
- Internal Analysis
- Sun Tzu: Art of War, application in Business
- Kautilya Arthsastra: Relevance in today's Business
- Case Studies

UNIT – III: Strategy Formulation and Choice**(7 HOURS)**

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

UNIT – IV: Strategy Implementation and Functional Strategies**(8 HOURS)**

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

UNIT – V: Strategic Leadership and Control**(8HOURS)**

- Strategic Leadership
- Strategy Evaluation and Control
- Strategy and Technology Management
- Strategy for Acquisition and Absorption of Technology
- Globalization and Strategic Management

Prescribed Text Books:

5. David, Fred R. (2014). **Strategic Management: A Competitive Advantage Approach, 14e**; Eastern Economy Edition; PHI Learning Private Limited, Delhi.
6. Pitt, Martyn R. and Dimitrios Koufopoulos (2012). **Essentials of Strategic Management** Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.

7. Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman and Charles E. Bamford (2016). **Concepts in strategic management and business policy: Globalization, Innovation and Sustainability, 14e**; Pearson India Education Services Pvt. Ltd., New Delhi.
8. Kazmi, Azhar (2012). **Strategic Management: A Competitive Advantage Approach**; Tata McGraw Hill Private Limited, New Delhi.

Suggested Additional Readings:

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

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Course Code: HRM 505

Course Name: Counselling Skills

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

Course Objectives: The course is designed to-

- Understanding the need and concept of counselling
- Learn different approaches and procedures of conducting counselling
- Develop in oneself the attributes required to be a good counsellor
- Apply the theory and practice of counselling in various management situations

Attendance Requirements:

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

Evaluation Criteria:

- Mid Term Examination: 25
- End Term Examination: 50
- Continuous Internal Assessment: 25
 - Attendance: 10
 - Class Participation: 5
 - Presentation: 5
 - Quiz: 5

Course Contents

UNIT I Introduction to Counselling

4 Hours

- Need for counselling, evolution, definition of counselling, psychotherapy and instruction
- Goals of counselling

- Counsellor – role, personality and background, positive motivators, characteristics, self therapy for counsellor, values and impact of values on counselling

UNIT II Approaches /Techniques to Counselling **6 hours**

- Psychoanalytic approach to Counselling
- Behaviouristic approach
- Humanistic approach or person centred counselling
- Other approaches – Existential, gestalt, reality, feministic, post modern, integrative

UNIT III Process and Phases of Counselling **3 Hours**

- 5-D Model of counselling
- Phases of counselling

UNIT IV Procedures for Counselling **3 Hours**

- Counselling environment
- Intake procedures
- Referral procedures
- guidelines for effective counselling
- Advanced skills in counselling
- Action Strategies
- Termination and follow up

UNIT V Organisational applications of counselling skills **4 Hours**

- Change management
- Downsizing
- Managing diversity
- Equal opportunities
- Mentoring team management
- Dealing with problem subordinates
- Ethics in counselling

Text Book

1. Kavita Singh (2015). Counselling Skills for Managers, PHI learning, Delhi

Suggested Reading

1. Richard Nelson- Jones (2012). Introduction to Counselling Skills - Text and Activities, Sage South Asia
2. Gerald Covey(2009). Theory and Practice of Counselling and Psychtherapy, Thomson Brooks/Cole, USA

