

**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**

**(Second Semester Spring 2019)**

**January- July**



**For More Details: Log on to [www.cuhimachal.ac.in](http://www.cuhimachal.ac.in)**

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

**Second Semester**

Sl. No.	Course Code	Course Name	Credits	Course Coordinator
<b>Compulsory Core Courses (No. of Credits=12)</b>				
1	AFA 403	Financial Management	4	Dr. Manpreet Arora, Dr. Ashish Nag & Dr. Mohinder Singh
2	HRM 402	Human Resource Management	4	Prof. Yoginder Verma, Dr. Aditi Sharma, Dr. Gitanjali
3	MSC 506	Consumer Behaviour	2	Dr. Bhagwan Singh & Dr. Sarvesh Kumar
4	MSO 601	Business Research Methods	2	Dr. Ashish Nag, Dr. Mohinder Singh & Dr. Aditi Sharma
<b>Open Core Courses (No. of Credits=04)</b>				
5	AFA 411	Financial Institution and Markets	2	Dr. Manpreet Arora
6	MSO 401	Management Principles & Functions	2	Dr. Rita Sharma, Dr. Gitanjali & Dr. Aditi Sharma
7	EDM 413	Entrepreneurship Development	2	Dr. Chaman Lal

## Master of Business Administration (MBA)

HUMAN MAKING COURSES		
Course Code	Course Title	Teacher Name/ Registration Room No.
CSR 408	Leadership Development	Dr. Gitanjali Upadhaya
CSR 405	Self-Management and Development	Dr. Rita Sharma
CSR 407	Interpersonal Effectiveness	Prof. Y. S. Verma

SKILL DEVELOPMENT COURSES		
Course Code	Course Title	Teacher Name/ Registration Room No.
EDM 406	Managing Innovation, Incubation & Creativity	Dr Sarvesh Kumar
AFA 544	Finance and Investment Skills	Dr. Ashish Nag
HRM 416	Employability Skills	Dr. Aditi Sharma
HRM 505	Counselling Skills	Prof. Y. S. Verma

**Second Semester** ↓



## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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**Course Code:** AFA 403

**Course Name:** Financial Management

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

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

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



- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Under and Over Capitalization
- Leverages, Types of Leverages, Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage
- Introduction to Capital Structure, Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure, Optimal Capital Structure,
- Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, The Traditional Approach, Pecking order theory, Modigliani-Miller Approach

**UNIT - V: Dividend Decisions**

**(6 Hours)**

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

**Prescribed Text Books:**

1. Pandey IM (2017) Financial Management, Eleventh Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2017) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2017) Financial Management, Ninth Edition, Tata McGraw Hill, New Delhi.

**Suggested Extra Readings:**

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

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**Course Code:** HRM-402

**Course Name:** Human Resource Management

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

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

- To understand the essence of human resource management and what roles and functions a human resource manager performs in an organization.
- To comprehend that in contemporary business scenario human resource management has acquired a strategic role in the functioning of any business organization.

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Introduction to HRM**

**(8 Hours)**

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

**UNIT - II: Human Resource Planning**

**(8 Hours)**

Importance and Process of Human Resource Planning; Demand and Supply forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Techniques, Replacement Chart; Job Analysis Process and Methods - Interview, Questionnaires, Observation, Participant diary/log; Job Description; Job Specification; Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment

**UNIT – III: Recruitment, Selection and HR Development**

**(8 Hours)**

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

**UNIT – IV: Performance Management and Performance Appraisal**

**(8 Hours)**

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360<sup>0</sup> appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

**UNIT – V: Job Evaluation, Compensation and Industrial Relations**

**(8 Hours)**

Methods of Job Evaluation- Ranking Method, Job Grading Method, Point Rating Method, Factor Comparison Method, Base Compensation and Supplementary Compensation, Factors affecting Employee Remuneration

Industrial Relations–Definition and Importance of Industrial Relations;

**Prescribed Text Books:**

1. Dessler, G.,2005, Human Resource Management, 10<sup>th</sup> Edition, Pearson Education, Inc, Delhi
2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10<sup>th</sup> Edition, John Wiley& Sons Inc., New Delhi
3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3<sup>rd</sup> Revised Edition, Himalaya Publishing House, New Delhi



**Suggested Extra Readings:**

1. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5<sup>th</sup> Edition, Tata McGraw-Hill Publishing Ltd., New Delhi
2. Saiyadain, 2009, Human Resource Management, 4<sup>th</sup> Edition, Tata McGraw Hill Publishing Ltd., New Delhi
3. Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi
4. Rao, T.V., 1995, Human Resources Development: Experiences, Interventions, Strategies, Sage Publications Pvt. Ltd., New Delhi
5. Nair, M. and Rao, T.V. 2007, Excellence through HRD, Tata McGraw Hill Publishing Ltd., New Delhi
6. Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi
7. Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi.

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**Course Code:** MSC 506

**Course Name:** Consumer Behavior

**Course Coordinator:** Dr Bhagwan Singh

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

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

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

### Attendance

#### Requirement:

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

### Evaluation

#### Criteria:

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

- Class participation: 5%
- Assignments, Presentations, Case studies & Field Surveys: 15%
- Surprise test/Activity: 5%

### Course

#### Contents:

### UNIT – I: Introduction to Consumer Behavior (Hours)

(4

- Consumer Behavior, Consumer Behavior & Marketing Concept

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

#### **UNIT – II: Consumer Modeling**

**(5 Hours)**

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

#### **UNIT – III: Consumer Decision Making**

**(5 Hours)**

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

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

**(4 Hours)**

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

#### **UNIT – V: e-Marketing Ethics**

**(2 Hours)**

- 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, 9<sup>th</sup> Edition.
3. Singh Bhagwan (2017), Web Based Advertising: A Tool of Digital & Internet Based Marketing, 1st Edition, Anamika Publisher

4. S. Ramesh Kumar (2009), Consumer Behavior: Concepts readings and cases, The Indian Context, Pearson Education
5. Leon G Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar (2010), Consumer Behavior, 10th Edition, Pearson

**Suggested Additional Readings:**

1. Comer, Ronald and Elizabeth Gould (2012). **Psychology Around Us**, Wiley India: New Delhi.
2. Georges, Patrick M; Annesophie Bayle-Tourtoulou and Michael Badoc (2014). **Neuromarketing in Action: How to talk and sell to the brain**, Kogan Page, London
3. Husain, Akbar(2012). **Social Psychology**, Pearson: New Delhi.
4. Kumar, S. Ramesh (2011). **Consumer Behavior and Branding - Concepts, Readings and Cases: The Indian Context**, Pearson: New Delhi.
5. Kumar, S. Ramesh (edited) (2013). **Case Studies in Consumer Behavior**, Pearson: New Delhi.
6. Hawkins, Del; David Mothersenbaugh and Amit Mookerjee. (2010). **Consumer Behavior: Building Marketing Strategy, 11/e**, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi
7. Majumdar, Ramanuj (2011). **Consumer Behavior: Insights from Indian Market**, PHI Learning Pvt. Ltd.: New Delhi.
8. Robert East; Malcolm Wright and Marc Vanhuele (2009). **Consumer Behavior: Application in Marketing**, Sage Publications, New Delhi.

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**Course Code:** MSO 601

**Course Name:** Business Research Methods

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

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

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

**Attendance Requirement:**

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

**Evaluation Criteria:**

- Mid Term Examination: 25%
- End Semester Examination: 50%
- Continuous Internal Assessment : 25%
  - Class participation: 10%
  - Assignment: 15%

**Course Contents**

**UNIT – I: Research Process, Problem, & Research Designs (4 Hours)**

- Research : Definition and Types
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem
- Research Design, Parts of Research Design
- Different Research Design

**UNIT – II: Sampling and Sampling Methods (4 Hours)**

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure
- Characteristics of a good Sample Design
- Types of Sample Designs

- Sampling Process
- Random Sampling Methods
- Sampling and non-Sampling errors

**UNIT – III: Data Collection Methods (4 Hours)**

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules
- Sources of Secondary Data
- Secondary Data collection Methods
- Selection of appropriate method of data collection

**UNIT – IV: Measurement, Scaling, Processing and Analysis of data (4 Hours)**

- Measurement in Research
- Errors in measurement
- Validity and Reliability in Measurement
- Scaling and important scaling techniques
- Fundamental Statistical Tools of analysis
- Basics of Chi-square test, Introduction to Parametric Tests

**UNIT – V: Data preparation and reporting (4 Hours)**

- Data Processing-Coding, entering and entering the data in software
- Significance of Report Writing
- Type of Research Report
- Layout of Research Report

**Prescribed Text Books:**

1. Chawla D. & Sondhi N, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

9. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi
10. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
11. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
12. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
13. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.



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**Course Code:** AFA 411

**Course Name:** Management of Financial Institutions

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

- Mid Term Examination: 25%
  - End Term Examination: 50%
  - Continuous Internal Assessment : 25%
- i Group Activity :10%
- ii Individual Presentation : 10%
- iii Quiz: 5%

**Course Contents:**

**UNIT - I: Introduction to Financial System (4 Hours)**

- The Indian Financial System
- Components of formal financial system
- Functions of a financial system
- Primary and secondary Markets
- Stock exchanges, Benefits of stock exchanges

**UNIT - II: Money market and Capital Market (3 Hours)**

- Financial Markets : The Money market, Capital Market
- Functions and role
- Instruments

**UNIT - III: Regulatory and Promotional Institutions (5 Hours)**

- The Reserve Bank of India
- Roles of RBI

- Techniques of monetary Control (CRR, SLR, Bank rate, OMO)
- The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions

**UNIT - IV: Development and other Financial Institutions (3 Hours)**

- Developments Financial Institutions – Development Banks, SIDBI
- EXIM BANK, NABARD

**UNIT - V: Banking Institutions and Emerging concepts in banking (5 Hours)**

- Banking Institutions, Functions of a Bank, Scheduled Commercial Banks
- Cooperative Banking
- Financial Inclusion
- Retail Banking
- Micro finance
- Bancassurance
- Merchant banking

**Prescribed Text Books:**

1. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
2. Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian

**Supplementary Reading**

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





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**Course Code:** MSO 401

**Course Name:** Management Principles and Functions

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

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

- Present a thorough and systematic exposure of Management theory and practice.
- Provide a basic understanding of fundamental concepts and principles of Management.
- Enable the students to understand the basic roles, skills and functions of Management.

**Attendance Requirement:**

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

**Evaluation Criteria:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
  - Attendance: 5%
  - Class Participation: 5%
  - Library Assignment: 5%
  - Presentation: 5%
  - Quiz/Role Play/ Any other activity

**Course Contents:**

**UNIT - I: Introduction to Management**

**(4 Hours)**

- Concept of Management
- Nature and Functions of Management, Levels of Management
- Evolution of Management Theory

**UNIT - II: Planning and Decision Making**

**(4 Hours)**

- Planning: An Overview,
- Importance of Planning at Organizations
- Planning Process
- Types of Plans
- Decision Making, Types of Decisions, Bounded Rationality, MBO

**UNIT - III: Organizing**

**(4 Hours)**

- Meaning of Organizing, Types of Organizational Structures
- Departmentation
- Formal and Informal Organization
- Elements of Structure: Work Specialization, Unity of Command, Span of Control, Authority and Responsibility, Centralization and Decentralization, Delegation

**UNIT - IV: Leading and Controlling**

**(4 Hours)**

- Teams and Teamwork,
- Communication Process and Barriers
- Meaning and Need of Control, Types of Control
- Steps in Control Process Traditional and Modern Techniques of Control (PERT and CPM)

**UNIT – V: Contemporary Management Practices**

**(4 Hours)**

- Organization Characteristics in International Context
- Technology and International Business

**Prescribed Text Books:**

1. James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert, JR (2010), Management, 6<sup>th</sup> Edition, Pearson Education, New Delhi
2. Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6<sup>th</sup> Edition, Pearson Education, New Delhi

**Suggested Additional Readings:**

1. P C Tripathi & P N Reddy (2010), Principles of Management, 4<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
2. Harold Koontz & Heinz Weihrich (2010), Essentials of Management, 8<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
3. Chuck Williams & Manas Ranjan Tripathy (2013), MGMT-Principles of Management: A South Asian Perspective, Cengage Learning India Pvt. Ltd., Delhi.

4. Karminder Ghuman & K Aswathappa (2010), Management, 1<sup>st</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
5. Dr. Neeru Vasishth (2011), Principles of Management, 3<sup>rd</sup> Edition, Taxmann Publications Private Limited, New Delhi.
6. Gene Burton & Manab Thakur (2010), Management Today, 13<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.
7. Dr. P. Subba Rao & C. Hima Bindu (2010), Management Theory and Practice, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi.

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**Course Code:** EDM 413

**Course Name:** Entrepreneurship Development

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

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

- Develop Entrepreneurial Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an Entrepreneur.
- Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises.
- Make students familiar with different financial institutions which support entrepreneurship development.

**Attendance Requirements:**

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

**Evaluation Criteria:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
  - Business Plan : 15%
  - Assignments/Presentation : 5%
  - Class Participation : 5%

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

**Course Contents:**

**UNIT – I: Fundamentals of Entrepreneurship (7 Hours)**

- Concept of Entrepreneur and Entrepreneurship

- Entrepreneur Versus Manager
  - Why Entrepreneurship?
  - Theories of Entrepreneurship
  - Classification of Entrepreneurs/Entrepreneurship
- UNIT – II: Entrepreneurial Development (6 Hours)**
- Factors Influencing Entrepreneurial Development & Models of Entrepreneurship
  - Entrepreneurship Development Programme
  - Entrepreneurial Competencies
  - Entrepreneurship: Emerging Areas
- UNIT – III: Entrepreneurial Support (6 Hours)**
- Entrepreneurial Policies in India
  - Institutional Support to Entrepreneurs
  - Clustering
- UNIT – IV: Creating and Starting the Venture (6 Hours)**
- Creativity and Business Idea.
  - Legal Issues for the Entrepreneur
  - Feasibility Analysis
  - The Business Plan
- UNIT – V: Entrepreneurship Management (5 Hours)**
- Selection of types of ownership
  - Strategies for Growth
  - Entrepreneurial Sickness
  - Case Study

**Prescribed Text Books:**

3. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
4. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.
5. Roy, Rajiv., (2011), Entrepreneurship, Second Edition, Oxford University Press.
6. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.

**Suggested Extra Readings:**

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.

3. Timmons, A., Jeffrey, Spinelli, Stephen, (2009), *New Venture Creation: Entrepreneurship for the 21<sup>st</sup> Century*, Seventh Edition, Tata McGraw-Hill, New Delhi.
4. Morse, A., Eric, Mitchell, K., Ronald, (2009), *Cases in Entrepreneurship: The Venture Creation Process*, Fourth Printing, SAGE Publications Inc., New Delhi.
5. Desai, Vasant, (2012), *Entrepreneurial Development and Management of Small and Medium Enterprises*, Second Edition Edition, Himalaya Publishing House, Mumbai.
6. Sinha, S K (2010), *Small Business Management*, Centrum Press, New Delhi.
7. Desai, Vasant, (2011), *Entrepreneurial Development*, Sixth Edition, Himalaya Publishing House, Mumbai.

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

**Course Code:** CSR 408

**Course Name:** Leadership Development

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

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

1. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.

## **Attendance Requirement:**

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

## **Evaluation Criteria:**

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

## **Course Contents:**

### **UNIT I: INTRODUCTION TO LEADERSHIP**

**(4 Hours)**

- Definition and Significance, Leadership and Management, Leadership Myths
- Multiple intelligences of a Leader
- Characteristics of Effective Leaders
- The Interactional Framework for Leadership Effectiveness

### **UNIT II: SELF-MANAGEMENT**

**(4 Hours)**

- Time Management
- Setting and Achieving Goals and Objectives
- Creativity and Innovation
- Decision Making and Problem Solving

**UNIT III: MANAGING OTHERS****(4 Hours)**

- Team Building
- Motivation and People Management
- Communication Skills
- Managing Meetings

**UNIT IV: SKILLS FOR DEVELOPING LEADERS****(4 Hours)**

- Methods of Leader Development
- Providing Constructive Feedback
- Building High Performance Teams
- Delegating, Coaching and Mentoring

**UNIT V: SKILLS TO DEAL WITH SITUATIONS****(4 Hours)**

- Power and Empowerment
- Leadership and Change
- Managing Conflict and Negotiation
- Leadership Ethics and Values

**Prescribed Text Books:**

1. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience. 7e, Indian Edition. McGraw Hill, New Delhi.

**Suggested Additional Readings:**

4. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
5. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
6. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
7. The Maxwell, John C. 2005. The 360<sup>0</sup> Leader: Pearson, New Delhi, India.
8. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
9. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
10. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.
11. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.





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

**Course Code:** CSR 405

**Course Name:** Self Management and Development

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

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

- Familiarize students to the importance of self management and development.
- To understand various approaches of self management and development.
- This course gives students an understanding of the concepts and tools needed for understanding and working on the “Self”. It is useful for harnessing the immense powers hidden “with in” the self and these are the secret tools for self-change. The powers again emerge in the self as it withdraws from body consciousness activity and attitudes.

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
  - Attendance: 5%
  - Class Participation: 5%
  - Library Assignment: 5%
  - Presentation: 5%
  - Quiz/Role Play/ Any other activity

## **Course Content**

### **UNIT I: Understanding Self Management**

- Self Management and Self Evaluation
- Self Discipline
- Self Awareness, Identifying one's strengths and weaknesses
- Planning & Goal setting

### **UNIT II: Developing Soft Skills**

- Developing Positive Attitude
- Team building and Teamwork
- Time Management
- Stress Management

### **UNIT III: Understanding Self Development**

- Concept of Self Development, Personal Development
- Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory

### **UNIT IV: Art of Communication**

- Definition and Process
- Formal and Informal communication
- Barriers to communication

- Art of listening, reading and writing

### **UNIT V: Career Management Process and Development**

- Process of career management
- Career Path and Development
- Career development interventions
- Contemporary issues in career management: work- family conflict, career management and quality of life

#### **Text Books:**

1. Onkar, R.M., 2008, Personality Development and Career Management, Third Revised Edition 2011, S.Chand, New Delhi
2. Dr. Alex, K., 2009, SoftSkills, Second Revised Edition 2011, S. Chand, New Delhi
3. Greenhaus, J.; Callanan,G.; Godshalk,V. “Career Management” Sage Publication,Fourth Edition

#### **Additional Readings:**

1. Pande, S.; Basak, S. “Human Resource Management” Text and Cases. Pearson’s Publication.
2. Mankin, D.2009“Human Resource Development” Oxford University Press.
3. Covey R. Stephen, 2004, The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press

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**Course Code: CSR 407**

**Course Name: Interpersonal Effectiveness**

**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 students to be effective in interpersonal relations
- Help students to acquire the attributes of good human being
- Develop insight and skills among students for understanding others
- Groom skills, attitudes and values to be effective in interpersonal 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%
  - a. Attendance and Class Participation: 10
  - b. Assignment: 05
  - c. Presentation: 05
  - d. Class room activities like quiz: 05

## **Course Contents**

### **UNIT I Self - Awareness and Introspection (3 Hours)**

- Introspection – Concept and Techniques
- Self Assessment – SWOT Analysis
- Johari Windows- Knowing Yourself
- Using your potential

**UNIT - II: Self - Empowerment (4 Hours)**

- Concept of Self Empowerment
- Building of positive attitudes – meaning and techniques
- Managerial Grid

**UNIT III: Emotional Intelligence, Etiquettes and Manners (4 Hours)**

- Emotional Intelligence- concept and components
- Developing Emotional Intelligence
- Etiquettes and manners
- Guidelines for grooming etiquettes

**UNIT IV: Interpersonal Communication (4 Hours)**

- Communication - Definition and Process
- Barriers in Communication
- Tips for effective communication
- Importance of Body Language
- Management of Time – essential steps

**UNIT V: Interpersonal Relationships (5 Hours)**

- Interpersonal Relationship - Definition and determinants
- Process of developing interpersonal relations
- Treating People Well
- Transaction Analysis - Ego States, Stroking and Life Positions

**Text Books:**

1. Rai, U and Rai, S.M.(2011) Personality Development and Communication Skills . Himalaya Publishing House.
2. Armstrong, M.(2012). How to be an even Better Manager .Koganpage.
3. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi

**Additional Readings:**

4. Covey R. Stephen, (2004) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press
5. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial
6. Onkar, R.M., (2008) Personality Development
7. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman

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

**Course Code:** EDM 406 (Semester: January 2019 to June 2019)  
**Course Name:** Managing Innovation, Incubation and Creativity  
**Faculty Name:** Dr Sarvesh Kumar, Assistant Professor, Department of Marketing & SCM, SBMS, CUHP.

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

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

- Understand the role of innovation in having competitive advantage, activities involved in new product development, skills and techniques required for innovation management.
- Recognize steps involved in implementation of innovation from R & D to product launch.

**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%
  - Assignment: 5%
  - Case study: 5%
  - Presentation: 5%
  - Class participation: 5%
  - Quiz: 5%

**Course Contents**

**UNIT – I: Innovation, Incubation and Creativity: an overview (7 Hours)**

- Introduction to Innovation
- Types of Innovation, Stages of Innovation Cycle, Sources of Innovation, Traditional Knowledge, Grassroots Innovation, Radical Innovation
- Significance and Applications of Innovation

- Innovation and creativity
- Innovation, creativity and Incubation

**UNIT – II: Basics of Innovation Management (6 Hours)**

- Innovation Management
- Managing Innovation, Process Innovation, Product Innovation
- New Product Development
- Market Research and its Influence on New Product Development

**UNIT – III: Strategies for Innovation (6 Hours)**

- Innovation and Entrepreneurship
- Entrepreneurship, Social Entrepreneurship, Citizen organisation
- Towards Innovative Society
- Globalization of Innovation
- Management of Research and Development

**UNIT – IV: Disruptive Technology, Managing Technology and Knowledge (4 Hours)**

- Innovations Diffusion, Disruptive Technology
- Managing Organisational Knowledge
- The Role of Technology Transfer in Innovation

**UNIT – V: Technology Business Incubation and IPR (7 Hours)**

- Incubation of Idea to Business
- Business development through Innovation and Creativity
- Major Challenges in Innovation, creativity and Incubation
- Introduction to Technology Business Incubation (TBI)
- Business Models and Managing Intellectual Property

**Prescribed Text Books:**

1. Borstein, David (2005). How to change the world: Social Entrepreneurs and the Power of New Ideas, Penguin Books India Pvt Ltd; New Delhi.
2. Chesbrough, Henry W. (2003). Open Innovation - The New Imperative for Creating and Profiting from Technology; Harvard Business School Press, Boston.
3. D’cruz, Premilla (2008). Thinking Creative at Work: a sourcebook, Response Business books from SAGE, New Delhi.
4. Evans, Nicholas D. (2003). Business Innovation and Disruptive Technology Harnessing the Power of Breakthrough Technology or Competitive Advantage; Financial Times Prentice Hall, Upper Saddle River, New Jersey.
5. Fagerberg, Jan; David C. Mowery and Richard R. Nelson; eds (2005). The Oxford Handbook of Innovation, Oxford University Press, Oxford.

6. Kelley, Tom and Jonathan Littman (2001). *The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm*; Currency Book, New York.

**Suggested Extra Readings:**

1. Gupta, Anil K. (). *Grassroots Innovation: Mind on the Margin are not Marginal Mind*
2. Hippel, Eric von (1988). *The Sources of Innovation*; Oxford University Press, New York.
3. Joshi, Gangadhar (2015). *Campus to Corporate: Your Roadmap to Employability*, Sage Publications India Pvt. Ltd, New Delhi
4. Krishnamachayulu G.S. and Lalitha R. (2009). *Innovations Management*, 2e, Himalaya Publishing House, New Delhi.
5. Tidd, J., Bessant, J. and Pavitt, K. (2010). *Managing Innovation*, 7e; John Wiley & Sons Ltd.
6. Trott P. (2010). *Innovations Management and New Product Development*, 4e; Pearsons Publication, New Delhi.
7. Ulrich, K.T., Eppinger, S.D. (2010). *Product Design and Development*, 6e; Tata McGraw-Hill, New Delhi.
8. Wadkar, Alka (2016). *Life Skills for Success*, Sage Publications India Pvt. Ltd, New Delhi.





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**Course Code:** AFA 544

**Course Name:** Finance and Investment Skills

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

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

- Enable the students to understand the basics of finance and Investment Skills.
- Enable students to manage their own portfolio and help other to design basic portfolio.
- Provide training and exposure to students about Investment skills and Investment markets.
- Provide experience to deal with savings, tax, risk, liquidity, returns and personal finance.

**Attendance Requirement:**

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

**Evaluation Criteria:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%
- Practical/ Demo
- Virtual Trading
- Visit to Stock Brokers, Mutual Fund Houses
- Guest Lectures from Experts
- Live Projects/Case Study/ Case Work

**Course Contents:**

**UNIT - I: Introduction to Financial System**

**(3 hours)**

- The Financial System, Nature, Evolution and Structure, The Functions of Financial Intermediaries , Financial Instruments

- The Role of Financial System in Economic Development , The Indian Financial System, Meaning of financial services, Importance of financial services, Types of financial services
- Financial services and economic environment, Players in financial services

#### **UNIT - II: The Origin and Growth of Banking**

**(4 hours)**

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

#### **UNIT-III: Insurance Sector**

**(4 hours)**

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

#### **UNIT - IV: Trading and settlement System in Stock Exchanges**

**(5 hours)**

- Meaning and Functions of Stock exchanges
- Organization of Stock Exchanges in India: Traditional structure, Demutualization, Corporatization of Stock exchanges.
- Listing of Securities: Advantages of listing, listing Procedure
- Clearing and Settlement, Online Trading, Trading at NSE, Trading and Settlement System at BSE
- Role of SEBI

#### **UNIT - V: Mutual funds and Money Market Instruments**

**(4 hours)**

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

#### **Prescribed Text Books:**

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

**Suggested Additional Readings:**

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



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**Course Code: HRM 416**

**Course Name: Employability Skills**

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

**Course Objectives:** The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

**Attendance Requirements:**

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

**Evaluation Criteria:**

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
  - Attendance and Class Participation: 10%
  - Presentation: 15%

**Course Contents**

<b>UNIT I</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Employability skills</li><li>• Components of employability</li><li>• Models of employability</li></ul>	
<b>UNIT II</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Skills and Competencies</li><li>• Assertiveness</li><li>• Reading Skills</li></ul>	
<b>UNIT III</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Self Management</li><li>• Self Awareness</li></ul>	

- Self Evaluation

**UNIT IV**

**4 Hours**

- Creativity
- Methods of Enhancing Creativity
- Innovations and Innovative Process

**UNIT V**

**4 Hours**

- Negotiation skills
- Power and Politics

**Prescribed Text Books:**

1. Gravells , Ann (2010) *Delivering Employability Skills in the Lifelong Learning Sector: Further Education and Skills*, Learning Matters Ltd., UK.

**Suggested Additional Readings:**

1. Rao , M.S. (2010). *Soft Skills: Enhancing Employability: Connecting Campus with Corporate*, I. K. International Pvt Ltd, New Delhi
2. Ricketts C. and Ricketts J. (2010). *Leadership: Personal Development and Career Success*, Cengage Learning, USA
3. Vishnu, P (2012). *A Handbook on Employability Skills: Soft Skills for Students and Job Aspirants*, Lap Lambert Academic Publishing GmbH KG.
4. Hager P. and Holland, S. (2007) *Graduate Attributes, Learning and Employability Volume 6 of Lifelong Learning Book Series*, Springer, The Netherlands
5. Hind, D. W. G. and Moss, S. (2005). *Employability Skills*, Business Education Publishers Limited,



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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